MAYOR'S MANAGEMENT REPORT

September 2026

The City of New York
Mayor Zohran K. Mamdani

Elle Bisgaard-Church
Chief of Staff

Annie Levers
Director, Mayor's Office of Operations

NYC

Photo Credit: Mayoral Photo Office

LETTER FROM THE MAYOR

To the People of New York City,

Since our administration took office just over eight months ago, we have sought to waste no time delivering for the working people who power this city, yet increasingly struggle to afford to live here.

From launching the city's first free child care program for 2 year-olds to securing millions of dollars for tenants, workers and small businesses to filling a historic number of potholes, we have been guided by one defining principle: Government must work for the people it serves. Our work has only just begun.

In the years ahead, we will keep driving down costs for New Yorkers, restoring faith in government and building public infrastructure that is the envy of the world. From the city's first municipal grocery stores to the full implementation of universal child care, we will never stop working to deliver a city New Yorkers can afford to call home.

Since 1977, the Mayor's Management Report has given New Yorkers a window into how their government is performing. It is a tool for transparency and accountability, and this year's report continues that tradition at a moment of transition and renewed purpose for our city.

The report covers July 1, 2025, through June 30, 2026, capturing both the final months of the previous administration and the beginning of ours. It brings together the work of 45 agencies, more than 2,000 performance indicators and a clear picture of where city government is delivering, and where we have more work to do.

Our progress is already visible. Affordable housing completions increased 20% to 26,971 homes. Child care voucher enrollment grew 20% to nearly 110,000 children and their families. We delivered on the basics, repairing 27% more potholes, cleaning more streets and vacant lots, and planting over 55,000 trees—a 61% increase. We also began building the roads and transit infrastructure New Yorkers deserve, including more than double the bus lanes of the prior year.

We made New York safer while investing in essential social services. Major felony crime fell 2% citywide, including a 20% decline in murders. Assisted outpatient treatment reached more than 3,000 New Yorkers. And NYC 988 provided nearly 467,000 crisis services, a 40% increase.

We strengthened economic security, too—returning more than $48 million to workers whose rights were violated, increasing job placements by 33% and expanding food distribution by 32%.

A repaired pothole means saving money because your car axle doesn't break. A bus lane means less time stuck in traffic and more time with your family. An affordable home means you can raise your kids in the neighborhood where you were raised. Universal child care means you can go to work knowing your child is cared for.

We will use this data to drive improvement, make it easier for New Yorkers to get the services they deserve and build a government that earns their trust by delivering every single day.

And none of this work happens without the more than 300,000 city workers who clean our streets, teach our children, protect our families, care for our neighborhoods and keep this city running. To our incomparable city workers: Thank you. This city works because you do.

There is much more ahead and much more to do. We're ready for it—together.

Sincerely,

Zohran Kwame Mamdani
Mayor

Mayor's Management Report

Fiscal 2026

The City of New York
Mayor Zohran K. Mamdani

Elle Bisgaard-Church
Chief of Staff

Annie Levers
Director, Mayor's Office of Operations

September 2026

MESSAGE FROM THE DIRECTOR

On behalf of the Mayor's Office of Operations, I am pleased to submit the Fiscal 2026 Mayor's Management Report (MMR).

For nearly five decades, the MMR has been a cornerstone of New York City's commitment to transparent and accountable government. Produced in partnership with City agencies, it offers a rich historical record of how City government performs, helping New Yorkers, policymakers, and researchers understand what government delivers and how well it delivers it. This year's report also reflects the early work of a new administration—in office since January, just half of this year's reporting period—to make New York safer, more affordable, and more livable for working people, with new chapters on child care, fast and free buses, community safety, and affordable housing.

The Fiscal 2026 MMR provides a baseline for the new Administration, capturing six months of the Adams Administration, as well as the first six months of the Mamdani Administration, establishing a starting point for measuring progress going forward.

Accountability means being transparent about both our progress and where we need to do better. But the value of the MMR lies not only in what we report, but in how we use it. Its breadth allows us to spot patterns, ask better questions, and act on what we learn. This administration is focused on putting that data to work to improve services and outcomes for New Yorkers while ensuring every public dollar is used wisely.

The Mayor's Office of Operations is proud to steward this longstanding resource and apply its data across City government. Under Mayor Mamdani's leadership, we will build on this strong foundation with a sharper focus on the outcomes that matter most to New Yorkers and what the data tells us about whether we are achieving them.

Beyond the report, New Yorkers can explore the data themselves through Open Data and the Dynamic Mayor's Management Report (DMMR), where they can track performance over time and dig deeper into the measures that matter most to them.

I want to thank the performance management liaisons across City agencies and the staff of the Mayor's Office of Operations whose expertise and dedication make this report possible and carry forward New York City's deep-rooted commitment to public accountability.

Sincerely,

Annie Levers
Director, Mayor's Office of Operations

Table of Contents

INTRODUCTION

MAYOR'S MANAGEMENT REPORT

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal Agencies in delivering services. The annual Mayor's Management Report (MMR) covers the 12-month fiscal year period, from July through June. The Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The Charter provisions governing the submission of the MMR/PMMR can be viewed on the Mayor's Office of Operations' website at www.nyc.gov/mmr.

The MMR and PMMR cover the operations of City Agencies that report directly to the Mayor. Three additional non-Mayoral Agencies are included, for a total of 45 Agencies and organizations. Activities that have direct impact on New Yorkers—including the provision of support services to other agencies—are the focus of the report. A set of services is listed at the beginning of each Agency chapter. Within each service area, goals articulate the Agency's aspirations. The services and goals were developed through collaboration between the Mayor's Office of Operations and the senior leadership of each Agency.

The "Performance Indicators" tables contain the following information for the measurements of each Agency's goals:

1. In the MMR, the most recent five full fiscal years of data are presented. In the PMMR, data are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years.

2. A star designation (★) showing which indicators are deemed critical.

3. Numeric targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Targets for the next year are set initially in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.

Because resources affect an Agency's ability to perform, the MMR and PMMR also present, for each Agency, an overview of resources used, and resources projected for use including personnel, overtime, expenditures, revenues and capital commitments. Additionally, spending and budget information are provided by budgetary units of appropriation, and, where possible, are shown in relation to an Agency's goals.

Each Agency chapter also contains information regarding how well the Agency is serving its customers including timeliness in responding to e-mails, letters and service requests made through the City's 311 Customer Service Center.

At the end of each chapter there is a "Noteworthy Changes, Additions or Deletions" section where important changes are noted, including updates and corrections to information presented in previous reports.

"Additional Resources" provides the full internet addresses of links to additional Agency information and statistics, including the Agency's website.

A "User's Guide" in the appendix of the MMR/PMMR identifies and describes each component of an Agency's chapter.

The MMR/PMMR is available online in the form of a printable book. Both reports can be viewed at www.nyc.gov/mmr. The website also includes the following:

1. Definitions for each Agency performance indicator including the data source.

2. Additional tables showing information of interest across Agencies, including workforce absence rates and fleet vehicle usage.

3. An archive of all previously released reports beginning Fiscal 1997.

Agency performance data can also be viewed on the Dynamic Mayor's Management Report (DMMR). The DMMR platform facilitates more nuanced and granular analysis of Agency performance to increase public understanding of New York City's goals and services.

DMMR users can explore the entire historic record for each indicator, allowing them to see long-term trends for the entire period selected. Further, the DMMR is updated monthly, making indicators available more frequently than the twice-yearly MMR/PMMR cycle. Community-level information for selected performance indicators in the MMR, disaggregated by local service district (community district, police precinct or school district), is available on the DMMR. Visit the DMMR at dmmr.nyc.gov.

MMR/PMMR data for performance indicators and resource indicators can also be found on NYC Open Data at opendata.cityofnewyork.us.

UPDATE ON EQUITY REPORTING IN THE MAYOR'S MANAGEMENT REPORT

Since its inception in 1977, the Mayor's Management Report (MMR) has evolved alongside the City's approach to performance management and government transparency. This evolution included efforts to align the MMR with the City's expanding equity priorities, positioning it as a tool to understand and assess government performance and service delivery through an equity lens. Currently, the MMR reports on equity in two primary ways: 1) through the Focus on Equity narrative sections, where agencies describe how they work to deliver services equitably, and 2) through equity indicator designations, which identify performance metrics that align with the City's EquityNYC report. Additionally, in the Dynamic Mayor's Management Report—a digitized and interactive version of the MMR—some indicators are disaggregated by geography and displayed as mapped data. These maps provide a way to assess disparities in service delivery across neighborhoods.

Strengthening how equity is measured and reported in the MMR remains an ongoing process. The development of New York City's first Citywide Racial Equity Plan (REP) marks an important next step in the City's broader equity work and creates an opportunity to further improve how equity is reflected in the MMR.

In 2022, New York City voters approved a Charter amendment (codified as Local Law 121 of 2022) that added a new equity chapter to the City Charter, including establishing the Office of Racial Equity (§3401) and Commission on Racial Equity (§3404) and mandating the development of Racial Equity Plans (§3403). The Mayor's Office of Equity and Racial Justice (MOERJ) led this essential work in collaboration with dedicated agency staff and published the Preliminary Plan in April 2026 and the Final Plan in August 2026.

The Plan establishes a shared framework for how agencies identify racial disparities, define equity goals, and outline strategies to improve outcomes for the communities they serve. 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, outcomes, and strategies for the short-, medium-, and long-term and included indicators for each to track and measure progress. It will serve as a foundation for agency's equity priorities and support long-term accountability.

The Mayor's Office of Operations (Operations), who works to compile the MMR, supported MOERJ with its initial REP review process by providing input on the development of performance indicators. To ensure the finalized REP priorities are reflected in the MMR, Operations plans to update the Focus on Equity statements in each agency's MMR chapter to more clearly reflect agencies' racial equity goals, the populations they seek to serve, and the most recent actions they are taking to address racial inequities, among other efforts they are undertaking to advance equity citywide. Operations will also collaborate with MOERJ to explore opportunities to incorporate relevant performance metrics identified in the finalized REP and collaborate in future Racial Equity Plan cycles.

As the City's primary public performance management report, the MMR must reflect agencies' most current priorities—and Operations' work to update these sections is central to keeping the City accountable to New Yorkers on equitable service delivery.

To read the finalized Racial Equity Plan, please visit: https://www.nyc.gov/site/equity/about/racial-equity-planning.page.

Collaborating to Deliver Results

Collaborating to Deliver Results

BUS ACTION PLAN

PARTNER AGENCIES & OFFICES

DOT

DPR

NYPD

Metropolitan Transportation Authority

INTRODUCTION

Every day, New Yorkers take 2.75 million trips on a bus network that covers approximately 1,600 miles of the City's streets. Buses connect riders to their families, higher-paying jobs, top healthcare, educational opportunities, comprehensive community services, and cultural institutions across the five boroughs.

Even with significant investments in buses citywide over the last two decades, New York City buses remain slow, crawling behind other street traffic at an average of just eight miles per hour. Buses are forced to navigate crowded streets, getting stuck at congested intersections and spending unnecessary time waiting at red lights. Bus bunching occurs when buses fail to stick to their schedules and end up spaced close together, creating irregular and unreliable service. At crowded, high-ridership bus stops, buses are delayed by single-door boarding as large numbers of riders wait to board. All these delays compound, leaving riders frustrated by slow, inconsistent service.

In a historic partnership, the City and New York State launched *Next Stop: Fast Buses, Better Service* in July 2026, an ambitious bus action plan to deliver a faster, more reliable, and more comfortable bus ride at every stage of a rider's journey. Throughout *Next Stop*, both the Department of Transportation (DOT) and Metropolitan Transportation Authority (MTA) will keep bus riders front and center, ensuring their needs and voices shape planning, design, and implementation. DOT, MTA, and partner agencies will also uphold a strong commitment to accountability through a rigorous, data-driven monitoring program that tracks bus speeds, reliability, enforcement performance, and rider experience, enabling the agencies to identify challenges quickly, adjust strategies in real time, and maintain transparency with riders, communities, and elected officials as *Next Stop* is implemented.

Next Stop sets the path toward a more efficient, sustainable, and people-centered bus transportation system that prioritizes transit, strengthens mobility, supports economic opportunity, and enhances quality of life across the five boroughs. The success of *Next Stop* will be measured not only by the completion of these initiatives, but by the tangible improvements that riders will experience every day: shorter travel times, less time waiting at bus stops, more reliable service, and comfortable, accessible stops that serve all New Yorkers. The indicators included in this chapter will measure the improvements made to bus infrastructure as well as quantify the overall ridership experience. This chapter marks the inaugural report on the implementation of *Next Stop* in the Mayor's Management Report; indicators and updates on implementation will be added and expanded in future reports as the plan progresses.

To advance this vision, *Next Stop* set four ambitious goals with clear, actionable strategies that will shape the future of bus improvements citywide.

FAST AND RELIABLE BUSES

To meet the needs of New Yorkers, Next Stop commits to increase bus speeds by 20 percent and reduce rider delays at bus stops to less than 2 minutes past the scheduled wait time on 50 priority corridors across the city. DOT and MTA will implement a combination of infrastructure improvements, traffic signal innovation, and operational changes along priority corridors to meet these goals. Speed and reliability improvements will save riders up to six minutes during their journey.

VALUED BUS RIDERS

DOT commits to providing a more comfortable experience for bus riders by improving accessibility, shelter, shade, seating, and real-time passenger information at bus stops. By Calendar 2028, DOT will install 300 new bus shelters, and by Calendar 2030, DOT will install 2,900 new and technologically improved real-time passenger information (RTPI) signs. DOT will also implement seating at 875 stops per year to achieve universal seating at bus stops by Calendar 2035. As part of the Bus Stop Accessibility program, DOT will upgrade 35 inaccessible bus stops in Calendar 2026, scaling to at least 65 per year by Calendar 2030. Building upon the Department of Parks and Recreation's (DPR) Neighborhood Tree Planting Program, DOT and DPR will plant 30 trees at bus stops in 2026, with the goal of inspecting all bus stops for street trees and planting as many as possible by 2035. Trees will bring shade to bus stops, and the City will coordinate with MTA to ensure new trees maintain clear paths for buses and riders.

CULTURE OF COURTESY AND RESPECT

Effective enforcement strategies ensure smooth, safe, and on-time journeys for bus riders and guarantee the streets are used as intended. DOT, the New York Police Department (NYPD), and MTA will employ a comprehensive, coordinated approach to keep buses moving through traffic. Specifically, DOT and MTA will expand Automated Camera Enforcement (ACE) to at least 50 additional routes by Calendar 2027, prioritizing high-ridership and delay-prone corridors. DOT and MTA will also deepen public education and engagement around the ACE program and the benefits of keeping the City's streets clear. These comprehensive enforcement strategies will ensure that everyone uses the shared street network as it was designed to function.

QUALITY TRANSIT FOR ALL

New, world-class rapid bus routes will be planned, designed, and constructed to guarantee 90 percent of New Yorkers live within a half mile of a subway, rail, Select Bus, or new rapid bus station. To do so, DOT and MTA will launch world-class rapid bus service to bridge mobility gaps and support future housing, population, and job growth. These rapid bus corridors will deliver fast and reliable service through transformative Bus Rapid Transit-style street design and enhanced stations with high-quality amenities.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
Bus shelters installed	DOT	0	0	47	44	107	*	*	Up	Up
Bus stops that received accessibility upgrades	DOT	0	31	40	45	42	*	*	Up	Up
Routes activated with Automated Camera Enforcement	DOT	11	17	25	25	29	*	*	Up	Up
Bus stops with seating installed	DOT	541	200	229	380	426	*	*	Neutral	Up
Bus projects implemented	DOT	6	8	8	4	7	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- Next Stop: Fast Buses, Better Service: https://www.nyc.gov/html/dot/downloads/pdf/next-stop-fast-buses-better-service.pdf
- Select Bus Service: https://www.nyc.gov/html/dot/downloads/pdf/nyc-dot-select-bus-service-report.pdf

Collaborating to Deliver Results

PARTNER AGENCIES & OFFICES

- DHS
- DOHMH
- DYCD
- FDNY
- H+H
- HRA
- NYCHA
- NYPD

Mayor's Office of Community Safety

Mayor's Office for Neighborhood Safety

Mayor's Office to End Domestic and Gender-Based Violence

Mayor's Office of Crime Victims Services

Mayor's Office for the Prevention of Hate Crimes

Mayor's Office of Community Mental Health

Mayor's Office of Criminal Justice

SAFER NYC: SAFETY ACCESS AND FAIRNESS FOR EVERY RESIDENT OF NEW YORK CITY

INTRODUCTION

New York City is advancing a new era of community safety—one that recognizes that achieving lasting safety requires more than responding to crises. Building safer communities also means preventing harm, supporting victims and survivors of violence, expanding access to culturally responsive care, addressing conditions that contribute to violence, and strengthening the social fabric of communities. Every New Yorker deserves a City where they can walk through their neighborhood without fear. They deserve to live free from violence in their homes and relationships, to be safe from bias and hate, and to have the support needed to move from crisis to stabilization. Every community should also be able to define and shape what safety looks like in their neighborhoods to ensure safety solutions reflect their specific needs and priorities.

In reflection of this understanding of comprehensive community safety, Executive Order 15, issued on March 19, 2026, established the Office of Community Safety (OCS) and the Office of the Deputy Mayor for Community Safety (DMCS) as the first steps toward creating a Department of Community Safety—a City agency committed to building safer communities for all New Yorkers. Together, these offices advance Safety Access and Fairness for Every Resident of New York City (SAFER NYC), a whole-of-government approach that aligns agencies, resources, and partners around a shared goal: a safer New York City where every person has the tools and resources to flourish and live free from violence and harm.

Fiscal 2026 marks the first time New York City has ever had a Deputy Mayor for Community Safety (DMCS). DMCS is working to bring together the best available evidence on addressing safety gaps with the priorities that New Yorkers have identified. To inform this work, DMCS and OCS launched a Youth Listening Tour in Fiscal 2026, reaching over 1,400 students, and organized conversations and roundtables with community coalitions. Additional engagement is planned for Fiscal 2027 to further inform the forthcoming SAFER NYC strategic plan.

Led by DMCS, the five-year SAFER NYC strategic plan will be published in Fiscal 2027 and will outline a citywide approach to reduce violence and strengthen community safety. It will identify the people, places, and situations at greatest risk of harm and apply strategies to prevent and interrupt cycles of violence, respond effectively to crises, and support healing for individuals and communities. It will also establish milestones, metrics, and opportunities for scaling and improvement.

This work is focused across five core areas: community violence prevention and intervention; hate violence and intergroup conflict; domestic and gender-based violence prevention and response; victim and survivor support; and behavioral health and crisis response. These areas also intersect with improving the built environment and promoting healing, restoration, and community resilience. Whether through improving physical infrastructure, addressing social disconnection, or expanding access to economic mobility, community safety requires a multifaceted approach grounded in dignity, care, and opportunity. SAFER

NYC will invest in resources to support well-coordinated responses and services, centered in community and informed by the experiences of those closest to the solutions. This approach will help meet New Yorkers where they are and provide the support they need.

OCS is essential to this work and consolidates under one umbrella several existing Mayor's Offices, including: the Office of Crime Victims Services (OCVS), the Office for Neighborhood Safety (ONS), the Office to End Domestic and Gender-Based Violence (ENDGBV), the Office for the Prevention of Hate Crimes (OPHC), and the Office of Community Mental Health (OCMH). Across their work, OCS prioritizes equity, accessibility, and community-based approaches that minimize New Yorkers' unnecessary involvement with the criminal legal system. Through partnerships with communities, City and State government agencies, and service providers, OCS's core mission is to:

- **Prevent violence and harm** through education, early intervention, community-based prevention, and evidence-based strategies that address the conditions which increase individuals' and communities' vulnerability to violence.
- **Intervene effectively in moments of heightened risk and crisis** through timely, appropriate responses that reduce immediate risks, de-escalate conflict, stabilize individuals and communities, and connect New Yorkers to appropriate care and support.
- **Support victims, survivors, families, and communities** through accessible, survivor-centered services and resources that promote safety, stability, healing, and recovery after experiencing violence.
- **Collaborate with communities as partners in safety** by investing in community-based solutions; fostering belonging, social connection, and resilience; and ensuring New Yorkers most impacted by violence and harm help shape strategies and investments that affect their communities.
- **Strengthen systems, partnerships, and the community safety workforce** by coordinating agencies, providers, and resources; investing in the people and infrastructure that deliver community safety strategies; identifying gaps and barriers; and using research, data, training, policy, and lived expertise to improve how the City prevents and responds to harm.

COMMUNITY VIOLENCE PREVENTION AND INTERVENTION

Gun violence has declined significantly in New York City in recent years. Shooting incidents decreased by 16 percent from 804 in Fiscal 2025 to 673 in Fiscal 2026, which marked a 61 percent decline from their peak of 1,741 in Fiscal 2021. Despite this progress, community violence continues to disproportionately impact certain neighborhoods and demographics more than others, underscoring the need for sustained, evidenced-based and place-based prevention and intervention strategies. For example, youth victims of gun violence have increased over the past five fiscal years, contributing to the broader rise in felony crimes committed against youth. These trends highlight the need for targeted youth-focused interventions that address immediate risks of gun violence while also addressing the underlying conditions that affect young New Yorkers long-term safety and well-being.

OCS promotes a public health approach to community and gun violence prevention and intervention, primarily through the Office for Neighborhood Safety (ONS). ONS advances this work through multiple programs and strategies that span immediate violence intervention, early prevention, and long-term neighborhood investment. One of these programs is the Crisis Management System (CMS)—the City's community violence intervention network, which supports community-based organizations that use the Cure Violence model, an evidence-based public health strategy built to interrupt violence, mediate conflict, build trusted relationships, and connect individuals at elevated risk of engaging in violence to mentorship, case management, and other supportive services. By combining street outreach with community healing and wraparound supports, CMS helps prevent violence before it occurs and supports communities in the aftermath of violence. CMS providers conducted 14,232 community violence interventions through de-escalation and mediation in Fiscal 2026, down seven percent from 15,268 interventions in Fiscal 2025.

The Atlas program, also run by ONS, complements these efforts by connecting young people and adults at elevated risk of violence involvement to evidence-based therapeutic services that strengthen protective factors to reduce violence and recidivism. Atlas engaged 1,127 participants in Fiscal 2026, similar to the number of individuals engaged in Fiscal 2025, reflecting consistent efforts to work with individuals at elevated risk of engaging in violence.

At the neighborhood level, ONS' NeighborhoodStat program brings New York City Housing Authority (NYCHA) residents, community-based organizations, and City agencies together to identify local priorities, guide community-driven investments, and strengthen the physical and social conditions that contribute to safer communities. In Fiscal 2026, 5,564 NYCHA residents engaged in the participatory budget process through NeighborhoodStat, 35 percent fewer than in Fiscal 2025. This reflects the participation of 13 NYCHA sites in NeighborhoodStat compared to 15 sites in Fiscal 2025. Though fewer residents participated overall, NeighborhoodStat nonetheless built capacity amongst residents—the most essential partners for creating safer and healthier communities. In Fiscal 2027, NeighborhoodStat will expand participation to 16 NYCHA sites and implement strategies to increase resident engagement in the participatory budgeting process, with the goal of building upon prior levels of participation.

		Actual					Target		Trend	
Performance Indicators	Agency	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Shooting incidents	NYPD	1,461	1,140	932	804	673	*	*	Down	Down
Crime committed against youths (7 major felonies)	NYPD	4,037	4,529	5,177	5,623	5,676	*	*	Up	Down
★ Crisis Management System mediations and de-escalations	OCS	NA	NA	NA	15,268	14,232	⇧	⇧	NA	Up
★ Participants engaged in Atlas services	OCS	373	653	884	1,137	1,127	⇧	⇧	Up	Up
NYCHA residents voting in the participatory budgeting process	OCS	NA	NA	NA	8,596	5,564	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

DOMESTIC AND GENDER-BASED VIOLENCE PREVENTION AND RESPONSE

Domestic violence (DV) and gender-based violence (GBV) remain significant issues affecting New Yorkers across every borough. Survivors often face interconnected barriers to safety, including housing instability, economic insecurity, legal barriers, and mental health challenges. Understanding and preventing violence at the community level requires recognizing that DV and GBV affect not only individuals and relationships, but the safety and well-being of families and communities. Strategies for interrupting DV and GBV must be responsive to their distinct dynamics, including violence that may occur in private, specific patterns of power and control, and social and patriarchal norms that can perpetuate abuse or silence survivors. Preventing violence and supporting survivors' calls for coordinated, survivor-centered strategies that address both immediate safety needs and the long-term conditions that promote healing, stability, and well-being is crucial to addressing DV and GBV.

OCS advances this work primarily through the Office to End Domestic and Gender-Based Violence (ENDGBV), which leads the City's efforts to prevent DV and GBV, strengthen coordinated responses, and expand access to survivor-centered services. Working alongside community-based organizations, City agencies, healthcare providers, and advocates, ENDGBV promotes prevention through public education and healthy relationship programming while ensuring survivors can access comprehensive support through multiple pathways. These include the 24-hour NYC HOPE Hotline, which a survivor can call to be connected to various supports, and Family Justice Centers in each borough, where survivors can walk in for case management, legal services, mental health services, and other supports. The Home+ program helps survivors stay safely in their homes through the provision of flexible funding grants, a Personal Emergency Response System (PERS) alarm, and locksmith services. Together, these initiatives reflect OCS's commitment to preventing DV and GBV, reducing barriers to services, and helping survivors achieve safety and long-term stability.

In Fiscal 2026, utilization of the NYC HOPE Hotline increased three percent from Fiscal 2025, with 96,755 calls made to 1-800-621-HOPE (4673). This increase is partially due to investments in advertising and public awareness efforts to increase the visibility and accessibility of the Hotline. Family Justice Center utilization remained relatively stable in Fiscal 2026, with 63,340 visits in Fiscal 2026, a one percent decrease from Fiscal 2025. In Fiscal 2026, the Home+ program helped 439 individuals maintain stable housing. Increased investments in Home+ in Fiscal 2027 are expected to expand the program's reach in the future.

Performance Indicators	Agency	Actual					Target		Trend	
		FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Calls to the NYC Hope hotline	OCS	102,825	100,485	105,463	93,942	96,755	*	*	Neutral	*
★ Family Justice Center visits	OCS	51,532	50,083	51,828	64,109	63,340	*	*	Up	*
Home+ clients provided housing stability	OCS	NA	NA	NA	NA	439	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

VICTIM AND SURVIVOR SERVICES

OCS supports victims of violence and crime by improving access to timely, trauma-informed advocacy and services that promote safety, healing, and recovery. Through the Crime Victim Assistance Program (CVAP), administered by ENDGBV, trained advocates are stationed in New York Police Department (NYPD) precincts across the City to provide safety planning, crisis intervention, referrals, and ongoing support to victims of all crimes. CVAP helps ensure victims receive immediate assistance and are connected to longer-term resources that address their individual needs.

In Fiscal 2026, 43,241 crime victims received individualized safety planning through CVAP, a five percent decrease from the previous fiscal year. The decrease is largely due to staffing shortages following a 17 percent budget cut in Fiscal 2025, which reduced CVAP's capacity to serve victims. CVAP funding has been restored to $16 million in the Fiscal 2027 budget, which will support increased staffing and strengthen the program's capacity to provide timely safety planning and supportive services. Looking ahead, OCS is exploring opportunities to expand CVAP's reach beyond police precincts by collaborating with community-based organizations to create additional pathways to support victims who may not wish to engage with law enforcement.

Performance Indicators	Agency	Actual					Target		Trend	
		FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Crime Victim Assistance Program clients provided safety planning services	OCS	35,009	53,222	49,749	45,661	43,241	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

HATE VIOLENCE PREVENTION

OCS employs a community-centered approach to prevent hate violence through the Office for the Prevention of Hate Crimes (OPHC). OPHC works with community-based organizations, schools, faith institutions, and City agencies across three strategic pillars: youth and education, community relations, and victim support. Together, these strategies promote inclusion, reduce bias, strengthen community connections, and prevent hate violence before it occurs. Additionally, OPHC advances trauma-informed responses by helping individuals and communities stabilize and recover from hate violence.

In Fiscal 2026, participation in hate prevention programs led or funded by OPHC more than quadrupled from 62,059 participants in Fiscal 2025 to 282,665 in Fiscal 2026. This growth reflects expanded investment and capacity from the City for hate crime prevention programming, as well as an increased network of community partners delivering programming, education, and resources across New York City. Youth participation in educational initiatives led or funded by OPHC remained relatively stable over the last fiscal year, reaching 7,474 young people in Fiscal 2026. Community partnerships remain central to OPHC's prevention strategy, recognizing that preventing hate and bias requires trusted relationships across neighborhoods and institutions. OPHC partnered with 159 community-based organizations, schools, faith institutions, and City agencies this fiscal year, a 27 percent increase from Fiscal 2025, resulting from efforts to expand the network of partners working to prevent hate, reduce bias, promote inclusion, and strengthen communities. Funding for OPHC in Fiscal 2027 increased to $26 million.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
★ Participants in hate prevention programs led and funded by the Office for the Prevention of Hate Crimes	OCS	NA	NA	NA	62,059	282,665	⇧	⇧	NA	Up
Youth participants in the Office for the Prevention of Hate Crimes' leadership and educational initiatives	OCS	NA	NA	NA	7,253	7,474	*	*	NA	Up
Community-based organizations, schools, faith institutions, and City agencies partnering with the Office for the Prevention of Hate Crimes	OCS	NA	NA	NA	125	159	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

BEHAVIORAL HEALTH CRISIS RESPONSE

OCS works to expand connection to health and mental health support for people experiencing mental health emergencies. Key to these efforts is the Behavioral Health Emergency Assistance Response Division (B-HEARD), which is overseen by the Office of Community Mental Health (OCMH) and operated through a coordinated effort between the New York City Fire Department (FDNY) and NYC Health + Hospitals. B-HEARD dispatches teams of FDNY Emergency Medical Technicians (EMTs) and NYC Health + Hospitals social workers to eligible 911 calls during mental health emergencies. The program helps ensure that New Yorkers receive the most appropriate and effective response to a behavioral health crisis while reducing unnecessary police contact and hospital transports when it is safe to do so.

In Fiscal 2026, 10,945 911 calls were eligible for a B-HEARD response, down 13 percent from 12,509 in Fiscal 2025. B-HEARD responded to 8,524 of these calls in Fiscal 2026, compared to 10,635 in Fiscal 2025. Among the individuals served by B-HEARD, 42 percent were served in the community rather than being transported to a hospital, up two percentage points from the last fiscal year. OCS is currently working with the program's operating agencies, FDNY and NYC Health + Hospitals, to build on the existing model and strengthen program operations and performance so it can serve more New Yorkers.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
B-HEARD-eligible calls	OCS	3,391	13,181	20,541	12,509	10,945	*	*	Up	Up
B-HEARD-eligible calls responded to by B-HEARD	OCS	1,933	7,187	14,951	10,635	8,524	*	*	Up	Up
★ B-HEARD participants served in the community (%)	OCS	48.0%	45.0%	43.0%	40.0%	42.0%	⇧	⇧	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Renita Francois was appointed Deputy Mayor for Community Safety in March 2026.
- Dr. Ayesha Delany-Brumsey was appointed Commissioner of the Mayor's Office of Community Safety in May 2026.

ADDITIONAL RESOURCES

For additional information go to:

- Summer 2026 Safety Strategy:
  https://www.nyc.gov/main/summer-safety
- The Mayor's Office to End Domestic and Gender Based Violence:
  https://www.nyc.gov/content/endgbv/pages/
- The Mayor's Office for Neighborhood Safety:
  https://www.nyc.gov/site/dycd/services/office-of-neighborhood-safety.page
- The Mayor's Office for the Prevention of Hate Crimes:
  https://www.nyc.gov/site/stophate/index.page
- The Mayor's Office of Community Mental Health:
  https://mentalhealth.cityofnewyork.us/

Collaborating to Deliver Results

BLOCK BY BLOCK: THE HOUSING PLAN FOR A NEW ERA

PARTNER AGENCIES & OFFICES

- DCP
- DOB
- DOHMH
- DYCD
- EDC
- HPD
- HRA
- NYCHA

- New York City Housing Development Corporation
- Mayor's Office to Protect Tenants
- Mayor's Office of Housing Recovery Operations
- Mayor's Office of Deed Theft Prevention
- Public Engagement Unit

INTRODUCTION

New York City faces a dire housing crisis. The cost of living has skyrocketed over the last decade, as the number of available homes has plummeted. Nearly half of renter households, and 86 percent of those earning under $50,000 a year, are considered "rent burdened," meaning they pay more than 30 percent of their income on rent. New Yorkers urgently need relief.

In May 2026, the Administration released *Block by Block: The Housing Plan for a New Era (Block by Block)*, an ambitious blueprint to tackle New York City's housing crisis with the urgency and scale the moment demands. *Block by Block* represents an "all-of-the-above" strategy to tackle housing affordability, using every tool available. The plan includes actionable solutions to empower tenants and strengthen enforcement against bad landlords, makes historic City budget commitments in creating and preserving affordable housing, lowers the cost of operating existing buildings, and invests in the kinds of well-paying jobs that will lift up working class New Yorkers. The administration has also released the Streamlining Procedures to Expedite Equitable Development (SPEED) report, which details strategies to accelerate housing development; the Rental Ripoff Report, which outlines 23 tenant protection and code enforcement policy priorities; and the Land Inventory Fast Track (LIFT) Tracker, which identifies City-owned land where the administration is advancing affordable housing. Since the plan's release in May, agencies have been getting these initiatives—and new housing—off the ground.

While immediate relief is vitally important, so is setting up the City for the future. One of the primary constraints on affordability in New York City is the lack of sufficient housing supply. *Block by Block* marks the beginning of a citywide effort to build the housing New Yorkers need—including the administration's commitment to build 200,000 new affordable homes over the next 10 years, while simultaneously preserving and stabilizing an additional 200,000 existing homes over the same period. As a part of this work, the City will empower the New York City Housing Authority (NYCHA) as a public developer, cut red tape to build more new homes at a faster pace, and invest in older buildings so they can continue providing affordable homes for generations to come, among other tactics.

EMPOWERING TENANTS AND STRENGTHENING ENFORCEMENT TO PRESERVE AFFORDABILITY AND IMPROVE HOUSING QUALITY

New Yorkers need more housing to be built and existing buildings to be better cared for. Historically, however, the goals of protecting tenants in their current homes and increasing the City's housing supply have often been viewed in tension with one another. *Block by Block* takes a different approach—one that seeks to strengthen tenant protections, shore up the quality of existing housing, and build new housing, all at the same time. Coupled with the Administration's Rental Ripoff Report published in July 2026, *Block by Block* envisions a collaboration between tenants, landlords, homeowners, and the City to tackle the housing crisis.

This collaboration requires opening new avenues to hear tenant feedback and developing strategies for City agencies and developers to respond efficiently and effectively. Meanwhile, *Block by Block* initiates investments to preserve the financial and physical health of existing housing and reduce operating costs to bring rents down and quality up.

HPD's ongoing work to advance enforcement, increase the availability of affordable housing, and improve housing quality is critical to the goals of *Block by Block*. In Fiscal 2026, HPD financed the preservation of 13,972 affordable homes and provided stabilization financing to another 17,366 units (72 percent more than in Fiscal 2025) including through the J-51 tax abatement program to help residential building owners offset the cost of rehabilitation work. HPD also advanced the goal of improving housing quality through enforcement of the Housing Maintenance Code and the operation of special enforcement programs including Underlying Conditions (UC), Alternative Enforcement Program (AEP), and the 7A program, all of which target enforcement towards buildings with the most severe and pervasive housing quality problems. A total of 6,346 housing units were in buildings where there was compliance with a 7A consent order or were discharged from these HPD special enforcement programs in Fiscal 2026, a 31 percent increase from Fiscal 2025. In addition to responding to and closing complaints of housing maintenance problems received by the public, HPD worked to proactively enforce housing maintenance code through 12,503 proactive building visits in Fiscal 2026, a 13 percent increase from Fiscal 2025.

Accomplishments in Fiscal 2026

- **Revitalized the Mayor's Office to Protect Tenants (MOPT):** On January 1, 2026, the Administration issued Executive Order 3 to revitalize MOPT to coordinate tenant protection initiatives across agencies, appointed a director, and significantly increased the number of staff.
- **Hosted Rental Ripoff Hearings and released the Rental Ripoff Report:** Pursuant to Executive Order 8, the Administration hosted hearings in each of the five boroughs in February through April 2026, to give New Yorkers a direct platform to share their housing experiences in one-on-one conversations with City officials and help shape housing policy. Approximately 1,500 participants attended in-person, over 850 of whom provided testimony directly to a senior City official. Overall, more than 2,400 New Yorkers participated in the Rental Ripoff hearings, both in person and through online testimony. In July 2026, MOPT released the Rental Ripoff Report, summarizing findings and feedback from the hearings and outlining 23 actions the Administration will take to address those concerns.
- **Cracked down on falsely certified violations:** In February 2026, HPD released its second annual Certification Watchlist, publicly highlighting 100 buildings with over 7,500 falsely certified violations in order to emphasize the importance of compliance.
- **Supported tenant organizing citywide:** HPD's Partners in Preservation program supports tenant organizing groups that help tenants address unsafe conditions and harassment from their landlords. Tenant organizers at 20 trusted organizations across 39 community districts engage renters to form tenant associations and take collective action to hold negligent landlords accountable. In Fiscal 2026, organizers canvassed over 500 buildings, knocked on more than 24,000 doors, and connected with 3,855 tenants.
- **Connected New Yorkers to resources through Tenant Helpline and outreach:** The Public Engagement Unit (PEU) provides tenants with free, confidential information on their rights, assists them with navigating housing-related issues, and connects them to a range of resources, including anti-eviction legal assistance and rent freeze programs. PEU operates the City's Tenant Helpline, a centralized hub that handled more than 21,000 calls in FY26. Tenant Support Specialists also conducted proactive outreach to connect tenants with City programs, legal assistance, and community resources. In Fiscal 2026, this outreach included canvassing more than 3,000 buildings and knocking on more than 50,000 doors, resulting in conversations with over 14,000 tenants. Additionally, the Public Engagement Unit's Rent Freeze team submitted more than 1,200 applications for the Senior Citizen Rent Increase Exemption (SCRIE) and Disability Rent Increase Exemption (DRIE) programs, which are signature programs that limit rent increases for New Yorkers in rent stabilized apartments outside of the independent Rent Guidelines Board process.

- **Expanded Neighborhood Internet:** In May 2026, the City announced a $2 million investment in Neighborhood Internet, which provides free, high-speed broadband services to low-income New Yorkers in Upper Manhattan and the Bronx.

- **Invested in a first-of-its-kind City-backed insurance program to reduce operating costs:** To address the rising costs of insurance, broaden the reach of the City's affordable housing subsidy, and help building operators make repairs, the City is designing and launching a new insurance program that will begin offering coverage in Calendar 2027. In April 2026, the New York City Housing Development Corporation (HDC) released a Request for Proposals (RFP) for an actuary or risk consultant to inform program design. In June 2026, the New York City Economic Development Corporation (EDC) released a Request for Expressions of Interest (RFEI) soliciting proposals for how best to structure and operate the new insurance program.

- **Protected tenants from negligent landlords:**
  - **Pinnacle Group** was responsible for more than 5,000 housing violations and 14,000 complaints across 83 buildings, as well as money owed to the City of New York at the beginning of Calendar 2026. New York City intervened in their bankruptcy proceedings and, alongside the Union of Pinnacle Tenants, achieved a pledge in January from the portfolio's buyer to remediate urgent violations within 60 days and all violations within 180 days, and commit $30 million to repairs over the next five years.
  - **A&E Real Estate Holdings**, was subject to a $2.1 million settlement across 14 buildings announced in January that included addressing hazardous conditions and ceasing tenant harassment—the largest settlement ever won by HPD's Anti-Harassment Unit.
  - The owner of **919 Prospect Avenue** in the Bronx has consistently been placed on the Public Advocate's "Worst Landlords Watchlist," and this building faces numerous health and safety violations. In March, the City received a first-of-its-kind ruling in a case against the owners of 919 Prospect Avenue, in which the City won the maximum penalties available and an order for the landlord to address noncompliance within specified timeframes. The landlord is obliged to pay $1,000 for each day that a public nuisance has persisted, including a full retroactive penalty of $2,174,000. The City continues its efforts to ensure violations are cleared at the building and to collect the civil penalties that are owed.
  - The owners of **Robert Fulton Terrace** and **Fordham Towers** in the Bronx were subject to $31 million in penalties in May for a series of violations including vermin infestations, chronic elevator outages, and a lack of heat and hot water. This is the largest penalty ever obtained by HPD.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
Total affordable housing starts (units)	HPD	17,461	25,453	26,457	28,852	26,913	20,000	28,000	Up	Up
★ - Preservation starts	HPD	37%	48%	40%	53%	51%	⇧	⇧	Up	Up
★ Stabilization housing assistance starts (units)	HPD	NA	16,244	12,789	10,125	17,366	⇧	⇧	NA	Up
★ Median time to close emergency problems (days)	HPD	4.0	4.0	3.0	3.0	3.0	⇩	⇩	Down	Down
Median time to close non-emergency problems (days)	HPD	13.0	13.0	12.0	10.0	12.0	*	*	Down	Down
Median time to first inspection (days) — Heat and hot water problems	HPD	2.1	2.0	1.6	1.9	2.0	*	*	Neutral	Down
Units in buildings discharged from enforcement programs: 7A, Alternative Enforcement Program, & Underlying Conditions	HPD	4,392	3,001	3,407	4,857	6,346	*	*	Up	*
Proactive building visits by HPD Office of Enforcement and Neighborhood Services	HPD	9,684	9,700	10,422	11,069	12,503	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SECURING NYCHA'S FUTURE

Public housing is a vital component of New York City and provides critical affordable housing across the five boroughs. Today, NYCHA is home to one in 17 New Yorkers, and its deeply affordable homes, with tenant rent contributions averaging $621 per month, are critical to keeping New York City inclusive and diverse.

For the last half century, NYCHA has faced significant disinvestment by the federal government, leading to an estimated $78 billion in capital needs across its properties. *Block by Block* offers new solutions to meet these physical needs and to plan for NYCHA's growth into the future, including by investing in necessary fixes to building systems, installing clean heat, turning over more vacant units with the help of the largest capital commitment to vacant units in City history, empowering tenants to participate in shaping the future of their communities, and positioning NYCHA as a public builder to create new, high-quality homes for NYCHA residents and other low-income New Yorkers.

Key tools NYCHA is using to deliver comprehensive repairs and ensure long-term sustainability in its portfolio include the Permanent Affordability Commitment Together (PACT) program and the NYCHA Preservation Trust, which allow projects to access more stable federal Section 8 funding. Promisingly, after NYCHA's capital needs backlog has risen significantly and consistently for decades, NYCHA has recently stabilized its capital needs shortfall at around $78 billion, offering an opportunity for progress towards reducing it.

In Fiscal 2026, NYCHA made significant progress toward improving quality of life for its tenants. Mold repair timelines improved drastically, with simple mold repairs completed within 7 days rising to 59.5 percent, up from 28.0 percent in Fiscal 2025—more than double the prior year's rate—and complex mold repairs completed within 15 days rising to 16.6 percent, up from 7.6 percent, also more than double. NYCHA also remained responsive to elevator repair needs, resolving 90.39 percent of outages within 10 hours, essentially flat compared to 89.65 percent in Fiscal 2025. Lead abatement continued to expand, with 6,063 units abated in Fiscal 2026, a 14.5 percent increase over the 5,295 units abated in Fiscal 2025.

Accomplishments in Fiscal 2026

- **Invested in additional heat pumps:** In February 2026, the Administration committed $38.4 million to install and deliver clean, reliable heat pumps at NYCHA's Beach 41st Street Houses in Edgemere, Queens, delivering modern heating and cooling to 712 homes as part of the City's Clean Heat for All initiative. Once installed, the heat pumps will provide more consistent and reliable heating, efficient cooling in bedrooms and living rooms, individual temperature controls for residents, and improved hot water reliability.
- **Launched "NYCHA in Your Neighborhood:"** In May 2026, NYCHA launched this first-of-its-kind program to offer residents the opportunity to speak directly with senior leaders and connect with services from a range of City agencies.
- **Moved forward projects that will ultimately receive comprehensive investments:**
  - **Campos Plaza II:** In February 2026, NYCHA closed on financing for a PACT project serving over 450 residents in the East Village, which will provide fresh apartment interiors, modernized electric heating and cooling systems, and upgraded landscaping, among other improvements.
  - **Moore Houses / East 152nd Street-Courtland Avenue:** In May 2026, NYCHA closed on financing for a PACT project serving over 1,200 residents in the Bronx, which will provide fresh apartment interiors, mechanical and elevator modernization, and expansion of community facilities and social services, among other improvements.
  - **Unity Towers:** In June 2026, NYCHA selected the design-build team for modernization of 193 units in Coney Island through the Public Housing Preservation Trust.

Performance Indicators	Agency	Actual					Target		Trend	
		FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Active capital projects on track or with minor delays (%)	NYCHA	NA	NA	67.2%	75.4%	80.0%	75.0%	75.0%	NA	Up
★ Average time to complete maintenance work orders (days)	NYCHA	8.10	6.23	5.03	4.06	3.98	7.00	7.00	Down	Down
★ Average time to complete skilled trades and vendor work orders (days)	NYCHA	77.40	109.04	133.37	129.65	119.14	*	*	Up	*
Simple mold repairs completed within 7 days	NYCHA	17.9%	28.1%	30.2%	28.0%	59.5%	95.0%	95.0%	Up	Up
Complex mold repairs completed within 15 days (%)	NYCHA	2.1%	3.6%	3.7%	7.6%	16.6%	95.0%	95.0%	Up	Up
★ PACT and Trust Portfolio — Cumulative units preserved	NYCHA	15,426	18,023	21,751	27,185	32,218	⇧	⇧	Up	Up
Average turnaround time for vacant units (days)	NYCHA	160.8	370.0	424.4	371.1	357.6	300.0	300.0	Up	Down
Elevator outages resolved within 10 hours (%)	NYCHA	71.80%	77.78%	87.12%	89.65%	90.39%	*	*	Up	Up
Units abated for lead	NYCHA	621	3,267	5,037	5,295	6,063	*	*	Up	Up
Resident job placements	NYCHA	1,663	2,652	2,531	2,361	1,915	*	*	Neutral	Up
★ NYCHA Section 9 developments with an active resident association (% of total)	NYCHA	NA	NA	NA	NA	87%	⇧	⇧	NA	Up
Cumulative apartments with heat pumps installed	NYCHA	NA	NA	NA	NA	1,129	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

BUILDING NEIGHBORHOODS FOR WORKING PEOPLE AND INVESTING IN STRONG JOBS AND INNOVATION

New York City needs more homes of all types to solve the housing crisis. *Block by Block* commits to building 200,000 new affordable homes and preserving and stabilizing 200,000 existing homes over the next decade, the most ambitious production targets set by any mayoral administration in the City's modern history. The Administration has made a historic funding commitment of $22 billion in capital over five years for affordable housing to support these goals. At the same time, the City is leveraging an aggressive land use agenda, increased flexibility in zoning and permitting, regulatory and code reforms, and new financing tools to unlock the development of more housing overall and tackle the severe shortage of housing supply head-on.

The ambitious production agenda in *Block by Block* will not only address the housing crisis but also provide critical opportunities to strengthen jobs and innovation. As the City works to build the hundreds of thousands of units of new housing that New Yorkers need, it will focus on creating homes that make sense for the 21st-century household, embracing cutting-edge innovation to improve the design and quality of new housing, and creating high-quality, well-paid jobs in the process. The Administration is also investing in the development of local supply chains and manufacturing, collaborating across agencies to advance construction safety, and revisiting the housing code to allow for faster and more efficient housing construction.

Production indicators in Fiscal 2026 demonstrate the City's commitment to addressing the lack of affordable housing options for low-income households. In Fiscal 2026, the City financed the creation and preservation of 31,946 affordable homes, including 13,121 new construction starts (the fourth highest for a fiscal year in the City's history), 13,792 HPD preservation starts, and 5,033 NYCHA preservation starts through the Permanent Affordability Commitment Together (PACT) program. Also in Fiscal 2026, 85 percent of all HPD affordable unit starts were affordable to households earning less than 80 percent of Area Median Income (AMI), and 29 percent of unit starts were affordable to extremely low-income households earning up to 30 percent AMI, an increase of nearly 10 percentage points over Fiscal 2025.

In addition to producing affordable housing, the City expanded overall housing supply through the creation of non-income-restricted homes in mixed-income developments and the advancement of land use actions to increase the number of homes being built. HPD supported the creation of 14,304 unrestricted housing units (market-rate units in mixed-income developments in which HPD provided support for the affordable portion) in Fiscal 2026, a nine percent increase from the prior year. Meanwhile, the City Planning Commission (CPC) reviewed land use actions that are projected to create 13,730 new homes and 5,138 new affordable homes in Fiscal 2026. While these figures represent significant decreases from the previous year, Fiscal 2025 was exceptional due to four neighborhood plans that were years in the making that were approved by the CPC during this period. By contrast, the homes reviewed in Fiscal 2026 all came from individual projects, which are inherently smaller than neighborhood plans. For more information about city housing production, please refer to the Department of City Planning's (DCP's) Housing Production Snapshot.

The City also made strides this year towards ensuring that new housing development supports high-quality, well-paying jobs, including through improvements in construction job safety and the passage of the Construction Justice Act. Construction-related incidents causing serious or fatal injuries decreased from 557 in Fiscal 2025 to 308 in Fiscal 2026. This is due in part to the Department of Buildings (DOB)'s education and enforcement efforts, including sharing safety materials at construction sites, reducing the number of allowable construction sites per Construction Superintendent in January 2024, and enforcing Local Law 196 of 2017, which mandates that workers complete 40 hours of safety training.

Accomplishments in Fiscal 2026

- **Launched faster land use review processes:** The Administration implemented Expedited Land Use Review Procedure (ELURP), which was approved by voters in November 2025 and will offer a streamlined public review process for modest housing and climate resiliency projects, reducing the review timeline from seven months to 90 days. The CPC also advanced the Affordable Housing Fast Track by adopting new rules to establish the 12 Fast Track Districts—community districts that have produced the lowest share of affordable housing over the past five years, where new proposals for affordable housing will undergo an accelerated public review process.

- **Launched the Neighborhood Builders Fast Track,** an initiative to develop a pre-qualified roster of nonprofit and Minority and Women-owned Business Enterprise developers to create new affordable housing on City-owned sites. The Fast Track is expected to speed up the RFP selection process and cut down on pre-development time from 18 to 10 months. HPD released a Request for Qualifications (RFQ) to establish the Neighborhood Builders list and announced the first three sites for this program in March 2026.

- **Advanced first neighborhood plans:** In Fiscal 2026, the City advanced neighborhood plans to create urgently needed housing, including permanently affordable housing, support job growth, and deliver investments in the White Plains Road (Bronx) and South of Prospect (Brooklyn) neighborhoods.

- **Improved worker compensation through the Construction Justice Act:** In January 2026, the City passed the Construction Justice Act (CJA), which requires certain City-subsidized affordable housing projects to meet wage and minimum wage requirements of $40 an hour. The City is preparing to leverage these new opportunities to support and protect workers in the industry.

- **Advanced Construction Safety:** The Department of Buildings continued to implement initiatives to improve construction safety, which led to a decrease in construction-related injuries in Fiscal 2026 compared to Fiscal 2025. Construction-related incidents causing serious or fatal injuries decreased 45 percent, from 557 in Fiscal 2025 to 308 in Fiscal 2026. Construction-related injuries related to these incidents decreased 12 percent from 363 to 320. DOB personnel conducted 415,481 total inspections, of which 233,988 were Enforcement Inspections, including for construction safety compliance.

- **Building housing on City-owned sites:** On January 1, 2026, the Administration issued Executive Order 4, establishing the interagency Land Inventory Fast Track (LIFT) Task Force to identify opportunities for the creation of 25,000 new homes on City-owned land over the next ten years.

- **Advanced development for new homes on public land:** In Fiscal 2026, the City moved forward a pipeline of housing sites, spanning multiple stages from initial site announcements through active groundbreakings, as detailed below.

Site	Borough	Status	Month	Units
663-667 Flushing Ave. and 29-31 Bartlett St. (Broadway Triangle Site A)	BK	Groundbreaking	Jan-26	78
105 W. 108th St	MN	Groundbreaking	Jan-26	84
Eight sites in Harlem (Genesis MMN1901 Project 1)	MN	Groundbreaking	Jan-26	54
Eight sites in Harlem (Genesis MMN1901 Project 2)	MN	Groundbreaking	Jan-26	27
900 Seminole Ave. (Just Home / NYC H+H Jacobi Campus)	BX	Announced restart of housing project	Jan-26	83
52 W. 116th St. (Malcolm Shabazz Harlem Plaza)	MN	Groundbreaking	Jan-26	123
Eight sites in Central Harlem (Central Harlem NCP 1)	MN	Groundbreaking	Feb-26	34
Eight sites in Bed Stuy, East New York, Brownsville, and East Flatbush (Constellation)	BK	Land use actions approved	Feb-26	115
101 E. 118th St. (Timbale Terrace)	MN	Groundbreaking	Feb-26	341
109-43 Farmers Blvd (Neighborhood Builders)	QN	Announced as Future Housing Site	Mar-26	50
1337 Jerome Ave. (Neighborhood Builders)	BX	Announced as Future Housing Site	Mar-26	55
1727 Amsterdam Ave.	MN	Land use actions approved	Mar-26	200
395 Flatbush Ave. Extension	BK	Land use actions approved	Mar-26	1,263
784-800 Myrtle Ave. (Neighborhood Builders)	BK	Announced as future housing site	Mar-26	160
535 W 51st Street (Clinton Manor)	MN	Developer designated	Mar-26	921
570 Eldert Ln. (Grant Avenue Municipal Parking Lot)	BK	Groundbreaking	Apr-26	213
113 Beach 36th St. (Arverne East Building D)	QN	Groundbreaking	Apr-26	230
351 Powers Ave.	BX	Land use actions approved	May-26	84
5119 Beach Channel Dr. (Edgemere Commons)	QN	Developer designated	May-26	194
1958 Fulton St. (Fulton Howard-West Bed Stuy MSC)	BK	Announced as future housing site	May-26	317
Roosevelt Ave. and Seaver Way (Willets Building 3)	QN	Groundbreaking	May-26	221
Seven sites in Morrisania and Claremont Village (Open Door)	BX	Groundbreaking	May-26	37
110 E 138th St. /63 Exterior St. (Padded Wagon)	BX	Certified into ULURP[1]	Jun-26	537
50 West 30th St (Chelsea Beacon)	MN	Groundbreaking	Jun-26	131
1240 River Ave. (River Commons)	BX	Groundbreaking	Jun-26	328
1743 86th St. (New Utrecht Library and Bensonhurst Parking Field 1)	BK	RFP for developer released	Jun-26	255
728 Park Ave. (Sol on Park)	BX	Groundbreaking	Jun-26	229
			Total	**6,364**

[1]Certification into ULURP (the Uniform Land Use Review Procedure, or process for reviewing land use change applications) occurs when CPC and DCP confirm when an application is ready for public review. Certification begins the seven-month ULURP process.

Performance Indicators	Agency	Actual					Target		Trend	
		FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Affordable units created and preserved	HPD, NYCHA	23,370	28,050	30,185	34,286	31,946	*	*	Up	Up
★ Extremely low income (0-30% Area Median Income) starts (%)	HPD	22%	22%	20%	19%	29%	*	*	Up	*
★ Very low income (31-50% Area Median Income) starts (%)	HPD	19%	22%	22%	18%	27%	*	*	Up	*
Low income (51-80% Area Median Income) starts (%)	HPD	30%	30%	25%	32%	29%	*	*	Neutral	*
Additional housing starts (unrestricted units)	HPD	NA	13,364	13,928	13,136	14,304	*	*	NA	*
Homes projected through land use actions reviewed by the City Planning Commission	DCP	NA	NA	20,748	64,523	13,730	*	*	NA	*
★ Affordable homes projected through land use actions reviewed by the City Planning Commission	DCP	NA	NA	8,559	35,181	5,138	*	*	NA	*
Homes approved by the City Planning Commission	DCP	7,809	12,473	19,872	27,746	50,227	*	*	Up	Up
★ Applicants approved for a new construction unit through the lottery	HPD	6,585	8,903	9,305	9,869	10,633	*	*	Up	*
Lottery units — Median time to approve an applicant (days)	HPD	163	192	191	142	136	*	*	Down	*
★ Construction-related incidents with injury	DOB	477	623	575	557	308	⇩	⇩	Down	Down
Priority A (emergency) complaints received	DOB	20,204	19,867	21,516	19,869	21,471	*	*	Neutral	*
Priority B (nonemergency) complaints received	DOB	63,279	68,480	73,547	73,641	78,294	*	*	Up	*
Average time to respond to Priority A complaints (days)	DOB	0.2	0.2	0.3	0.3	0.3	1.0	1.0	Up	Down
Average time to respond to Priority B (nonemergency) complaints (days)	DOB	10.0	10.3	12.5	17.4	21.5	40.0	40.0	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

EXPANDING AND STABILIZING HOMEOWNERSHIP

Homeownership can provide stability and wealth-building opportunities, but it is increasingly out of reach for low- and middle-income residents. The Administration is committed to improving access to homeownership. HPD will expand its Open Door program, which supports new construction affordable homeownership projects, to increase the number of new affordable homeownership opportunities available to New Yorkers. HPD will also launch a new program, Our Home, to facilitate the conversion of rental buildings into resident-controlled cooperatives.

In addition, the Administration is committed to protecting existing homeowners from the many challenges they may face. *Block by Block* outlines strategies to help homeowners stay in their homes, including creating Accessory Dwelling Units (ADUs) to bring in extra income, accessing financial support for mortgage payments and critical repairs, and protecting homeowners against scams and fraud.

In Fiscal 2026, the share of homeownership units financed decreased by two percentage points, from 8 percent to 6 percent of total affordable housing starts, largely because HPD had preserved a particularly large number of existing Housing Development Fund Corporation (HDFC) and Mitchell-Lama co-op units in Fiscal 2025. However, HPD financed the most Open Door units (new construction homeownership) ever in Fiscal 2026, and HPD has committed to further increasing new construction homeownership production for Fiscal 2027 and Fiscal 2028 as part of *Block by Block*.

Accomplishments in Fiscal 2026

- **Established Mayor's Office of Deed Theft Prevention:** In April 2026, the Administration issued Executive Order 16, establishing the Mayor's Office of Deed Theft Prevention, and appointed a director. This new office will coordinate efforts across City agencies to prevent, detect, investigate, and respond to deed theft.
- **Launched ADU for You toolkit:** To facilitate the construction of ADUs, sometimes called backyard cottages, granny flats, or basement or attic apartments, the City developed and launched ADU for You, a suite of new tools that make it easier for homeowners to add an extra unit on their property, whether to downsize, house a relative, or bring in extra income. The new ADU for You website has a step-by-step guidebook, a budgeting tool to balance costs and income, an address look-up tool to check eligibility, and a pre-approved plan library that allows homeowners to select a design they like and get fast-tracked approvals from DOB. The City is also offering free technical assistance to homeowners building an ADU, available to any interested New Yorker by phone or email. At the same time, HPD relaunched the Plus One ADU program, which offers low-to-middle-income homeowners up to $395,000 in grants and low-interest loans, as well as one-on-one technical assistance to help New Yorkers build an ADU on their property.
- **Created new affordable homeownership opportunities and helped homeowners make critical repairs:** In Fiscal 2026, HPD financed the creation of 321 new affordable homeownership units through Open Door, provided down payment assistance to help 121 low- and moderate-income households become first-time homebuyers through HomeFirst, assisted 65 homeowners in making critical repairs through HomeFix, and financed the preservation of 58 homes as affordable cooperatives through the Affordable Neighborhood Cooperative Program (ANCP). In June 2026, the City also celebrated the completion of the ANCP Morningside project, which transformed three long-neglected buildings into permanently affordable, shared-equity cooperatives for working-class New Yorkers.

		Actual					Target		Trend	
Performance Indicators	Agency	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Applications received — Senior Citizen Homeowners' Exemption	DOF	18,853	40,453	21,550	29,820	26,729	*	*	Neutral	*
Applications received — Disability Homeowners' Exemption	DOF	2,845	3,725	2,544	2,266	2,590	*	*	Down	*
★ Homeownership starts (% of total affordable housing starts)	HPD	6%	4%	8%	8%	6%	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

REDUCING AND PREVENTING HOMELESSNESS

Homelessness in New York City is fundamentally a housing problem. The dramatic housing shortage—which is especially pronounced among low-cost apartments—puts tens of thousands of New Yorkers in unstable situations where they are at risk of homelessness. *Block by Block* aims to tackle this challenge from both sides by helping more New Yorkers remain stably housed and accelerating pathways to permanent housing for those currently experiencing homelessness.

To that end, *Block by Block* proposes a model to expedite the lease-up process for households moving to affordable housing, expand housing first approaches to bypass shelter stays where possible, invest in wraparound care for New Yorkers struggling with housing insecurity, and improve collaboration across agencies and systems.

In Fiscal 2026, HPD financed the creation and preservation of 4,742 affordable units for formerly homeless individuals and families, including 2,546 supportive housing units. This represents HPD's highest number of units on record for unhoused New Yorkers and supportive units, reflecting a 12 percent increase and a 31 percent increase, respectively, compared to Fiscal 2025.

Accomplishments in Fiscal 2026

- **Launched Supportive Housing Preservation Program (SPP):** In June 2026, HPD launched SPP, a new initiative aimed at stabilizing and preserving the City's vital supportive housing stock. This program establishes a dedicated team to manage all supportive housing preservation projects with the goal of addressing the specific needs and policy issues faced by the supportive housing portfolio.

- **Advanced the creation of supportive housing for justice-involved individuals:** In January 2026, the Administration announced its commitment to advancing Just Home, a first-of-its-kind housing initiative that will provide 83 new affordable homes with on-site services for formerly incarcerated New Yorkers with complex medical needs. DOHMH also released an updated RFP for the Justice-Involved Supportive Housing (JISH) initiative to bring the total number of JISH units to over 350 homes.

- **Launched an interagency Supportive Housing working group:** In May 2026, the Administration launched a working group between City Hall, the Human Resources Administration (HRA), the Department of Health and Mental Hygiene (DOHMH), and HPD to focus on reducing the number of vacant supportive housing apartments, as committed to in the Administration's SPEED report.

- **Expanded funding for legal representation in Housing Court:** The Fiscal 2027 Executive Budget added $55.6 million in new funding to the Right to Counsel (RTC) program and anti-harassment legal services, beginning in Fiscal 2028 and continuing annually. These new resources will increase RTC funding by more than 20 percent once fully implemented, allowing the City to serve additional households facing eviction in Housing Court.

- **Enhanced support for youth experiencing homelessness:** The City dedicated $3.2 million in Fiscal 2027 to the Department of Youth and Community Development (DYCD) Peer and Housing Navigator Services for youth experiencing homelessness. These services provide mentorship, coaching, and systems navigation support to help youth and young adults achieve stability and transition toward permanent housing.

- **Advanced the creation of supportive housing for justice-involved individuals:** In January 2026, the Administration announced its commitment to advancing Just Home, a first-of-its-kind housing initiative that will provide 83 new affordable homes with on-site services for formerly incarcerated New Yorkers with complex medical needs. DOHMH also released an updated RFP for the Justice-Involved Supportive Housing (JISH) initiative to bring the total number of JISH units to over 350 homes.

- **Increased support for New Yorkers displaced by disasters:** In March 2026, the Office of Housing Recovery Operations (HRO) launched the Back Home Unit, a new initiative to help New Yorkers displaced by fires and other disasters return home more quickly and with greater support. The unit was launched alongside the Back Home NYC guide, an interagency resource outlining services available after a disaster, and a revamped digital vacate order tracker to ensure that New Yorkers can return home as soon as it is safe.

- **Launched an interagency Supportive Housing working group:** In May 2026, the Administration launched a working group between City Hall, the Human Resources Administration (HRA), the Department of Health and Mental Hygiene (DOHMH), and HPD to focus on reducing the number of vacant supportive housing apartments, as committed to in the Administration's SPEED report.

Performance Indicators	Agency	Actual					Target		Trend	
		FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Homeless households moved into a newly constructed unit	HPD	1,574	1,989	3,371	3,743	3,833	*	*	Up	Up
Homeless households moved into a re-rental unit	HPD	601	548	642	908	748	*	*	Up	Up
★ Total supportive housing units	HRA,HPD, & DOHMH	27,233	32,966	36,094	38,566	39,869	⇧	⇧	Up	Up
Supportive housing — Median time from determination to referral (days)	HRA,HPD, & DOHMH	100	78	59	63	65	*	*	Down	Down
Supportive housing — Median time from determination to move-in (days)	HRA,HPD, & DOHMH	169	153	140	146	145	*	*	Down	Down
Supportive units started	HPD	1,216	2,004	2,147	1,941	2,546	*	*	Up	*
Units started for homeless individuals and families	HPD	2,305	3,581	4,154	4,244	4,742	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

ACHIEVING PUBLIC EXCELLENCE

Even as New York experiences a tremendous need for additional housing, some of the barriers slowing housing creation lie within the government's own control. Throughout the entire housing development process—spanning environmental review, financing, permitting, and tenant move-in—outdated technology, duplicative requirements, and burdensome requirements create unnecessary delays and bottlenecks. To identify these onerous policies and help the government get out of its own way, on January 1, 2026, the Administration issued Executive Order 5, launching the interagency SPEED Task Force to develop strategies for the more efficient production of affordable housing.

The SPEED Task Force undertook a thorough review of the delays and bureaucratic red tape slowing down affordable housing, soliciting feedback from hundreds of experts, City agency staff, and members of the public in order to identify impactful reforms. On May 13, 2026, the Task Force published the SPEED Report, which outlines a package of bold commitments—backed by funding and new staff hires—that aim to improve every step of the process required to build affordable housing and bring tenants into quality homes.

SPEED's reforms include staffing increases in key departments that support housing permitting and approvals, an overhaul of the affordable housing lottery, significant time reductions in the pre-certification of projects that require zoning changes, a new pilot program to accelerate the pace of placing homeless individuals into permanent housing, and time savings for asbestos remediation, fire alarm inspections, and Stormwater Pollution Prevention Plan reviews.

Additional initiatives that advance public excellence—including the City's new Supportive Housing working group aiming to reduce vacancies in supportive housing units, and NYCHA's efforts to hasten the pace that vacant units are "turned-over" to new tenants—are described earlier in this chapter.

Accomplishments in 2026

- **Cut red tape and accelerated process to create affordable housing:** On January 1, 2026, the Administration issued Executive Order 5, creating the SPEED Task Force. The SPEED Report, published in May 2026, outlines a set of strategies that, taken together, will:
  - Reduce pre-certification for projects requiring zoning changes from two years to six months
  - Overhaul the affordable housing lottery process and halve the time it takes to move lottery winners home, from over 200 days to under 100 days
  - Cut most new construction permitting by five months; and
  - Eliminate five months from most office-to-residential conversion permitting; among dozens of other reforms.

- **Extended policies allowing affordable units to lease up faster:** In April 2026, the City extended waiver policies to allow previously rented affordable apartments that become available again (aka "re-rentals") to be advertised and leased up outside of Housing Connect, including on widely known commercial platforms and the HPD website, in order to speed their re-occupancy. Further tech and process changes designed to support ongoing efficiency gains for lease-up staff are described in the *Block by Block* and SPEED reports. HPD anticipates that implementing these initiatives will reduce lease-up timelines for affordable housing in future fiscal years.

- **Launched sidewalk shed reforms:** Sidewalk sheds negatively impact New Yorkers' quality of life and increase the cost of operating apartment buildings. Under new sidewalk shed rules announced in March 2026, facade inspections will be required less frequently (especially at lower-risk buildings) and requirements for shed coverage over open space that is further away from buildings will be reduced, potentially reducing the number of sheds that are installed. NYCHA is also targeting 40 buildings for prioritized facade repair in order to efficiently take down longstanding sheds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to:

- Block by Block:
  https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/block-by-block-report.pdf

- Streamlining Procedures to Expedite Equitable Development (SPEED) Report:
  https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/speed_report_051326.pdf

- Rental Ripoff Hearing Report:
  https://www.nyc.gov/assets/tenantprotection/downloads/pdf/rental-ripoffs-hearing-report-072026.pdf

- Land Inventory Fast Track (LIFT) Tracker:
  https://storymaps.arcgis.com/stories/afce9e93d79847608fc846878e17db8e

- Housing Production Snapshot:
  https://storymaps.arcgis.com/stories/1c9138dc24064b2e8142ff156345a719

- ADU For You:
  https://housing.hpd.nyc.gov/adu

Collaborating to Deliver Results

CHILD CARE FOR ALL

PARTNER AGENCIES & OFFICES

- ACS
- CUNY
- DCAS
- DHS
- DOB
- DOE
- DOHMH
- DOF
- EDC
- FDNY
- HRA
- OTI
- SBS

Mayor's Office of Child Care and Early Childhood Education

Mayor's Office of Contract Services

Office of Management and Budget

INTRODUCTION

This Administration is committed to ensuring that every child has access to free, high-quality child care and early childhood education services. The City's ambitious vision for universal child care builds on the work of educators and providers, parents, and advocates to deliver an equitable and responsive child care system that meets the needs of families, children, and providers alike. The Administration is focusing expansion and outreach efforts on communities with the greatest unmet needs through targeted investments and extensive engagement with local communities to design a system that ensures that all children can access care regardless of their zip code, family income, or immigration status.

Child care and early childhood education programs engage children at a crucial stage of development to support their future achievement and socioemotional growth. Delivering universal child care is a key component of addressing the City's affordability crisis as the high cost of child care puts financial strain on working families, limits the full participation of parents in the workforce, and drives families out of the City. This contributes to an out-migration of young families that negatively impacts the City's economic activity and tax revenue. Child care is an investment in the City's present and future: it helps working parents keep money in their pockets, grows the child care workforce while ensuring that providers have the compensation and workplace supports they need, and sets children up for a lifetime of success.

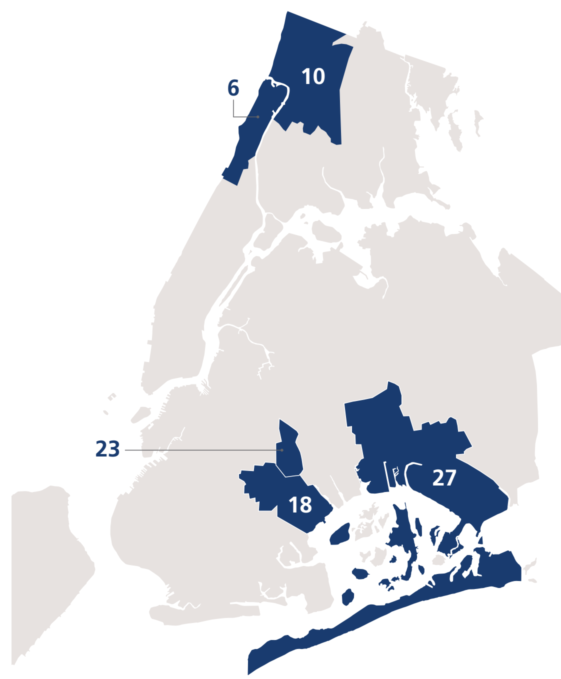
The Mayor's Office of Child Care and Early Childhood Education (MOCCECE) is responsible for delivering Child Care For All, one of the Administration's top priorities. This work includes setting the Administration's child care strategy, coordinating work across more than a dozen City agencies to deliver a high-quality early care and education system that is responsive to child care providers and meets family needs, and engaging with the public. The Office serves as a central hub for citywide policy implementation and fosters strategic partnerships with all levels of government, private entities, nonprofits, and foundations. The Office also works closely with families and providers to ensure their voices are represented in the design and implementation of City policy and programs. MOCCECE was previously funded by philanthropic contributions, but as of Fiscal 2025, the City provides baseline funding for a total of five MOCCECE staff. In Fiscal 2026, the Administration funded an additional seven positions, for a total of 12 staff. These staff will boost the City's efforts to make child care accessible by spearheading major child care initiatives and coordinating progress across agencies.

There are three agencies chiefly responsible for operating and managing much of New York City's child care and early education system: New York City Public Schools (NYCPS), the Administration for Children's Services (ACS), and the Human Resources Administration (HRA). Families in New York City can enroll their children in varied child care settings—center-based, residential-based, and school-based programs, as well as informal home-based care. NYCPS manages the City's early childhood education system at both NYCPS schools and in partnership with contracted providers. ACS and HRA administer the Child Care Assistance Program (CCAP), which provides vouchers for subsidized child care. In addition, the New York City Department of Health and Mental Hygiene (DOHMH) promotes provider adherence to health and safety protections, monitoring child care centers and school-based child care programs for compliance with the New York City Health Code and other local requirements. DOHMH also oversees residential-based day care and school-age child care for compliance with New York State mandates under a contract with the New York State Office of Children and Family Services (OCFS).

PROVIDING EARLY CHILDHOOD EDUCATION

NYCPS offers free or low-cost high-quality early childhood education options across three age categories: Infant/Toddler for qualifying families with children ages six weeks through two years, 3-K for three-year-olds, and Pre-K for four-year-olds. These programs span a wide variety of setting types including school-based at NYCPS sites, center-based through contracted community-based organizations, and home-based with licensed, qualified child care providers. Seat types include School Day Year, which provides care for six hours and 20 minutes per day from September through June, Extended Day and Year, which provides care for up to 10 hours per day year-round, and City Tax Levy-funded (CTL) Transitional, which provides eight or 10 hours of care per day year-round, prioritized by family income. In December 2025, NYCPS ceased administration of the City's federal Head Start grant. Following this, contracted community-based organizations that were previously funded with Head Start dollars were converted to CTL Transitional seats to ensure continuity of care for enrolled children. The Federal Office of Head Start transitioned the Head Start funding to local community-based organizations. There are approximately 300 Head Start programs in New York City directly funded by federal grants.

In the 2026–2027 School Year, the City launched its new 2-K program, a major initiative that will provide free child care for two-year-olds. 2-K will serve approximately 2,000 students in its first year of operation before expanding to an additional 10,000 students in the 2027–2028 School Year and further increasing to reach universality for all families who wish to participate by the start of the 2028–2029 School Year. Services will be either full-year and full-day, running year-round from 8am to 6pm to support working parents, or up to six hours and 20 minutes per day September to June, aligning with the typical NYCPS school schedule. The launch of 2-K was planned in coordination with New York State, which will provide $73 million to fund the program's first year and $425 million to support expansion in its second year.



The five school districts which will receive free 2-K seats for the 2026–2027 School Year are:

- **School District 6, Manhattan:** Washington Heights, Inwood, and Hamilton Heights, as well as parts of Manhattanville
- **School District 10, the Bronx:** Fordham, Belmont, Norwood, Marble Hill, Morris Heights, Riverdale, Spuyten Duyvil, Van Cortlandt Village, and Kingsbridge, as well as parts of Kingsbridge Heights, Bedford Park, Mount Hope, Claremont-Bathgate, and East Tremont
- **School Districts 18 and 23, Brooklyn:** Canarsie, Rugby-Remsen Village, Brownsville, and Ocean Hill, as well as parts of East Flatbush-Farragut and Prospect Lefferts Garden-Wingate
- **School District 27, Queens:** Ozone Park, South Ozone Park, Richmond Hill, Woodhaven, Howard Beach, and the Rockaways, as well as parts of Lindenwood and Springfield Gardens North

These districts were selected based on economic need, projected child care demand, existing access gaps, and provider capacity and readiness. Families who live outside of these districts were welcome to apply, although residents of the identified communities are being prioritized. The first 2,000 seats are designed to serve families in high-need areas before scaling up the system to serve every two-year-old whose family wishes to participate in the program. In February 2026, NYCPS opened a Request for Information for new child care providers interested in offering 2-K and 3-K services. The Administration also released surveys to existing contracted early childhood providers who were interested in expanding current capacity or providing 2-K programs in the fall of 2026.

Applications for 2-K opened in June 2026, with offers made in August. Families could apply through the MySchools online application portal, over the phone, or at one of the City's 10 welcome centers. Services began in September 2026, with rolling enrollment throughout the 2026–2027 School Year to accommodate students turning two at different points in the year. The City is partnering with existing child care providers for the launch of 2-K with a committed focus on maximizing provider capacity and readiness while ensuring safe and high-quality services. Data for the 2026–2027 School Year, which marks the inception of the 2-K program, will be available in the Fiscal 2027 Mayor's Management Report.

In addition to launching 2-K, the City is pursuing a major expansion of the existing early childhood education system to serve more children than ever before. The Administration added over 2,000 new 3-K seats in the 2026–2027 School Year, increasing capacity and investing capital funding to open new seats and sites in areas with significant unmet demand for child care. This expansion was planned in partnership with community-based child care providers and licensed home-based providers, which will house many of the new seats. In April 2026, the City announced plans to open seven new early childhood education centers for the 2026–2027 School Year at formerly vacant sites, adding around 240 3-K and Pre-K seats across the Bronx, Manhattan, Brooklyn, and Queens. These sites were selected based on historical enrollment patterns, early application data, and potential provider capacity. The Administration is also launching the first free, on-site child care program for City workers who are based at the David N. Dinkins Municipal Building and all Department of Citywide Administrative Services (DCAS) employees. This program, known as 'The Little Apple,' opened following the construction of a 4,000-square-foot child care facility and will serve 40 children in the 2026–2027 School Year. The program is administered by a private child care provider operating under a contract with DCAS.

The Administration is also making deep investments to improve and expand preschool special education services. In the 2026–2027 School Year, NYCPS will introduce their nationally recognized Nest, Horizon, AIMS, Path, and ACES programs to Pre-K classrooms in 14 school districts for the first time. These programs provide individualized instruction and supports designed to strengthen communication, social-emotional development, early learning, and independence, allowing students with disabilities to access services earlier in both inclusive and specialized classroom settings. NYCPS will hire hundreds of new staff members, including psychologists, social workers, speech evaluators, and occupational therapists, to reduce evaluation wait times, expand bilingual assessment options, and help parents navigate the Individualized Education Program (IEP) process. The City will also expand the Special Education Itinerant Teacher (SEIT) program to help young children with IEPs learn alongside their peers by placing special education teachers in general education preschool classrooms.

In April 2026, the City launched a first-of-its-kind interactive map and resource hub that enables families to search for available child care programs citywide. These platforms allow families to filter programs by location, age group, and cost and find information about providers including services offered, eligibility requirements, and contact information. The child care map and resource hub were built in response to community feedback and developed in coordination with parents and child care advocates, undergoing multiple rounds of engagement including focus groups and user testing.

The City also implemented a robust multimedia outreach campaign to inform families about early childhood education and child care options available to them and to encourage parents to apply ahead of the 2-K, 3-K, and Pre-K application deadlines. This includes advertisements on LinkNYC kiosks—digital information boards around the City—in multiple languages as well as engagement with multilingual media and digital content creators and partnerships with faith-based and community organizations. The City also pioneered creative and joyful methods of engaging families while raising awareness about the creation of 2-K, including a contest to create a jingle to be used in outreach campaigns and a "2K for 2-K" family-friendly two-kilometer run and walk at Fort Tryon Park in Manhattan.

In Fiscal 2026, MOCCECE continued to oversee the Outreach and Enrollment Initiative (OEI) that was funded in Fiscal 2025 as part of an overall $5 million fund for outreach. The OEI funds 19 community-based organizations to connect families to vacant child care seats across NYCPS' early childhood education system. The organizations are deeply rooted in communities with historical under-enrollment and lower socioeconomic status. They help families find, apply, and enroll into child care through community outreach events and one-on-one support. In the Fiscal 2027 Executive Budget, $5 million was baselined for this initiative. MOCCECE issued a Request for Proposals in July 2026 to update the geographic coverage based on 2026 enrollment data and socioeconomic factors, with awards announced in August 2026.

From the 2024–2025 School Year to the 2025–2026 School Year, Infant/Toddler student enrollment increased 17 percent from 6,378 to 7,449 and the utilization rate increased seven percentage points from 61 percent to 68 percent. An increase in awareness of Infant/Toddler services could have contributed to enrollment increases. Additionally, NYCPS now accepts vouchers issued by ACS to enroll in an NYCPS-contracted seat, leading to a greater number of families accessing these services.

Applications for 3-K programs remained mostly stable from 43,142 in the 2024–2025 School Year to 43,227 in the 2025–2026 School Year and 3-K offers increased from 42,119 to 44,407. Offer numbers can exceed application numbers because NYCPS sometimes makes offers to students who did not submit applications, including to ensure continuity of services for known current students who did not apply. Over the same reporting period, the percent of families who received an offer to their first 3-K program choice increased from 64 percent to 65 percent, and the percent of families who received an offer to any program on their application increased from 84 percent to 85 percent. Total 3-K enrollment decreased from 44,729 to 43,083 and the utilization rate decreased from 85 percent to 84 percent. Enrollment numbers can exceed application and offer numbers due to students who enroll after the application process has concluded. The decrease in enrollment between the 2024–2025 School Year and the 2025–2026 School Year could be attributed to a disinvestment in family outreach under the last Administration, as well as demographic changes including a decrease in birth rate and families leaving the City. The investments that the Administration is making to increase uptake of 3-K seats will likely have an impact in the 2026–2027 School Year.

Applications for Pre-K programs decreased slightly from 52,423 in the 2024–2025 School Year to 51,613 in the 2025–2026 School Year and Pre-K offers decreased from 59,630 to 55,582. Over the same reporting period, the percent of families who received an offer to their first Pre-K program choice decreased from 84 percent to 80 percent due to applicants applying to programs with higher demand, and the percent of families who received an offer to any program on their application decreased from 96 to 93 percent due to families, on average, listing fewer program choices on their application. Total Pre-K enrollment decreased from 59,250 to 55,042 but the utilization rate increased from 79 percent to 81 percent due to fewer seats being available.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
★ Total Infant/Toddler student enrollment	NYCPS	NA	6,346	10,441	6,378	7,449	6,394	8,009	NA	Up
Total Infant/Toddler utilization rate (%)	NYCPS	NA	75%	96%	61%	68%	*	*	NA	*
Total 3-K applications	NYCPS	NA	39,740	41,631	43,142	43,227	*	*	NA	*
Total 3-K offers	NYCPS	NA	38,586	41,654	42,119	44,407	*	*	NA	*
Families who received an offer to their first program choice (%) — 3-K	NYCPS	NA	63%	68%	64%	65%	*	*	NA	Up
Families who received an offer to any program on their application (%) — 3-K	NYCPS	NA	84%	86%	84%	85%	*	*	NA	Up
Average travel distance from home to offer (in miles) — 3-K	NYCPS	NA	NA	NA	NA	1.97	*	*	NA	Down
★ Total 3-K student enrollment	NYCPS	NA	32,361	43,957	44,729	43,678	45,454	46,818	NA	Up
Total 3-K utilization rate (%)	NYCPS	NA	78%	84%	85%	84%	*	*	NA	*
Total Pre-K applications	NYCPS	NA	50,187	53,577	52,423	51,613	*	*	NA	*
Total Pre-K offers	NYCPS	NA	58,762	60,787	59,630	55,582	*	*	NA	*
Families who received an offer to their first program choice (%) — Pre-K	NYCPS	NA	83%	84%	84%	80%	*	*	NA	Up
Families who received an offer to any program on their application (%) — Pre-K	NYCPS	NA	96%	96%	96%	93%	*	*	NA	Up
Average travel distance from home to offer (in miles) — Pre-K	NYCPS	NA	NA	NA	NA	1.10	*	*	NA	Down
★ Total Pre-K student enrollment	NYCPS	NA	59,687	59,250	56,950	55,042	59,250	53,117	NA	Up
Total Pre-K utilization rate (%)	NYCPS	NA	79%	81%	79%	81%	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

ADMINISTERING THE CHILD CARE ASSISTANCE PROGRAM

The New York State Child Care Assistance Program (CCAP), commonly known as the voucher or subsidy program, is administered by local social services districts (LSSD) and overseen by the New York State Office of Children and Family Services (OCFS). The program provides financial assistance to cash assistance recipients and low-income families to help cover the cost of child care, supporting parents and caregivers in pursuing employment, education, and greater self-sufficiency. In New York City, ACS administers subsidies to eligible low-income families and those receiving child welfare services, and HRA administers subsidies to eligible families receiving cash assistance through Temporary Assistance for Needy Families (TANF). In Fiscal 2025, New York State allocated insufficient Child Care Block Grant funding to meet New York City's needs. As a result, the City stopped issuing new low-income vouchers to eligible families and established a waitlist for eligible applicants. To ensure continuity of care for the 75,000 already enrolled children, the City chose to prioritize recertifying eligible families for care. All families that are living in shelter or temporary housing, have a child with special needs, or have a family income below 300 percent of the State Income Standard (SIS) will be able to maintain their child care assistance if they recertify on time and remain eligible. In August 2026, the City announced that it will cover all out-of-pocket costs for the 22,000 families receiving vouchers who previously had weekly co-pays, making all publicly available care free for families.

Average child care voucher enrollment rose 20 percent from 91,227 in Fiscal 2025 to 109,875 in Fiscal 2026. This increase was driven by a 26 percent increase in usage of non-mandated, low-income vouchers, which rose from 56,931 to 71,499 over the last fiscal year. Despite the pause on issuing new non-mandated vouchers due to program funding gaps, the average number of children enrolled with these vouchers grew over the past fiscal year as a result of several years of sustained expansion and recertification of vouchers for those already enrolled. Mandated voucher enrollment for families receiving public assistance increased 13 percent from 25,932 in Fiscal 2025 to 29,386 in Fiscal 2026.

In March 2023, the City launched the MyCity portal, a one-stop shop for City services and benefits, making it easier for New Yorkers to interact with and access the support and services of a multitude of City agencies. A child care application was included in the first phase of the launch of this portal, allowing families to apply online for child care subsidy assistance, including vouchers and Extended Day and Year contracted seats. Through MyCity, families can screen themselves for eligibility for child care assistance, apply online, and track the status of their application. In February 2024, the City enabled recertifications in MyCity so families can recertify their eligibility for child care assistance online. Paper applications for child care assistance remain available.

In Fiscal 2026, 58,799 total applications were submitted through MyCity, 16 percent fewer than the 69,856 applications submitted in Fiscal 2025. The number of new applications declined by 51 percent from 47,622 to 23,193, while the number of recertification applications increased by 60 percent from 22,234 to 35,606. Due to the pause on issuing non-mandated low-income vouchers in Fiscal 2026, many prospective new applicants likely chose not to submit an application, while the number of recertification applications increased due to the City's commitment to recertify care for all those previously enrolled with a voucher. Child care assistance applicants with eligibility determinations within 30 days remained at 92 percent, the same rate as in Fiscal 2025.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
★ Average child care voucher enrollment	ACS	47,535	56,978	71,039	91,227	109,875	*	*	Up	*
Average number of children accessing child care services through use of a non-mandated low-income voucher	ACS	9,393	16,236	31,948	56,931	71,499	*	*	Up	*
Average number of children accessing child care services through use of a mandated voucher	ACS	20,714	21,897	22,803	25,932	29,386	*	*	Up	*
Child care assistance applicants with eligibility determinations within 30 days (%)	ACS	96%	92%	80%	92%	92%	90%	90%	Neutral	Up
Child care applications submitted using MyCity	OTI	NA	8,624	41,586	69,856	58,799	*	*	NA	Up
– New applications	OTI	NA	8,624	37,834	47,622	23,193	*	*	NA	Up
– Recertification applications	OTI	NA	NA	3,752	22,234	35,606	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

IMPROVING QUALITY AND SUPPORTING PROVIDERS

The City incorporates educator and provider voices at every step of policy development. As the City pursues a major expansion of the child care system, it will need to develop sustainable pathways for workforce recruitment and retention while developing equitable compensation structures and expanding workforce development opportunities. The New York City Fiscal 2027 Executive Budget allocated $36 million to add nearly 200 staff across the Division of Early Childhood Education and related departments within NYCPS, as well as $40 million to raise reimbursement rates for contracted child care organizations for the first time since Fiscal 2021.

One way the City is supporting child care providers is by streamlining the permitting and inspection processes to welcome new providers into the City's network. On March 24, 2026, the City launched an online permitting portal for providers to be able to complete new applications and track application status, schedule required inspections, and centralize communication with DOHMH, which manages the permitting and inspection of child care facilities. The portal, built in partnership with MOCCECE, DOHMH, and the Office of Technology and Innovation (OTI), was developed in response to provider feedback and underwent extensive testing by child care providers prior to its launch. The portal will continue to be refined and expanded in response to ongoing feedback.

Home-based providers are a key partner in child care expansion efforts, and ensuring that home-based sites are high-quality and safe for children and that home-based providers are compensated fairly and have access to sustainable career pathways are high priorities for the City. In Summer 2026, MOCCECE and Providers Organized for Power, a coalition of child care providers and advocates, co-hosted a citywide listening tour of home-based child care programs, incorporating providers as vital partners in shaping policy that meets their needs. In addition, in August 2026, the City announced that it will provide over $3 million in emergency microgrants for home-based child care providers facing unexpected emergencies that threaten to shut their doors. A Request for Proposals has been issued to select an administrator for the microgrant program, which is expected to officially launch by the end of Calendar 2026.

According to OCFS, total licensed center-based providers in New York City increased from 3,830 in Calendar 2024 to 3,913 in Calendar 2025, and total licensed home-based providers increased from 6,305 to 6,849 over the same reporting period. These providers can serve children up through 12 years old.

In Fiscal 2026, DOHMH conducted 8,180 initial inspections of group child care programs. While this is a slight decrease from the 8,392 programs inspected in Fiscal 2025 following a surge in hiring last fiscal year, the Department remains on track to inspect all active group child care centers. Centers' compliance with public health standards improved—the proportion of child care programs that do not require reinspection increased from 82.2 percent to a five-year high of 85.7 percent. This increase may be attributed to improved technical assistance, promoting the Health Department's guidance documents, and website improvements.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
Active group child care center full inspections	DOHMH	6,124	6,553	7,417	8,392	8,180	*	*	Up	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	DOHMH	81.7%	78.6%	78.9%	82.2%	85.7%	⇧	⇧	Neutral	Up
Total licensed center-based child care providers (CY)	OCFS	3,681	3,751	3,769	3,830	3,913	*	*	Neutral	*
Total licensed home-based child care providers (CY)	OCFS	5,864	5,941	5,994	6,305	6,849	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to:

- MySchools Early Childhood Education Programs Application:
  https://myschools.nyc/en/
- MyCity Child Care Assistance Program Application:
  https://mycity.nyc.gov/s/apply?language=en_US&LanguageCode=en_US
- Child Care Provider Portal:
  https://mycity.nyc.gov/provider/s/?language=en_US&LanguageCode=en_US
- Child Care Resource Center:
  https://www.nyc.gov/content/childcarehub/pages/
- Child Care Map:
  https://finder.nyc.gov/childcarenyc/
- Comprehensive Background Check Application:
  https://www.nyc.gov/site/doh/business/permits-and-licenses/children-and-adolescents-childcare.page

Collaborating to Deliver Results

VISION ZERO
Building a Safer City

PARTNER AGENCIES & OFFICES

- DCAS
- DOHMH
- DOT
- NYPD
- TLC
- BIC
- LAW
- H+H
- DFTA
- DSNY
- FDNY

Office of Management and Budget

Mayor's Office of Operations

District Attorneys' Offices

Metropolitan Transportation Authority (MTA)

Sheriff's Office

Mayor's Office of People with Disabilities (MOPD)

New York City Public Schools (NYCPS)

INTRODUCTION

Following the concept's origins in Sweden in 1997, New York City was the first U.S. city to officially adopt Vision Zero in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable "accidents" but preventable occurrences that can be systematically addressed and reduced with evidence-based interventions. Since then, the City has dedicated significant resources to reducing the number of traffic fatalities each year. New York City has served as a model for peer American cities implementing street safety programs, emphasizing a focus on data and interagency collaboration. Building on the successes of more than a decade of progress and following the data to identify new challenges and target areas for improvement, City agencies view traffic safety as an essential element of public safety and work to ensure an equitable approach to their engineering, enforcement, and education efforts. The City's $4.5 billion investment in Vision Zero through Fiscal 2028 ensures that resources will be available to accelerate the pace of redesign and reconstruction of City streets, strengthen enforcement and education initiatives to deter and penalize unsafe driving, and promote safe walking and biking. In September 2026, the Mayor's Office of Operations released *Vision Zero Reimagined: A New Action Plan for Road Safety*. This Action Plan builds on past progress and lays out a comprehensive, citywide strategy to eliminate traffic deaths and serious injuries over the next decade by introducing a new generation of tools, policies, and accountability mechanisms designed to meet the scale and complexity of today's challenges.

Vision Zero serves as a model for a collaborative interagency approach to address challenging or complex issues, with City agencies cooperating to share best practices and implement proven strategies, as well as test new ones, to address changing street safety needs. The Vision Zero Task Force, chaired by the Mayor's Office of Operations, leads the direction of related initiatives and activities, convenes bi-weekly and includes representatives from the New York City Police Department (NYPD), the Department of Transportation (DOT), the Taxi and Limousine Commission (TLC), the Department of Citywide Administrative Services (DCAS), the Department of Health and Mental Hygiene (DOHMH), the Department for the Aging (DFTA), the Law Department (LAW), the Office of Management and Budget (OMB), the District Attorneys' offices, the Metropolitan Transportation Authority, the Business Integrity Commission (BIC), the Sheriff's Office, NYC Health and Hospitals (H+H), New York City Fire Department (FDNY), Mayor's Office of People with Disabilities (MOPD), and New York City Public Schools (NYCPS). The Task Force also convenes regular specialized working groups on data, communications and community engagement, school travel, freight mobility, micromobility, and the City fleet.

Speed management has been a primary goal of Vision Zero since the initiative's inception. Between Fiscal 2022 and 2026, speeding related crashes resulted in 1,245 fatalities on New York City streets and accounted for more than 25 percent of all road deaths. Higher speeds make traffic crashes more dangerous for everyone, but especially for pedestrians. Studies have shown that for every 10 miles per hour (MPH) of increased speed, pedestrian deaths double. Accordingly, Vision Zero utilizes interagency collaboration to implement the following actions:

- Reduced the speed limit to 25 MPH citywide in November 2014 and to 20 MPH in targeted locations beginning in October 2024.

- Creating and expanding the use of automated speed camera enforcement.
- Utilizing data-driven and targeted high visibility enforcement of Vision Zero violations such as speeding and failure-to-yield to pedestrians.
- Innovating infrastructure redesigns to protect pedestrians and cyclists.
- Conducting extensive public outreach.
- Advocating for a legislative agenda to deter dangerous driving.

The City has recently achieved major legislative victories. New York State first granted legal authorization for speed camera violations to be issued around the clock at all camera locations in the summer of 2022 in response to the rise in speeding incidents and traffic fatalities during the COVID-19 pandemic. Recently, the City's speed camera program was extended by the State through Fiscal 2030. This expansion delivered critical safety benefits to New Yorkers, including decreases in speeding and injuries from speed-related crashes. Additionally, the "Stop Super Speeders Act" legislation passed the State government in May 2026, which gives New York City the authority to design and implement a pilot program which requires the temporary installation of Intelligent Speed Assist (ISA) technology in the vehicles of drivers who receive at least 16 speed camera tickets in one year. ISA is a cutting-edge safety system that limits vehicle acceleration once a vehicle exceeds the local speed limit. DOT is currently working to implement both of these life-saving tools.

Calendar 2025 had among the fewest number of traffic deaths ever recorded in New York City, dating back to when record-keeping began in 1910. Additionally, overall traffic fatalities are down 31 percent since the launch of Vision Zero in 2014. Citywide traffic fatalities increased slightly from 214 in Fiscal 2025 to 218 in Fiscal 2026. Increases in fatalities were specifically seen in motorized two-wheel vehicles, which rose from 63 to 73, and traditional bicyclists, which rose from four to six. These increases continue to underscore the vulnerability of these riders. At the same time, fatalities of electric bicyclists rose from 14 to 21, stand-up scooter operators rose from four to nine, and off-road vehicle operators increased from two to five. Finally, fatalities of motorcyclists decreased from 27 to 23, and pedestrian deaths decreased from 111 to 105.

Performance Indicators	Agency	Actual					Target		Trend	
		FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total traffic fatalities	DOT	266	270	277	214	218	⇩	⇩	Down	Down
Pedestrian fatalities	DOT	115	121	119	111	105	*	*	Neutral	Down
Traditional bicyclist fatalities	DOT	10	10	4	4	6	*	*	Down	Down
Motorized two-wheel vehicle fatalities	DOT	73	86	100	63	73	*	*	Down	Down
— Electric bicycle	DOT	9	20	20	14	21	*	*	Up	Down
— Stand-up scooter	DOT	5	8	12	4	9	*	*	Up	Down
— Moped	DOT	18	19	31	16	15	*	*	Down	Down
— Motorcycle	DOT	33	34	31	27	23	*	*	Down	Down
— Off-road vehicle	DOT	8	5	6	2	5	*	*	Down	Down
— Other	DOT	0	0	0	0	0	*	*	Neutral	Down
Motor vehicle occupant fatalities	DOT	68	53	54	36	34	*	*	Down	Down
— Car	DOT	51	37	29	23	19	*	*	Down	Down
— SUV	DOT	14	14	22	10	12	*	*	Down	Down
— Other motor vehicle	DOT	3	2	3	3	3	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

STREET DESIGN

DOT works to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, install more bicycle lanes, increase visibility of pedestrians and cyclists, and shorten pedestrian crossing distances at Vision Zero priority locations. In Fiscal 2026, DOT installed 25 percent more speed humps and cushions, up from 228 in Fiscal 2025 to 286. However, DOT installed just 87 Leading Pedestrian Intervals (LPIs) in Fiscal 2026, down from 316 in Fiscal 2025. This decrease is attributed to an overall decrease in requests and fewer remaining high-crash locations and corridors suitable for installation. DOT has installed LPIs at over 7,000 intersections citywide, and many remaining signalized intersections are less suitable because they may have no pedestrian vehicle conflict, multiple signal phases, or short signal cycles.

DOT installed 36 percent fewer bicycle lane miles, down from 52.3 miles in Fiscal 2025 to 33.6 miles in Fiscal 2026. This includes 30 percent fewer protected bicycle lane miles, which decreased from 27.9 miles to 19.8 miles. Bicycle lane projects typically move through a planning and design phase in the fall and winter months, followed by a construction phase that typically begins in the spring and peaks between July and December. In Fiscal 2026, an early start to winter brought the prior construction season to a close earlier than usual, and significant snow accumulation through March delayed the start of the following construction season. Other implementation barriers remained consistent over the last two years, including project delays due to community and political concerns, contractor and material availability, signal implementation timelines, limited design staff capacity, and expanded project scope related to concrete, sidewalk, and accessibility requirements. The forthcoming Streets Plan will outline how DOT will address these challenges by prioritizing the resumption of stalled projects, expanding proven street designs, and introducing new programs and commitments to deliver more transformative and ambitious street redesigns in the coming years.

ENFORCEMENT

Data-driven law enforcement that deters dangerous driving behavior helps to reduce traffic fatalities and serious injuries. Consequently, Vision Zero agencies, including NYPD and TLC, continued to focus on enforcing especially hazardous driving violations including speeding, failure to yield to pedestrians, signal violations, improper turns, and the use of hand-held devices while driving. During Fiscal 2026, the number of total Vision Zero-related moving summonses issued increased two percent, up from 417,324 summonses in Fiscal 2025 to 424,604 summonses in Fiscal 2026. NYPD issued 413,259 Vision Zero summonses, including 89,489 speeding summonses, a decrease of eight percent from Fiscal 2025, and 43,117 failure-to-yield-to-pedestrian summonses, an increase of 10 percent from Fiscal 2025. TLC focused its enforcement efforts in Fiscal 2026 on unlicensed activity and corporate accountability which resulted in a 19 percent decrease in patrol summonses issued directly to drivers. These are typically associated with Vision Zero initiatives and, as a result, Vision Zero-related moving summonses issued by TLC decreased 20 percent to 11,345 in Fiscal 2026, down from 14,219 in Fiscal 2025.

NYPD seized 5,892 illegal motorcycles and 14,484 mopeds/scooters in Fiscal 2026, down one percent and 13 percent from Fiscal 2025, respectively. NYPD's ongoing seizure operations are leading to higher rates of compliance by riders, reducing the number of illegal devices on the roadways. The decrease in seizures is also due partially to resource reallocation by the NYPD to conduct citywide ghost license plate enforcement operations. Additionally, the City strengthened upstream enforcement against the source of these illegal devices in August 2026 by issuing cease-and-desist orders to 42 online retailers demanding they immediately stop selling illegal motorized devices to customers in New York City's 175 ZIP codes. These orders target the operation of specific illegal devices on public streets: motorized stand-up scooters weighing more than 100 pounds or capable of traveling faster than 20 MPH, e-bikes equipped with electric motors larger than 750 watts or capable of speeds exceeding 25 MPH, and seated mopeds that do not have and display a valid Vehicle Identification Number (VIN). Dangerous illegal e-bikes and stand-up e-scooters have proliferated in recent years largely through online sales. These illegal devices account for more than half of all rider fatalities involving e-bikes and stand-up scooters.

Along with these direct enforcement efforts, NYPD also convenes a weekly TrafficStat meeting where borough police commanders and Vision Zero partners come together to discuss current traffic safety trends, enforcement, education, and engineering.

OUTREACH AND EDUCATION

In October 2025, DCAS hosted its 10th annual Fleet Safety Forum, which attracted 450 attendees who participated in multiple panel discussions and interacted with 20 vendors in the fleet space. The event began with DCAS's significant announcement of the City's plan to require ISA on all 7,000 light and medium non-emergency vehicles. DCAS then issued the second annual safe driver awards to five individuals representing the Department of Buildings, the Department of Environmental Protection, the Department of Parks and Recreation, the New York City Housing Authority, and DOT. Each driver received nearly perfect telematics scorecards from the Fleet Office of Realtime Tracking (FORT) while driving over 7,500 miles in the year. Panel discussions at the forum provided information on a variety of topics, including the latest updates pertaining to Super Speeder legislation and truck safety technologies. Speakers included industry experts from Families for Safe Streets, Together for Safer Roads, the FIA Foundation, the National Safety Council, and the Korey Stringer Institute. Finally, attendees stepped outside and compared the sightlines between a conventional truck cab and a high-visibility cab to see the potential implications for pedestrians and cyclists.

In Fiscal 2026, DCAS continued a compliance push toward the defensive driving training requirement established under Executive Order 39 of 2024, with over 10,000 City operators participating in online and in-person defensive driving initiatives. Additionally, in partnership with DOE, DCAS rolled out a school bus operator training program that focuses on safety for school buses operating in busy urban environments. In the final six weeks of Fiscal 2026, over 8,000 school bus operators successfully completed the course, fulfilling a commitment made in the School Bus Safe Fleet Transition Plan from January 2024.

Additionally, Executive Order 53 of 2020 requires DCAS to promote safe fleet design for public and commercial fleets. Accordingly, DCAS is pursuing a series of critical safety initiatives, including ISA, truck sideguards, telematics, barring hands-free phone use, and addressing visual obstructions for truck operators. In Fiscal 2026, DCAS promoted the benefits of these safety efforts at the Fleet Forward Conference in New Jersey, the National Safety Council's Safety Congress and Expo in Colorado, Fleet Vision International in London, and events held by the New York Metropolitan Transportation Council and NAFA Fleet Management Association. It is critical that fleets throughout the country share best practices and utilize the same common-sense safety and risk reduction initiatives.

FLEETS

In July 2025, DCAS announced the expansion of the ISA program to an additional 200 vehicles. These additions bring the cumulative program total to 700 vehicles across 21 agencies and 23 vehicle types, making it the largest active ISA fleet in the country. This round of installations also included the Administration for Children's Services becoming the first agency fleet to be completely retrofitted with ISA technology. Similarly, DCAS made a major announcement in October 2025 regarding the future of the ISA program: every light and medium non-emergency vehicle will be equipped with the technology. When complete, this program will constitute over 7,000 vehicles across nearly every agency in the City fleet. That announcement was followed in May 2026 by a commitment to budget $2.7 million over the next three fiscal years to retrofit all 4,000 non-emergency trucks with pedestrian turn warnings, effectively mandating that technology as well. By the end of Fiscal 2026, DCAS achieved 1,000 vehicles retrofitted with ISA and over 800 with pedestrian turn alerts. City drivers have now used ISA in over nine million miles of fleet operation.

In August 2025, DCAS received the Green Cross Award for Excellence in Safety from the National Safety Council (NSC). One of the most prestigious safety program awards, this honor was celebrated during a ceremony at DCAS's Fleet Safety Forum. Then, in April 2026, DCAS was honored a second time as the recipient of Fleet Vision International award for Best Safety Strategy.

In Fiscal 2026, DCAS continued to utilize telematics through FORT to reduce unsafe driving behavior. DCAS was pleased to contribute to the announcement to include ISA Super Speeder language in the State budget and looks forward to working with DOT and others on the law's implementation across New York City.

Throughout Fiscal 2026, as cited earlier, DCAS Fleet continued to push for compliance with Executive Order 39 of 2024 (EO39), which required a variety of safety initiatives in the City's largest contracted fleets. DCAS created a safety training that was purpose built for trucking fleets affected by EO39, and that training is now live and available for contractors to utilize.

DATA-DRIVEN SOLUTIONS

Although the burden of traffic injuries and fatalities in the City is well documented, many questions remain about the evolving causes of crashes and the impact of prevention measures. By collecting and analyzing data, Vision Zero agencies continuously improve their understanding of roadway incidents to support better decision making. Vision Zero also aims to leverage and learn from external partners who study road safety. In November 2025, the Vision Zero Data Working Group, with the Department of Design and Construction's (DDC's) Town+Gown:NYC initiative, held its annual Research on the Road symposium and announced a winner for the Vision Zero Research Award. The annual Research on the Road symposium connects City agency staff with external research partners, such as academic institutions, to promote and advance Vision Zero goals.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY26**	**FY27**	**5-Year**	**Desired Direction**
Total Vision Zero-related moving summonses issued	NYPD/ TLC	361,357	418,901	383,970	417,324	424,604	*	*	Up	Up
— NYPD	NYPD	342,858	404,188	371,006	403,105	413,259	*	*	Up	Up
— TLC	TLC	22,249	17,575	12,271	14,219	11,345	*	*	Down	Up
★ Speed humps and cushions installed	DOT	262	231	443	228	286	250	250	Neutral	Up
Older Adult Centers partnering with DOT to increase feedback on street safety improvements	DOT	203	222	214	334	340	*	*	Up	*
Bicycle lane miles installed	DOT	62.3	47.7	63.7	52.3	33.6	50.0	50.0	Down	*
— Protected	DOT	33.2	25.9	32.9	27.9	19.5	*	*	Down	Up
Leading pedestrian intervals installed	DOT	801	320	313	316	87	300	300	Down	Up
★ Intersections with accessible pedestrian signals installed (CY)	DOT	273	605	950	772	652	900	900	Up	Up
City employees trained in defensive driving citywide	DCAS	7,054	7,054	11,552	8,037	10,887	7,000	7,000	Up	Up
Motorcycle seizures	NYPD	7,395	10,409	7,714	5,960	5,892	*	*	Down	*
Moped/Scooter seizures	NYPD	2,773	5,509	20,456	16,674	14,484	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

*Target goals (FY25 & FY26) for Intersections with accessible pedestrian signals installed were reported in calendar year (CY24 & CY25) given that this metric was set by the Federal Court Remedial Order as part of a lawsuit against the New York City Department of Transportation from the American Council of the Blind of New York, INC. According to the lawsuit, New York City violated federal law by failing to systematically implement audible and tactical pedestrian signals that would make its pedestrian routes equally usable, and safer, for people who are blind, deaf-blind, or low-vison.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previously published data related to traffic fatalities was amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the date of the crash. Data changes include:
  - The Fiscal 2024 data for 'Total traffic fatalities' was changed from 276 to 277.
  - The Fiscal 2025 data for 'Total traffic fatalities' was changed from 211 to 214.
  - The Fiscal 2025 data for 'Pedestrian fatalities' was changed from 110 to 111.
  - The Fiscal 2024 data for 'Motorized two-wheel vehicle fatalities' was changed from 99 to 100.
  - The Fiscal 2025 data for 'Motorized two-wheel vehicle fatalities' was changed from 60 to 63.

- The Fiscal 2024 data for 'Stand-up scooter fatalities' was changed from 11 to 12.
- The Fiscal 2025 data for 'Stand-up scooter fatalities' was changed from 4 to 3.
- The Fiscal 2025 data for 'Moped fatalities' was changed from 14 to 16.
- The Fiscal 2025 data for 'Motor vehicle occupant fatalities' was change from 37 to 36.
- The Fiscal 2025 data for 'SUV fatalities' was changed from 11 to 10.

- The Fiscal 2025 data for 'Speed humps and cushions installed' was changed from 224 to 228.
- The Fiscal 2025 data for 'Total bicycle lane miles installed' was changed from 51.8 to 52.3.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Reimagined: A New Action Plan for Road Safety:
https://www.nyc.gov/assets/visionzero/downloads/pdf/Vision-Zero-Reimagined-2026.pdf
- Vision Zero Website:
www.nyc.gov/visionzero
- Vision Zero View:
http://www.nycvzv.info/
- Leading Causes of Injury and Deaths in NYC:
https://a816-dohbesp.nyc.gov/IndicatorPublic/data-features/leading-causes/
- Vision Zero Fleet Safety:
https://www1.nyc.gov/site/dcas/agencies/vision-zero-and-nyc-fleet.page
- Green Wave: A Plan for Cycling in New York City:
https://www1.nyc.gov/html/dot/downloads/pdf/bike-safety-plan.pdf
- Accessible Pedestrian Court Order:
https://dralegal.org/case/american-council-of-the-blind-of-new-york-inc-v-the-city-of-new-york/
- Federal Court Orders New York City to Install Thousands of Accessible Crosswalk Signals Over the Next 10 Years:
https://dralegal.org/featured/federal-court-orders-new-york-city-to-install-thousands-of-accessible-crosswalk-signals-over-the-next-10-years/
- New York City Intelligent Speed Assistance Pilot Evaluation:
https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc-intelligent-speed-assistance-pilot-evaluation-2024-oct.pdf
- 2025 NYC Safe Fleet Transition Plan Update:
https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/2025/nyc-safe-fleet-transition-plan-update-2025.pdf

Agency Chapters

Public Safety and Access to Justice

Public Safety and Access to Justice

NEW YORK CITY POLICE DEPARTMENT **Jessica S. Tisch, Commissioner**

WHAT WE DO

Established in 1845, the New York City Police Department (NYPD) is responsible for policing an 8.8-million-person city. It performs a wide variety of public safety, law enforcement, traffic management, counterterrorism, and emergency response roles. NYPD is divided into major bureaus for enforcement, investigations, and administration. It has 78 patrol precincts with patrol officers and detectives covering the entire City. The Department also operates 12 transit districts to police the subway system and its nearly four million daily riders, and nine police service areas (PSAs) to patrol New York City Housing Authority's public housing developments, which are home to more than 275,000 residents. Additionally, uniformed civilians serve as traffic enforcement agents on the City's busy streets and highways, as school safety agents, protecting public schools and the nearly one million students who attend them, and as police communications technicians, serving within the 911 emergency radio dispatch center.

FOCUS ON EQUITY

NYPD units are staffed, as always, in accordance with an equitable, need-based allocation of police personnel. Each of the City's 78 precincts, 12 Transit Bureau districts, and nine Housing Bureau PSAs have unique community and operational needs within their geographic boundaries, including factors such as high-profile locations, transient working and visitor populations, and community and quality-of-life concerns. These considerations, along with crime statistics and the volume of 911 calls requiring a police response, inform the equitable deployment of police resources to address the unique problems and challenges faced by communities within their neighborhoods.

Additionally, the Department employs a multi-faceted deployment strategy that integrates crime reduction, precision policing, advanced technology, and community engagement to address all crime conditions that impact public safety and quality-of-life in New York City. The Department has positioned police officers on streets and subway stations citywide to make the most effective use of its personnel. These deployments stem from data-driven analysis and community intelligence gathered from patrol officers' daily interactions, as well as field intelligence officers and Quality of Life Teams (Q-Teams). Q-Teams are composed of officers from across the NYPD who undergo specialized training on how to address non-emergency, quality-of-life concerns in partnership with communities to address matters and safety issues.

The Department is committed to promoting fair and inclusive practices by prioritizing the needs, voices, and perspectives of employees and communities. The NYPD promotes awareness, education, and outreach efforts to improve the quality-of-life in the workplace and beyond by fostering cultural understanding.

The Department will continue to prioritize and adapt its police operations to respond to the City's most vulnerable communities and address the public safety concerns of everyday New Yorkers. These community-first and precision policing efforts, coupled with strategic analysis and oversight, ensure fair and equitable policing and safety.

OUR SERVICES AND GOALS

SERVICE 1	**Manage public safety programs related to criminal activity.**
Goal 1a	Reduce the incidence of crime.
Goal 1b	Prevent terrorist attacks.
Goal 1c	Respond to police emergencies quickly.
Goal 1d	Reduce the incidence of youth crime.
Goal 1e	Reduce incidence of transit crime.
SERVICE 2	**Manage public safety programs related to traffic safety.**
Goal 2a	Reduce the incidence of traffic collisions, injuries and fatalities.
SERVICE 3	**Manage public safety programs related to quality-of-life.**
Goal 3a	Reduce the incidence of quality-of-life violations.
SERVICE 4	**Ensure courteous, professional and respectful interactions with the community.**
Goal 4a	Improve police/community relations.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a Reduce the incidence of crime.

Continuing the trend of crime reduction since Fiscal 2024, the City recorded more than two percent fewer major felony crimes in Fiscal 2026 than in Fiscal 2025, down from 121,750 to 118,866, with reductions in four of the seven major crimes. Most notably, murder decreased approximately 20 percent, from 339 in Fiscal 2025 to 272 in Fiscal 2026, surpassing the decade low achieved in Fiscal 2019. These declines also include an approximately nine percent decrease in robbery, from 15,607 to 14,263, and an approximately nine percent decrease in burglary, from 13,107 to 11,888, along with a seven percent decrease in grand larceny auto, from 13,924 to 12,906. Major felony crime in housing developments also declined nearly four percent, from 5,818 in Fiscal 2025 to 5,594 in Fiscal 2026. Grand larceny was the only property crime that increased, up less than one percent, from 47,239 to 47,413.

Rape increased approximately nine percent, from 1,958 in Fiscal 2025 to 2,128 in Fiscal 2026. This figure reflects a broadened definition adopted in Fiscal 2026 that aligns with the full New York State Penal Law, including cases without physical force; prior years were revised accordingly, so year-over-year comparisons should account for this change. This standardized definition includes all forms of rape under the Penal Law, not only those involving physical force. It also includes cases where the victim was legally unable to consent for other reasons, such as incapacitation or age. Rape related to domestic violence increased approximately 16 percent, from 898 to 1,042; domestic violence-related murder, by contrast, decreased approximately 12 percent, from 61 to 54. Shooting incidents fell 16 percent, from 804 to 673, and gang-motivated incidents dropped nearly 21 percent, from 258 to 204. The Department has continued the momentum of previous years, with a focus on proven strategies: intelligence-based policing, effective and precise deployment, and community cooperation.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Major felony crime	119,748	127,393	126,212	121,750	118,866	⇩	⇩	Neutral	Down
★ – Murder and non-negligent manslaughter	465	424	359	339	272	⇩	⇩	Down	Down
★ – Rape	1,603	1,552	1,554	1,958	2,128	⇩	⇩	Up	Down
★ – Robbery	16,178	17,047	17,324	15,607	14,263	⇩	⇩	Down	Down
★ – Felonious assault	25,034	26,959	28,850	29,576	29,996	⇩	⇩	Up	Down
★ – Burglary	14,793	15,054	13,142	13,107	11,888	⇩	⇩	Down	Down
★ – Grand larceny	49,227	51,455	49,938	47,239	47,413	⇩	⇩	Neutral	Down
★ – Grand larceny auto	12,448	14,902	15,045	13,924	12,906	⇩	⇩	Neutral	Down
★ Major felony crime in housing developments	5,859	6,062	6,117	5,818	5,594	⇩	⇩	Neutral	Down
Crime related to domestic violence - Murder	56	71	70	61	54	*	*	Neutral	Down
Crime related to domestic violence - Rape	712	660	719	898	1,042	*	*	Up	Down
Crime related to domestic violence - Felonious assault	10,104	10,692	11,502	11,971	12,274	*	*	Up	Down
Hate crimes	573	546	729	618	591	*	*	Neutral	Down
Gang motivated incidents	1,021	804	323	258	204	*	*	Down	*
✹ Gun arrests	6,426	6,837	6,129	5,331	5,119	*	*	Down	*
✹ Major felony crime arrests	42,607	49,830	54,871	55,230	55,658	*	*	Up	*
✹ Narcotics arrests	10,172	13,273	17,351	21,306	21,516	*	*	Up	*
Crime in progress calls	280,489	297,236	294,367	297,116	291,843	*	*	Neutral	*
911 calls (total)	7,612,535	7,949,885	7,997,267	7,492,892	7,512,484	*	*	Neutral	*
Shooting incidents	1,461	1,140	932	804	673	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Prevent terrorist attacks.

The Department places a high priority on the prevention and detection of terrorist acts. NYPD's Critical Response Command, a sub-unit of the Counterterrorism Division, leads this frontline defense with dedicated personnel trained and equipped to respond swiftly to active shooters and other attacks. To increase the readiness of all first responders, the Department conducts in-depth training with other City agencies, maintains partnerships at the local, State, and Federal levels, and offers education to private entities. In Fiscal 2026, total counterterrorism training hours for members of the service decreased approximately two percent to 92,181, while training hours for non-members increased by nearly 9,000 to 10,389, as more private entities adopted identification and response procedures to protect their employees from active shooter incidents.

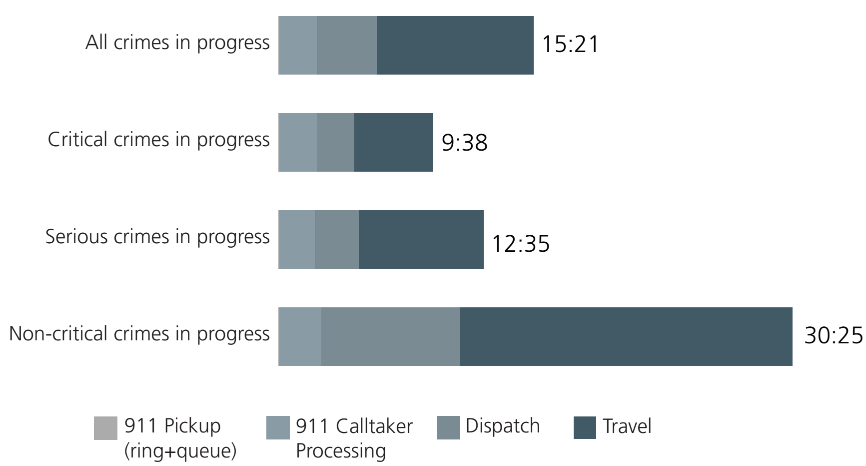
	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Counterterrorism training — Members (hours)	137,101	177,647	143,612	94,116	92,181	*	*	Down	*
– Non-members (hours)	12,411	12,412	8,432	1,430	10,389	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Respond to police emergencies quickly.

In Fiscal 2026, the end-to-end average response time to all crimes in progress increased approximately three percent to 15 minutes and 21 seconds, compared to Fiscal 2025. This was driven by an approximately five percent increase in the end-to-end average response time to critical crimes in progress to 9 minutes and 38 seconds, and an approximately seven percent increase for non-critical crimes in progress to 30 minutes and 25 seconds. The end-to-end average response time to serious crimes in progress decreased approximately three percent to 12 minutes and 35 seconds. Average response times, which measure only the dispatch and travel portion of response times, followed a similar pattern. The average response time to critical crimes in progress increased approximately six percent to 7 minutes and 15 seconds, and the average response time to non-critical crimes in progress increased approximately eight percent to 27 minutes and 34 seconds, while the average response time to serious crimes in progress decreased approximately four percent to 10 minutes and 19 seconds. Response times increased even as the total number of crimes in progress calls decreased slightly in Fiscal 2026, from 297,116 to 291,843, suggesting that the increase was not driven by higher call volume. The Department constantly reevaluates strategies to reduce response times and ensure operations run effectively at all levels.

Fiscal 2026 911 voice calls end-to-end average response times for crimes in progress (minutes:seconds)



Performance Indicators	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Target FY26	Target FY27	Trend 5-Year	Trend Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	12:44	14:24	15:23	14:53	15:21	*	*	Up	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	8:26	9:02	9:24	9:10	9:38	*	*	Up	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	11:47	13:09	13:31	13:00	12:35	*	*	Neutral	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	22:02	26:20	29:47	28:28	30:25	*	*	Up	Down
Average response time to all crimes in progress (dispatch and travel time only) (minutes:seconds)	10:24	12:00	12:59	12:30	12:56	*	*	Up	Down
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes:seconds)	6:06	6:38	7:00	6:49	7:15	⇩	⇩	Up	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes:seconds)	9:36	11:00	11:16	10:46	10:19	*	*	Neutral	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes:seconds)	19:12	23:30	26:53	25:35	27:34	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Reduce the incidence of youth crime.

NYPD's school safety agents are committed to fostering a safe and secure educational atmosphere to ensure the well-being of students, faculty, and the entire school community. Accomplishing this requires a holistic approach that starts with safe school corridors. Youth Coordination Officers (YCOs), who are trained to work with young people and connect them with community resources, patrol designated routes before and after school hours to increase visibility and prevent criminal incidents. Youth response teams, which deploy citywide in response to spikes in youth crime, particularly violent incidents, supplement this strategy by reacting quickly to affected areas. School safety agents guard the safety of students, faculty, employees, and visitors within and around school grounds, secure points of ingress and egress, and scan entries. The Department operates several programs outside of school hours to provide outlets for youth to gather and engage in constructive and educational experiences in safe spaces.

In Fiscal 2026, major felony crime in schools decreased approximately three percent, from 368 to 356, compared to Fiscal 2025. Youth arrests for major felonies decreased just over three percent to 5,349 in Fiscal 2026, marking the first decline in five years, since arrests began climbing from 2,291 in Fiscal 2021. Despite this year's decrease, arrests remain near their recent peak: the Fiscal 2025 total of 5,536 was the highest in at least the last 16 years, more than double the Fiscal 2021 figure. The one homicide recorded in Fiscal 2026 was an upgraded assault complaint that occurred in a previous year, with the victim succumbing to his injuries. Felony assault increased by 25 incidents compared to Fiscal 2025, with a noticeable increase in assaults against adults as opposed to youth-on-youth assaults. Reductions in the other five categories—rape, robbery, burglary, grand larceny, and grand larceny auto—are largely attributable to securing vulnerabilities through precision deployment and patrol by school safety agents and youth response teams. The Department will continue its teamwork with the Department of Education to provide a safe environment for all students and staff. Crimes committed against youth, regardless of location, increased approximately one percent compared to Fiscal 2025. The Department continues to partner with agencies and communities to protect youth and reduce harm to youth.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ School safety — Major felony crime	346	402	404	368	356	⇩	⇩	Neutral	Down
– Murder	0	0	0	2	1	*	*	Up	Down
– Rape	15	11	6	17	10	*	*	Down	Down
– Robbery	36	28	33	40	24	*	*	Down	Down
– Felonious assault	151	136	139	130	155	*	*	Neutral	Down
– Burglary	37	65	34	30	27	*	*	Down	Down
– Grand larceny	102	156	187	143	134	*	*	Up	Down
– Grand larceny auto	5	6	5	6	5	*	*	Neutral	Down
School safety — Other criminal categories	1,758	1,683	1,494	1,392	1,185	*	*	Down	Down
– Other incidents	5,965	6,779	5,792	5,111	5,006	*	*	Down	Down
✹ Youth arrests for major felonies	2,946	4,189	5,212	5,536	5,349	*	*	Up	*
Crime committed against youths (7 major felonies)	4,037	4,529	5,177	5,623	5,676	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1e Reduce the incidence of transit crime.

To maintain transit safety for the more than four million riders daily on 25 train lines, the Department utilizes a multi-pronged strategy of visibility, precision deployment during hours and locations of high traffic, and enforcement. In Fiscal 2026, major felony crime in the transit system decreased approximately two percent, from 2,215 to 2,176. Summonses returnable to the Transit Adjudication Board increased approximately one percent to 181,143, while arrests within the transit system increased six percent to 27,465. The Department continues to pursue crime reductions in the transit system to keep New Yorkers moving safely.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Major felony crime in transit system	2,185	2,322	2,259	2,215	2,176	*	*	Neutral	Down
Transit Summonses	88,112	139,402	174,500	179,542	181,143	*	*	Up	*
Arrests within the transit system	NA	8,705	14,545	25,833	27,465	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Manage public safety programs related to traffic safety.

Goal 2a Reduce the incidence of traffic collisions, injuries and fatalities.

The Department utilizes education, engineering, and enforcement to ensure the safe travel of vehicles, micro-mobility devices, traditional bicyclists, and pedestrians. Total traffic fatalities increased from 214 to 218 in Fiscal 2026, compared to Fiscal 2025, driven by increases among bicyclists and riders of motorized two-wheel vehicles. Pedestrian fatalities decreased from 111 to 105, and motor vehicle occupant fatalities decreased from 36 to 34. Fatalities among traditional bicyclists and riders of motorized two-wheel vehicles increased, from four to six and from 63 to 73, respectively, underscoring the continued vulnerability of these road users. The safe operation of micro-mobility devices requires observing the same traffic laws required of a motor vehicle operator. In Fiscal 2026, the Department conducted approximately 50 percent more traffic safety outreach events than in Fiscal 2025, from 1,632 to 2,450, in an effort to educate the public about road hazards and conditions. The Department will continue to utilize all available tools to reduce hazards to pedestrians and operators of all vehicles.

Performance Indicators	Actual FY22	FY23	FY24	FY25	FY26	Target FY26	FY27	Trend 5-Year	Desired Direction
Driving while intoxicated (DWI) related fatalities	22	11	34	19	20	*	*	Neutral	Down
✹ DWI arrests	2,870	3,636	3,517	3,835	4,201	*	*	Up	*
Moving violation summonses (000)	543	652	645	673	638	*	*	Up	*
– Summonses for hazardous violations	450,530	527,691	496,487	528,193	511,014	*	*	Up	*
Traffic Safety Outreach Events	542	496	985	1,632	2,450	*	*	Up	*
Parking violations	8,926,905	8,809,102	8,294,420	8,233,896	8,185,437	*	*	Neutral	Up
Total traffic fatalities	266	270	277	214	218	*	*	Down	Down
— Pedestrians	115	121	119	111	105	*	*	Neutral	Down
— Traditional bicyclists	10	10	4	4	6	*	*	Down	Down
— Motorized two-wheel vehicles	73	86	100	63	73	*	*	Down	Down
— Motor vehicle occupants	68	53	54	36	34	*	*	Down	Down
Summonses for e-bikes	NA	6,218	6,120	13,371	18,508	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Manage public safety programs related to quality-of-life.

Goal 3a Reduce the incidence of quality-of-life violations.

The NYPD quality-of-life teams (Q-Teams) have been deployed across all boroughs to answer and resolve quality-of-life complaints that are received via NYC311 and 911. With specific trainings, dedicated resources such as Community Link, and an updated 311 mobile application, Q-Teams are working diligently to reduce the negative impact these complaints have on all New Yorkers.

In Fiscal 2026, the Department received 1,735,003 service requests via NYC311, an increase of approximately six percent from 1,643,239 in Fiscal 2025. Total quality-of-life summonses correspondingly increased approximately 13 percent, from 196,102 to 220,802. Summonses issued for unreasonable noise increased nearly 16 percent, from 3,696 to 4,272. Q-Teams have continued attending community council meetings and tenant association meetings to listen and collaborate with community members directly. In Fiscal 2026, Q-Teams attended 2,338 community meetings citywide, an increase of approximately 131 percent from 1,014 in Fiscal 2025.

Performance Indicators	Actual FY22	FY23	FY24	FY25	FY26	Target FY26	FY27	Trend 5-Year	Desired Direction
Tow removals	50,885	50,491	41,593	47,541	46,963	*	*	Neutral	Up
★ Quality-of-life summonses	67,408	134,580	179,673	196,102	220,802	*	*	Up	*
– Unreasonable noise summonses	1,568	3,979	4,076	3,696	4,272	*	*	Up	*
– Public consumption of alcohol summonses	18,239	50,874	63,505	57,653	56,070	*	*	Up	Up
– Public urination summonses	2,129	6,772	9,904	10,003	10,187	*	*	Up	Up
Community meetings	1,240	1,237	1,256	1,014	2,338	*	*	Up	*
311 service requests	1,372,141	1,381,037	1,452,859	1,643,239	1,735,003	*	*	Up	Down
Individuals contacted by a DOHMH Co-Response Team	750	840	506	528	580	625	700	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Ensure courteous, professional and respectful interactions with the community.

Goal 4a Improve police/community relations.

Delivering police service in a courteous, professional, and respectful manner is a fundamental Department principle, beginning with ensuring members of the service provide enhanced customer service.

The Department conducts training in the Police Academy to ensure the best possible service from the start, and continues training non-recruit members throughout the year to introduce new topics, maintain proficiency, and prepare advancing members with position-specific skills. In Fiscal 2026, training classes for Fair and Impartial Policing and Active Bystandership within Law Enforcement (ABLE) increased approximately 55 percent and 19 percent, respectively, compared to Fiscal 2025. Crisis Intervention Team training hours for uniformed members decreased approximately 22 percent in Fiscal 2026, to 108,478 hours, following a correction to the previously reported Fiscal 2025 figure.

The Department measures customer service through random audits of uniformed and civilian personnel who are not told they are being tested, using the results to correct deficiencies and improve personnel-public interaction. While the overall number of Courtesy, Professionalism, and Respect tests conducted in Fiscal 2026 did not change substantially, the percentage of tests rated 'below standard' decreased approximately 31 percent, attributable to improved training and corrective measures.

In January 2021, NYPD released its Disciplinary Matrix which provides an overview of the goals of internal discipline, defines the presumptive penalties for specific acts of substantiated misconduct by officers and outlines additional factors to be considered when assessing a disciplinary penalty. Pursuant to a memorandum of understanding with the Civilian Complaint Review Board (CCRB), the Department publishes letters justifying instances when the Police Commissioner makes a final determination in a disciplinary matter that is less severe than what the Disciplinary Matrix would assign. The Department issued 57 deviation letters in Fiscal 2026, the most in any fiscal year since this process began. Of these 57, only two downward deviations originated with the Department. For the remaining 55, the Police Commissioner concurred with a proactive recommendation from CCRB to downwardly deviate disciplinary recommendations based on mitigating factors including: past performance, initial instance of discipline, severity of the offense, and intensity of the situation.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Fair and Impartial Policing training (hours) (Uniformed members)	17,731	15,421	18,286	16,919	26,271	*	*	Up	Up
Crisis Intervention Team training (hours) (Uniformed members)	12,192	40,960	18,616	138,556	108,478	*	*	Up	Up
Trauma-informed sexual assault victim interview/investigations training (hours) (uniformed and civilian members)	720	9,368	11,087	35,816	35,588	*	*	Up	Up
Active Bystandership within Law Enforcement (ABLE)	71,806	69,769	18,578	13,657	16,303	*	*	Down	Up
★ Courtesy, Professionalism and Respect testing	3,577	4,407	4,852	4,719	4,721	*	*	Up	*
– Exceeds standard	0	1	1	0	0	*	*	Down	Up
– Meets standard	3,554	4,353	4,548	4,298	4,431	*	*	Up	*
– Below standard	23	54	303	421	290	*	*	Up	Down
Civilian complaints against members of the service	3,483	4,700	5,644	5,575	5,679	*	*	Up	Down
Deviation Letters	6	2	2	0	57	*	*	Up	Down
Use of force (UOF) incidents	9,189	11,102	13,075	14,561	14,330	*	*	Up	Down
Uniform Members of Service (UMOS) injured from UOF incidents	4,354	5,226	5,723	5,542	5,162	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cases commenced against the City in state and federal court	1,776	1,877	2,037	2,830	2,514	*	*	Up	*
Payout ($000)	$208,702	$298,214	$333,223	$415,981	NA	*	*	NA	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	58%	50%	47%	40%	42%	*	*	Down	*
Workplace injuries reported (uniform and civilian)	13,931	9,666	9,386	10,038	9,911	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	298,230	340,694	411,160	461,972	449,785	*	*	Up	*
CORE facility rating	100	99	94	82	93	*	*	Down	Up
Calls answered within 30 seconds (%)	99%	99%	97%	97%	99%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to close – Residential Noise - Loud Music/ Party (0.3 days)	84%	93%	98%	83%	94%	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/ Pounding (0.3 days)	99%	97%	98%	92%	94%	*	*	Neutral	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	99%	98%	99%	96%	97%	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	99%	96%	94%	87%	92%	*	*	Neutral	*
Percent meeting time to close – Commercial Noise (0.3 days)	99%	98%	99%	97%	97%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$5,881.3	$6,310.8	$6,627.3	$6,870.2	$6,909.1	$6,893.3	$6,556.4	Up
Revenues ($000,000)	$92.5	$95.9	$98.9	$95.7	$94.0	$96.2	$100.8	Neutral
Personnel (uniformed)	34,825	33,797	33,812	33,614	34,018	35,025	34,975	Neutral
Personnel (civilian)	15,135	15,117	14,588	14,293	14,326	15,548	14,892	Neutral
Overtime paid ($000,000)	$779.0	$951.4	$1,093.3	$1,105.1	$965.7	$929.4	$778.2	Up
Capital commitments ($000,000)	$162.2	$90.2	$145.1	$171.6	$379.3	$395.3	$325.5	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$6,176.2	$6,049.5	
001 - Operations	$2,130.1	$314.2	All
002 - Executive Management	$409.7	$421.6	All
003 - School Safety	$284.3	$299.9	1a, 1b, 1c, 4a
004 - Administration - Personnel	$313.1	$313.4	All
006 - Criminal Justice	$75.6	$79.7	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	$168.9	$162.6	1a, 2a, 3a, 4a
008 - Transit Police	$366.9	$357.3	1a, 1b, 1c, 3a, 4a
009 - Housing Police	$212.8	$209.4	1a, 1c, 3a, 4a
010 - Patrol	$1,766.7	$1,708.6	1a
011 - Detective Bureau[4]	NA	$771.5	1a, 1d, 1e, 4a
012 - Chief of Department[4]	NA	$957.8	1a, 1c, 1d, 1e, 2a, 3a, 4a
016 - Communications	$129.8	$136.6	1c, 4a
020 - Intelligence and Counterterrorism	$250.5	$252.8	1b
024 - Community Affairs Bureau	$67.7	$64.0	4a
Other Than Personal Services - Total	$694.0	$859.7	
100 - Operations	$56.1	$83.3	All
110 - Detective Bureau[4]	NA	$7.4	1a, 1d, 1e, 4a
120 - Chief of Department[4]	NA	$5.6	1a, 1c, 1d, 1e, 2a, 3a, 4a
200 - Executive Management	$135.2	$80.8	All
300 - School Safety	$4.2	$4.9	1a, 1b, 1c,1d, 4a
400 - Administration	$423.2	$627.7	All
500 - Communications	$58.9	$32.0	1c, 1d, 4a
600 - Criminal Justice	$0.3	$0.5	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	$9.5	$10.1	1a, 2a, 3a, 4a
800 - Patrol, Housing, and Transit	$2.0	$2.7	1a, 1b, 1c, 1d, 3a, 4a
900 - Intelligence and Counterterrorism	$4.6	$4.6	1b
Agency Total	$6,870.2	$6,909.1	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2026. "NA" Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Commissioner Jessica Tisch continues to serve as Commissioner of the New York City Police Department.
- As of this report, NYPD is now reporting 'Rape' as a critical indicator and as one of the seven major felony crimes, added to Goal 1a. This indicator reflects all instances of rape, across all degrees, under the New York State Penal Law, including cases where the victim was legally unable to consent for reasons other than physical force, such as incapacitation or age, as well as cases involving the use of force. This addition replaces 'Forcible rape,' which reflected only cases involving the use of force.
- As a result of the above addition, previously published data for the indicator 'Major Felony Crime' has been revised from Fiscal 2022 through Fiscal 2025. 'Major Felony Crime' in Fiscal 2022 has been revised from 119,313 to 119,748, in Fiscal 2023 from 126,929 to 127,930, in Fiscal 2024 from 125,728 to 126,212, and in Fiscal 2025 from 121,723 to 121,750.
- The indicator 'Crimes related to domestic violence—Rape' in Goal 1a was erroneously changed to 'Crimes related to domestic violence—Forcible rape' and the indicator 'School safety—Major felony crime—Rape' in Goal 1d was erroneously changed to 'School safety—Major felony crime—Forcible rape,' and appeared as such in the Fiscal 2025 Mayor's Management Report and the Fiscal 2026 Preliminary Mayor's Management Report. Both indicator names have been reverted to their correct names in this publication. None of the underlying data needed to be revised as any changes were only made to the indicator names.
- Previously published data related to traffic fatalities was amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the date of the crash. Data changes include:
  - The Fiscal 2024 data for 'Total traffic fatalities' was changed from 276 to 277.
  - The Fiscal 2025 data for 'Total traffic fatalities' was changed from 211 to 214.
  - The Fiscal 2025 data for 'Pedestrian fatalities' was changed from 110 to 111.
  - The Fiscal 2024 data for 'Motorized two-wheel vehicle fatalities' was changed from 99 to 100.
  - The Fiscal 2025 data for 'Motorized two-wheel vehicle fatalities' was changed from 60 to 63.
  - The Fiscal 2025 data for 'Motor vehicle occupant fatalities' was change from 37 to 36.
- The previously published data for the indicator 'Crisis Intervention Team Training (hours)' in Fiscal 2025 has been revised from 26,554 to 138,566 after a calculation error was discovered.
- The value for 'Payout' in Agencywide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For additional information go to:

- Crime Prevention/Crime Statistics (reports updated regularly):
  http://www1.nyc.gov/site/nypd/stats/crime-statistics/crime-statistics-landing.page
- Clearance Rates:
  https://www.nyc.gov/site/nypd/stats/reports-analysis/clearance.page

For more information on the Agency, please visit: www.nyc.gov/nypd

FIRE DEPARTMENT

Lillian Bonsignore, Commissioner

WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, hazardous events, natural disasters and terrorist acts to protect the lives and property of New York City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 300,000 fires and non-fire-related emergencies and more than 1.6 million medical emergencies per year.

FOCUS ON EQUITY

FDNY equitably protects the lives and property of all citizens and visitors in New York City, as first responders to more than 1.9 million fires, medical and other emergencies and myriad other incidents on average each year. FDNY makes significant contributions to the safety of all New Yorkers through the delivery of emergency services and public safety initiatives. The Department's efforts have focused on reducing the number of serious fires and fire-related deaths, which have historically had a disproportionate impact on low-income neighborhoods and communities of color. The Department regularly reviews response times to life-threatening medical emergencies across the City and develops strategies to reallocate resources to reduce response times in communities with higher-than-average response times.

FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity, Equity and Inclusion (DEI) Vision, Mission, and Goals Statement. These objectives are supported by its Equal Employment Opportunity (EEO) Office through training, counseling and education, reviewing reasonable accommodation requests, and the investigation of potential FDNY EEO violations. The EEO Office also ensures compliance with trainings including Sexual Harassment Prevention and Everybody Matters: EEO and Diversity & Inclusion. Informative posters such as those notifying employees of their rights under the City's EEO policy, anti-hate and discrimination laws, and protocols around single sex facilities are also displayed in the workplace. Finally, recently, FDNY launched the fifth edition of its biennial multimedia storytelling project, We Are FDNY. Featuring 24 members of the Department across the diverse range of 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, Emergency Medical Service (EMS) stations, training academies, dispatch and civilian offices. Monthly newsletters, social media posts and workstation desktops also feature these unique stories.

The Department also facilitates an inclusive work culture by partnering with 50 employee affiliated organizations to amplify DEI initiatives, showcasing Agency diversity through poster campaigns, commemorating heritage holidays and months, creating quiet spaces in the workplace for the practice of religious faith and wellness activities, and conducting trainings regarding unconscious bias and inclusive leadership.

The Department, through its Community Affairs Unit, works to proactively educate, engage, and empower communities to prevent emergencies. By focusing on outreach, education, training, and relationship-building, the unit helps reduce risk, increase preparedness, and build trust with the diverse populations the Department serves. The Department also facilitates an inclusive work culture by promoting diversity, equity and inclusion (DEI) which is integral to every FDNY objective, especially firefighter recruitment. FDNY maintains a separate website for recruitment, JoinFDNY, which received over 800,000 page views in Fiscal 2026.

OUR SERVICES AND GOALS

SERVICE 1 Protect lives and property from fire hazards and other emergency conditions.

Goal 1a Reduce the risk associated with fire incidents.

Goal 1b Promptly respond to fires and other emergencies.

Goal 1c React effectively to fires and other emergencies to minimize damage to persons and property.

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

Goal 2b Provide high quality emergency medical care.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Protect lives and property from fire hazards and other emergency conditions.

Goal 1a Reduce the risk associated with fire incidents.

FDNY reduces the risk associated with fires through its inspection, investigation and education programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs: one is carried out by firefighters and fire officers, the other is carried out by civilian fire prevention personnel. In Fiscal 2026, completed inspections performed by civilian fire prevention personnel decreased more than two percent, while violation orders issued and corrected both increased four percent when compared to Fiscal 2025. Summonses issued decreased by 12 percent, from 238 in Fiscal 2025 to 209 in Fiscal 2026. A reduction of 29 summonses over the course of one fiscal year by itself does not meaningfully demonstrate increased compliance or any material change in enforcement outcomes. This minor reduction in summons volume may have been caused by several factors such as inspector staffing or field deployment.

Once a fire has occurred, the Bureau of Fire Investigation conducts an investigation to identify the cause and analyze any trends and risk factors. These trends and factors are then targeted by FDNY's Fire Safety Education Unit (FSEU), the Bureau of Fire Prevention and Community Engagement and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. Investigations result in a variety of findings, including that a fire was set intentionally. The Bureau of Fire Investigation found that in Fiscal 2026, there was a 27 percent decrease in intentionally set fires when compared to the previous fiscal year. The FSEU held 2,371 presentations in Fiscal 2026, which is a 12 percent decrease from Fiscal 2025. The FSEU shifted to more targeted outreach with a focus on neighborhoods identified as having the highest fire risk. Identifying and interacting with these communities resulted in fewer but more impactful events. Additionally, in the immediate aftermath of a fire, the FDNY sets up a fire safety education table in the affected neighborhood and works with local community stakeholders to facilitate trainings and increase awareness.

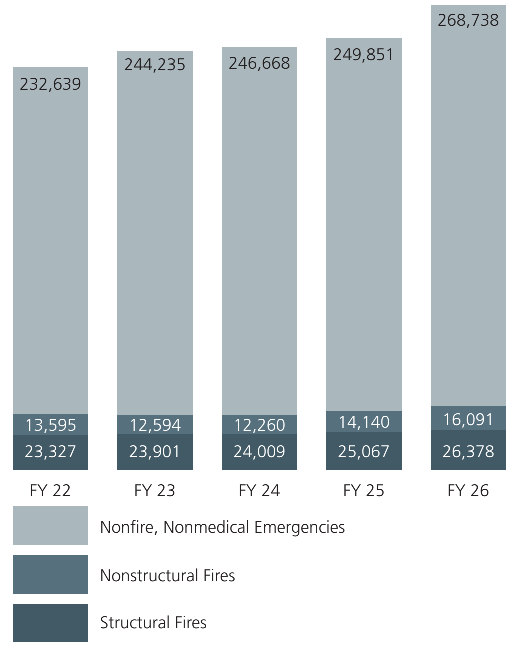
	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed risk-based inspections performed by uniformed personnel	41,727	43,543	42,199	39,776	37,500	*	*	Down	*
Completed mandatory inspections performed by uniformed personnel	31,262	32,869	33,351	32,129	33,242	*	*	Neutral	*
★ Completed inspections performed by civilian fire prevention personnel	149,300	153,691	188,097	205,294	200,151	161,000	161,000	Up	Up
Hazard complaints resolved within one day (%)	91%	91%	94%	94%	92%	85%	85%	Neutral	Up
Violation orders issued	29,456	36,572	38,943	47,522	49,216	*	*	Up	*
Violation orders corrected	25,521	30,192	31,314	39,903	41,345	*	*	Up	*
Violation orders corrected (%)	76%	85%	80%	84%	84%	*	*	Neutral	Up
Summonses issued	220	179	217	238	209	*	*	Neutral	*
★ Investigations	5,815	5,856	5,335	5,353	5,303	*	*	Down	*
Intentionally set fires	1,153	1,058	919	802	587	*	*	Down	Down
✹ Fire and life safety education presentations	4,661	3,488	2,319	2,693	2,371	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Promptly respond to fires and other emergencies.

In Fiscal 2026, structural residential fires increased six percent while structural non-residential fires remained at levels similar to Fiscal 2025. There were 16,091 non-structural fires, a 14 percent increase over Fiscal 2025. Due to effective public messaging campaigns instructing residents to store their e-bikes, scooters, and other lithium-ion battery powered devices outside, the Department has seen an increase in lithium-ion battery fires outside of structures, as opposed to inside. During this same reporting period, malicious false alarms decreased 20 percent from 21,966 in Fiscal 2025 to 17,670 in Fiscal 2026. The Department has encouraged fire units to use more specific radio codes for investigations, searches, and other assistance, meaning that some incidents previously counted as malicious false alarms may now be classified differently.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies



In Fiscal 2026, dispatch and travel time to all life-threatening medical emergencies for ambulances and fire companies combined increased by one minute and 28 seconds compared to Fiscal 2025, from seven minutes and 45 seconds to nine minutes and 13 seconds. This metric includes calls that are not initially classified as life-threatening but then become life-threatening. The responses to these calls are measured using the entire dispatch and travel time, regardless of whether the call was initially life-threatening. When the duration of the calls are measured using the time the call was upgraded to a life-threatening medical emergency, the average dispatch and travel time for ambulances and fires companies combined is seven minutes and 28 seconds in Fiscal 2026. The average response time to life-threatening medical emergencies by ambulances (dispatch and travel) increased by one minute and 43 seconds over the past fiscal year to 10 minutes and 32 seconds, a 20 percent increase from Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Structural residential fires	19,299	19,666	19,544	20,180	21,475	⇩	⇩	Up	Down
★ Structural non-residential fires	4,088	4,238	4,465	4,887	4,903	⇩	⇩	Up	Down
Structural fires per 100,000 people	265	278	289	302	318	*	*	Up	Down
★ Non-structural fires	13,595	12,594	12,260	14,140	16,091	⇩	⇩	Up	Down
Fire company responses	1,101,689	1,133,831	1,209,136	1,176,232	1,135,702	*	*	Neutral	*
Emergency incidents requiring one or more fire companies	627,045	654,924	693,005	682,466	686,185	*	*	Neutral	*
Non-fire emergencies	232,639	244,235	246,668	249,851	268,738	*	*	Up	Down
Malicious false alarms	19,949	21,524	22,599	21,966	17,670	*	*	Neutral	Down
Medical emergencies (fire companies only)	336,718	363,617	388,652	371,517	357,308	*	*	Neutral	Down
End-to-end average response time to structural fires (minutes:seconds)	5:01	5:02	5:02	5:06	5:05	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:32	4:31	4:33	4:35	4:38	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:41	5:48	5:52	5:51	6:02	*	*	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c React effectively to fires and other emergencies to minimize damage to persons and property.

A serious fire has an alarm level of "All Hands" and above. Serious fires require a response of at least 60 FDNY personnel. There were 2,249 serious fires in Fiscal 2026, a three percent increase from Fiscal 2025, while multiple alarm fires increased 24 percent, going from 177 in Fiscal 2025 to 220 in Fiscal 2026. The overall percentage of serious fires that became multiple alarm fires increased two percentage points to 10 percent. Serious fires and multiple alarm fires have increased due to the increasing age of the building stock and a lack of investment and upgrades to address the increasing demand on electrical circuits. Electrical fires within walls can spread quickly and remain undetected for some time. The winter of Fiscal 2026 had periods of extreme cold, as well as multiple snowstorms, which resulted in more fires caused by space heaters, electric blankets, and stoves. Additionally, heavy snow accumulation and frozen fire hydrants can cause delays in responses that may result in fires with increased alarm levels. In June 2026, the City experienced two heatwaves. Fighting fires in elevated temperatures requires additional resources to relieve firefighters from increased physical demands at the scene of the fire. Additional resources used to relieve units can result in additional alarms. Life-threatening fire scene injuries decreased ten percent this fiscal year and non-life-threatening fire scene injuries increased nine percent when compared to Fiscal 2025. Civilian fire fatalities increased from 76 to 82 between Fiscal 2025 and Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Serious fires	NA	2,096	1,898	2,175	2,249	*	*	NA	Down
Multiple alarm fires	NA	205	158	177	220	*	*	NA	Down
Serious fires reaching second alarm or higher (%)	NA	10%	8%	8%	10%	*	*	NA	Down
Non-life-threatening fire scene injuries	959	837	771	823	900	*	*	Neutral	*
Life-threatening fire scene injuries	74	61	58	60	54	*	*	Down	*
★ ✹ Civilian fire fatalities	92	102	74	76	82	⇩	⇩	Down	Down
Civilian fire fatalities per 100,000 people	1.04	1.19	0.89	0.92	0.99	*	*	Down	Down

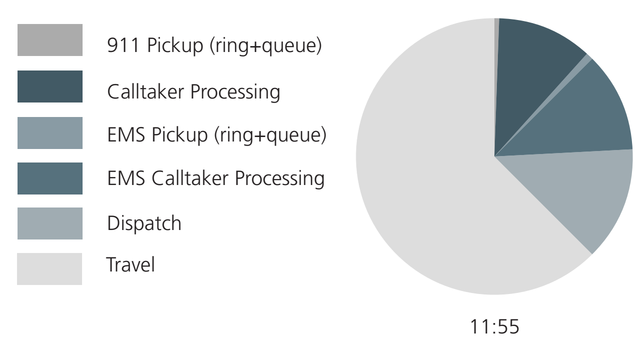
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

The overall incidence of medical emergencies decreased less than one percent between Fiscal 2025 and Fiscal 2026 to 1.606 million, including an almost two percent decrease in life-threatening medical emergencies. FDNY has been experiencing a decrease in staffing, which results in a decrease in ambulance tours. Average ambulance in-service hours decreased five percent, while medical emergencies remained about the same. Some hospitals have removed their ambulances from the 911 system, 11 in Fiscal 2026, which further reduces the supply of ambulances. Additionally, EMS staffing decreased more than usual this year, as many Emergency Medical Technicians (EMTs) were called off the promotional exam list to become firefighters.

Fiscal 2026
End-to-end combined response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)



In Fiscal 2026, combined dispatch and travel time for ambulances and fire companies responding to life-threatening medical emergencies rose one minute and 28 seconds, from 7:45 to 9:13, compared to Fiscal 2025. Looking at just ambulance responses, measured from the original dispatch, the average dispatch and travel time to life-threatening medical emergencies rose one minute and 43 seconds over the past fiscal year, to 10 minutes and 32 seconds—a 20 percent increase from Fiscal 2025. Both figures include calls that were not initially classified as life-threatening but were later upgraded to that status, with the full dispatch-and-travel time counted from the original dispatch rather than from the moment of upgrade. When calculated instead from the moment of upgrade, the average combined dispatch and travel time for ambulances and fire companies falls to 7:28 in Fiscal 2026.

To address increasing response times, the Department has continued to add Paramedic Response Units (PRUs). By design, PRUs treat more patients during their tours than conventional Advanced Life Support (ALS) ambulances because they are not required to be involved in patient transport. This has led to an increase in the percentage of ALS incidents responded to by an ALS capable unit. The Behavioral Health Emergency Assistance Response Division (B-HEARD) program is being reestablished to increase capacity to respond to low acuity mental health calls. By increasing the number of BHEARD units, the Department is able to provide specialized and more clinically-appropriate care for mental health patients, which allows other ambulance units to more efficiently respond to other call types. The Department has also created a dedicated resource allocation unit to increase the number of vehicles in service by optimizing staff assignments. And, lastly, the Department also moved to a borough-based command structure to allow leadership to provide oversight to smaller areas, which improves their ability to react quickly and dynamically to changing conditions in the field.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Life-threatening medical emergency incidents	564,412	605,140	633,361	620,467	610,771	*	*	Neutral	*
Emergency medical incidents (ambulances)	1,531,959	1,613,316	1,644,446	1,615,531	1,605,979	*	*	Neutral	*
Average number of medical emergencies per day	4,179	4,380	4,430	4,361	4,241	*	*	Neutral	Down
Medical emergencies resulting in patient transport	959,114	1,009,613	1,029,292	1,001,801	918,431	*	*	Neutral	*
Average turnaround time for ambulances at hospitals (minutes:seconds)	36:17	38:10	40:50	40:40	40:25	*	*	Up	Down
Average ambulance in-service hours per day	8,891	8,686	8,653	8,572	8,109	*	*	Neutral	*
End-to-end combined average response time to life-threatening medical emergencies by ambulances and fire companies (minutes:seconds)	9:30	9:50	10:03	10:21	11:55	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	10:17	10:43	10:52	11:21	13:09	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	9:01	9:24	9:37	9:42	10:41	*	*	Up	Down
★ Combined average response time to life-threatening medical emergencies by ambulances and fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:31	7:03	7:23	7:45	9:13	6:00	6:00	Up	Down
Combined average response time to life-threatening medical emergencies by ambulances and fire companies, with calls starting at indication of life-threatening emergency (FDNY dispatch and travel time only) (minutes:seconds)	6:11	6:31	6:29	6:46	7:28	*	*	Up	Down
Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:26	7:59	8:16	8:49	10:32	6:55	6:55	Up	Down
Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:35	5:50	5:56	5:52	6:03	4:38	4:38	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Provide high quality emergency medical care.

In Fiscal 2026, FDNY responded to 26,992 reports of patients in cardiac arrest or choking (segment one incidents), representing an almost five percent decrease when compared to Fiscal 2025. The percentage of confirmed cardiac arrest patients that had a return of spontaneous circulation (revived) upon arrival at the hospital was 16 percent in Fiscal 2026. A subset of these incidents is classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help and possibly perform cardiopulmonary resuscitation (CPR), often resulting in better outcomes. The percentage of witnessed cardiac arrest patients with a return of spontaneous circulation upon arrival at the hospital was about 27 percent in Fiscal 2026. This represents a four-percentage point decrease from 31 percent in Fiscal 2025. The Department has increased efforts to train more community members in CPR. The goal of EMS is not only to resuscitate patients in cardiac arrest but also to treat patients with acute life-threatening issues, thereby preventing cardiac arrest. This fiscal year a substantial number of life-saving interventions were performed by EMS including 9,957 asthma patients receiving nebulized medications, 2,036 allergic reaction patients receiving epinephrine injections, and 1,015 patients with stroke or myocardial infarction (STEMI) being transported to specialized treatment centers. In Fiscal 2026, the number of STEMI patients transports to specialty cardiac hospitals increased 15 percent. Overall, over 141,000 patients received life-saving interventions by EMS personnel in Fiscal 2026. The number of critical patients who received advanced life supporting treatments increased six percent from 133,789 in Fiscal 2025 to 141,701 in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	30,736	30,306	30,038	28,320	26,992	*	*	Down	*
Cardiac arrest patients revived (%)	NA	20%	20%	17%	16%	*	*	NA	Up
Witnessed cardiac arrest patients revived (%)	NA	34%	37%	31%	27%	*	*	NA	Up
Asthma patients who received nebulized medication	9,023	10,475	10,508	10,850	9,957	*	*	Neutral	*
Allergic reaction patients who received Epinephrine	1,341	1,572	1,675	2,117	2,036	*	*	Up	*
Severe stroke patients transported to specialty stroke hospitals	1,199	1,269	1,427	1,511	1,396	*	*	Up	*
STEMI patients transported to specialty cardiac hospitals	1,514	1,063	883	882	1,015	*	*	Down	*
★ Critical patients who received advanced life supporting treatments	111,948	126,056	117,269	133,789	141,701	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Payout ($000)	NA	$47,387	$35,061	$61,834	NA	*	*	NA	Down
FDNY workers who sustained service-connected injuries (total agency-wide)	8,964	9,055	8,311	7,978	8,206	*	*	Down	Down
Firefighters/fire officers who sustained service-connected injuries	7,192	7,204	6,225	6,306	6,756	*	*	Neutral	Down
Firefighters/fire officers who sustained service-connected injuries resulting in medical leave	3,931	3,917	3,585	3,261	3,793	*	*	Neutral	Down
Firefighters/fire officers who sustained service-connected burn injuries	245	231	190	189	230	*	*	Down	Down
Firefighters/fire officers who sustained service-connected burn injuries resulting in medical leave	183	176	131	154	198	*	*	Neutral	Down
EMS workers/officers who sustained service-connected injuries	1,696	1,793	1,627	1,576	1,378	*	*	Down	Down
Civilian workers who sustained service-connected injuries	76	58	68	79	67	*	*	Neutral	Down
Firefighter/fire officer service-connected injury rate (per 10,000 responses)	81.4	63.5	54.8	53.6	59.0	*	*	Down	Down
Apparatus collision rate (per 10,000 responses)	4.3	4.2	3.7	4.0	4.5	*	*	Neutral	Down
Ambulance collision rate (per 10,000 responses)	9.2	9.0	9.5	8.8	9.5	*	*	Neutral	Down
Average time from inspection request until inspection — Fire alarm inspections (days)	60	40	25	35	45	*	*	Down	Down
Average time from inspection request until inspection — Range-hood inspections (days)	5	8	7	7	8	*	*	Up	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	88%	92%	96%	96%	96%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	99%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	99%	99%	100%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	5,866	10,938	16,845	18,650	10,847	*	*	Up	*
Average wait time to speak with a customer service agent (minutes:seconds)	37:16	40:48	59:21	39:59	18:43	*	*	Down	Down
CORE facility rating	100	96	NA	100	100	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$2,486.0	$2,552.2	$2,719.8	$2,843.8	$2,842.8	$2,821.6	$2,717.0	Up
Revenues ($000,000)	$98.9	$108.9	$115.0	$142.3	$134.7	$108.4	$108.4	Up
Personnel (uniformed)	10,615	10,672	10,652	11,123	10,888	11,294	11,294	Neutral
Personnel (civilian)	6,345	6,398	6,537	6,446	6,029	6,321	6,466	Neutral
Overtime paid ($000,000)	$465.5	$504.3	$534.8	$569.6	$564.0	$546.9	$549.3	Up
Capital commitments ($000,000)	$119.2	$261.1	$174.8	$160.1	$171.8	$257.2	$229.7	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$2,489.7	$2,492.3	
001 - Executive Administrative	$134.9	$141.6	All
002 - Fire Extinguishment & Emergency Response	$1,874.0	$1,865.3	All
003 - Fire Investigation	$28.4	$29.7	1a
004 - Fire Prevention	$52.8	$58.4	1a, 1c
009 - Emergency Medical Services	$399.7	$397.3	2a
Other Than Personal Services - Total	$354.1	$350.5	
005 - Executive Administrative	$236.0	$255.6	All
006 - Fire Extinguishment & Emergency Response	$49.6	$47.8	All
007 - Fire Investigation	$0.2	$0.3	1a
008 - Fire Prevention	$28.1	$2.1	1a, 1c
010 - Emergency Medical Services	$40.2	$44.7	2a
Agency Total	$2,843.8	$2,842.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lillian Bonsignore was appointed Commissioner of the Fire Department of New York City in December 2025.
- The calculation for 'Ambulance in service hours per day' was changed to include Paramedic Response Units (PRUs) since their introduction at the beginning of Fiscal 2025 and the previously published data has been revised.
- The calculation for 'Apparatus collision rate (per 10,000 responses)' was changed to correct the set of apparatus vehicles included in the calculation. Previously published data has been revised beginning with Fiscal 2022.
- The calculation for 'Ambulance collision rate (per 10,000 responses)' was changed to include Paramedic Response Units (PRUs) and to ensure that collisions with more than one ambulance are only counted once. Previously published data has been revised beginning with Fiscal 2022.
- The method for measuring 'Average time from inspection request until inspection—Rangehood inspections (days)' has changed because new software was implemented at the beginning of Fiscal 2023 that changed the scheduling process. Previously published data has been revised beginning with Fiscal 2023.

ADDITIONAL RESOURCES

For more information on the Agency, please visit: www.nyc.gov/fdny.

For more information on Agency recruitment materials, please visit www.JoinFDNY.com.

NEW YORK CITY EMERGENCY MANAGEMENT **Christina Farrell, Commissioner**

WHAT WE DO

NYC Emergency Management (NYCEM) serves New Yorkers before, during, and after emergencies through mitigation, preparedness, education, response, and recovery. As the City's emergency management Agency, NYCEM plays a central role in ensuring that New York City's public safety, response, operational, service delivery, and supporting agencies are aligned, informed, and able to act quickly and effectively when incidents occur. The Agency leads the coordination for multiagency responses to emergencies and other significant incidents in New York City, including novel incidents, planned events, severe weather, and other natural and human-made hazards. By establishing a common operating picture, facilitating executive decision-making, coordinating resources, and aligning operational priorities, NYCEM enables agencies to respond as one unified City rather than as individual organizations.

NYCEM leads and supports implementation of large-scale interagency and public-facing programs designed to improve community preparedness and City readiness. This includes developing New York City emergency plans; liaising with over 400 local, State, Federal, nonprofit, and other entities; educating the public about emergency preparedness; and hosting training and exercises to prepare the City for varied hazards. NYCEM also works to advance long-term initiatives that reduce risk and increase the resilience of New York City through mitigation planning and grant coordination with the State of New York and Federal Emergency Management Agency (FEMA).

During emergencies, NYCEM activates the City's Emergency Operations Center, a central hub where officials from City, State, and Federal agencies, as well as nonprofit, private sector, regional, and utility partners, convene to coordinate response efforts, make critical decisions, share information, and solve problems. NYCEM also coordinates emergency information and risk communication for the public, government partners, and the media, ensuring timely and actionable information is shared before, during, and after emergencies through programs and systems such as Notify NYC, the Advance Warning System, and close communication with elected officials.

As the City's principal liaison with the New York State Department of Homeland Security and Emergency Services and the U.S. Department of Homeland Security for consequence management, NYCEM ensures that New York City adheres to state and federal preparedness and emergency management requirements.

FOCUS ON EQUITY

NYCEM is dedicated to addressing the needs of all New Yorkers and the communities they live in through comprehensive preparedness and recovery programs. Key programs include the Disability, Access, and Functional Needs (DAFN) program, Ready New York, Community Preparedness, Partners in Preparedness, and the Community Emergency Response Team (CERT) program that trains and deploys volunteers reflective of the City's communities to support disaster preparedness and emergency response activities. NYCEM partners with elected officials, community boards, civic groups, businesses, nonprofits, and a variety of other organizations for outreach and engagement efforts to facilitate preparedness across a range of communities.

As part of its commitment to engage and serve all of New York City's communities, NYCEM launched the Strengthening Communities program in January 2023, funding community networks in underserved neighborhoods to support community preparedness, facilitate information sharing during emergencies, and develop emergency plans that integrate with the City's Emergency Operations Center. Building on existing community strengths and assets, NYCEM continued to establish new and sustain existing Community Emergency Networks participating in Strengthening Communities programming. The Agency provided training, resources, and funding to help communities develop local emergency plans and recovery strategies and intends to continue expanding the program in the future.

To increase access to emergency preparedness information vital to all New Yorkers, NYCEM's all-hazard emergency preparedness guides are available in 13 languages (some also available in audio format and braille), providing crucial information for older adults, people with disabilities, parents of young children, non-English speakers, and pet owners. NYCEM also hosts an annual symposium to discuss topics such as building better community services for limited English proficiency communities, basement apartment safety, community preparedness and environmental justice, committing to equity in emergency response, and combating social isolation in older adults. Certified Deaf Interpreters and American Sign Language interpreters are also available for training sessions, community events, and emergencies citywide.

NYCEM's Advance Warning System sends emergency alerts to organizations that serve people with disabilities and others with access and functional needs. Notify NYC—the City's free, official source for information about emergency events and important City services—offers common notifications in 13 languages in addition to American Sign Language and audio format, ensuring all New Yorkers receive timely and accessible emergency information.

NYCEM recognizes that emergency managers are most effective when they have a deep understanding of the communities they serve. NYCEM's Equity and Diversity Council advances understanding of the City's faith communities through the Religious Literacy series featuring conversations with faith leaders from across the City to promote more informed and effective emergency response operations. The Council also shares information related to diversity, equity, inclusion, and belonging to celebrate diverse identities and promote awareness of traditions (e.g., Holi, Ramadan), best practices (e.g., disability etiquette), and events (e.g., Black History Month, LGBTQIA+ Pride Month.)

OUR SERVICES AND GOALS

SERVICE 1 **Coordinate citywide emergency mitigation, response, and recovery efforts.**

Goal 1a Provide key alerts and updates before, during, and after an incident.

Goal 1b Coordinate emergency response and recovery for disasters of all scales and types.

SERVICE 2 **Prepare City government, the public, private, and non-profit partners for any disaster.**

Goal 2a Increase emergency preparedness and awareness among City residents, the private sector, and non-governmental organizations.

Goal 2b Conduct planning, training, drills, and exercises regularly with City partners.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Coordinate citywide emergency mitigation, response, and recovery efforts.

Goal 1a Provide key alerts and updates before, during, and after an incident.

In Fiscal 2026, NYCEM continued to use the City's emergency notification system, Notify NYC, to provide over 1.6 million New Yorkers signed up to receive notifications with essential updates on news and emergency-related events in 14 languages (which includes American Sign Language.) Notify NYC issued a total of 2,473 messages in Fiscal 2026, an almost 14 percent decrease compared to the 2,860 messages sent in Fiscal 2025. The average time from incident to issuing the first corresponding Notify NYC message was 6 minutes and 24 seconds, below the seven-minute target and consistent with Fiscal 2025. Some variance in the number of messages issued is expected from year to year because emergency events are unpredictable.

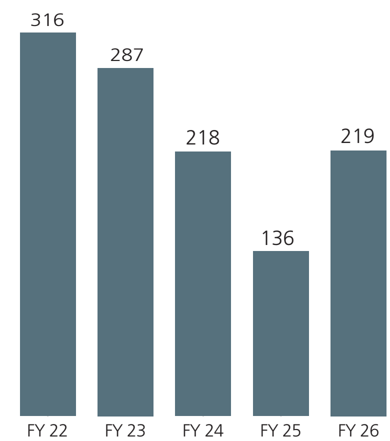
	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Notify NYC messages issued	2,157	2,215	2,713	2,860	2,473	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	6:20	6:26	6:53	6:24	6:24	7:00	7:00	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Coordinate emergency response and recovery for disasters of all scales and types.

The City's Emergency Operations Center (EOC), located at NYCEM, centralizes coordination, information sharing, and decision-making during emergencies impacting the City. As part of this coordination, NYCEM convenes interagency Steering Committee calls with agency partners and citywide leadership before and throughout emergency activations to align on preparedness priorities and response actions. The EOC was activated for a total of 146 days in Fiscal 2026 in response to major emergencies, including a near-record winter featuring a 16-day period of below-freezing temperatures and the earliest heatwave the city has experienced since 1978, which brought prolonged extreme high temperatures. NYCEM also activated the EOC to plan for and manage the World Cup and other citywide special events during the summer. By comparison, the EOC was activated for 365 days in Fiscal 2025, when it operated continuously throughout the year due to the asylum seeker operations that concluded in May 2025, an unprecedented and sustained humanitarian response. Outside of that continuous activation, the EOC responded to discrete emergency events for approximately 32 days in Fiscal 2025, compared to 146 days in Fiscal 2026, reflecting a higher number of individual emergency events requiring EOC activation this fiscal year. For context, in Fiscal 2019—prior to both the COVID-19 pandemic and the asylum seeker operations, which occurred in close succession—the EOC was activated for approximately 65 days, underscoring that continuous, year-round activation is not typical of the EOC's standard operating pattern.

Community Emergency Response Team (CERT) deployments



NYCEM's Watch Command operates 24 hours a day, seven days a week to identify, monitor, and communicate critical incidents affecting New York City. Watch Commanders track a broad range of citywide information sources, including first responder radio frequencies, 911 activity, local and national news, weather alerts, and other emergency communications. When an incident requires a field response, NYCEM dispatches Citywide Interagency Coordinators to support collaboration among responding agencies and partners. The number of interagency meetings held during field responses increased 24 percent, growing from 254 in Fiscal 2025 to 314 in Fiscal 2026, primarily due to several highly complex responses that required sustained interagency coordination, including several five-alarm fires and the May 2026 flooding in Hollis, Queens. Overall, NYCEM responded to and monitored 3,308 incidents in Fiscal 2026, a seven percent decrease from 3,568 in Fiscal 2025. Despite this decrease in overall incident volume, the increase in interagency meetings reflects the greater complexity and coordination requirements of many incidents during the reporting period. This total includes incidents with field responses, which decreased by less than one percent, and incidents monitored from Watch Command, which decreased by just under 10 percent. Some year-to-year variation in incident volume is expected due to the unpredictability of nature-related emergency events.

NYCEM continues to promote emergency preparedness and response volunteerism through the Community Emergency Response Team (CERT) program. CERT members complete an intensive 11-class training program that raises awareness of emergencies and disasters and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations, and traffic control. After graduating from the program, CERT members support their communities by assisting with emergency education and response. CERT members provided essential support to major summer events in addition to normal outreach and preparedness activities, with deployments increasing by 61 percent, from 136 in Fiscal 2025 to 219 in Fiscal 2026. CERT members donated a total of 19,615 hours of volunteer service in Fiscal 2026, an almost 82 percent increase from the 10,809 hours volunteered in Fiscal 2025, primarily due to the increase in planned and emergency deployments, including support for World Cup activities through the Summer Welcome Corps and more frequent emergency activations, such as catch basin clearing to mitigate local flooding.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Days Emergency Operations Center activated	365	350	366	365	146	*	*	Down	*
Incidents	4,704	2,525	2,863	3,568	3,308	*	*	Down	*
– Field responses	1,023	564	695	787	781	*	*	Down	*
– Incidents monitored from Watch Command	3,681	1,961	2,168	2,811	2,538	*	*	Down	*
Interagency meetings held during field responses	129	132	123	254	314	*	*	Up	*
★ Community Emergency Response Team volunteer hours	8,699	8,963	12,388	10,809	19,615	*	*	Up	*
Community Emergency Response Team members recruited	60	107	103	80	168	*	*	Up	*
Community Emergency Response Team deployments	316	287	218	136	219	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Prepare City government, the public, private, and non-profit partners for any disaster.

Goal 2a Increase emergency preparedness and awareness among City residents, the private sector, and non-governmental organizations.

NYCEM continued connecting with New Yorkers by attending 650 public events in Fiscal 2026, a 14 percent increase from 568 public events attended in Fiscal 2025. These engagements are largely centered on Ready New York public education booths at fairs and other community gatherings, along with capacity-building sessions delivered to community and faith-based organizations across the City. Through these efforts, NYCEM strengthened its connection with residents and partners while advancing citywide preparedness.

Throughout Fiscal 2026, NYCEM maintained an active presence across its social media channels to share urgent updates, preparedness guidance, and other critical information with the public. Subscriber growth to Notify NYC, the City's emergency alert program, accelerated markedly this year, a result NYCEM attributes in part to expanded support from partner agencies, elected officials, and coordinated social media and on-the-ground advertising efforts. These combined efforts further supported the Agency's work to promote participation in Notify NYC, the City's emergency alert program. Social media and on-the-ground advertising efforts further supported the Agency's work to promote participation in Notify NYC, the City's emergency alert program. In Fiscal 2026, subscribers to Notify NYC, CorpNet, the Advance Warning System, and the Community Preparedness newsletter increased by over 250,000 compared to Fiscal 2025, growing from just above 1.3 million to over 1.6 million. This increase was primarily due to significant growth in Notify NYC subscribers, rising 20 percent since Fiscal 2025, motivated largely by summer events-focused marketing campaigns and public encouragement from City government officials between January and June. Views for NYCEM's Know Your Zone webpage, a tool for helping New Yorkers access critical information on coastal storm evacuation zones, decreased 59 percent from 71,260 in Fiscal 2025 to 29,380 in Fiscal 2026. This decrease is primarily a result of a decrease in hurricane activity that risked major flooding earlier in the year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Know Your Zone webpage views	110,754	38,635	48,734	71,260	29,380	*	*	Down	*
Beat the Heat Webpage Views	NA	NA	NA	22,669	54,255	*	*	NA	*
Community events participated in	NA	635	460	568	650	*	*	NA	Up
★ Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	1,061,723	1,159,984	1,240,585	1,341,056	1,610,401	⇧	⇧	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Conduct planning, training, drills, and exercises regularly with City partners.

In Fiscal 2026, NYCEM advanced its mission to prepare New York City's government, residents, and partners for emergencies through the execution of 26 full-scale exercises and functional drills, double the number conducted in Fiscal 2025, and 36 tabletop exercises. NYCEM's participation in drills coordinated by other agencies also increased, growing from 31 in Fiscal 2025 to 43 in Fiscal 2026. Many of the planning, training, and coordination activities undertaken during Fiscal 2026 supported the City's preparation for the FIFA World Cup and other major events while creating lasting improvements to emergency management capabilities. In Fiscal 2026, NYCEM hosted additional outreach events, reaching 43,675 participants at emergency preparedness education sessions in Fiscal 2026, an increase of almost 30 percent from 33,610 in Fiscal 2025. This work shows NYCEM's continued emphasis on strong, consistent planning and execution of citywide preparedness efforts as well as public education and support.

NYCEM remains committed to emergency management training through the NYC Emergency Management Academy. In preparation for major summer events, the number of instructor-led emergency management training sessions grew in Fiscal 2026, increasing from 137 training sessions conducted in Fiscal 2025 to 148 in Fiscal 2026, far exceeding the target minimum of 75. The number of participants at instructor-led sessions increased over nine percent, from 1,987 in Fiscal 2025 to 2,174 in Fiscal 2026. Due to several new and revamped online emergency management courses being offered, as well as new course completion requirements, the number of courses completed through NYCEM's Learning Management System increased almost 23 percent, from 577 in Fiscal 2025 to 707 in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	20	8	13	13	26	14	14	Up	Up
★ Tabletop exercises	45	36	25	24	36	31	31	Down	Up
Participation in drills coordinated by other agencies or organizations	25	32	36	31	43	*	*	Up	Up
★ Participants at instructor-led emergency management training sessions	1,384	1,575	1,835	1,987	2,174	1,000	1,000	Up	Up
Instructor-led emergency management training sessions	91	115	135	137	148	75	75	Up	Up
★ Participants at emergency preparedness education sessions	50,854	25,565	26,102	33,610	43,675	25,000	25,000	Neutral	Up
Online emergency management courses completed through Learning Management System	994	1,131	1,116	577	707	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$675.3	$186.2	$174.7	$105.4	$85.4	$89.3	$47.3	Down
Personnel	202	211	224	225	238	246	103	Up
Overtime paid ($000)	$978.0	$1,116	$1,005	$719	$872	$308	$279	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$23.9	$30.8	All
002 - Other Than Personal Services	$81.5	$54.6	All
Agency Total	$105.4	$85.4	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Christina Farrell was appointed Commissioner of New York City Emergency Management in February 2026.
- The indicator 'Beat the Heat webpage views' was added to Goal 2a to track the reach and utilization of NYCEM's heat emergency communications and resource sharing with the public.
- NYCEM's services and goals were reordered to better reflect the Agency's priorities. Previously published Service 1 'Prepare City government, the public, private, and non-profit partners for any disaster' is now Service 2, and previously published Service 2 'Coordinate citywide emergency mitigation, response, and recovery efforts' is now Service 1. The goals were similarly renumbered to reflect their corresponding service.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- NotifyNYC:
  https://nyc.gov/notify
- Disabilities, Access & Functional Needs Program:
  https://www1.nyc.gov/site/em/ready/disabilities-access-functional-needs.page
- Partners in Preparedness:
  https://www1.nyc.gov/site/em/ready/partners-preparedness.page
- Ready New York:
  https://www1.nyc.gov/site/em/ready/ready-new-york.page
- Ready New York Guides:
  https://www1.nyc.gov/site/em/ready/guides-resources.page
- Community Emergency Response Team (CERT):
  https://www1.nyc.gov/site/em/volunteer/nyc-cert.page
- Community Preparedness:
  https://www1.nyc.gov/site/em/ready/community-preparedness.page

For more information on the Agency, please visit: www.nyc.gov/em.

DEPARTMENT OF CORRECTION **Stanley Richards, Commissioner**

WHAT WE DO

The Department of Correction (DOC) is dedicated to creating safe and humane jails that provide individuals in DOC's care with a path to successfully re-enter their communities. Those in the Department's care include individuals 18 years of age and older who are awaiting trial, those who have been convicted and sentenced to less than one year of incarceration, and those held on State parole warrants. The Department operates eight jail facilities, seven of which are located on Rikers Island and one of which is located within Bellevue Hospital. The Department also operates court holding facilities in each of the five boroughs and two hospital prison wards.

Guided by correctional best practices and in collaboration with criminal justice stakeholders, the Department continues to implement substantive reforms. With the goal of improving safety for staff and individuals in DOC's care, the Department is focused on improving staffing ratios, modernizing operations, improving data tracking and transparency, developing holistic approaches to behavior management, and enhancing programs and services for those in DOC's care to reduce idleness and promote skills development.

FOCUS ON EQUITY

DOC is committed to maintaining jails that serve the public interest in a manner that fosters the public's trust. Fundamental to this commitment is the belief that the City's jails should be safe, humane, and grounded in dignity and respect for every person within them. The Department recognizes that safety and humanity are mutually reinforcing principles and that lasting improvements to jail operations require attention to both.

The Department takes a people-first approach to its work, recognizing the individual needs, experiences, and potential of people in its care while maintaining safe and secure facilities. Everyone benefits when people in the Department's care are given the tools they need to have less adverse contact with the justice system in the future. Although the Department does not determine who comes into custody or how long an individual remains in a jail facility, DOC plays an important role in supporting a strong continuum of care during incarceration and upon return to the community. The Department provides access to programming and services designed to address individual needs and support successful reentry, including workforce development and vocational training, educational opportunities, social services, behavioral interventions, and access to medical, mental health, and substance use services provided in partnership with other agencies and community-based organizations. The Department also works to ensure that people with more complex needs receive appropriate levels of care and support.

The Department recognizes that its workforce is central to the safety, stability, and effectiveness of the jail system. DOC is committed to supporting staff through effective training and supervision, clear expectations, professional development, wellness initiatives, and providing them with the tools necessary to carry out their responsibilities safely and consistently. Strong correctional practice depends on communication, responsiveness, accountability, and consistent execution of the fundamentals of jail operations. Investing in the workforce and strengthening these core practices supports safer conditions for staff and people in the Department's care alike.

The Department is also committed to transparency, accountability, and continuous improvement. DOC maintains a public data dashboard to share information about jail operations with impacted communities and other stakeholders. The Department uses data to identify challenges, measure outcomes, and inform policy and practice. As the Department addresses immediate operational needs and prepares for the future of the City's jail system, including transitioning to a borough-based jail system, it continues to invest in infrastructure, technology, partnerships, and sustainable practices that strengthen safety, improve conditions, and support better outcomes for staff, people in the Department's care, and the public.

OUR SERVICES AND GOALS

SERVICE 1 Provide a safe and secure environment for individuals in DOC's care, staff and host communities.

Goal 1a Ensure the security and safety of individuals in DOC's care.

Goal 1b Ensure that use of force is authorized and appropriate.

Goal 1c Provide individuals in DOC's care with timely access to health services.

Goal 1d Maximize bed capacity and address cell maintenance and repairs in a timely manner.

Goal 1e Ensure timely transport of individuals in DOC's care to courts throughout the City.

SERVICE 2 Prepare individuals in DOC's care for return to their neighborhoods as civil and contributing members.

Goal 2a Prepare as many individuals in DOC's care as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

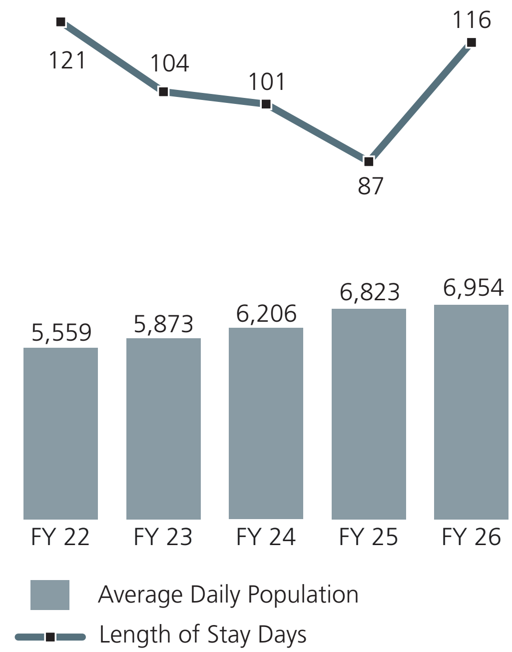
HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide a safe and secure environment for individuals in DOC's care, staff and host communities.

Goal 1a Ensure the security and safety of individuals in DOC's care.

The City's jail population remained elevated in Fiscal 2026, although the pace of growth slowed considerably compared with recent years. The average daily population (ADP) increased by approximately two percent, from 6,823 in Fiscal 2025 to 6,954 in Fiscal 2026, while total admissions decreased slightly, from 24,210 to 23,907. While the average length of stay for individuals in DOC's care decreased from its peak of 121 days in Fiscal 2022 during the COVID-19 pandemic, it remained substantially longer than pre-pandemic norms at 116 days in Fiscal 2026. Nearly a quarter of the population has been in custody for more than a year, with some having been in custody for three years or more. On average, about 48 percent of the individuals held in the Department's care throughout Fiscal 2026 were awaiting trial for felony A or B offenses, the most serious types of felony charges. Cases involving higher and more serious charges tend to be more complex and therefore take longer to process in court than those involving lower-level offenses, causing many individuals to remain in DOC's care for longer than they have historically.

Individuals in DOC's Care Population and Length of Stay



The recent increase in population began as a result of the wildcat strike among officers employed by the New York State Department of Corrections and Community Supervision (DOCCS) in February and March of 2025—a wildcat strike is a work stoppage by employees that is initiated without the approval or authorization of their union leadership. This resulted in a temporary suspension of all new admission transfers of state-ready individuals—people who have been sentenced to serve time in a New York State prison—from City custody to DOCCS facilities. This brought about a sharp increase in the number of state-ready individuals in the Department's care who would have otherwise been transferred to DOCCS during this time. While transfers had partially resumed by the end of Fiscal 2025, the number of individuals transferred to DOCCS each week was not in line with the number of individuals who received a state sentence, meaning that the state-ready population in the Department's care remained elevated into Fiscal 2026 despite transfers resuming. The significant and unexpected increase in population required the Department to overcrowd certain housing areas to ensure that all people entering custody could be assigned a bed and safely housed. As a result, despite the relatively small change in ADP between Fiscal 2025 and Fiscal 2026, the Department continued to operate with significant pressure on available bed capacity and other operational resources. The disruption in state-ready transfers resulting from the wildcat strike is also partially responsible for the increase in the average length of stay over the last fiscal year since those individuals remained in the Department's care longer than they would have under normal circumstances. Coupled with the strains created from an increased population and length of stay, the Department continues to experience significant attrition in uniformed staff positions and, like public safety agencies across the nation, has faced exceptional challenges in recruitment to fill vacancies.

The proportion of people in DOC's care affirmed to be affiliated with a Security Risk Group (SRG) or gang continued to decline, from 9.3 percent of the ADP in Fiscal 2025 to 8.5 percent in Fiscal 2026. It is likely that a much higher percentage of the population is SRG affiliated, however, the Department only reports SRG affiliation if the individual has affirmed their affiliation, regardless of other affirmative credible intelligence that may be available.

Despite the increases in ADP and length of stay amid staffing issues, several indicators of serious violence improved in Fiscal 2026. The rate of violent incidents among individuals in the Department's care decreased by 11 percent, from 104.2 incidents per 1,000 ADP per month in Fiscal 2025 to 93.2 in Fiscal 2026. Correspondingly, the rate of serious injury to individuals in DOC's care resulting from these violent incidents decreased by 17 percent, from 13.5 to 11.2 per 1,000 ADP per month. Serious injury to staff resulting from assaults by individuals in DOC's care also declined significantly, falling 41 percent from 0.29 to 0.17 per 1,000 ADP per month. Stabbings and slashings remained essentially unchanged at 288 in Fiscal 2025 compared with 285 incidents in Fiscal 2026.

Fight and assault infractions, however, increased considerably, up 76 percent from 8,528 in Fiscal 2025 to 15,035 in Fiscal 2026. This increase occurred during a period in which the Department placed more emphasis on issuing infractions for misconduct and on pursuing appropriate jail-based arrests and should therefore be understood in that operational context. Jail-based arrests also increased by eight percent, from 436 to 469 over the last fiscal year.

Searches and weapons recovered both decreased modestly, down from 113,019 searches and 2,128 weapons recovered in Fiscal 2025 to 110,192 searches conducted and 1,972 weapons recovered in Fiscal 2026. The Department continues to take a multi-pronged approach to preventing serious incidents and strengthening safety and stability within the City's jails. These efforts include consistent supervision and accountability and ensuring that people in the Department's care can safely access programs, services, health care, and other essential activities.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Admissions	17,803	21,691	23,035	24,210	23,907	*	*	Up	*
✹ Average daily population	5,559	5,873	6,206	6,823	6,954	*	*	Up	Down
Average length of stay	121	104	101	87	116	*	*	Neutral	*
Individuals in DOC's care in Security Risk Group (% ADP)	18.9%	14.2%	10.9%	9.3%	8.5%	*	*	Down	Down
★ Violent incidents among individuals in DOC's care (monthly rate per 1,000 ADP)	87.0	90.4	94.9	104.2	93.2	⇩	⇩	Up	Down
★ Serious injury to individuals in DOC's care as a result of violent incidents among individuals in DOC's care (monthly rate per 1,000 ADP)	18.9	15.4	12.1	13.5	11.2	⇩	⇩	Down	Down
★ Assault on staff by individual in DOC's care (monthly rate per 1,000 ADP)	15.8	12.3	9.5	12.4	13.0	⇩	⇩	Down	Down
★ Serious injury to staff as a result of assault on staff by individual in DOC's care (monthly rate per 1,000 ADP)	0.45	0.40	0.24	0.29	0.17	⇩	⇩	Down	Down
Stabbings and slashings	491	387	370	288	285	*	*	Down	Down
Fight/assault infractions	9,248	8,503	7,812	8,528	15,035	*	*	Up	Down
Jail-based arrests of individuals in DOC's care	234	384	341	436	469	*	*	Up	Down
Searches	223,310	169,119	123,158	113,019	110,192	*	*	Down	*
Weapons recovered	5,022	3,651	1,407	2,128	1,972	*	*	Down	*
★ Escapes	3	1	2	0	0	⇩	⇩	Down	Down
★ Non-natural deaths of individuals in DOC's care	9	8	4	4	1	⇩	⇩	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Ensure that use of force is authorized and appropriate.

The Department remains focused on providing uniformed members of service with the training, supervision, and operational support necessary to apply force in accordance with DOC policy and correctional best practices. Despite continued strain on Agency resources, especially staffing, overall use of force incidents remained essentially unchanged, decreasing slightly to 7,025 incidents in Fiscal 2026.

At the same time, the rate of use of force incidents resulting in injury decreased. Incidents resulting in serious injury decreased by four percent, from 0.95 use of force incidents per 1,000 ADP in Fiscal 2025 to 0.91 use of force incidents per 1,000 ADP in Fiscal 2026, while incidents resulting in minor injury decreased by 39 percent, from 3.37 to 2.06 use of force incidents per 1,000 ADP. Uses of force resulting in no injury remained relatively stable. In Fiscal 2022, use of force incidents with serious injury and use of force incidents with minor injury were classified differently and included a higher number of incidents. During this time, any use of force incident that recorded a serious or minor injury was categorized as a use of force with serious or minor injury, respectively, regardless of whether the injury occurred as a result of the use of force or from the events that precipitated the use of force (e.g., violent incidents among individuals in DOC's care). In Fiscal 2023, the Department realigned with its previous practice and now only categorizes an incident as a use of force with serious or minor injury if the injury was a direct result of the use of force. Serious injuries that occurred as a result of the precipitating incident are now appropriately recorded separately. This realignment explains, in part, the year-over-year decreases seen in these indicators from Fiscal 2022 to Fiscal 2026.

Each use of force incident is reviewed to identify whether force was appropriate and consistent with policy and to determine whether corrective action or discipline is warranted. The Department continues its efforts to reduce unnecessary uses of force and the circumstances that may give rise to force while ensuring staff have the tools necessary to safely manage serious incidents.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Incidents of use of force	7,080	7,000	7,064	7,044	7,025	*	*	Neutral	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	6.50	4.13	0.74	0.95	0.91	⇩	⇩	Down	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	12.06	8.73	3.37	3.37	2.06	*	*	Down	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	87.23	86.64	90.50	81.87	81.34	*	*	Neutral	Down
Incidents and allegations of use of force	7,302	7,195	7,265	7,187	7,173	*	*	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Provide individuals in DOC's care with timely access to health services.

NYC Health + Hospitals' Correctional Health Services (CHS) provides medical and mental health services for people in the Department's care. The proportion of individuals eligible for specialized mental health discharge procedures increased slightly from 57 percent of the ADP in Fiscal 2025 to 60 percent in Fiscal 2026. The proportion of individuals with a serious mental health diagnosis increased slightly for the fourth consecutive fiscal year to 22.3 percent in Fiscal 2026. The prevalence of behavioral health needs within the jail population continues to shape facility operations and the coordination required between the Department and CHS.

Individuals seeking non-emergency medical care may make requests to DOC staff or contact the CHS Health Triage Line. CHS determines whether an individual requires a scheduled medical encounter and schedules the appointment. The Department works in close collaboration with CHS to produce individuals for scheduled appointments while accounting for separation orders, movement and security considerations, and clinic capacity. In Fiscal 2026, the Department produced 76 percent of individuals in its care for their scheduled clinic appointment, slightly down from 77 percent in Fiscal 2025. The total number of scheduled appointments increased by seven percent, from 710,001 scheduled appointments in Fiscal 2025 to 760,577 in Fiscal 2026. The increase in scheduled appointments is likely attributed to the increase in ADP.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Individuals in DOC's care eligible for specialized mental health discharge procedures (% ADP)	50%	51%	54%	57%	60%	*	*	Up	*
Individuals in DOC's care with a serious mental health diagnosis (% ADP)	16.2%	18.9%	20.3%	20.7%	22.3%	*	*	Up	*
Average clinic waiting time (minutes)	11	14	10	18	24	*	*	Up	Down
Scheduled clinic encounters	NA	NA	617,375	710,001	760,577	*	*	NA	*
★ Scheduled clinic encounters produced (%)	NA	NA	75%	77%	76%	⇧	⇧	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Maximize bed capacity and address cell maintenance and repairs in a timely manner.

The jail population as a percent of capacity remained high in Fiscal 2026, increasing slightly from approximately 92 percent in Fiscal 2025 to 93 percent in Fiscal 2026. Although the year-over-year change was modest, available bed capacity continued to be constrained by the size of the population as well as classification, mental health, restrictive housing, and other specialized housing requirements that limit the interchangeability of available beds. In Fiscal 2026, the City permanently closed the North Infirmary Command (NIC), one of the Department's jail facilities on Rikers Island, as part of its ongoing effort to close the Rikers Island jail complex, and individuals in DOC's care were relocated from the NIC to other facilities. Additionally, the State Commission of Correction commissioned the Outposted Therapeutic Housing Unit at Bellevue Hospital (OTXB), a secure therapeutic jail facility located within Bellevue Hospital designed to provide enhanced medical care for people in the Department's care with complex medical needs. The OTXB began operating in April 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Jail-cells unavailable due to short-term repair (%)	4.3%	2.9%	1.4%	1.3%	0.8%	1.0%	1.0%	Down	Down
★ Population as percent of capacity (%)	75%	79%	87%	92%	93%	96%	96%	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1e Ensure timely transport of individuals in DOC's care to courts throughout the City.

The Department maintained a high rate of court production in Fiscal 2026, with 98.7 percent of scheduled on-site court appearances successfully produced, essentially unchanged from 98.6 percent in Fiscal 2025. There was a small decrease in the total number of on-site court appearances scheduled, down from 88,074 in Fiscal 2025 to 85,392 in Fiscal 2026.

Similarly, scheduled teleconference appearances decreased by approximately nine percent, from 1,805 in Fiscal 2025 to 1,640 in Fiscal 2026, while the production rate increased slightly from 88.9 percent to 89.6 percent.

The number and type of court appearances scheduled reflect the needs of the court system and are determined by the Office of Court Administration; DOC does not determine whether an appearance occurs in person or by teleconference. The Department continues to work with criminal justice stakeholders to ensure people in its care are produced for court reliably and can move through the justice process as expeditiously as possible.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Scheduled on-site court appearances	NA	94,606	90,849	88,074	85,392	*	*	NA	*
★ Scheduled on-site court appearances produced (%)	NA	91.5%	98.2%	98.6%	98.7%	⇧	⇧	NA	Up
Scheduled teleconference court appearances	NA	3,681	1,826	1,805	1,640	*	*	NA	*
Scheduled teleconference court appearances produced (%)	NA	88.9%	87.3%	88.9%	89.6%	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Prepare individuals in DOC's care for return to their neighborhoods as civil and contributing members.

Goal 2a Prepare as many individuals in DOC's care as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

People in the Department's care have access to a range of programs and services intended to support their individual goals, reduce idleness, build skills, and prepare for successful reentry. In Fiscal 2026, 16.5 percent of individuals in DOC's care participated in programs, services, and activities, up from 15.1 percent in Fiscal 2025 and above the 10.0 percent target.

The Department continued to provide both group-based and individualized services. Services such as anger management, parenting classes, job readiness, recreation, and fine and performing arts are offered in group settings. Group facilitation sessions increased by eight percent, from 50,242 in Fiscal 2025 to 54,448 in Fiscal 2026. The Department continues to recruit and stabilize the staffing resources needed to ensure that there are more group sessions offered and has opened several new program houses to encourage increased participation in programs and services among interested populations. One-on-one sessions, which include services such as individual counseling, transition planning, and social services, increased by 16 percent, from 20,275 to 23,527 over the last fiscal year. These increases supported broader access to programming and individualized assistance in Fiscal 2026.

DOC also offers workforce development programs to provide career and technical education through an array of courses, including automotive, barbering, barista, carpentry, cosmetology, culinary arts, digital literacy, driving, make-up artistry, music engineering, small business, welding, and certifications in areas such as CPR, flagging/scaffolding, and construction worksite safety. Workforce development enrollments decreased by 78 percent, from 4,167 in Fiscal 2025 to 935 in Fiscal 2026 due to challenges the Department experienced in releasing funds to providers who deliver these services. Average daily attendance in school programs increased from approximately 76 individuals in Fiscal 2025 to 81 in Fiscal 2026, while participation in post-secondary education programs decreased by approximately 14 percent, from 291 individuals to 250. Participation rates can fluctuate between reporting periods based on various factors, including the facilities at which the programs are offered.

The Department continues to assess program availability and participation and to seek feedback from people in its care to ensure that programming, educational services, and enrichment activities are responsive to their needs and interests.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Individuals in DOC's care participating in programs, services, and activities (%)	7.2%	18.2%	14.8%	15.1%	16.5%	10.0%	10.0%	Up	Up
Group facilitation sessions provided to individuals in DOC's care	NA	42,299	40,422	50,242	54,448	*	*	NA	*
One-on-one sessions provided to individuals in DOC's care	NA	32,961	19,733	20,275	23,527	*	*	NA	*
Enrollments in workforce development programs	NA	4,275	4,045	4,167	935	*	*	NA	*
Average daily attendance in school programs	32	67	82	76	81	*	*	Up	*
Individuals in DOC's care participating in post-secondary education programs	NA	39	450	291	250	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Payout ($000)	NA	$48,676	$279,846	$234,849	NA	*	*	NA	Down
Workplace injuries reported	NA	NA	3,231	2,267	2,063	*	*	NA	Down
Accidents involving individuals in DOC's care	283	252	225	266	282	*	*	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	91.7%	100.0%	100.0%	97.7%	100.0%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	72.8%	78.0%	72.1%	62.2%	75.2%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$1,391.8	$1,357.4	$1,277.6	$1,356.2	$1,379.9	$1,400.5	$1,263.4	Neutral
Revenues ($000,000)	$11.8	$11.7	$11.3	$13.0	$12.8	$11.8	$11.8	Neutral
Personnel (uniformed)	7,068	6,299	5,954	5,777	5,702	7,060	6,474	Down
Personnel (civilian)	1,559	1,552	1,537	1,581	1,659	1,833	1,840	Neutral
Overtime paid ($000,000)	$262.9	$294.6	$281.8	$341.1	$369.1	$373.1	$149.5	Up
Capital commitments ($000,000)	$499.3	$774.8	$982.5	$2,528.5	$2,153.3	$2,338.9	$4,178.4	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,178.9	$1,189.6	
001 - Administration	$91.6	$93.4	All
002 - Operations	$169.7	$154.0	All
005 - Jail Operations	$847.6	$839.5	All
006 - Health and Programs	$25.9	$30.7	All
009 - Transportation	$44.1	$47.2	All
011 - Training[4]	NA	$24.8	All
Other Than Personal Services - Total	$177.3	$190.3	
003 - Operations	$89.2	$95.3	All
004 - Administration	$14.5	$15.3	All
007 - Jail Operations	$48.4	$47.6	All
008 - Health and Programs	$20.4	$25.3	All
010 - Transportation	$4.8	$6.8	All
Agency Total	$1,356.2	$1,379.9	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2026. "NA" Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Stanley Richards was appointed Commissioner of the Department of Correction in January 2026.
- Preceding the Fiscal 2026 Mayor's Management Report, DOC implemented updated language standards Agency-wide, including referring to "individuals in custody" as "individuals in DOC's care." Accordingly, any reference to "individuals in custody" in all services, goals and indicators was updated to "individuals in DOC's care."
- The indicator 'Average length of stay' was added to Goal 1a to provide more information about the population and conditions that impact DOC's operations.
- The Fiscal 2024 figure for 'Workplace injuries reported' in Agencywide Management was updated from 1,494 to 3,231, and the Fiscal 2025 figure was updated from 1,294 to 2,267. Fiscal 2022 and Fiscal 2023 figures are no longer available as the Department rectifies undercounts that it discovered and is working to resolve.
- The value for 'Payout' in Agencywide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For additional information go to:

- The DOC Data Dashboard:
  www.nyc.gov/site/doc/data/statistics-and-compliance.page
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/doc.

DEPARTMENT OF PROBATION Sharun Goodwin, Commissioner

WHAT WE DO

The Department of Probation (DOP) is dedicated to building stronger and safer communities by supervising and supporting adults and juveniles placed on probation by the Court system. Through individualized supervision, evidence-based practices, and access to education, employment, family engagement, and civic participation opportunities, DOP helps individuals make positive changes and achieve long-term stability. DOP also facilitates access to mental health services through referrals and partnerships with community-based providers. In collaboration with Courts, community-based organizations, and other criminal justice agencies, DOP promotes successful community reintegration and works to reduce recidivism.

In Criminal and Supreme Courts, DOP prepares pre-sentence investigation reports, supervises individuals based on their assessed risk and needs, and connects them to essential services that help support community reintegration. In Family Court, DOP provides reports on juvenile delinquency matters while partnering with families and community groups to support youth development. In total, DOP provides intake services, investigations and supervision in some 36,000 cases per year.

DOP also operates the Neighborhood Opportunity Network (NeON) in seven neighborhoods (Brownsville, Bedford-Stuyvesant, and East New York, Brooklyn; Harlem, Manhattan; Jamaica, Queens; North Shore, Staten Island; and South Bronx, Bronx) where high concentrations of people on probation reside. DOP reaches thousands of New Yorkers through NeON locations, providing a range of opportunities—including arts programming, High School Equivalency classes, free groceries, access to health insurance enrollment services and more—for both people on probation and other neighborhood residents.

FOCUS ON EQUITY

As the largest community corrections alternative to incarceration in New York City and one of the largest probation agencies in the nation, DOP is committed to advancing equity by addressing long standing disparities and reducing the disproportionate impact of the justice system on affected populations. Through evidence-based supervision and partnerships with community organizations, DOP provides probationers involved in the criminal justice system and their neighbors and families with access to services and opportunities that foster rehabilitation, strengthen communities, and support long-term success.

DOP is committed to minimizing the adverse collateral consequences of being involved in the criminal and juvenile justice systems, which fall heavily on people and communities of color. This commitment is demonstrated through the diverse array of resources and programming (educational, employment and more) made available in these communities. Most NeON programs, including NeON Nutrition Kitchens, NeON Arts and NeON Sports, are open to all community residents, fostering connectivity between neighbors and destigmatizing people on probation.

For youth, young adults, and their families, DOP offers developmentally appropriate, evidence-based programs that strengthen family relationships, and promote positive youth development. Adolescent Portable Therapy delivers intensive individual and family therapy in the home and community to address substance use, mental health needs, and behaviors associated with continued justice system involvement. Parent Support provides parents and caregivers with personalized guidance, workshops, service referrals, and access to Parent Coaches. Pathways to Excellence, Achievement, and Knowledge (PEAK) Centers offer structured afterschool programming focused on education, career exploration, life skills, employment readiness, and family engagement. Plus Mentoring, part of the Young Men's Initiative, provides young adults ages 16 to 24 on probation with intensive mentorship and individualized connections to opportunities that promote workforce development and civic engagement. Together, these programs provide participants with the support, skills, resources and opportunities needed to achieve positive development, strengthen community connections, and reduce the likelihood of further justice system involvement.

For adults and young adults, DOP promotes economic mobility through paid on-the-job skill building, transitional employment, job readiness, and vocational training. NeON Works provides year-long paid opportunities for probationers, while the Neighborhood Employment Services Program offers work experience through community upkeep projects at New York City Housing Authority developments. Employment focused services connect participants with transitional work and long-term employment opportunities. DOP also provides training and industry recognized certifications in commercial driving and skilled trades.

Through accountability measures and service practices grounded in best practices research, such as mentoring and training in life skills, as well as partnerships with community-based organizations and other stakeholders, DOP fosters personal change, increases opportunities for probationers to thrive and strengthens communities, thereby building a more equitable and safer City.

OUR SERVICES AND GOALS

SERVICE 1 Contribute to improved outcomes in adult and family Court proceedings.

Goal 1a Produce timely and accurate pre-sentence investigations.

Goal 1b Assess and determine youth appropriate for diversion from formal juvenile Court proceedings via adjustment services.

SERVICE 2 Monitor and enforce the conditions of probation.

Goal 2a Assess client risk and misconduct data to apply optimal supervision, monitoring, and programming throughout a probation term.

Goal 2b Maximize client accountability through field visits and enforcement actions.

SERVICE 3 Provide client support and enrichment services to improve probation outcomes.

Goal 3a Offer community-based services aligned with objectives identified through comprehensive assessments of probationer needs.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Contribute to improved outcomes in adult and family Court proceedings.

Goal 1a Produce timely and accurate pre-sentence investigations.

DOP is required by law to submit investigation reports in adult and Family Court proceedings on adults facing sentencing and youths involved in juvenile delinquency matters. The reports include sentencing recommendations for judges. In Fiscal 2026, the Department completed 7,678 pre-sentence investigations (PSIs) for adults and 1,149 juvenile investigation and reports (I&Rs), a three percent increase and less than one percent decrease, respectively, compared to Fiscal 2025. The rate at which adult PSIs were completed on time decreased by five percentage points from Fiscal 2025 to 92 percent in Fiscal 2026. The juvenile I&R on time completion rate increased by one percentage point over the past fiscal year, improving to 95 percent in Fiscal 2026. These changes could reflect a combination of operational factors, including case volume, case complexity, and the timing of Court referrals.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Adult investigation reports completed	7,397	8,270	7,744	7,478	7,678	*	*	Neutral	*
★ Adult investigation reports — On time completion (%)	98.0%	99.0%	99.2%	97.0%	92.0%	⇧	⇧	Neutral	Up
Juvenile investigation reports completed	725	808	1,135	1,155	1,149	*	*	Up	*
★ Juvenile investigation reports — On time completion (%)	95.0%	91.0%	80.0%	94.0%	95.0%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Assess and determine youth appropriate for diversion from formal juvenile Court proceedings via adjustment services.

All youths between the ages of 12 and 17 who fall under Family Court jurisdiction are processed post-arrest by DOP. During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, allowing for diversion from prosecution. This includes outreach and communication with complainants, the New York Police Department (NYPD), and youths' families. A case must meet both statutory eligibility and suitability requirements to be considered for adjustment and diverted from prosecution. Juvenile intake cases vary in assessed risk and charge severity. Although DOP evaluates each case for adjustment, final decisions are ultimately at the discretion of the Court system.

In Fiscal 2026, the Department processed 8,351 juvenile intake cases, a three percent increase from Fiscal 2025. The overall adjustment eligibility rate for these cases decreased by one percentage point over the last fiscal year to 15 percent. The adjustment eligibility rate is further broken down by risk category, which is determined based on charge severity, assessed risk score, prior criminological history, and statements from witnesses, complainants, family, NYPD and other relevant stakeholders. The proportion of low-risk juvenile cases eligible for adjustment decreased four percentage points from 29 percent in Fiscal 2025 to 25 percent in Fiscal 2026. The adjustment eligibility rate for medium-risk and high-risk juvenile cases remained the same over the last fiscal year at two percent and zero percent, respectively.

Although the downward trend for low-risk cases has continued since Fiscal 2022, the four percentage-point decrease over this last year is considerably less than the 10 percentage-point decrease that occurred from Fiscal 2024 to Fiscal 2025. Similarly, the one percentage-point decrease in the overall rate was also much steadier than the previous eight percentage-point decrease reported from Fiscal 2024 to Fiscal 2025. It is difficult to compare these rates across years as the types of cases referred to DOP changes over time and each case varies based on individual circumstances. DOP continues to review adjustment outcomes and provide probation officers with training on case screening practices to identify eligible cases for diversion from formal Court proceedings, consistent with statutory requirements and community safety considerations.

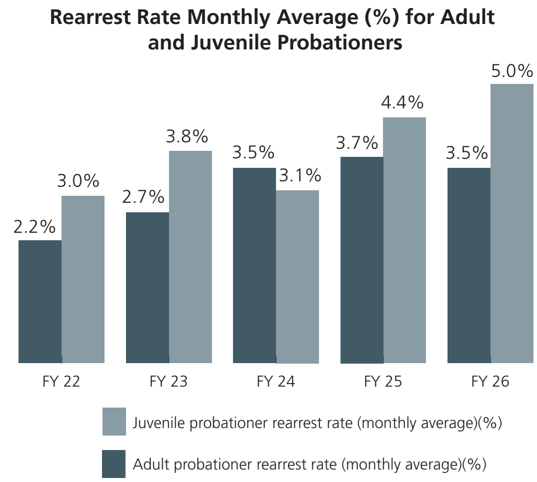
Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Juvenile supervision — Intake cases received	4,871	6,486	7,564	8,106	8,351	*	*	Up	*
★ Juvenile delinquency cases eligible for adjustment (%)	41%	32%	24%	16%	15%	⇧	⇧	Down	Up
– low-risk (%)	61%	51%	39%	29%	25%	*	*	Down	Up
– medium-risk (%)	13%	5%	2%	2%	2%	*	*	Down	*
– high-risk (%)	3%	1%	0%	0%	0%	*	*	Down	*
Juvenile delinquency cases open for adjustment	NA	NA	NA	1,408	1,349	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Monitor and enforce the conditions of probation.

Goal 2a Assess client risk and misconduct data to apply optimal supervision, monitoring, and programming throughout a probation term.

The Department is committed to promoting public safety and reducing recidivism. Accomplishing this starts by providing structured supervision and targeted services to individuals placed on probation. Each supervision case begins with an initial assessment of the client's criminal and socioeconomic history to determine risk level and set the appropriate supervision model. Individuals are then assigned to supervision groups where probation officers monitor compliance with Court mandated conditions and connect clients to community-based resources in education, employment, behavioral health, or other services that address their needs. In Fiscal 2026, there were 11,163 adult supervision cases, three percent more than in Fiscal 2025. Probation officers were able to complete 9,030 initial risks and need assessments for these cases, a 16 percent increase from Fiscal 2025. Despite this larger caseload, officers completed adult initial assessments 18 percent faster on average, improving from 11 days in Fiscal 2025 to nine days in Fiscal 2026. This improvement is largely due to the Agency's targeted response, which focused on streamlining workflows, strengthening staff support, and adopting new technology.



For juveniles, officers work closely with youth and their families to set personal goals and monitor school attendance and behavior to ensure compliance with probation conditions. Similar to the trend with adult cases, there were 11 percent more (1,076) juvenile supervision cases in Fiscal 2026 compared to Fiscal 2025. However, the number of initial risk and needs assessments officers were able to complete for juvenile cases decreased by 10 percent to 2,084. At the same time, the average completion time for these juvenile assessments improved by 15 percent, decreasing from 27 days to 23 days over the last fiscal year. The improvement in timeliness may reflect a combination of operational factors, including assessment volume, case complexity, workload distribution, and referral timing. DOP continues to monitor assessment timeliness, reinforce consistent assessment practices, and strengthen staff capacity to improve the process.

In both adult and juvenile divisions, failure to comply with probation conditions may result in a violation of probation. Violations can include missed appointments, failure to participate in mandated programs, or new criminal activity. A rearrest during the probation term is considered a serious violation and may result in revocation of probation. The Department's supervision model balances accountability with opportunities for rehabilitation, ensuring that clients have the tools to successfully reintegrate into their communities. The average monthly rearrest rate for adults on probation decreased from 3.7 percent in Fiscal 2025 to 3.5 percent in Fiscal 2026, while the juvenile rate increased by from 4.4 percent to 5.0 percent. When viewed as a percentage of all NYPD arrests, the adult rate decreased from 2.5 percent in Fiscal 2025 to 2.4 percent in Fiscal 2026, while the juvenile rearrest rate remained unchanged at 0.3 percent. The increase in the juvenile rearrest rate is partly due to year-over-year changes in the youth population and the types of cases the Department receives following the full implementation of the Raise the Age law in October 2019. This law expanded the age range of youth served within the juvenile justice system from youth under the age of 16 to youth under the age of 18.

The average monthly violation of probation (VOP) rate for adults, which represents the percentage of adult probationers whose cases are referred to Court for a violation proceeding due to serious misconduct each month, decreased from 1.5 percent in Fiscal 2025 to 1.0 percent in Fiscal 2026. The percentage of adult probation violation proceedings ending in revocation increased by eight percentage points to 50 percent. In contrast, the juvenile VOP rate increased from 1.4 percent to 1.7 percent, while the juvenile revocation rate increased by one percentage point to 30 percent. Probation officers work to address noncompliance before Court intervention is required by monitoring progress, identifying emerging concerns, adjusting case plans, and connecting individuals with appropriate services. When a case is referred for a VOP proceeding, probation officers prepare supporting case information, coordinate with the Court, and continue monitoring the individual while the VOP proceeding is pending.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Adult supervision cases	10,109	9,656	9,918	10,812	11,163	*	*	Up	*
Juvenile supervision cases	478	653	931	967	1,076	*	*	Up	*
Adult initial risk assessments completed	7,036	8,209	8,223	7,810	9,030	*	*	Up	*
Juvenile initial risk assessments completed	2,216	2,610	2,530	2,324	2,084	*	*	Neutral	*
Average time to complete adult initial risk assessments (days)	9	11	8	11	9	*	*	Neutral	*
Average time to complete juvenile initial risk assessments (days)	26	29	33	27	23	*	*	Down	*
Adult probationer rearrest rate (monthly average) (%)	2.2%	2.7%	3.5%	3.7%	3.5%	3.0%	3.0%	Up	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average) (%)	2.4%	2.2%	2.5%	2.5%	2.4%	2.6%	2.6%	Neutral	Down
★ Average monthly violation rate for adult probationers (%)	0.7%	1.0%	2.0%	1.5%	1.0%	*	*	Up	*
Juvenile probationer rearrest rate (monthly average) (%)	3.0%	3.8%	3.1%	4.4%	5.0%	3.5%	3.5%	Up	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average) (%)	0.1%	0.2%	0.2%	0.3%	0.3%	*	*	Up	*
★ Average monthly violation rate for juvenile probationers (%)	1.7%	2.1%	1.7%	1.4%	1.7%	3.0%	3.0%	Down	Down
Probation violation proceedings ending in revocation for adult probationers (%)	33%	35%	38%	42%	50%	*	*	Up	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	23%	26%	34%	29%	30%	*	*	Up	Down
Revocation of juveniles not resulting in placement (%)	55.0%	65.0%	20.0%	26.0%	32.0%	*	*	Down	*
Revocation of juveniles resulting in placement (%)	45.0%	35.0%	80.0%	74.0%	68.0%	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Maximize client accountability through field visits and enforcement actions.

The Intelligence Unit (Intel) is a relatively small, highly specialized unit composed of probation officers who conduct cyber and social media investigations and provide specialized enforcement support in cases involving heightened risk, emerging safety concerns, or other circumstances that require specialized attention. Their responsibilities include mandatory retakes across the nation whereby a probationer with an active warrant is taken into custody and transported back to a supervising jurisdiction; or is arrested in other jurisdictions for New York City violation of probation bench warrants. Case-bearing probation officers, in contrast, are primarily responsible for the ongoing supervision and enforcement of probationers on their caseloads and may refer matters to Intel when specialized support or additional enforcement activity is warranted. Cyber and social media investigations conducted by Intel officers into instances where probationers are alleged to be engaging in negative social media activity, for example, displaying a firearm or engaging in assaultive behavior on social media, decreased by 33 percent from 133 in Fiscal 2025 to 89 in Fiscal 2026 due to less reported instances.

Similarly, the number of enforcement actions conducted by Intel decreased 45 percent from Fiscal 2025 to 2,804 actions in Fiscal 2026. This decline was reflected across all enforcement categories, including a 20 percent decrease in warrant enforcement; 49 percent drop in criminal possession of weapon visits; 99 percent reduction in ignition interlock device checks to just three checks due to fewer referrals from probation officers to Intel; 18 percent decrease in domestic incidents enforcement—which includes follow-up on NYPD domestic incident report notifications; and 57 percent decrease in other enforcement events.

The decrease in Intel-specific enforcement activity is due, in part, to a reassignment of Intel staff and resources across the Agency. Beginning in Fiscal 2025 and continuing through the midpoint of Fiscal 2026, Intel officers and resources were reassigned to borough-based operations, where they conducted enforcement activities alongside case-bearing probation officers under the supervision of the respective borough's executive leadership. Previously, enforcement activities were more distinctly divided between Intel and case-bearing officers. This transfer reduced the staffing and resources assigned directly to Intel, resulting in fewer enforcement events being referred to the unit. During this period, case-bearing probation officers continued to address enforcement needs as part of their ongoing case supervision responsibilities, working alongside the now former Intel officers. Consequently, the full scope of the Department's enforcement work was not reflected in Intel's reported enforcement totals because the measure is designed to capture only enforcement activity conducted by Intel.

In Fiscal 2026, DOP began rebuilding the Intel team's capacity by refining the referral process and more strategically deploying its specialized resources. Case-bearing probation officers continue to address enforcement needs within the scope of their supervisory responsibilities, referring cases to Intel based on individual case circumstances. This recentralized approach promotes efficient resource allocation and workflow management while supporting effective enforcement, client accountability, and community safety.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cyber/social media investigations	NA	42	171	133	89	*	*	NA	*
★ Intel enforcement events	1,807	3,678	7,407	5,085	2,804	*	*	Up	*
– Warrant enforcement	NA	NA	1,634	1,197	959	*	*	NA	*
– Criminal possession of a weapon visits	NA	NA	1,156	1,787	907	*	*	NA	*
– Ignition interlock device visits	NA	NA	2,743	343	3	*	*	NA	*
– Domestic incidents enforcement	NA	NA	275	368	301	*	*	NA	*
– Other enforcement events	NA	NA	1,599	1,390	598	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Provide client support and enrichment services to improve probation outcomes.

Goal 3a Offer community-based services aligned with objectives identified through comprehensive assessments of probationer needs.

DOP delivers a robust portfolio of programs tailored to meet the diverse needs of individuals under supervision. For youth adjudicated in Family Court who would otherwise be removed from their homes and placed in detention centers or group homes, the Department's Alternative-to-Placement (ATP) programs provide intensive, Court-mandated community supervision. ATP programs include Advocate, Intervene, Mentor (AIM) and Every Child Has a Chance to Excel and Succeed (ECHOES), which enable eligible youth to remain at home while receiving enhanced oversight and targeted, family-centered services. In Fiscal 2026, there were 74 new enrollments of juveniles in ATP programs, a 30 percent increase from the 57 youths in Fiscal 2025. While probation officers may recommend ATP, enrollment ultimately depends on both the Court's order and the program's assessment of whether it can appropriately meet the individual's needs.

Youth not ordered to ATP may instead be referred to other supervision programs tailored to their needs. Through these programs, probation officers engage with youth and families, monitor compliance with Court mandates, and connect individuals to education, counseling, job readiness, and other services that reduce risks of recidivism. In Fiscal 2026, there were 1,911 new enrollments in DOP managed programs, up 24 percent from 1,547 in Fiscal 2025. This growth is largely due to expanded outreach efforts through DOP's borough offices and community-based events, which support increased referrals and enrollment in programs in both adult and juvenile operation divisions.

The Department's goal is for individuals to complete their probation terms with the skills to successfully remain in their communities. The rate of adult individuals successfully completing their probation terms increased by one percentage point from Fiscal 2025 to 77 percent in Fiscal 2026, while the juvenile successful completion rate also rose by one percentage point to 93 percent. The increase for both adults and juveniles was driven by the Department's efforts to monitor progress and compliance, provide individualized case planning, address emerging challenges, and connect individuals with education, employment, mentoring, and other supportive programs, which have proved effective even as higher risk individuals and those facing more serious charges continue to receive probation sentences.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
New enrollments in Alternative-to-Placement programs	94	87	83	57	74	*	*	Down	*
✹ New enrollments in DOP-managed programs	1,962	1,616	1,560	1,547	1,911	*	*	Neutral	*
Adult probationer early completion rate (%)	13%	19%	15%	8%	6%	*	*	Down	*
Adult probationer early completion approval rate (%)	90%	96%	95%	87%	82%	*	*	Down	Up
★ Successful completion rate for adult probationers (%)	85%	81%	77%	76%	77%	⇧	⇧	Down	Up
★ Successful completion rate for juvenile probationers (%)	92%	88%	87%	92%	93%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Human services contracts	NA	NA	NA	32	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	88%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$15.89	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	7,649	10,495	10,497	12,413	11,771	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$113.1	$115.3	$106.5	$112.9	$119.6	$116.0	$105.7	Neutral
Revenues ($000)	$70.7	$138.0	$120.5	$89.2	$86.7	$302.0	$302.0	Down
Personnel	977	1,014	893	869	833	1,095	1,020	Down
Overtime paid ($000)	$884	$3,075	$2,947	$4,487	$2,995	$2,776	$2,776	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$77.4	$76.3	
001 - Executive Management	$13.6	$14.8	All
002 - Probation Services	$63.9	$61.5	All
Other Than Personal Services - Total	$35.5	$43.3	
003 - Probation Services	$35.5	$43.2	All
004 - Executive Management	$0.1	$0.1	All
Agency Total	$112.9	$119.6	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Sharun Goodwin was appointed Commissioner of the Department of Probation in January 2026.
- The indicators 'Rearrests per adult who passes through supervision (%)' and 'Rearrests per juvenile who passes through supervision (%)' in Goal 2a were removed to improve data clarity and avoid potential misrepresentation of recidivism trends as the Department continues to monitor supervision outcomes through more precise established metrics, including total rearrest counts and average monthly rearrest rates.
- The indicators 'Completion rate for adult probationers (%)' and 'Completion rate for juvenile probationers (%)' in Goal 3a were renamed to 'Successful completion rate for adult probationers (%)' and 'Successful completion rate for juvenile probationers (%)' to more accurately reflect that the indicator is measuring successful outcomes for individuals under supervision.

ADDITIONAL RESOURCES

For additional information go to:

- The Mayor's Office of Contract Services' Citywide Indicators Report:
  https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/probation.

CIVILIAN COMPLAINT REVIEW BOARD Jennifer Jones Austin, Chair

WHAT WE DO

The Civilian Complaint Review Board (CCRB), also referred to as the Board, is an independent agency empowered to receive, investigate, prosecute, mediate, hear, make findings, and recommend action based on complaints alleging the use of excessive or unnecessary force, abuse of authority, discourtesy, the use of offensive language, and untruthful statements by New York City police officers. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings and recommendations for disciplinary action to the Police Commissioner who has final say over officer discipline.

FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints of police officer misconduct impartially and speedily, conducting outreach to the diverse communities of the City, and examining the policies and systemic practices that lead to officer misconduct and associated complaints. CCRB thoroughly investigates complaints, establishes findings on the merits when present, and recommends an effective level of discipline when officers commit misconduct.

CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to headquarters in Manhattan to meet with investigators. Additionally, CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also convenes evening public meetings across the City to provide an opportunity for community members to learn more about CCRB and share questions or concerns about police-community relations in their neighborhood. CCRB's website, which contains materials in 10 languages, allows the public to file complaints, track the status of their complaints, and view up-to-date maps with the number of misconduct complaints filed in each of the 78 police precincts of New York City. Additionally, CCRB created the Civilian Assistance Unit (CAU) in Calendar 2021 to serve and support complainants, victims, and witnesses with special needs, particularly victims of sexual misconduct.

CCRB seeks to ensure that communities and constituent groups most likely to be impacted by police misconduct are included in how CCRB conducts its work. The CCRB Youth Advisory Council (YAC), a 19-member working committee made up of young leaders ages 10–24 who are committed to criminal justice issues and improving police-community relations, launched in the winter of 2018. The YAC meets quarterly and advises CCRB staff about their efforts to engage young New Yorkers to serve as CCRB ambassadors, who then share information regarding the activities of the Board with their communities.

OUR SERVICES AND GOALS

SERVICE 1 **Investigate, prosecute and resolve claims of police misconduct.**

Goal 1a Improve the quality and timeliness of investigations.

Goal 1b Increase the use of mediation to resolve complaints.

Goal 1c Improve the quality and timeliness of prosecutions.

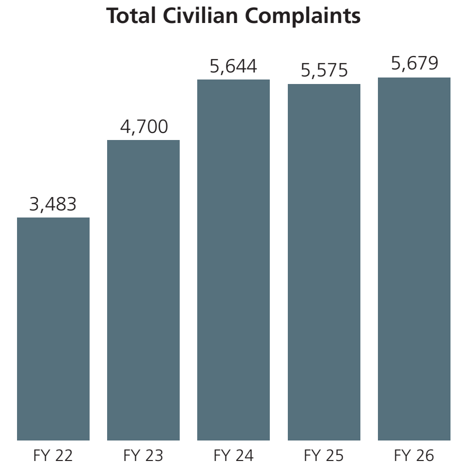
SERVICE 2 **Inform and educate the public about the agency.**

Goal 2a Increase outreach and education of City residents.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Investigate, prosecute and resolve claims of police misconduct.

Goal 1a Improve the quality and timeliness of investigations.



In Fiscal 2026, CCRB received 5,679 complaints against members of the New York Police Department, an increase of two percent compared to the 5,575 complaints filed in Fiscal 2025. This is the third consecutive year with more than 5,000 complaints received. Complaints have largely remained below this level since Fiscal 2014, when NYPD ended its deployment of mass stop and frisk tactics. However, misconduct complaints rose 35 percent in Fiscal 2023 and have remained at historic levels since.

When CCRB receives more complaints, the Board typically opens and subsequently closes more cases. However, despite the high-volume of complaints, CCRB closed 14 percent fewer cases in Fiscal 2026 (down from 6,372 to 5,459). Accordingly, the closure of cases by various allegation types also decreased in Fiscal 2026: force allegations closed decreased seven percent (down from 3,951 to 3,677), abuse of authority allegations closed decreased 28 percent (down from 10,929 to 7,849), discourtesy allegations closed decreased 30 percent (down from 1,645 to 1,146), offensive language allegations closed decreased 34 percent (down from 393 to 258), and untruthful statement allegations closed decreased 68 percent (down from 62 to 20).

The rate of cases closed by CCRB that are classified as full investigations dropped to 34 percent in Fiscal 2026, the fourth consecutive year of decline. An investigation is classified as "full" when CCRB is able to gather all necessary evidence and conduct all required interviews. Continued high complaint volume, coupled with constraints on CCRB's investigative capacity, contributed to this decline. The increase in complaints unable to be investigated by CCRB due to budgetary issues partially drove this decline. CCRB was unable to investigate 2,722 complaints in Fiscal 2026, which was the third consecutive fiscal year above 2,000 and a more than 82 percent increase from Fiscal 2023 (1,489). CCRB is unable to investigate a complaint when limited by budget constraints or when relevant parties (complainants, victims, witnesses) are unavailable, uncooperative, or unidentified. CCRB closed 48 percent fewer complaints due to an officer being unidentified, down from 126 in Fiscal 2025 to 66 in Fiscal 2026.

Consistent with the broader decline in cases closed and full investigations, CCRB closed 23 percent fewer substantiated cases, dropping to 824 from the record-setting level of these closures in Fiscal 2025 (1,064). Fiscal 2025 represented the first instance of CCRB substantiating more than 1,000 cases. A complaint is substantiated when a three-member panel of the Board reviews the complaint file from a full investigation and certifies that in at least one allegation the alleged conduct is found to have occurred and is improper based on a preponderance of the evidence. The panel can also certify that there is not sufficient evidence that the officer committed the alleged act (referred to as "unfounded complaints") or that the officer's actions were determined to be lawful (referred to as "within NYPD guidelines complaints"). The decline in substantiated cases does not, on its own, indicate a decline in misconduct: it reflects lower investigative throughput overall, including a fourth consecutive year of decline in full investigations (34 percent of closures) and a rise in complaints CCRB was unable to investigate (up 82 percent compared to Fiscal 2023). These declines in investigative throughput occurred despite an increase in CCRB personnel (235 to 245 actual, with 273 authorized for Fiscal 2026), a pattern that may reflect caseload complexity, staff onboarding lag, and other factors.

Investigative timeline also reflect these capacity pressures. Progress toward completing full investigations in less than a year further stagnated in Fiscal 2026 as the average time increased slightly from 424 days in Fiscal 2025 to 439 days in Fiscal 2026. This was partly a function of sustained historically high complaint volume. The average time to complete a substantiated investigation, however, slightly decreased to 473 days in Fiscal 2026 (which is still below the target of 480 days).

In Fiscal 2026, NYPD had a historically high number of officers serving who have received high numbers of complaints across their tenure (3,967 officers have received five or more complaints and 913 officers have received ten or more). Most officers will receive zero to one CCRB complaint across their entire career with the NYPD. This is the highest value for both categories, with data going back to Fiscal 2019. The average time for NYPD to respond to requests for body-worn camera requests is at its highest in the last 5 fiscal years at 12 days, a 33 percent increase compared to the 9 days in Fiscal 2025.

Despite these challenges in investigative capacity, disciplinary outcomes on the cases CCRB did close improved dramatically in Fiscal 2026, driven by NYPD's decision to end its prior practice of closing substantiated complaints without imposing discipline. The officer discipline rate increased to 93 percent, from 53 percent in Fiscal 2025. Cases with discipline returned increased 75 percent (up from 815 to 1,429), while cases returned without discipline fell 86 percent (down from 719 to 101). Concurrence decisions also increased 87 percent (up from 751 to 1,407). Starting in Fiscal 2023, NYPD elected to close significant numbers of complaints substantiated by CCRB without imposing the recommended discipline. This dramatically increased the number of complaints returned without discipline and decreased concurrence rates (the rate at which NYPD agrees with CCRB findings and imposes recommended disciplinary action) to record lows. NYPD ended this practice in Fiscal 2025, contributing to the significant improvement in disciplinary outcomes in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Total civilian complaints against uniformed members of the New York City Police Department	3,483	4,700	5,644	5,575	5,679	*	*	Up	*
Force allegations closed	2,830	2,346	2,815	3,951	3,677	*	*	Up	*
Abuse of authority allegations closed	7,231	6,609	7,861	10,929	7,849	*	*	Up	*
Discourtesy allegations closed	1,486	1,298	1,468	1,645	1,146	*	*	Neutral	*
Offensive language allegations closed	293	288	310	393	258	*	*	Neutral	*
Untruthful statement allegations closed	100	56	42	62	20	*	*	Down	*
★ Closed allegations with findings on the merits (%)	55%	66%	72%	73%	77%	55%	55%	Up	Up
Cases closed	3,593	4,247	5,505	6,372	5,459	*	*	Up	*
Unable to investigate complaints closed	1,131	1,489	2,013	2,882	2,722	*	*	Up	*
Complaint withdrawn complaints closed	258	328	366	239	218	*	*	Down	*
Closed Pending Litigation complaints closed	254	475	560	641	605	*	*	Up	*
Miscellaneous closure complaints closed	1	2	33	32	23	*	*	Up	*
Substantiated complaints closed	729	715	768	1,064	824	*	*	Up	*
Within NYPD guidelines complaints closed	241	339	410	338	239	*	*	Neutral	*
Unfounded complaints closed	193	299	530	497	375	*	*	Up	*
Officer Unidentified complaints closed	729	715	143	126	66	*	*	Down	*
Unable to determine complaints closed	517	570	602	504	341	*	*	Down	*
★ Full investigations as a percentage of total cases closed (%)	52%	50%	45%	40%	34%	40%	40%	Down	Up
★ Average time to complete a full investigation (days)	591	484	404	424	439	420	420	Down	Down
Average days to first officer interview	245	199	151	161	162	*	*	Down	*
Average days for response to body-worn camera request	6	8	8	9	12	*	*	Up	*
★ Average time to complete a substantiated investigation (days)	614	455	437	489	473	480	480	Down	Down
Average age of open docket (days)	218	172	193	185	201	*	*	Neutral	Down
★ Substantiated cases in which the statute of limitations expired (%)	1.1%	6.0%	0.8%	0.6%	1.1%	0.0%	0.0%	Down	Down
Concurrence decisions returned	246	412	565	751	1,407	*	*	Up	*
Non-concurrence decisions returned	268	489	639	783	123	*	*	Neutral	*
Cases with discipline returned	285	441	637	815	1,429	*	*	Up	*
Cases without discipline returned	229	460	567	719	101	*	*	Neutral	*
Non-adjudicated cases returned	62	200	142	73	108	*	*	Down	*
★ Officers disciplined (excluding pending and filed cases) (%)	54%	47%	55%	53%	93%	*	*	Up	*
Active members of service with greater than 5 complaints	3,280	3,228	3,576	3,841	3,967	*	*	Up	*
Active members of service with greater than 10 complaints	771	770	743	841	913	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Increase the use of mediation to resolve complaints.

Civilian participation in mediation has declined for five consecutive years, reaching a record low of 13 percent in Fiscal 2026. Satisfaction among participating civilians rose 19 percentage points to 82 percent, moving closer to the 94 percent target, but this improvement applies to a shrinking pool of participants. At the same time, 94 percent of members of service accepted mediation. Overall, there was a continued drop in the number of cases with a mutual agreement to mediate (down from 62 to 57). With the decreased volume of mediations, the average days to complete a mediation case improved 18 percent to 70 days.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cases with mutual agreement to mediate	33	127	94	62	57	*	*	Neutral	Up
Officers who accepted mediation (%)	85%	91%	84%	89%	94%	*	*	Neutral	Up
Civilians who accepted mediation (%)	37%	36%	20%	16%	13%	*	*	Down	Up
Cases successfully mediated	119	91	74	43	44	*	*	Down	Up
★ Average mediation case completion time (days)	434	93	76	85	70	120	120	Down	Down
★ Mediation satisfaction rate (%)	98%	93%	69%	63%	82%	94%	94%	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Improve the quality and timeliness of prosecutions.

When the Board recommends Charges and Specifications, the highest level of discipline, CCRB's Administrative Prosecution Unit (APU) prosecutes the case against the subject officer in a departmental trial in front of NYPD's Deputy Commissioner of Trials. In Fiscal 2026, the APU closed 428 cases, up 38 percent from 310 in Fiscal 2025. This continued increase is part of the Board's adoption of the NYPD Disciplinary Matrix during Fiscal 2024, which standardized penalties for allegations and sets forth categories of cases that automatically go to the APU and subsequently increased the APU's overall caseload. The number of APU cases closed by plea more than doubled to 331 in Fiscal 2026, up from 159 pleas in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Administrative prosecution cases closed — Total	63	187	380	310	428	*	*	Up	*
– By trial	24	28	59	36	36	*	*	Up	*
– By plea	7	40	157	159	331	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Inform and educate the public about the agency.

Goal 2a Increase outreach and education of City residents.

CCRB's Outreach team conducted 874 outreach presentations across Fiscal 2026, down slightly from 920 presentations across Fiscal 2025. CCRB Outreach presentations vary yearly based on outreach strategy and efforts to locate groups likely to witness or have been subject to misconduct by NYPD police officers.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Outreach presentations conducted	853	1,039	1,134	920	874	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	299	268	251	176	177	*	*	Down	*
Letters responded to within 14 days (%)	73%	63%	63%	64%	53%	*	*	Down	Up
E-mails responded to within 14 days (%)	69%	94%	97%	87%	89%	*	*	Up	Up
CORE facility rating	98	95	NA	100	100	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$21.5	$23.7	$25.9	$27.3	$29.4	$29.4	$32.9	Up
Personnel	217	230	227	235	245	273	278	Up
Overtime paid ($000)	$263	$293	$386	$342	$415	$300	$315	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$22.1	$24.1	All
002 - Other Than Personal Services	$5.2	$5.3	All
Agency Total	$27.3	$29.4	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Jennifer Jones Austin was appointed as Chair of the Civilian Complaint Review Board in July 2026.

ADDITIONAL RESOURCES

For additional information go to:

- Monthly Statistics:
  http://www1.nyc.gov/site/ccrb/policy/monthly-statistical-reports.page
- File Complaints Online:
  https://www.nyc.gov/site/ccrb/complaints/file-complaint.page
- Status of Complaints:
  https://apps.nyc.gov/ccrb-status-lookup/
- Administrative Trials:
  https://www.nyc.gov/site/ccrb/complaints/complaint-process/prosecutionnew.page
- Maps of Complaints in Each Precinct:
  http://www1.nyc.gov/site/ccrb/policy/complaint-activity-map.page
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/ccrb.

LAW DEPARTMENT

Steven Banks, Corporation Counsel

WHAT WE DO

The Law Department is responsible for all of the legal matters affecting the City. The Department represents New York City, the Mayor, the City Council, other elected officials, and the City's agencies in all affirmative and defensive civil litigation. The Department represents the City in juvenile delinquency prosecutions brought in Family Court, as well as in Administrative Code enforcement proceedings brought in Criminal Court. Law Department attorneys draft and review local and New York State legislation, real estate leases, procurement contracts, and financial instruments for the sale of municipal bonds. The Department also provides legal counsel to City officials on a wide range of issues such as civil rights, education, intellectual property, land use, and environmental policy.

FOCUS ON EQUITY

The Law Department's lawyers and support professionals work collaboratively to pursue justice while providing the City with the highest quality legal representation. Department staff are expected to treat all whom they encounter in litigation with professionalism, respect, and empathy, even as they vigorously pursue all appropriate legal defenses and claims in the best interests of the City. The Department acts to ensure that unrepresented claimants are treated fairly, explaining in plain language discovery orders and other documents.

The Family Court Division conducts outreach to victims in delinquency cases to ensure that they are offered necessary services and personal protection, refers youth and families to community-based diversion programs, and advocates for supervision and treatment services that rehabilitate young offenders in a manner consistent with public safety. The Department also brings affirmative litigation that advances vital interests of the City and works with other agencies to manage the risks involved in large scale and widespread government operations.

The Law Department advises agency clients on a wide range of issues affecting public safety and welfare, including the areas of education, health, housing, social services, environment, economic development, and law enforcement. Department attorneys play an important role in drafting legislation that advances significant City policies, including the protection of the civil rights of its residents.

OUR SERVICES AND GOALS

SERVICE 1 **Represent the City of New York in litigation and other legal matters involving the City's interests.**

Goal 1a Limit the City's liability as a result of claims.

Goal 1b Reduce the City's caseload in State court.

Goal 1c Reduce the City's caseload in federal court.

SERVICE 2 **Prosecute juvenile delinquency cases in Family Court.**

Goal 2a Balance the needs of juveniles and the community in delinquency cases.

SERVICE 3 **Establish and enforce child support orders in interstate cases.**

Goal 3a Increase the percentage of out-of-state families that receive child support.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Represent the City of New York in litigation and other legal matters involving the City's interests.

Goal 1a Limit the City's liability as a result of claims.

In Fiscal 2026, cases commenced against the City in State court decreased by six percent compared to Fiscal 2025, down to 9,245 in Fiscal 2026 compared to 9,802 in Fiscal 2025. The decrease in cases commenced could be influenced by the Gender Motivated Violence Act lookback window having lapsed in February 2025, as cases filed under the Gender Motivated Violence Act contributed to increases in case volume in preceding fiscal years.

Historically, initial figures for 'Total citywide payout for judgment and claims ($000)' were provided by the Law Department in the Mayor's Management Report (MMR), while final audited data was provided by the Office of Management and Budget (OMB) in the following Preliminary Mayor's Management Report (PMMR). OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City. To clarify reporting, the Law Department will no longer report the initial value in MMR. The finalized audited amount will be reported in the PMMR only.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total citywide payout for judgments and claims ($000)	$794,702	$1,208,576	$1,516,776	$1,376,184	NA	⇩	⇩	NA	Down
★ Total cases commenced against the City	8,284	8,812	10,359	10,647	10,125	*	*	Up	*
– Cases commenced against the City in state court	7,586	8,151	9,540	9,802	9,245	7,600	7,600	Up	*
– Cases commenced against the City in federal court	698	661	819	845	879	1,050	1,050	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Reduce the City's caseload in State court.

In Fiscal 2026, the Department continued its focus on early settlement of meritorious claims and rigorous defense of matters lacking legal merit. Some of the results of these efforts can be seen in the moderate increases in recent years in both the number of affirmative motions to dismiss or for summary judgment filed as well as in the win rate on affirmative motions. In Fiscal 2026, the Tort Division increased the volume of affirmative motions to dismiss or for summary judgment filings from 910 to 922 motions, continuing a pattern of sustained growth since COVID-19 pandemic-related interruptions to court activities. The win rate on these motions climbed by two percentage points to 78 percent compared to 76 percent in Fiscal 2025. Total pending cases on the trial calendar increased by 19 percent, from 2,753 in Fiscal 2025 to 3,262 in Fiscal 2026, trending up for the fifth consecutive year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Cases pending in State court	26,732	29,392	32,873	36,035	39,249	23,700	23,700	Up	Down
– Cases pending on trial calendar	2,442	2,142	2,332	2,753	3,262	2,700	2,700	Up	*
Affirmative motions to dismiss or for summary judgment	645	631	789	910	922	*	*	Up	*
★ Win rate on affirmative motions (%)	85%	79%	70%	76%	78%	78%	78%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Reduce the City's caseload in federal court.

In Fiscal 2026, 123 federal cases resulted in favorable outcomes through verdicts, dismissals, or discontinuances, a 43 percent increase compared to the 86 secured in Fiscal 2025. The increase is due, in part, to the Special Federal Litigation Division's strategic targeting of cases for disposition via motion practice and trials.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Cases pending in federal court	770	646	624	674	673	1,150	1,150	Neutral	Down
Dismissals and discontinuances	142	139	93	86	123	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

Goal 2a Balance the needs of juveniles and the community in delinquency cases.

Juvenile delinquency matters involve youth ages 12 to 17 who have been arrested for conduct that would constitute a crime if they were adults. This includes those cases that have been removed from the Youth Part, the part of the Supreme Court in New York City that has jurisdiction over juvenile and adolescent offender proceedings, and assigned instead to the Family Court. In prosecuting juvenile delinquency matters, Law Department staff work to ensure that youth who commit delinquent acts are held accountable but receive appropriate services to avert repeated involvement with the juvenile justice system. The law mandates an outcome that balances both the need for the protection of the community with the needs and best interests of the youth. The Department's Family Court Division's work also includes providing information to victims on available community-based services, including counseling, crisis intervention, and safety planning. In Fiscal 2026, the percentage of victims of juvenile delinquency-related crimes referred for community-based services increased by nine percentage points to 47 percent of victims. This metric captures the percentage of victims who accepted services, which depends on their individual needs and decisions. Referred cases filed for prosecution in Family Court remained stable in Fiscal 2026 as compared to the prior year. Juveniles successfully referred to a diversion program with no new delinquency referral within one year increased by four percentage points compared to Fiscal 2025. The juvenile conviction rate remains below the 75-percent target for Fiscal 2026, at 69 percent, a two percentage-point drop from Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Referred cases filed for prosecution (%)	35%	33%	31%	38%	38%	55%	55%	Up	*
Juvenile conviction rate (%)	75%	75%	75%	71%	69%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	89%	82%	84%	73%	77%	75%	75%	Down	Up
Crime victims referred for community-based services (%)	52%	46%	41%	38%	47%	45%	45%	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 **Establish and enforce child support orders in interstate cases.**

Goal 3a Increase the percentage of out-of-state families that receive child support.

Law Department attorneys appear in New York City Family Courts to handle petitions to establish parentage, and obtain, modify, or enforce an existing child support order, including defending against challenges to the registrations of orders from another state or country. Most cases are filed under the Uniform Interstate Family Support Act by out-of-state jurisdictions for custodial parents residing in other states, U.S. Commonwealths, and foreign countries. Filing of enforcement referrals within 60 days of referral reached 99 percent for this reporting period, an increase of four percentage points over the prior year. Additionally, in Fiscal 2026, the percentage of families entitled to a support order that get a support order increased by three percentage points, up from 72 percent in the prior fiscal year to 75 percent. This metric is subject to fluctuations due to factors such as obtaining jurisdiction over the non-custodial parent and the desire of the family members who are entitled to a support order to continue the process for pursuing them after initial filing.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	96%	99%	96%	95%	99%	90%	90%	Neutral	Up
★ Families entitled to a support order that get a support order (%)	62%	83%	74%	72%	75%	65%	65%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	703	968	1,025	1,086	1,601	*	*	Up	*
Letters responded to within 14 days (%)	100%	38%	93%	100%	100%	*	*	Up	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$264.6	$271.3	$325.3	$336.3	$329.9	$327.0	$383.0	Up
Revenues ($000,000)	$18.0	$18.4	$65.4	$20.5	$45.9	$23.7	$18.0	Down
Personnel	1,530	1,462	1,482	1,502	1,544	1,687	1,880	Down
Overtime paid ($000)	$1,817	$2,632	$2,296	$2,692	$2,457	$2,131	$2,131	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$165.1	$175.5	All
002 - Other Than Personal Services	$171.1	$154.4	All
Agency Total	$336.3	$329.9	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Steven Banks was appointed as Corporation Counsel of the Law Department in January 2026.
- Beginning in Fiscal 2026, 'Total citywide payout for judgments and claims ($000)' will only be reported as final, audited data in the PMMR, rather than as an initial estimate in the MMR. Historically, initial fiscal year figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/law.

DEPARTMENT OF INVESTIGATION Nadia I. Shihata, Commissioner

WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating alleged 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 is guided by a mission to hold wrongdoers accountable—whether public officials, City employees, contractors, or other third parties, thereby improving the way City government functions. In so doing, DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

FOCUS ON EQUITY

The corruption exposed by DOI can threaten the availability of resources for New Yorkers as well as equitable access to government services. DOI holds individuals engaged in misconduct to account and returns stolen funds to the City, to workers, and to other victims. DOI also provides Policy and Procedure Recommendations (PPRs) to City agencies to remedy vulnerabilities identified by DOI investigations, to improve how City agencies operate, and to prevent future misconduct so that City government can more equitably serve all New Yorkers. DOI also issues public reports regarding its investigative findings and recommendations for reform. Reports published in Fiscal 2026 covered agency compliance with local laws restricting City assistance with immigration enforcement, theft involving pension funds managed by the New York City Employees' Retirement System, and the "skimming" of electronic benefit transfer cards. Where relevant, DOI's public reports also included PPRs issued by DOI to strengthen internal controls and prevent future fraud and corruption vulnerabilities.

DOI follows the facts and the law, without fear or favor and regardless of politics, influence, or position. Through independent investigations, DOI ensures that wrongdoers who misappropriate public dollars, circumvent City rules to evade safety regulations, or undermine City operations for personal profit, are held accountable.

Investigations highlight the impact that corruption, fraud, and other forms of wrongdoing have on the City. Investigations in Fiscal 2026 resulted in the following: (1) the final convictions of 70 current and former New York City Housing Authority employees on charges related to bribery, fraud, and extortion, with the defendants collectively ordered to pay over $2.1 million in restitution and forfeit over $2 million in criminal proceeds; (2) a Bronx man pleading guilty to stealing nine adoption subsidy checks intended to support adoptive families and children in foster care; (3) the former executive director of a legal services non-profit pleading guilty to fraud after diverting hundreds of thousands of dollars in funding intended for indigent residents; (4) a former New York City Police Department official in the School Safety Division and a Florida businessman being charged with bribery offenses; (5) a former supervisor at the Department of Buildings being charged with accepting more than $75,000 in bribes from three construction-industry company owners; (6) several real estate developers and their corporations pleading guilty to defrauding New York State's 421-a tax exemption program meant to promote affordable housing, collectively obtaining more than $1.6 million in illegal tax benefits, with the plea agreements resulting in restitution and agreements for the developers to produce additional affordable housing; (7) a former chief executive officer at a non-profit homeless services provider being sentenced to prison and ordered to pay nearly $9 million in restitution and forfeiture on charges related to a scheme to defraud the City of over $50 million through inflated prices for goods and services; and (8) a former chief of staff under the prior mayoral administration and three others being charged in a bribery scheme related to a City migrant shelter contract.

OUR SERVICES AND GOALS

SERVICE 1 Protect public resources from corruption, fraud, waste, and abuse and ensure that City employees and vendors act with integrity.

Goal 1a Investigate potential corruption, fraud, waste, abuse, and unethical conduct to improve the integrity of City operations.

Goal 1b Improve the impact and effectiveness of investigations.

SERVICE 2 Conduct background and fingerprint checks for certain City employees, contractors and child care workers.

Goal 2a Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Protect public resources from corruption, fraud, waste, and abuse and ensure that City employees and vendors act with integrity.

Goal 1a Investigate potential corruption, fraud, waste, abuse, and unethical conduct to improve the integrity of City operations.

In Fiscal 2026, DOI investigations resulted in the issuance of 130 policy and procedure recommendations (PPRs) to agencies to combat fraud, waste, and abuse. While this is a decrease from the 158 PPRs issued by DOI in Fiscal 2025, the issuance of PPRs is dependent on the facts uncovered in an investigation and not all investigations result in PPRs. The rate of acceptance, implementation, rejection, as well as the rate of pending PPRs remained relatively consistent from Fiscal 2025 to Fiscal 2026.

The number of corruption prevention and whistleblower lectures decreased by 45 percent in Fiscal 2026 compared to Fiscal 2025 (down from 298 to 163) but still exceeded the target of 100 lectures. This decrease is partially due to DOI's staffing challenges. The number of corruption prevention lecture online e-learning attendees rose by 10 percent (from 16,666 to 18,282).

The Integrity Monitor Program provides a method for the City to enter into or continue contracts with companies that might otherwise be precluded from doing business with the City due to integrity issues. Under the Integrity Monitor Program, these companies may be awarded City contracts if they agree to be monitored by an outside, independent monitor that reports to DOI, and to take other steps to ensure they have the requisite business integrity. The program also includes proactive programmatic monitorships, which allow the City to prevent or reduce fraud, waste, and abuse on large-scale projects. The number of monitorships fluctuates based on the needs of the City and the duration of the monitorships. DOI was engaged in eight monitorships in Fiscal 2026, down from 10 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Complaints	12,317	13,566	14,612	14,512	15,450	*	*	Up	*
★ Written Policy and Procedure Recommendations issued to City agencies	276	123	212	158	130	*	*	Down	*
Written Policy and Procedure Recommendations issued during previous fiscal years that have been accepted by City agencies (%)	87%	87%	87%	87%	88%	75%	75%	Neutral	Up
– Written Policy and Procedure Recommendations issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	86%	87%	88%	91%	91%	*	*	Neutral	Up
Written Policy and Procedure Recommendations issued during previous fiscal years that are still pending an outcome from City agencies (%)	8%	5%	7%	6%	5%	*	*	Down	*
Written Policy and Procedure Recommendations issued during previous fiscal years that have been rejected by City agencies (%)	4%	5%	6%	6%	7%	*	*	Up	*
★ Corruption prevention and whistleblower lectures conducted	72	240	236	298	163	100	100	Up	Up
Corruption prevention lecture e-learning attendees	23,395	29,245	27,351	16,666	18,282	*	*	Down	*
Integrity monitoring agreements	12	12	12	10	8	*	*	Down	*
Vendor name checks completed within 30 days (%)	93%	97%	97%	91%	94%	85%	85%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Improve the impact and effectiveness of investigations.

In Fiscal 2026, the average time to complete an investigation increased 24 percent compared to Fiscal 2025 (up from 251 days to 312 days), continuing an overall upward trend in recent years above the 180-day target. However, DOI investigations follow the facts and the time it takes to complete an investigation is determined by various factors, including staffing levels, available resources, and case complexity.

Investigative findings determine the outcome of a case, which may include a referral to a prosecutor that results in an arrest, a civil referral, or an administrative referral to a City agency to take any disciplinary action it deems appropriate. Cases resulting in civil and administrative action in Fiscal 2026 decreased 16 percent (down from 495 to 414) and resulted in 19 percent fewer arrests (down from 220 to 178). Similarly, referrals for criminal prosecution decreased 54 percent (from 287 to 131) and the number of active investigations decreased 44 percent (from 1,515 to 850). However, part of this decrease may be a result of DOI's new case management system. Historically, each individual subject of an investigation was captured as a separate criminal referral. In the current system, however, each investigation, including those with multiple subjects, is captured as just one criminal referral. In addition, the previous system provided the number of active investigations that were actively worked on in a given timeframe. The current system, on the other hand, captures only the number of active investigations on the last day of the reporting period. A future review of Fiscal 2026 and Fiscal 2027 data will provide a more precise analysis of year-to-year averages.

When investigations uncover fiscal losses, either for the City or other entities/individuals impacted by an investigation, DOI attempts to recover those funds. Financial recoveries are generally outside of DOI's control and dependent on the investigation and court orders, but DOI actively advocates with prosecuting partners to recoup those funds where appropriate. In Fiscal 2026, financial recoveries ordered/agreed to be paid to the City more than doubled from Fiscal 2025 (from $4,165,000 to $9,160,000), financial recoveries collected for the City more than quadrupled (from $1,537,000 to $6,668,000), and financial recoveries ordered/agreed to be paid to individuals and non-City entities more than quadrupled (from $2,058,000 to $8,564,000). These increases are largely attributable to specific large-scale recoveries. For example, a June 2026 case resulted in a $7,688,000 order for restitution to the City, a September 2025 case resulted in a $4,679,000 order for restitution and forfeiture to non-City entities, and a July 2025 case resulted in the City being reimbursed $4,696,000.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average time to complete an investigation (days)	213	201	214	251	312	180	180	Up	Down
Active Investigations	1,549	1,618	1,619	1,515	850	*	*	Down	*
Closed investigations	803	878	895	806	858	*	*	Neutral	Up
★ Referrals for civil and administrative action	984	918	796	495	414	*	*	Down	*
★ Referrals for criminal prosecution	415	425	449	287	131	*	*	Down	*
★ Arrests resulting from DOI investigations	288	313	349	220	178	*	*	Down	*
★ Financial recoveries to the City ordered/agreed ($000)	$1,863.2	$10,121.0	$4,805.0	$4,165.0	$9,160.0	*	*	Up	*
★ Financial recoveries to the City collected ($000)	$7,017.5	$2,118.0	$2,192.0	$1,537.0	$6,668.0	*	*	Down	*
Financial recoveries to individuals and non-City entities ordered/agreed ($000)	$3,810.0	$2,063.0	$375.0	$2,058.0	$8,564.0	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Conduct background and fingerprint checks for certain City employees, contractors and child care workers.

Goal 2a Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

In Fiscal 2026, DOI cleared the pre-July 1, 2019 background investigation backlog, which had totaled nearly 6,200 investigations when tracking began in Fiscal 2020. For those backgrounds received on or after July 1, 2019, the average time to complete a background investigation rose from 116 days in Fiscal 2025 to 144 days in Fiscal 2026 but remained below the goal of 180 days. The percentage of background investigations received and closed within six months fell 37 percentage points to 61 percent, due to staffing shortages and the transition to a new mayoral administration. The transition resulted in a marked increase in background investigations received and processed by the unit.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	71	119	115	116	144	180	180	Up	Down
Closed background investigations (of those opened on or after July 1, 2019)	1,386	1,712	1,714	1,256	1,305	*	*	Down	*
Background investigations received and closed within 6 months (%)	99%	99%	99%	98%	61%	80%	80%	Down	Up
Backlogged background investigations closed during the reporting period	1,443	547	369	275	85	*	*	Down	*
Backlogged background investigations remaining open	1,276	729	360	85	0	*	*	Down	*
Time to notify the Department of Mental Health and Hygiene of arrest notifications for current child care workers after receipt from the State Division of Criminal Justice Services (days)	1	1	1	1	1	*	*	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	NA	NA	NA	100	NA	*	*	NA	Up
Completed requests for interpretation	9	20	87	15	73	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$49.9	$47.7	$55.7	$57.7	$65.6	$64.1	$60.0	Up
Revenues ($000,000)	$2.6	$2.8	$3.5	$3.5	$4.1	$4.2	$4.2	Up
Personnel	287	272	273	264	282	314	290	Down
Overtime paid ($000)	$377	$372	$447	$445	$107	$107	$107	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$27.6	$31.2	
001 - Personal Services	$22.1	$24.6	All
003 - Inspector General	$5.5	$6.6	All
Other Than Personal Services - Total	$30.1	$34.4	
002 - Other Than Personal Services	$29.3	$31.3	All
004 - Inspector General	$0.8	$3.1	All
Agency Total	$57.7	$65.6	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Nadia I. Shihata was appointed as Commissioner of the Department of Investigation in April 2026.
- Fiscal 2025 data for 'Complaints' in Goal 1a was changed from 14,435 to 14,512 and 'Corruption prevention lecture e-learning attendees' in Goal 1a was changed from 16,724 to 16,666 to reflect updated data.
- Fiscal 2026 data for 'Core facility rating' is unavailable and marked as NA, because DOI no longer has any facilities that qualify as service centers where the public received services or information.
- In February 2025, DOI began using a new case management system. As a result, several data points are captured differently in the new system than they were in the prior system. For example, DOI's new case management system changed how two Goal 1b indicators are captured. Under the current system, each investigation, including those with multiple subjects, is counted as a single criminal referral. The previous system counted each subject separately. Active investigations are now captured as a point-in-time count on the last day of the reporting period, whereas the previous system counted investigations actively worked during the period. These changes affect year-over-year comparability for 'Referrals for criminal prosecution' and 'Active investigations.'

ADDITIONAL RESOURCES

For additional information go to:

- Reports:
  https://www.nyc.gov/site/doi/newsroom/public-reports-current.page
- DOI's Office of the Inspector General for NYPD:
  https://www.nyc.gov/site/doi/oignypd/web/oignypd.page
- Report Corruption:
  https://www.nyc.gov/site/doi/report/report-corruption.page

For more information on the agency, please visit: www.nyc.gov/doi.

CITY COMMISSION ON HUMAN RIGHTS **Christine Clarke, Commissioner and Chair**

WHAT WE DO

The New York City Commission on Human Rights (CCHR or the Commission) enforces the New York City Human Rights Law (NYCHRL or the law) and educates the public about their rights and responsibilities under the NYCHRL. The NYCHRL prohibits discrimination in employment, housing, and public accommodations, and is one of the most comprehensive anti-discrimination laws in the country. CCHR achieves its mission through its law enforcement, community education and partnerships, media, and policy initiatives. In Fiscal 2026, CCHR underwent an Agency-wide reorganization designed to better achieve those goals.

CCHR's Office of Civil Rights Enforcement (OCRE) replaced the Law Enforcement Bureau (LEB) in receiving complaints from the public, impartially investigating alleged violations of the law; negotiating and resolving matters; providing early intervention in cases of ongoing discrimination and retaliation, ensuring reasonable accommodations are made when necessary; and, where appropriate, trying cases before an independent administrative judge. OCRE has significantly expanded capacity compared with LEB in both intake and outreach operations, investigations personnel, as well as the Commission's Strategic Enforcement Unit. Mediation services are offered through the Office of Mediation and Conflict Resolution (OMCR).

CCHR's newly formed Civil Rights Education unit under OCRE creates accessible trainings and educational materials tailored to different audiences including the City's small businesses, workers, and tenants. CCHR's new office of Community Partnerships, part of the Agency's External Affairs department, helps the Commission engage in strategic and sustained relationship-building with stakeholders throughout the City, including community- and faith-based organizations, advocacy organizations, and small businesses. The Policy and Legislative Affairs unit convenes stakeholders, coordinates with other City, State, and federal partners and stakeholders, collaborates with OCRE and the Communications department on public campaigns, provides legal guidance documents, and works with the Chair to issue final Decisions and Orders on cases before the Commission.

FOCUS ON EQUITY

Equity remains central to CCHR's work and is the core focus of the Commission's enforcement and public education activities. CCHR's efforts to eradicate unlawful discrimination in New York City are aimed at ensuring that New Yorkers have equal opportunities in housing, employment, and public accommodations, regardless of their ability or disability, gender identity or sexual orientation, race, religion, and more. Some of the most common forms of discrimination reported to CCHR include housing and housing voucher discrimination, disability discrimination, and gender discrimination.

CCHR continues to respond to the increase in reports of gender discrimination, including disparate pay or other disparate treatment in employment, discrimination based on gender identity or expression in housing or employment, complaints of sexual harassment, and more. The NYCHRL provides some of the strongest protections in the nation against gender-based discrimination in employment, including protections based on gender identity, gender expression, and pregnancy. CCHR also works to eliminate barriers that impede women's access to employment, promotions, and leadership roles.

The Commission is prioritizing strategic, targeted enforcement to promote equity, as well as more targeted outreach, including with community-based organizations seeking to promote equity on behalf of their communities and members. CCHR is also prioritizing outreach to small businesses to ensure that smaller family- and/or immigrant-owned businesses have a fair opportunity to learn about and be compliant with the NYCHRL.

OUR SERVICES AND GOALS

SERVICE 1 **Enforce the NYC Human Rights Law.**

Goal 1a Investigate, prosecute and resolve complaints of discrimination, discriminatory harassment, and bias-based profiling in a timely and efficient manner.

SERVICE 2 **Educate the community on the NYC Human Rights Law.**

Goal 2a Increase community awareness of the NYCHRL through workshops, campaigns, hearings, and outreach aimed at the general public, employers, small businesses, and housing providers.

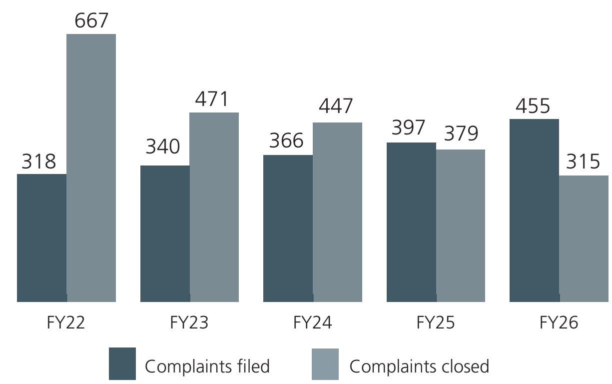
HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Enforce the NYC Human Rights Law.

Goal 1a Investigate, prosecute and resolve complaints of discrimination, discriminatory harassment, and bias-based profiling in a timely and efficient manner.

In Fiscal 2026, the number of inquiries that the Commission received that described alleged violations of the NYCHRL decreased by six percent to 14,618 inquiries from 15,532 received during Fiscal 2025. While down from last fiscal year, this remains the second highest volume of inquiries on record since this metric was first tracked in Fiscal 2018. The decrease is partly due to federal policies and rhetoric that spread misinformation about anti-discrimination practices and create a climate of fear that discourages people from reporting discrimination. In contrast, matters initiated, which are the total number of Commission-initiated cases or public inquiries that require follow-up or other action from CCHR, increased by 21 percent to 1,445 in Fiscal 2026, while the number of complaints filed for investigation grew 15 percent to 455. These increases are due in part to shorter wait times for intake appointments resulting from expanded intake capacity.

Complaints filed vs. Complaints closed



In the latter half of Fiscal 2026, CCHR undertook several structural changes as a result of the Agency's leadership transition. This restructuring included an investment in more robust and strategic enforcement and public education efforts, however, it also caused case resolution metrics to decline slightly as staff resources were temporarily devoted to internal organizational priorities. Because of this, referrals to the Office of Administrative Trials and Hearings (OATH) decreased from 16 cases in Fiscal 2025 to nine cases in Fiscal 2026 and the number of complaints closed fell from 379 cases to 315 cases. As staff resume normal casework activity in Fiscal 2027, the expected results of the restructuring will be that more people obtain justice more quickly and that the Agency engages in more targeted and strategic outreach and public education.

In addition to staff being temporarily diverted for internal restructuring, CCHR was more significantly affected by federal priorities in Fiscal 2026 than in prior years. As the federal government increasingly targeted immigrants, trans individuals, and other marginalized groups across the country, those same groups felt increasingly afraid of interacting with any type of government, including the City. As the federal government became more openly hostile to enforcing federal civil rights laws, resources previously shared with CCHR as part of a dual-filing agreement—an administrative arrangement between the U.S. Equal Employment Opportunity Commission and local or state Fair Employment Practices Agencies like New York City's CCHR—shrank significantly. Moreover, the federal administration's shift in priorities away from civil rights also emboldened more businesses to deprioritize these laws, deterring them from engaging in early mediation as frequently as in prior years.

While operating under these conditions, the average age of the complaint caseload expectedly increased, up seven percent from Fiscal 2025 to 659 days in Fiscal 2026, with the number of cases open for less than one year increasing 11 percent to 392 cases. In addition to staff temporarily prioritizing internal reorganization work, these increases in case processing times were also due to an increase in the Commission's active caseload, with open matters reaching 1,808 and open complaints totaling 1,054 in Fiscal 2026, representing increases of 33 percent and 20 percent, respectively, from the previous fiscal year. Together, these figures indicate sustained growth in CCHR's enforcement workload despite a decline in overall reports of discrimination.

For these same reasons, CCHR also saw a decline in cases successfully mediated, which dropped from 17 cases in Fiscal 2025 to 12 in Fiscal 2026, and the number of pre-complaint resolutions, which decreased from 327 to 280. Pre-complaint intervention work offers parties the option to reach an amicable solution without filing a complaint and engaging in an investigation and litigation. In Fiscal 2027, the Commission will revamp and expand its mediations program to make it more accessible to different types of litigants with the goal of reversing this trend. However, throughout this period, the Commission continued pushing through a small number of staff- and time-intensive strategic litigation around source-of-income discrimination affecting significant numbers of New Yorkers. These cases are likely to conclude, whether through trial or settlement, in Fiscal 2027.

CCHR secured 104 modifications for people with disabilities in Fiscal 2026, which includes changes to housing accommodations, public accommodations, and workplaces to allow for accessibility. This is a 70 percent increase compared to the 61 secured in Fiscal 2025. This increase is driven in part by the expanded capacity within CCHR's Project Equal Access, which focuses on disability access. Disability-related modifications remain a key area of work for the Commission.

The combined effort from CCHR's OCRE and OMCR accounted for $2,917,895 in damages paid to complainants and $458,000 in civil penalties paid to the City due to violations of the NYCHRL in Fiscal 2026. This is an 83 percent and 74 percent decrease, respectively, from Fiscal 2025. This decline largely reflects the exceptional outcomes achieved in the previous fiscal year. In Fiscal 2025, CCHR resolved several record-setting cases that resulted in unusually high monetary awards and penalties, making those figures atypical of a standard enforcement year. Although Fiscal 2026 damages totals were lower than the historic results achieved in Fiscal 2025, they continued to provide meaningful financial relief for New Yorkers and reinforce accountability for violations of the City's Human Rights Law.

CCHR continued to dedicate resources to strategic enforcement of the NYCHRL through testing and other means. Testing is an investigative tool used in civil rights matters to confirm whether potential employers, landlords, real estate brokers, restaurants, hospitals, stores, or other providers of public accommodations treat CCHR testers differently, or provide them with different information, because they belong to a protected class. In Fiscal 2026, CCHR's testing program experienced improvements across several key metrics as the Commission continued to strengthen its strategic testing approach and direct testing resources toward priority areas of enforcement. As a result, tests attempted increased by seven percent and tests completed increased by eight percent from Fiscal 2025 to 1,441 and 1,278 tests, respectively, in Fiscal 2026. The number of entities tested also increased from 969 to 986 and the testing completion rate remained stable at 89 percent.

In Fiscal 2026, InfoLine staff, who provide front line responses to the public and are frequently the first point of contact with the Commission, assisted 476 walk-ins—people without scheduled appointments who visit any Commission office seeking information or service, 93 percent more than in Fiscal 2025. They also received six percent more phone calls, up from 20,349 to 21,629. The increase in walk-ins largely reflects a return to expected levels from a low in Fiscal 2025, when CCHR assisted only 246 walk-ins. Together with the six percent increase in calls, these figures reflect increased use of CCHR's in-person and telephone service channels.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Inquiries received	11,942	12,190	13,630	15,532	14,618	*	*	Up	*
Matters initiated	449	801	868	1,196	1,445	*	*	Up	*
★ ✹ Complaints filed	318	340	366	397	455	*	*	Up	*
Complaints referred to the Office of Administrative Trials and Hearings	4	1	23	16	9	*	*	Up	*
Complaints closed	667	471	447	379	315	*	*	Down	*
– Complaints closed (%) - no probable cause determination	0%	0%	1%	1%	1%	*	*	Neutral	*
– Complaints closed (%) - probable cause determination	13%	25%	16%	18%	22%	*	*	Up	*
– Complaints closed (%) - administrative cause	56%	42%	40%	44%	48%	*	*	Down	*
– Complaints closed (%) - settlement	31%	33%	43%	37%	29%	*	*	Neutral	*
★ Average age of complaint caseload (days)	503	514	593	614	659	*	*	Up	*
Complaints pending by age — less than one year	268	302	284	354	392	*	*	Up	*
Open matters	1,555	1,180	1,206	1,358	1,808	*	*	Up	*
Open complaints	773	733	762	881	1,054	*	*	Up	*
Complaints successfully mediated	45	28	31	17	12	*	*	Down	Up
Average days to completion for an Office of Mediation and Conflict Resolution case	124	117	112	107	103	*	*	Down	Down
Pre-complaint resolutions	196	347	307	327	280	*	*	Up	Up
Modifications for accessibility for people with disabilities	27	111	85	61	104	*	*	Up	*
Value of damages for complainants ($)	$6,166,414	$4,679,207	$4,047,283	$17,004,122	$2,917,895	*	*	Up	*
Value of civil penalties imposed ($)	$878,500	$887,500	$633,200	$1,780,500	$458,000	*	*	Neutral	*
Tests attempted for Human Rights Law violations in housing, employment, and disability accommodations	NA	1,433	1,303	1,346	1,441	*	*	NA	Up
Tests completed for Human Rights Law violations in housing, employment, and disability accommodations	NA	1,242	943	1,182	1,278	*	*	NA	Up
Testing completion rate for Human Rights Law violations in housing, employment, and disability accommodations	NA	87%	72%	88%	89%	*	*	NA	Up
Entities tested for Human Rights Law violations in housing, employment, and disability accommodations	734	1,082	947	969	986	*	*	Up	Up
Walk-ins assisted at CCHR offices	NA	NA	430	246	476	*	*	NA	*
Phone calls received by InfoLine staff	NA	NA	21,301	20,349	21,629	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Educate the community on the NYC Human Rights Law.

Goal 2a Increase community awareness of the NYCHRL through workshops, campaigns, hearings, and outreach aimed at the general public, employers, small businesses, and housing providers.

In Fiscal 2026, CCHR reached 116,553 people in New York City by engaging them in 1,968 outreach events and training sessions on the New York City Human Rights Law. While these numbers are significant and above their respective targets, they constitute a decrease from Fiscal 2025, which saw 150,053 people reached in 2,845 outreach events. Outreach activity also shifted geographically: the share of outreach sessions held in Manhattan fell from 28 percent to 21 percent, while the share in Staten Island grew from 22 percent to 26 percent. Brooklyn, Queens and Bronx received relatively the same proportion of sessions as last fiscal year. Despite the decrease in in-person outreach, New Yorkers continued to engage with CCHR virtually, with online trainings viewed by the public rising 59 percent to 1,934,975 and website views rising 17 percent to 4,904,785 in Fiscal 2026. CCHR also reached 22,071 youth in Fiscal 2026, 15 percent more despite hosting 25 percent fewer youth outreach sessions, down to 279 from 371.

As part of the Agency-wide reorganization, CCHR is rethinking its approach to outreach. Rather than focusing on the number of people that CCHR reached, the Commission is focusing instead on targeted and strategic outreach by providing more legal trainings to community-based organizations and other groups that are likely to engage specifically with people likely to have experienced discrimination. Because of this, the Commission is focusing less on tabling, resource fairs, and leafleting and focusing instead more on media campaigns and strategic relationships. For example, in Fiscal 2026, the Commission worked closely with the Fortune Society (a nonprofit that provides reentry services like housing, employment, education, and other support to people who have been incarcerated) to educate the public on the Fair Chance Housing Act, which limits when landlords can rely on someone's criminal history to make rental determinations. Because the Fortune Society has deep community ties and a long history of working with formerly incarcerated individuals and providing re-entry services, they are better situated to engage in outreach work than CCHR could be on its own. One essential part of the Agency-wide reorganization is the focus on building and leveraging these partnerships of trust with the community organizations who have already been doing the work, rather than trying to use limited Agency resources to do everything alone.

While the Commission's reorganization was not officially completed until July 2026, the last five months of Fiscal 2026 involved substantial planning and internal trainings for staff who were being reassigned to specialized units, contributing to a slow-down in general outreach events. While the Commission previously had roughly 30 staff members devoted to outreach and trainings of all types, it now has specialized units focused on creating and maintaining community partnerships, providing trainings for businesses and for impacted communities, and managing communications and media. The goal is to ensure that all Commission resources are deployed strategically and for maximum impact. To that end, the Commission is also reviewing how it communicates with the public, including through trainings and formal notices, to increase accessibility and reduce unnecessary complexity.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
People reached	107,136	132,507	142,398	150,053	116,553	95,000	95,000	Up	Up
Training and outreach sessions	1,794	2,172	2,888	2,845	1,968	1,500	1,500	Up	Up
Outreach sessions in Manhattan (% of total)	NA	NA	23%	28%	21%	*	*	NA	*
Outreach sessions in Staten Island (% of total)	NA	NA	20%	22%	26%	*	*	NA	*
Outreach sessions in Brooklyn (% of total)	NA	NA	14%	18%	19%	*	*	NA	*
Outreach sessions in Queens (% of total)	NA	NA	12%	17%	15%	*	*	NA	*
Outreach sessions in the Bronx (% of total)	NA	NA	12%	15%	18%	*	*	NA	*
Outreach sessions conducted virtually (%)	NA	NA	14%	18%	18%	*	*	NA	Up
Training and outreach sessions targeting youth	169	220	318	371	279	250	250	Up	Up
★ People reached (youth events)	NA	NA	19,412	19,177	22,071	⇧	⇧	NA	Up
Online trainings viewed by members of the public	NA	NA	544,060	1,216,744	1,934,975	*	*	NA	Up
Website views	NA	2,330,417	4,481,280	4,197,569	4,904,785	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	99%	100%	99%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	1,373	1,414	2,129	2,095	1,661	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	0	5	10	14	13	*	*	Up	Down
CORE facility rating	98	96	100	98	98	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$11.2	$11.1	$11.5	$12.3	$13.3	$15.4	$15.0	Neutral
Personnel	101	101	105	104	109	145	137	Down
Overtime paid ($000)	$1	$0	$0	$0	$4	$4	$4	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$10.3	$10.3	
001 - Personal Services	$5.8	$5.8	All
003 - Community Development	$4.4	$4.5	All
Other Than Personal Services - Total	$2.0	$3.0	
002 - Other Than Personal Services	$0.5	$1.2	All
004 - Community Development	$1.5	$1.8	All
Agency Total	$12.3	$13.3	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Christine Clarke was appointed Commissioner of the Commission on Human Rights in January 2026.

ADDITIONAL RESOURCES

For additional information go to:

- The New York City Human Rights Law:
  https://www.nyc.gov/site/cchr/law/text-of-the-law.page

- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/cchr.

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Vilda Vera Mayuga, Commissioner and Chief Administrative Law Judge

WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is New York City's central, independent administrative law court. OATH consists of three divisions responsible for adjudicating City matters: Trials Division, Hearings Division, and Special Education Hearings Division. The Trials Division adjudicates a wide range of issues that are referred to by any City agency, board, or commission. Trials are conducted by Administrative Law Judges appointed to five-year terms by OATH's Commissioner and Chief Administrative Law Judge. The Hearings Division adjudicates matters related to summonses issued by more than 25 different City enforcement agencies for alleged violations of City laws or rules. Hearings are conducted by Judicial Hearing Officers.

The Special Education Hearings Division adjudicates disputes about special education services provided to New York City children. These due process hearings are conducted by Impartial Hearing Officers certified by the State and appointed to four-year terms by OATH's Commissioner and Chief Administrative Law Judge. OATH also houses the Center for Creative Conflict Resolution, which provides mediation and restorative justice support to City government agencies. The Center also has public-facing programs, including MEND NYC (Mediating Establishment and Neighborhood Disputes) and a Green Thumbs program, both of which mediate disputes between the public and businesses or community spaces. Additionally, OATH provides training and other support services for the City's Administrative Law Judges and Hearing Officers through its Administrative Judicial Institute.

FOCUS ON EQUITY

OATH's focus on equity involves ensuring that all individuals and businesses with matters before OATH have equitable access to services and are treated fairly. For instance, respondents appearing before the Hearings Division have the convenient option of challenging summonses they receive from City enforcement agencies by phone. To further equitable access to justice, OATH offers parties a call-back option to minimize the wait time for hearings to start. Respondents can also sign up for reminders via text messaging of upcoming hearings and related instructions.

OATH's Help Center is another tool to further access to justice. Through one-on-one sessions, the Help Center supports self-represented respondents in navigating the OATH process. Support is provided in-person, over the phone, via email, or by text message. The Help Center also connects respondents with services offered by the Department of Small Business Services and other City agencies.

Key to OATH's focus on equity is also ensuring that all informational materials, forms and applications are available to every New Yorker, regardless of the language they speak. OATH provides free interpretation services at all hearings and Help Center interactions, and free document translation for evidence, applications and forms. Additionally, OATH provides hearing decisions in any language requested free of charge at both of its high-volume adjudicatory divisions, namely the Hearings Division and the Special Education Hearings Division.

OUR SERVICES AND GOALS

SERVICE 1 Adjudicate alleged violations of State and City administrative laws.

Goal 1a Hear cases promptly and issue timely and fair decisions at the OATH Trials Division.

SERVICE 2 Adjudicate alleged violations of City administrative laws.

Goal 2a Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

SERVICE 3 Adjudicate due process complaints related to special education services.

Goal 3a Hear cases promptly and issue timely and fair decisions at the OATH Special Education Hearings Division.

SERVICE 4 Provide conflict resolution services and restorative practices to City agencies and the public through OATH's Center for Creative Conflict Resolution.

Goal 4a Administer mediations, trainings, and restorative group sessions to restore interpersonal relationships between City employees who experience conflict at work and to support City residents and businesses who experience conflict with their neighbors or landlords.

SERVICE 5 Provide assistance to self-represented respondents who have cases at OATH.

Goal 5a Provide timely assistance and case-specific information to self-represented respondents who have cases at the Hearings Division through OATH's Help Center.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Adjudicate alleged violations of State and City administrative laws.

Goal 1a Hear cases promptly and issue timely and fair decisions at the OATH Trials Division.

In Fiscal 2026, 2,439 cases were filed at the Trials Division, a decrease of five percent in case filings from Fiscal 2025. On average, the rate of cases settling at the Trials Division decreased slightly from 61 percent in Fiscal 2025 to 57 percent in Fiscal 2026.

Due to fewer Administrative Law Judges (ALJs) in Fiscal 2026 compared to the prior year, the average number of cases processed per ALJ increased by 42 percent from an average of 210.4 cases per ALJ in Fiscal 2025 to an average of 298.9 cases per ALJ in Fiscal 2026. Decision times increased 11 percent, from 40.7 days to 45.2 days. Similarly, the rate of decisions issued within 45 business days fell eight percentage points to 71 percent in Fiscal 2026. Towards the end of Fiscal 2026, two new ALJs were appointed and accordingly case-processing times are expected to improve in Fiscal 2027. However, it is important to keep in mind that fluctuations in decision time will vary depending on factors such as the number of charges, complaints, or causes of action, as well as the number of parties, the legal and factual issues involved, and whether a case is subject to statutory or other legal resolution deadlines.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cases filed at OATH Trials Division	2,975	3,759	3,653	2,556	2,439	*	*	Down	*
Cases closed at OATH Trials Division	2,748	3,874	3,538	2,606	2,471	*	*	Down	*
Cases processed per Administrative Law Judge	178.7	324.2	313.6	210.4	298.9	*	*	Up	*
OATH Trials Division settlement rate (%)	57%	57%	60%	61%	57%	55%	55%	Neutral	*
Average time for OATH Trials Division to issue decisions after records closed (business days)	33.5	31.4	36.0	40.7	45.2	*	*	Up	*
★ OATH Trials Division cases with decisions issued within 45 business days (%)	78%	89%	83%	79%	71%	⇧	⇧	Down	Up
★ OATH Trials Division facts and conclusions adopted by agencies (%)	96%	99%	99%	97%	96%	96%	96%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

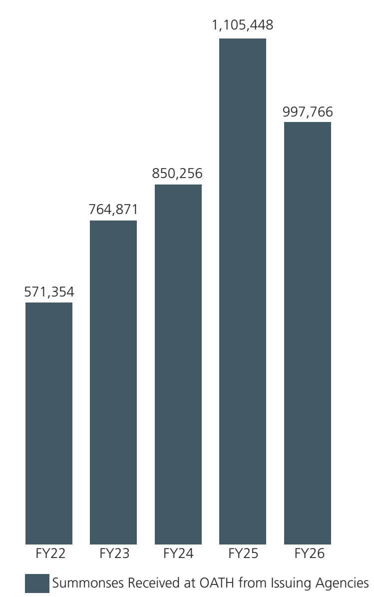
SERVICE 2 Adjudicate alleged violations of City administrative laws.

Goal 2a Hear cases promptly and issue timely and fair decisions at the OATH Hearings Division.

In Fiscal 2026, the Hearings Division received nearly one million summonses (997,766) from City enforcement agencies. This represents a 10 percent decrease in summonses filed when compared to the 1,105,448 summonses filed in Fiscal 2025, which is an all-time high.

Although fewer summonses were filed, OATH held 13 percent more hearings in Fiscal 2026 (up from 240,902 to 272,052). Hearings conducted across all methods rose in Fiscal 2026. OATH conducted 11 percent more hearings by phone (from 197,077 to 218,443), 20 percent more hearings with defenses submitted online (from 38,904 to 46,684), 32 percent more hearings with defenses submitted by mail (from 2,071 to 2,744), and 47 percent more in-person hearings (from 2,850 to 4,181). The average time to render a decision rose by five days in Fiscal 2026 (from 11 days to 16 days) due to staffing shortages and conducting 31,150 more total hearings. Despite issuing more hearing decisions in Fiscal 2026, 15 percent fewer appeals decisions were issued (down from 2,074 to 1,754).

Summonses Received at OATH from Issuing Agencies



Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Summonses received from enforcement agencies	571,354	764,871	850,256	1,105,448	997,766	*	*	Up	*
★ Summonses resolved through pre-hearing activities	193,455	263,343	285,592	377,222	342,062	*	*	Up	*
★ Decisions issued	415,130	492,246	592,716	678,578	686,960	*	*	Up	*
— Hearing and administrative decisions issued	159,666	175,941	193,249	217,049	233,149	*	*	Up	*
— Default decisions issued	255,464	316,305	399,467	461,529	453,811	*	*	Up	*
Hearings held	204,952	221,726	231,851	240,902	272,052	*	*	Up	*
— Hearings conducted by phone	196,407	189,541	192,166	197,077	218,443	*	*	Up	*
— Hearings conducted in-person	495	1,969	2,775	2,850	4,181	*	*	Up	*
— Hearings conducted with written defenses submitted online	24,173	26,942	33,832	38,904	46,684	*	*	Up	*
— Hearings conducted with written defenses submitted by mail	3,877	3,274	3,078	2,071	2,744	*	*	Down	*
★ Average days for Judicial Hearings Officers to render decisions	10	9	12	11	16	*	*	Up	*
★ Appeals decisions rendered	2,088	2,042	2,711	2,074	1,754	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Adjudicate due process complaints related to special education services.

Goal 3a Hear cases promptly and issue timely and fair decisions at the OATH Special Education Hearings Division.

In Fiscal 2026, 19 percent fewer cases were filed with the Special Education Hearings Division compared to Fiscal 2025 (down from 19,499 to 15,712). Accordingly, OATH conducted 29 percent fewer special education hearings (down from 19,617 to 13,866). OATH received all new special education cases filed for New York City in Fiscal 2025, whereas adjudication of these cases was previously handled in part by contracted Impartial Hearing Officers unaffiliated with OATH. With the decrease in caseload in Fiscal 2026, the average number of cases closed by Special Education Hearing Officer decreased (from 18 to 15) and the rate of special education cases closed within the regulatory timeframe increased three percentage points (from 70 percent to 73 percent). In Fiscal 2026, the average time to close special education cases increased from 101.9 days to 124.7 days. This reflects a shift in composition of cases filed with the Special Education Hearings Division in Fiscal 2026. Specifically, Individuals with Disabilities Education Act (IDEA) filings take longer to resolve due to increased complexity and rose 14 percent, whereas non-IDEA filings close faster and fell 45 percent. As such, the overall increase in time to close these cases is attributed to the higher proportion of more complex IDEA filings.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cases filed and appointed to OATH Special Education Hearings Division	NA	NA	19,117	19,499	15,712	*	*	NA	*
Cases closed at OATH Special Education Hearings Division	NA	NA	15,583	18,376	17,550	*	*	NA	*
Average number of cases closed per Special Education Hearing Officer per month	NA	NA	16.9	17.9	15.2	*	*	NA	*
★ Special education cases closed within regulatory timeframe (%)	NA	NA	95%	70%	73%	90%	90%	NA	*
★ Average time from appointment to OATH Special Education Hearing Officer to case closure	NA	NA	84.5	101.9	124.7	105.0	105.0	NA	*
Settlement and other pre-trial conferences conducted for special education cases	NA	NA	14,489	21,174	19,121	*	*	NA	*
Special education hearings conducted	NA	NA	19,764	19,617	13,866	*	*	NA	*
Final decisions issued on the merits	NA	NA	6,651	11,448	11,980	*	*	NA	*
Special education cases where parents are represented by counsel or other representative (% of total)	NA	NA	93%	85%	94%	*	*	NA	*
Language services provided to parent	NA	NA	630	748	876	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide conflict resolution services and restorative practices to City agencies and the public through the Center for Creative Conflict Resolution.

Goal 4a

Administer mediations, trainings, and restorative group sessions to restore interpersonal relationships between City employees who experience conflict at work and to support City residents and businesses who experience conflict with their neighbors or landlords.

The Center for Creative Conflict Resolution (the Center) continues to provide its wide range of personally tailored services to City employees, agencies, and members of the public. These services include group and individual consultations, coaching sessions, trainings, and mediations. With lower levels of demand in Fiscal 2026 compared to Fiscal 2025, the Center conducted seven percent fewer mediations for City employees (67 to 62), 12 percent fewer conflict resolution trainings (78 to 69), six percent fewer coaching sessions (100 to 94), and 15 percent fewer consultations for City personnel (241 to 204). However, there was a 28 percent increase in the number of restorative circles and group facilitation sessions administered (18 to 23). The satisfaction rate for Center services increased to 98 percent in Fiscal 2026, the highest satisfaction rate ever reported.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Mediations administered for City employees	45	50	81	67	62	*	*	Up	*
Conflict resolution trainings administered for City employees	51	55	85	78	69	*	*	Up	*
Coaching sessions for City personnel	69	79	71	100	94	*	*	Up	*
Consultations for City personnel	148	338	316	241	204	*	*	Neutral	*
Restorative group sessions	25	22	23	18	23	*	*	Down	*
Mediations administered for members of the public	12	7	10	11	9	*	*	Neutral	*
★ Participants who reported satisfaction with conflict resolution services	NA	97%	95%	96%	98%	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Provide assistance to self-represented respondents who have cases at OATH.

Goal 5a

Provide timely assistance and case-specific information to self-represented respondents who have cases at OATH's Hearings Division through OATH's Help Center.

The Help Center aids unrepresented respondents through education and information sharing, explaining the hearing process, giving case-specific options on how to proceed, and assisting respondents with procedural requirements such as filling out request forms and applications. With 10 percent fewer summonses filed at OATH in Fiscal 2026, the Help Center concurrently conducted four percent fewer help sessions in Fiscal 2026 (down from 44,308 to 42,687).

The Help Center strives to provide unrepresented case respondents with multiple ways to connect for assistance, including by leaving a voicemail, sending an email, submitting an online contact form, or sending a text message. The average time to receive assistance increased from less than one day in Fiscal 2025 to 1.41 days in Fiscal 2026 when someone contacted the Help Center using its online contact form, primarily because the Help Center lost five staff members during Fiscal 2026 which have not been replaced. Despite operating with fewer staff in Fiscal 2026, the Help Center was able to decrease its response time when responding to inquiries made via email or by voicemail from 1.82 days to 1.23 days. In Fiscal 2026, 11,761 respondents were assisted by the Help Center using its text messaging service, down seven percent from the 12,691 people who were assisted via text in Fiscal 2025. Further, the Help Center's response time to text messages remained well under half a day in Fiscal 2026. In addition to help sessions and responses to inquiries, the Help Center staff also work at customer service windows to assist people who walk into each of OATH's borough Hearing Centers. In Fiscal 2026, there were 56,085 case respondents who visited OATH offices in person and were assisted at customer service windows by Help Center staff, a nearly five percent decrease from Fiscal 2025 when 58,839 people were assisted at walk-in locations.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Help Sessions conducted by OATH Help Center	40,637	38,435	33,595	44,308	42,687	*	*	Up	*
★ Average days after online request is made to initiate Help Center assistance	NA	0.37	0.40	0.77	1.41	*	*	NA	*
Respondents assisted by Help Center via text messaging exchange	NA	NA	NA	12,691	11,761	*	*	NA	*
★ Average days after text message request is made to initiate Help Center assistance	NA	NA	NA	0.29	0.36	⇩	⇩	NA	Down
Respondents assisted by Help Center via email/voicemail exchange	NA	NA	NA	25,001	24,967	*	*	NA	*
★ Average days after email/voicemail request is made to initiate Help Center assistance	NA	NA	NA	1.82	1.23	⇩	⇩	NA	Down
Respondents who were assisted by the Help Center at customer service windows	NA	NA	NA	58,839	56,085	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	8,541	8,778	11,466	11,795	10,577	*	*	Up	*
Letters responded to within 14 days (%)	100%	91.67%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	99%	100%	100%	100%	*	*	Neutral	Up
CORE facility rating	100	100	100	100	100	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$44.7	$55.8	$67.3	$71.6	$75.3	$81.8	$82.5	Up
Revenues ($000,000)	$136.3	$137.1	$146.6	$173.3	$189.8	$158.0	$148.9	Up
Personnel	379	429	458	499	490	595	586	Up
Overtime paid ($000)	$68	$39	$128	$78	$10	$10	$10	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$56.2	$58.8	All
002 - Other Than Personal Services	$15.5	$16.5	All
Agency Total	$71.6	$75.3	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Vilda Vera Mayuga was appointed as Commissioner of the Office of Administrative Trials and Hearings in January 2026.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/oath.

BUSINESS INTEGRITY COMMISSION Asim Rehman, Commissioner and Chair

WHAT WE DO

The Business Integrity Commission (BIC) regulates the trade waste industry and businesses operating in New York City's public wholesale markets. Additionally, BIC has the authority to regulate the shipboard gambling industry, although this industry currently does not operate in New York City. The BIC Commissioner is Chair of the Commission with members consisting of the Commissioners of five New York City agencies (or their designee) including the Police Department (NYPD), Department of Investigation (DOI), Department of Sanitation (DSNY), Department of Consumer and Worker Protection (DCWP), and the Department of Small Business Services (SBS). The Commission holds public meetings to vote on final determinations regarding such matters as the denial of applications for a license or registration, new rules and amendments to existing BIC rules, and resolutions.

Through regulation, BIC ensures the companies in these industries have the requisite business integrity to operate and are in compliance with the City's laws and rules, such as those related to trade waste safety, particularly traffic safety. BIC carries out its mandate to eliminate corruption and criminality, including organized crime, in these regulated industries by conducting vigorous background investigations of license and registration applicants, conducting criminal and regulatory audits and investigations, establishing standards for services and conduct of licensed and registered business, and enforcing the City's rules and laws by issuing violations and denying applications for a license or registration. BIC protects New York City consumers by seeking to ensure that the businesses in these industries and markets act in an honest manner.

FOCUS ON EQUITY

At the core of BIC's mission is to protect New York City customers of the trade waste industry and the City's public wholesale markets through regulation. By keeping corruption and criminality out of these industries and enforcing compliance with BIC rules, BIC fosters an open marketplace for these industry businesses to compete fairly, thereby providing an environment where customers receive equal treatment.

BIC regulation supports a range of City initiatives, from improving quality of life and the environment to promoting public safety. Previously, BIC collaborated with DSNY on waste equity policies to reduce the impacts of commercial waste on historically overburdened neighborhoods, mainly with the passing of Local Law 199 of 2019, which established the DSNY Commercial Waste Zones (CWZ) program. Once fully implemented by DSNY, CWZ aims to reduce trade waste truck traffic, thus lowering the negative environmental impacts such traffic generates, improving safety on New York City streets, and enhancing the quality of life in every neighborhood, particularly those exposed to more truck traffic.

As a member agency of Vision Zero, the City's initiative working towards the goal of zero traffic-related fatalities and serious injuries, BIC participates in various interagency programs to improve street safety. Since October 2024, BIC has joined the Metropolitan Transportation Authority (MTA) Bridges and Tunnels, NYPD, and other enforcement agencies on the Ghost Plate Task Force, through which thousands of vehicles attempting to evade traffic laws and rules have been removed from City streets. In Fiscal 2026, BIC piloted several joint operations with NYPD and MTA Bridges and Tunnels in high-collision trucking corridors. These operations enhance public and roadway safety by promoting compliance with traffic regulations and identifying unsafe vehicles and drivers. BIC also participates in the preparation of citywide events that support safe, equitable, and sustainable communities across the five boroughs, like the New York City Department of Transportation's Summer Streets program.

BIC commits to promoting a diverse and inclusive workplace culture for its employees as supported by policies such as BIC's Equal Employment Opportunity Commitment Statement. In addition to ensuring that all BIC staff complete citywide equity and inclusion training, BIC's Chief Diversity Officer encourages staff to participate in various cultural events throughout the year. BIC's public facing staff receive customer service training and have been recognized for their professionalism by the Mayor's Office of Operations. BIC's multilingual employees volunteer to translate for applicants who are not fluent or proficient in the English language. In addition, BIC's recruitment efforts utilize best practices to ensure diversity and fairness around hiring and internal promotions. A tolerant and equitable workplace empowers employees to perform to their full potential, and BIC can better communicate with its applicants and the public with a workforce reflective of the City's population.

OUR SERVICES AND GOALS

SERVICE 1 Regulate the trade waste industry in the City.

Goal 1a Ensure that all businesses in the trade waste industry in the City abide by the law.

Goal 1b Process license and registration applications for the waste hauling industry in a timely manner.

SERVICE 2 Regulate businesses in and around the City's public wholesale markets.

Goal 2a Ensure that businesses in and around the City's public wholesale markets abide by the law.

Goal 2b Process registration applications for businesses in and around the City's public wholesale markets in a timely manner.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Regulate the trade waste industry in the City.

Goal 1a Ensure that all businesses in the trade waste industry in the City abide by the law.

In Fiscal 2026, the number of violations BIC issued to legally operating private trade waste haulers decreased 19 percent from 1,246 in Fiscal 2025 to 1,016. The number of violations BIC issued to illegally operating private trade waste haulers decreased 18 percent from 576 in Fiscal 2025 to 470 in Fiscal 2026. These violations vary year-over-year based on discovered illegal activity. BIC continues its on-street enforcement with the objective of discovering those trade waste hauling companies that operate in the City without a BIC license or registration. These unlicensed or unregistered waste haulers pose both a corruption and safety risk to workers, customers and the public, as BIC has not vetted these entities.

BIC waste hauling applications denied or revoked increased from two in Fiscal 2025 to eight in Fiscal 2026. The percentage of private waste hauler violations admitted to or upheld at OATH remained unchanged from Fiscal 2025 at 96 percent, continuing an upward five-year trend.

In Fiscal 2026, there was a nine percent increase in waste hauling complaints received compared to Fiscal 2025. BIC encourages trade waste companies, employees of the trade waste industry, customers and the public to submit complaints to BIC for a wide array of issues. BIC continues to partner with the Department of Small Business Services and conducts town halls to inform businesses and members of the public about their rights, particularly as pertaining to carting companies.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Violations issued to private waste haulers — Total	1,088	2,876	1,573	1,822	1,486	*	*	Neutral	*
★ – Legally operating private waste haulers	526	2,008	1,163	1,246	1,016	*	*	Neutral	*
★ – Illegally operating private waste haulers	562	868	410	576	470	*	*	Down	*
Private Waste Hauler Violations admitted to or upheld at OATH (%)	83.0%	86.0%	90.0%	96.0%	96.0%	*	*	Up	Up
★ Waste hauling license and registration applications denied or revoked	1	1	1	2	8	*	*	Up	*
Waste hauling complaints received	292	260	203	295	321	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Process license and registration applications for the waste hauling industry in a timely manner.

The number of pending new waste hauling applications decreased from 75 in Fiscal 2025 to 71 in Fiscal 2026, and the average age of pending new waste hauling applications decreased by 24 percent to 247 days. BIC approved 113 new waste hauling applications compared to 134 in Fiscal 2025, and the average time to approve new waste hauling applications increased 22 percent, from 192 to 234 days. The increase can be attributed to a few outliers with prolonged review time that greatly impacted the average days to approve.

The number of pending renewal waste hauling applications rose 14 percent, from 680 in Fiscal 2025 to 777 in Fiscal 2026 due to a high renewal submission cycle in the last half of Fiscal 2026. The average age of pending renewal waste hauler applications increased by 12 percent to 220 days. BIC approved 682 renewal waste hauling applications in Fiscal 2026, a 45 percent increase from 470 renewal waste hauling applications in Fiscal 2025, while the average time to approve renewal waste hauling applications increased by nearly 21 percent to 298 days compared to 247 days in Fiscal 2025. These shifts in pending applications and processing times are primarily due to budgetary constraints and a significant loss of staff involved in the application review and approval process, thus impacting the remaining staff's workload. BIC will continue to prioritize new applicants as they cannot operate legally before application approval, whereas renewal applicants may continue to operate while their applications are under review.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Waste hauling applications pending — New	105	74	72	75	71	*	*	Down	*
Average age of pending waste hauling applications (days) — New	165	186	247	324	247	*	*	Up	Down
Waste hauling applications approved — New	134	203	153	134	113	*	*	Down	Up
★ Average time to approve waste hauling applications (days) — New	209	168	120	192	234	150	150	Up	Down
Waste hauling applications pending — Renewal	1,071	648	531	680	777	*	*	Down	*
Average age of pending waste hauling applications (days) — Renewal	281	316	220	196	220	*	*	Down	Down
Waste hauling applications approved — Renewal	645	775	872	470	682	*	*	Down	Up
★ Average time to approve waste hauling applications (days) — Renewal	369	316	230	247	298	210	210	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Regulate businesses in and around the City's public wholesale markets.

Goal 2a Ensure that businesses in and around the City's public wholesale markets abide by the law.

BIC denied one public wholesale market application in Fiscal 2026. BIC also issued 36 violations at public wholesale markets, an increase of six violations from Fiscal 2025. While there was a rise in violations, the percentage of public wholesale market violations admitted to or upheld at OATH decreased by 15 percentage points from 90 percent in Fiscal 2025 to 75 percent in Fiscal 2026. BIC currently holds a five-year average of violations admitted to or upheld at OATH of 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Violations issued at public wholesale markets	35	25	8	30	36	*	*	Up	*
Public Wholesale Markets Violations admitted to or upheld at OATH (%)	94.0%	95.0%	100.0%	90.0%	75.0%	*	*	Down	Up
★ Public wholesale market license and registration applications denied or revoked	0	0	0	0	1	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Process registration applications for businesses in and around the City's public wholesale markets in a timely manner.

BIC approved eight new public wholesale market applications, with an average approval time of 268 days in Fiscal 2026, up from 155 days in Fiscal 2025. Due to the low volume of new public wholesale market applications approved, one outlier caused this average to significantly increase.

Pending renewal public wholesale market applications remain steady with 48 applications pending in Fiscal 2025 compared to 50 in Fiscal 2026. At the end of Fiscal 2026 there were no pending new public whole market applications. In Fiscal 2026, BIC approved 65 renewal public wholesale market applications, a 59 percent increase compared to the 41 applications approved in Fiscal 2025. The average time to approve these applications increased to 233 days from 103 days in Fiscal 2025, 23 days above the 210-day target. These shifts in processing time are primarily due to budgetary constraints and a significant loss of staff involved in the application review and approval process, thus impacting the remaining staff's workload.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Public wholesale market applications pending — New	3	5	3	5	0	*	*	Down	*
Average age of pending public wholesale market applications (days) — New	170	132	348	342	0	*	*	Down	Down
Public wholesale market applications approved — New	9	9	5	9	8	*	*	Neutral	Up
★ Average time to approve public wholesale market applications (days) — New	193	95	204	155	268	150	150	Up	Down
Public wholesale market applications pending — Renewal	43	23	10	48	50	*	*	Up	*
Average age of pending public wholesale market applications (days) — Renewal	110	142	217	94	181	*	*	Up	Down
Public wholesale market applications approved — Renewal	78	92	49	41	65	*	*	Down	Up
★ Average time to approve public wholesale market applications (days) — Renewal	170	123	185	103	233	210	210	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	75%	100%	100%	100%	100%	*	*	Up	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	36	24	115	134	118	*	*	Up	*
CORE facility rating	NA	NA	NA	NA	100	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$8.7	$9.0	$8.8	$8.5	$9.2	$9.2	$8.8	Neutral
Revenues ($000,000)	$6.8	$6.5	$7.6	$8.8	$13.0	$11.6	$4.9	Up
Personnel	71	70	66	63	67	73	73	Down
Overtime paid ($000)	$120	$84	$24	$48	$96	$57	$10	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$6.2	$6.8	All
002 - Other Than Personal Services	$2.3	$2.4	All
Agency Total	$8.5	$9.2	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Asim Rehman was appointed as Commissioner and Chair of the Business Integrity Commission in April 2026.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/bic.

Basic Services for All New Yorkers

Basic Services for All New Yorkers

DEPARTMENT OF SANITATION **Gregory Anderson, Commissioner**

WHAT WE DO

The New York City Department of Sanitation (DSNY) keeps New York City clean, safe, and healthy by collecting trash and recycling, composting food scraps and yard waste, cleaning streets and public spaces, and clearing snow and ice from its roadways. DSNY is staffed by over 10,000 people and maintains over 5,000 pieces of equipment across all 59 Sanitation Districts. DSNY collects approximately 24 million pounds of waste produced by New York City residents every day and regulates the collection of an additional 20 million pounds per day produced by New York City businesses.

FOCUS ON EQUITY

DSNY provides high-quality proactive and responsive cleaning, collection, and snow removal services to all New Yorkers citywide. During Fiscal 2026, the City experienced its snowiest winter in 11 years with over 45 inches of snow. To keep ahead of snow removal in all areas of the City, DSNY mobilized 12-hour round-the-clock shifts, deploying over 2,300 plows and 700 salt spreaders.

Over Fiscal 2026, DSNY advanced trash containerization by mandating official lidded bins for one to nine unit homes, expanding automated on-street "Empire Bin" pilots in Manhattan and Brooklyn, issuing tens of thousands of enforcement warnings, and setting a legislative framework for full citywide containerization by the end of Calendar 2031.

New York City's mandatory curbside composting program—now the nation's largest—saw residential organics diversion increase by 25 percent compared to the previous fiscal year. This program was designed with equity in mind to ensure that all New Yorkers receive the same, easy-to-use curbside service. Trash containerization and composting are key equity solutions that reduce the food supply that has fueled the City's rodent problem and keep New York City neighborhoods cleaner and healthier.

OUR SERVICES AND GOALS

SERVICE 1 **Clean streets, sidewalks and vacant lots.**

Goal 1a Increase street and sidewalk cleanliness.

Goal 1b Enforce Sanitation regulations.

SERVICE 2 **Collect and dispose of waste.**

Goal 2a Improve efficiency of waste handling.

SERVICE 3 **Reduce, reuse, and recycle waste.**

Goal 3a Increase the amount of waste diverted from disposal.

Goal 3b Increase composting.

Goal 3c Increase the reuse and recycling of textiles, electronics, and harmful household products.

SERVICE 4 **Prepare and clear snow and ice from City streets and roadways**

Goal 4a Stay ahead of and be prepared for winter storms and impacts.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

The number of vacant lot cleaning requests declined by 11 percent in Fiscal 2026 compared to Fiscal 2025, continuing a downward trend over the last two fiscal years. However, the number of lots cleaned citywide more than doubled, increasing from 101 in Fiscal 2025 to 257 in Fiscal 2026, though remaining well below past fiscal years. This increase reflects the partial restoration of lot cleaning funding after Fiscal 2025 funding cuts had driven the program to its lowest cleaning total in years. The number of needles removed fell 49 percent, following three consecutive years of increases, likely because of fewer interagency clean-up operations and staff diversions during snow operations. Growing emphasis on harm reduction strategies, including syringe buy-back programs, may also have contributed to this decline. The number of litter baskets serviced declined seven percent in Fiscal 2026 relative to Fiscal 2025 due to snow operations.

Both the number of Targeted Neighborhood Taskforce (TNT) locations cleaned and the associated distance cleaned decreased in Fiscal 2026, down 19 percent and 18 percent, respectively, compared to Fiscal 2025. The primary cause for these decreases was staff diversions during extensive snow operations in Fiscal 2026.

Progress continued in other cleanliness efforts, however, as miles of highway cleaned rose 23 percent, to over 4,500 miles, continuing the Highway Unit's multi-year expansion. The number of graffiti service requests received declined 20 percent in Fiscal 2026 compared to Fiscal 2025. While DSNY had closed graffiti requests at or above intake for the past two fiscal years, the closure rate dipped to a still historically high 94 percent of incoming requests in Fiscal 2026, a decline directly attributed to a nearly two-month suspension of graffiti cleaning during unprecedented snow and prolonged cold weather, which prevents effective cleaning.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Vacant lot cleaning requests	2,941	2,831	2,967	2,711	2,410	2,500	*	Down	*
★ Lots cleaned citywide	1,652	1,440	534	101	257	3,200	*	Down	*
★ Needles removed	69,692	90,861	83,807	126,247	64,136	*	*	Up	*
Litter baskets serviced (000)	NA	10,744.1	9,523.4	9,798.0	9,128.7	*	*	NA	*
Targeted Neighborhood Taskforce locations cleaned	NA	14,326	19,011	13,188	10,665	*	*	NA	*
Distance of Targeted Neighborhood Taskforce locations cleaned (miles)	NA	7,760	16,504	12,042	9,882	*	*	NA	*
Miles of highway cleaned	NA	1,224	2,905	3,708	4,576	*	*	NA	*
Graffiti service requests received	12,336	8,831	19,674	20,550	16,345	*	*	Up	*
Graffiti service requests closed	4,444	7,552	19,681	20,734	15,428	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Enforce Sanitation regulations.

Containerization enforcement activity fell 44 percent, from over 200,000 summonses issued in Fiscal 2025, the first full year of enforcement following the November 2024 effective date of expanded containerization rules, to approximately 113,600 in Fiscal 2026, as compliance with these rules increased.

Confronting illegal dumping continues to be a priority for DSNY. Illegal dumping summonses increased seven percent, from 872 in Fiscal 2025 to 930 in Fiscal 2026. Illegal dumping vehicles impounded increased 57 percent over this same period, from 417 to 653. The large increase in vehicles impounded is connected to more personnel allocated to investigations and the Fiscal 2026 expansion of the DSNY Illegal Dumping Award Program, which increased monetary rewards for reporting illegal dumping that results in paid fines.

DSNY is responsible for sweeping City streets, which requires the public to move their vehicles for curb accessibility. An indicator tracking the number of alternate side parking (ASP) and other parking violations issued has been added as a proxy measure of public compliance. Previously, this figure was included together with the Cleanliness violations issued. This will allow for better assessment of the impact of ASP enforcement on general street cleanliness.

The number of abandoned vehicles removed from City streets declined only four percent in Fiscal 2026 compared to Fiscal 2025, despite disruptions during snow operations. A new indicator in this report shows that illegal vending enforcement activity increased 17 percent, driven by a rise in 311 service requests for vendor enforcement. Another new indicator, illegal mobile car wash summonses issued, declined 37 percent compared to Fiscal 2025, demonstrating better compliance following an initial enforcement push when Local Law 32 of 2024 first took effect. This law authorizes DSNY to conduct outreach to unlicensed mobile car wash operators and to seize the vehicles and equipment of those operating without a license.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Cleanliness violations issued	210,632	299,579	352,894	315,884	303,778	*	*	Up	*
Alternate side parking and other parking violations issued	387,618	618,449	639,913	635,045	603,047	*	*	Up	*
★ Recycling summonses and warnings issued	32,015	47,267	51,848	95,947	94,818	*	*	Up	*
Containerization summonses and warnings issued	6,569	8,342	52,994	201,513	113,626	*	*	Up	*
Illegal dumping cameras deployed	NA	170	287	337	339	*	*	NA	*
Illegal dumping summonses issued	358	763	721	872	930	*	*	Up	*
Illegal dumping vehicles impounded	108	241	286	417	653	*	*	Up	*
Abandoned vehicles removed from City streets	NA	6,220	11,408	22,747	21,784	*	*	NA	*
Illegal vending summonses and warnings issued	NA	243	2,389	5,029	5,870	*	*	NA	*
Illegal mobile car wash summonses issued	NA	NA	NA	709	450	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Collect and dispose of waste.

Goal 2a Improve efficiency of waste handling.

In Fiscal 2024, DSNY implemented new citywide waste handling productivity targets across all residential material types, as negotiated in a 2023 labor agreement. Previously, only refuse, paper, and metal/glass/plastic collection were included in the assessment of collection productivity, using separate targets for refuse and recycling. With the citywide expansion of the universal curbside composting program, the tons per truck-shift and dumped on shift indicators were combined to report one figure across refuse, recycling, and organics collection. Residential curbside tons per truck shift reached the newly established target for the combined metric of 8.2 tons in Fiscal 2026, and although the target has changed with successive contracts, this is the first time DSNY has met its annual target since Fiscal 2005. The revised dumped-on-shift metric was 40.5 percent in Fiscal 2026, five percentage points below target.

The average outage rate for all collection trucks improved two percentage points, decreasing from 28 percent in Fiscal 2025 to 26 percent in Fiscal 2026, the first fiscal year improvement since Fiscal 2021.

In Fiscal 2026, the City announced the expansion of multi-unit building containerization to six additional community districts by the end of 2027 and committed to full citywide trash containerization by the end of 2031. A new indicator, Empire Bins installed, has been added to track this expansion. Empire Bins are on-street, sealed trash containers for larger apartment buildings and schools.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Residential curbside tons per truck-shift	NA	NA	NA	7.8	8.2	8.2	8.2	NA	*
★ Residential curbside trucks dumped on shift (%)	NA	NA	NA	41.8%	40.5%	45.6%	45.6%	NA	Up
Average outage rate for all collection trucks (%)	20%	26%	28%	28%	26%	*	*	Up	Down
Refuse serviced after scheduled day (%)	1.2%	0.0%	0.0%	0.0%	0.0%	*	*	Down	*
Recycling serviced after scheduled day (%)	1.0%	0.0%	0.0%	0.1%	0.1%	*	*	Down	*
Empire Bins installed	NA	NA	NA	1,100	1,208	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Reduce, reuse, and recycle waste.

Goal 3a Increase the amount of waste diverted from disposal.

DSNY disposed of 3.13 million tons of refuse in Fiscal 2026, a decrease of one percent from Fiscal 2025 and again the lowest total in recent years, continuing a multi-year downward trend as curbside composting diverts more organic material from the waste stream. DSNY-collected recycled tons increased by seven percent, to 719,000 tons, and the DSNY-collected diversion rate rose one percentage point, to 19.7 percent. Tons recycled increased six percent citywide, to 917,000 tons, and the overall recycling diversion rate rose by one percentage point, to 22.8 percent. Overall, Fiscal 2026 continued the years-long trend of increased waste diversion.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,351.1	3,162.5	3,202.5	3,153.6	3,131.3	⇩	⇩	Neutral	Down
★ DSNY-collected recycled tons (000)	616.1	619.2	638.9	669.3	719.0	⇧	⇧	Up	Up
★ ✹ DSNY-collected diversion rate (%)	17.0%	17.2%	17.5%	18.5%	19.7%	⇧	⇧	Up	Up
Overall tons recycled (000)	816	797	834	867	917	*	*	Up	Up
Overall recycling diversion rate (%)	19.6%	20.2%	20.7%	21.8%	22.8%	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Increase composting.

Tons of organics diverted rose 25 percent in Fiscal 2026 compared to Fiscal 2025, to 205,100 tons, another historic high as the citywide curbside composting program continues to mature. Smart Composting Bins deployed decreased three percent to 414 sites, and total Smart Bin unlocks fell 42 percent compared to Fiscal 2024's peak, tracking with the continued expansion of curbside composting participation.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Tons of organics diverted (000)	77.4	105.6	129.6	163.5	205.1	⇧	⇧	Up	Up
Smart composting bins deployed	NA	419	418	426	414	*	*	NA	*
Smart composting bin unlocks	NA	303,500	1,215,618	1,091,398	635,497	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c Increase the reuse and recycling of textiles, electronics, and harmful household products.

In Fiscal 2026 compared to Fiscal 2025, tons of textiles recycled, e-waste recycled, and tons of harmful household products recycled remained the same, at 8,000 tons, 8,100 tons, and 1,000 tons, respectively.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Tons of textiles recycled (000)	10.1	6.7	6.6	8.0	8.0	*	*	Down	Up
Tons of e-waste recycled (000)	8.9	8.6	9.9	8.1	8.1	*	*	Neutral	Up
Tons of harmful household products recycled (000)	0.3	1.6	1.7	1.0	1.0	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Prepare and clear snow and ice from City streets and roadways.

Goal 4a Stay ahead and be prepared for winter storms and impacts.

Fiscal 2026 saw a sharp increase in winter weather activity compared to Fiscal 2025. Total snowfall in the winter of Fiscal 2026 was 45.5 inches, nearly five times the 9.25 inches recorded in Fiscal 2025 and the highest total in 11 years. The number of snow activation events held steady at 13, matching Fiscal 2025. To respond to the increased snowfall, tons of salt used rose 115 percent, to over 504,000 tons. Brine usage declined three percent, to 267,080 gallons, due to prolonged periods of cold weather where brine application is less effective.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Snowfall (total inches)	19.5	2.0	13.0	9.3	45.5	*	*	Up	*
★ Snow activation events	17	11	6	13	13	*	*	Down	*
Salt used (tons)	339,842	83,771	196,588	234,845	504,811	*	*	Up	*
Brine used (gallons)	229,935	0	29,200	274,850	267,080	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cases commenced against the City in state and federal court	486	355	293	418	430	*	*	Neutral	*
Payout ($000)	$92,307	$76,575	$46,222	$78,473	NA	*	*	NA	Down
Private transfer station permits	58	58	58	58	58	*	*	Neutral	*
Private transfer station inspections performed	4,116	4,731	5,895	5,171	5,518	*	*	Up	*
Office of Administrative Trials and Hearings violations issued	240,143	393,940	470,775	663,651	547,346	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	87%	91%	90%	93%	92%	*	*	Neutral	*
Refuse collection cost per ton ($)	$365	$344	$329	$341	NA	*	*	NA	*
Refuse cost per ton (fully loaded) ($)	$576	$566	$558	$569	NA	*	*	NA	*
Disposal cost per ton ($)	$211	$222	$229	$228	NA	*	*	NA	*
Recycling cost per ton (fully loaded) ($)	$733	$779	$829	$896	NA	*	*	NA	*
Recycling collection cost per ton ($)	$675	$690	$759	$823	NA	*	*	NA	*
Paper recycling revenue per ton ($)	$19	$15	$13	$13	$14	*	*	Down	*
Workplace injuries reported (uniform and civilian)	987	760	972	1,128	1,115	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	181	36	74	22	13	*	*	Down	*
Letters responded to within 14 days (%)	92%	89%	85%	93%	98%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	91%	91%	76%	87%	95%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to close—Missed Collection (5 days)	60%	68%	79%	84%	98%	*	*	Up	*
Percent meeting time to close—Dirty Conditions - Trash (7 days)	NA	71%	98%	98%	96%	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator “NA” Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$2,040.3	$1,919.3	$1,977.8	$2,057.9	$2,361.1	$2,249.0	$2,137.0	Down
Revenues ($000,000)	$20.6	$23.4	$18.4	$18.4	$21.1	$20.2	$23.4	Down
Personnel (uniformed)	7,614	8,045	8,150	8,170	8,403	7,957	8,089	Up
Personnel (civilian)	2,115	1,979	1,872	1,803	1,700	1,946	1,974	Down
Overtime paid ($000,000)	$284.4	$176.2	$162.5	$204.7	$322.7	$257.9	$225.2	Down
Capital commitments ($000,000)	$170.7	$406.0	$282.8	$277.5	$395.8	$282.8	$210.5	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds “NA” - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency’s goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the ‘Applicable MMR Goals’ column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,251.1	$1,415.4	
101 - Executive Administrative	$82.8	$87.3	All
102 - Cleaning and Collection	$956.8	$976.8	1a, 1b, 2a, 3a, 3b, 3c
103 - Waste Disposal	$45.5	$56.8	2a, 3a, 3b, 3c
104 - Building Management	$31.7	$34.9	*
105 - Bureau of Motor Equipment	$85.8	$89.3	All
107 - Snow Budget	$48.5	$170.4	4a
Other Than Personal Services - Total	$806.9	$945.7	
106 - Executive and Administrative	$129.8	$168.0	All
109 - Cleaning and Collection	$30.4	$27.8	1a, 1b, 2a, 3a, 3b, 3c
110 - Waste Disposal	$577.8	$604.2	2a, 3a, 3b, 3c
111 - Building Management	$5.0	$6.1	*
112 - Motor Equipment	$28.0	$27.7	All
113 - Snow Budget	$36.0	$112.0	4a
Agency Total	$2,057.9	$2,361.1	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Gregory Anderson was appointed Commissioner of the Department of Sanitation in March 2026.
- DSNY removed the Fiscal 2027 target of 2,500 associated with 'Vacant lot cleaning requests' in Goal 1a to match other service requests in Goal 1a since DSNY does not have control over how many requests will be made.
- DSNY removed the Fiscal 2027 target of 3,200 associated with 'Lots cleaned citywide' in Goal 1a because in Fiscal 2023 the lot cleaning unit was disbanded. Prior to Fiscal 2023, DSNY had a citywide lot cleaning unit with staff in several boroughs. In Fiscal 2024, while one crew per day was added to the lot cleaning unit, the unit's capabilities have not been fully restored.
- Directional targets were removed from 'Needles removed' in Goal 1a because the Department does not have control over how many needles will be present that require removal.
- In Fiscal 2026, DSNY updated the methodology by which it counts 'Litter Baskets Serviced' in Goal 1a and recalculated numbers for the previous two fiscal years. Previously, the methodology only accounted for baskets serviced by regularly scheduled service crews, however, due to various operational circumstances, there are often supplemental service crews assigned to basket routes. The new methodology better takes into account all the dedicated litter basket service routes that the Department runs, including those run in the aftermath of a major snowstorm, to ensure that litter baskets are accessible to pedestrians. With this change, Fiscal 2024 was updated from 8,816.1 to 9,523.4, and Fiscal 2025 was updated from 8,751.8 to 9,798.0. Fiscal year data before Fiscal 2024 should not be compared to data after Fiscal 2024.
- The indicator 'Alternate side parking and other parking violations issued' was added to Goal 1b to ensure more detailed reporting on enforcement efforts around street sweeping. These violations were previously included within 'Cleanliness violations issued'; DSNY has since updated its methodology for 'Cleanliness violations issued' to exclude them, since they are now captured separately. This change has significantly lowered the historical values reported for 'Cleanliness violations issued': Fiscal 2022 was revised from 597,630 to 210,632, Fiscal 2023 from 917,627 to 299,579, Fiscal 2024 from 992,192 to 352,894, and Fiscal 2025 from 950,598 to 315,884.
- DSNY revised its count of 'Abandoned vehicles removed from City streets' in Goal 1b, adjusting the Fiscal 2024 figure from 12,932 to 11,408 and the Fiscal 2025 figure from 26,605 to 22,747.
- To capture additional enforcement activity, the indicators 'Illegal vending summonses and warnings issued' and 'Illegal mobile car wash summonses issued' were added to Goal 1b. Enforcement of illegal mobile car washes began in August 2024, so Fiscal 2025 figures for this indicator reflect a partial year.
- As described in the Fiscal 2025 Preliminary Mayor's Management Report, DSNY implemented new productivity measures for its residential curbside collection program, using one combined figure across refuse, recycling, and organics for 'Residential curbside tons per truck-shift' and 'Residential curbside trucks dumped on shift (%),' which appear for the first time in Goal 2a (Improve efficiency of waste handling). As a result, the indicators 'Refuse tons per truck-shift,' 'Trucks dumped on shift (%),' 'Recycling tons per truck-shift,' and 'Recycling trucks dumped on shift (%)' are no longer applicable and have been removed.
- To separate indicators that address efficiency from those that address diversion, 'Tons of refuse disposed (000)' was relocated from Goal 2a to Goal 3a, so that it is associated with other recycling and waste diversion measurements. 'Recycling serviced after scheduled day (%)' was moved from Goal 3a to Goal 2a, so that it appears alongside its corresponding refuse-related efficiency indicator, 'Refuse serviced after scheduled day (%).'
- To measure progress towards citywide trash containerization of 10 or more unit buildings, a new indicator 'Empire Bins installed' was added to Goal 2a. Empire Bins are on-street, sealed, trash containers for larger apartment buildings and schools. These bins are assigned to specific properties and are opened with key cards and emptied using new DSNY side-loading collection trucks. DSNY started to install Empire Bins in April of Fiscal 2025.
- Service 3 was renamed from 'Recycle waste' to 'Reduce, reuse, and recycle waste,' and Goal 3a was renamed from 'Increase the percentage of waste recycled' to 'Increase the amount of waste diverted from disposal,' to better reflect the Department's broader, overarching strategy of redirecting waste away from landfills and incinerators.

- Fiscal 2027 numeric targets have been removed for 'Tons of refuse disposed (000),' 'DSNY-collected recycled tons (000),' and 'DSNY-collected diversion rate (%),' in favor of desired direction. While DSNY is dedicated to increasing the amount of waste recycled as described in this report, the makeup of the City's residential waste stream is influenced by factors outside the Agency's control, thus directional targets are more operationally appropriate.

- Goal 3b 'Enforce recycling regulations' was removed, with the related changes described below. The critical indicator 'Recycling summonses and warnings issued' was moved from the former Goal 3b, where it was the sole indicator, to its current location in Goal 1b 'Enforce Sanitation regulations,' to report on sanitation regulations within the same goal.

- Goal 3c was renamed from 'Expand opportunities to reuse and recycle textile, electronic, and hazardous waste' to 'Increase the reuse and recycling of textiles, electronics, and harmful household products.' Similarly, the indicator 'Tons of household hazardous waste recycled (000)' in Goal 3a was changed to 'Tons of harmful household products recycled (000).'

- Since curbside composting is now mandatory citywide, the former Service 4, 'Collect and compost organic material,' was folded into Service 3 'Reduce, reuse, and recycle waste' to better reflect the Department's overall waste diversion goals. Goal 4a 'Increase composting' became Goal 3b, formerly 'Enforce recycling regulations,' and the former Service 5, 'Prepare and clear snow and ice from City streets and roadways,' was renumbered to Service 4, with Goal 5a becoming the new Goal 4a.

- The value for 'Payout' in Agencywide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

- Due to a calculation error, the reported Fiscal 2024 values for the following indicators were updated: 'Refuse collection cost per ton ($)' changed from $320 to $329, 'Refuse cost per ton (fully loaded) ($)' changed from $547 to $558, 'Disposal cost per ton ($)' changed from $226 to $229, 'Recycling cost per ton (fully loaded) ($)' changed from $805 to $829, and 'Recycling collection cost per ton ($)' changed from $742 to $759.

- The indicator 'Percent meeting time to close—Dirty Condition—Illegal Postering (7 days)' in the Customer Service Section was replaced with 'Percent meeting time to close—Dirty Condition—Trash (7 days),' to better reflect the Department's core operations.

ADDITIONAL RESOURCES

For additional information go to:

- Curbside Composting:
  https://www.nyc.gov/site/dsny/collection/residents/curbside-composting.page

- Commercial Waste Zones:
  https://www.nyc.gov/site/dsny/businesses/commercial-waste-zones.page

- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/dsny.

DEPARTMENT OF PARKS & RECREATION Tricia Shimamura, Commissioner

WHAT WE DO

The Department of Parks and Recreation (DPR), also referred to as NYC Parks, manages and cares for New York City's 2,000 parks, 1,000 playgrounds, 37 recreation centers, 66 pools, 800 basketball courts, 700 public restrooms, 12,000 acres of natural areas, 5.6 million trees, and 160 miles of shoreline, to strengthen the health, environment, and communities of the City. NYC Parks brings joy to the lives of New Yorkers through free facilities and 13,000 free public programs and events. These engaging activities also strengthen the social fabric of the City's neighborhoods, including free Shape Up NYC fitness classes, Kids in Motion children's programming, Urban Park Rangers' nature exploration events and camping, concerts, community festivals, and dynamic stewardship opportunities, right in their own neighborhoods. NYC Parks also works to empower New Yorkers through expanded employment opportunities through NYC Parks' green job training, internship, and apprenticeship programs.

FOCUS ON EQUITY

NYC Parks' mission is to grow, maintain, and program a world-class park system prioritizing fun, affordability, access, and nature for all. NYC Parks' efforts build on the core principles of good park management: targeted capital investment, efficient and effective park maintenance, expansion and protection of natural resources, and access to affordable quality public programming. Clean, safe, and programmed parks support strong and healthy communities for all New Yorkers.

To ensure equitable outcomes, NYC Parks has its signature Community Parks Initiative (CPI) program. CPI invests on average $54 million in baseline funding each year to renovate 10 parks citywide that have gone decades without capital renovations. Since Fiscal 2022, CPI has allocated $322 million to 59 projects, and the total allocation to CPI sites from Fiscal 2022 to Fiscal 2027 from all funding sources is currently $514 million. Early in Calendar 2026, the Agency announced the newest ten sites to receive a $60 million investment.

Using NYC Parks' community-driven design process, CPI will result in new play equipment, recreation amenities, and enhanced greenery for beautification, cooling and resiliency. NYC Parks also advanced equity in athletic field permits by refining rules and policies to better support nonprofit organizations, youth programs, and school leagues. The Agency's 37 recreation centers remain free to everyone under 24 years of age, and are low cost for seniors, veterans, and the disabled. NYC Parks is continuing to build five new recreation centers in neighborhoods historically without or with limited recreation facilities. Most recently, NYC Parks opened the new Shirley Chisholm Recreation Center in East Flatbush, Brooklyn.

OUR SERVICES AND GOALS

SERVICE 1 Manage the City's parks and recreation facilities.

Goal 1a Ensure that all parks and playgrounds are clean and in good condition.

Goal 1b Provide an overall quality park experience.

SERVICE 2 Manage the City's street, park, and forest trees.

Goal 2a Maintain and preserve trees under DPR stewardship.

Goal 2b Resolve high-priority tree work promptly.

Goal 2c Increase the number of trees under DPR stewardship.

SERVICE 3 Preserve and expand the infrastructure of New York's park system.

Goal 3a Build and improve parks and playgrounds in a timely and efficient manner.

Goal 3b Ensure an adequate supply of parkland to meet future needs.

Goal 3c Care for natural areas within parks, including forests, wetlands, and grasslands.

SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

Goal 4a Increase public attendance at educational programs, recreation centers, and other venues.

Goal 4b Increase volunteer activity at City programs and events.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Manage the City's parks and recreation facilities.

Goal 1a Ensure that all parks and playgrounds are clean and in good condition.

In Fiscal 2026, parks rated acceptable for overall condition remained at 87 percent, exceeding the 85 percent target. Parks rated acceptable for cleanliness rose one point to 93 percent, exceeding the 90 percent target. Public restrooms in service declined by three percentage points to 91 percent acceptable compared to 94 percent during the same reporting period. The winter storms and sub-zero temperatures the City experienced in early Calendar 2026 resulted in significant damage to plumbing systems in a large number of public restroom buildings. Some repairs required substantial excavation, which could not be done until warmer weather. Moreover, supply chain and fiscal constraints contributed to delays in acquiring needed parts and supplies.

Between Fiscal 2025 and Fiscal 2026, play equipment and safety surfaces rated acceptable fell below target to 94 percent and 93 percent, respectively. As NYC Parks' play equipment ages, it becomes more difficult to obtain replacement parts to make repairs. Agency staff must search for longer periods of time to find parts or, in some cases, fabricate parts. This can result in play equipment being out of service longer than is typical. The increasing frequency and intensity of storms have accelerated deterioration of some safety surfaces. Brief and heavy downpours can dislodge and wash away safety surface tiles. A limited number of manufacturers, supply chain issues, and cost increases have impacted NYC Parks' ability to acquire sufficient stock to replace damaged tiles.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	86%	87%	89%	87%	87%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	86%	87%	90%	87%	86%	*	*	Neutral	Up
– Overall condition of large parks (%)	80%	84%	86%	85%	87%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	93%	91%	90%	90%	92%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	92%	93%	94%	92%	93%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	93%	93%	94%	92%	92%	*	*	Neutral	Up
– Cleanliness of large parks (%)	88%	89%	92%	90%	92%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	98%	98%	99%	98%	99%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	96%	96%	96%	96%	94%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	93%	94%	94%	94%	93%	95%	95%	Neutral	Up
★ Public restrooms in service (in season only) (%)	96%	94%	96%	94%	91%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	98%	98%	95%	94%	96%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	95%	96%	94%	97%	95%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for overall condition (%)	87%	79%	80%	89%	91%	85%	85%	Neutral	Up
Monuments receiving annual maintenance (%)	81%	79%	75%	70%	70%	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Provide an overall quality park experience.

NYC Parks works closely with the New York City Police Department (NYPD) who ensures a positive and safe experience for all park visitors throughout the City's parks. Reported crimes against persons in Fiscal 2026 increased two percent to 616 compared to 606 in Fiscal 2025, and crimes against property increased two percent to 475 in Fiscal 2026 compared to 467 in Fiscal 2025.

The total number of summonses issued in Fiscal 2026 increased to 23,312 compared to 18,589 in Fiscal 2025, reflecting both expanded staffing levels and a continued emphasis on addressing quality of life conditions across the park system.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Major felonies reported on NYC Parks properties — Crimes against persons	626	601	673	606	616	⇩	⇩	Neutral	Down
★ – Crimes against property	525	588	551	467	475	⇩	⇩	Down	Down
Summonses issued	24,511	24,461	22,933	18,589	23,312	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	90.8%	90.4%	89.9%	86.1%	82.9%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Manage the City's street, park, and forest trees.

Goal 2a Maintain and preserve trees under DPR stewardship.

A total of 34,532 street trees were pruned through the block pruning program in Fiscal 2026, a 47 percent decrease from Fiscal 2025. One of NYC Parks' block pruning contractors, which held the two largest contracts in Brooklyn and Queens, unexpectedly closed their business at the start of Fiscal 2026. The Agency was able to secure new contracts in the second half of the fiscal year, but there was not enough time to reach the annual pruning goal of 65,000 street trees pruned, sitting at 53 percent. With contracts now registered in all five boroughs, the Agency expects to meet this goal in Fiscal 2027.

A total of 12,937 trees were removed in Fiscal 2026, a 25 percent increase from the 10,352 removed in Fiscal 2025. The City experienced several storm events in Fiscal 2026, resulting in an elevated number of fallen and damaged trees requiring removal. Tree removals and plantings are tracked as separate programs and are not directly comparable on a one-to-one basis.

A total of 167,134 tree inspections were performed in Fiscal 2026, an 11 percent increase from Fiscal 2025. This indicator includes inspections performed both by in-house inspectors, who respond to urgent safety concerns from the public, and consultants who write work orders for block pruning and other maintenance contracts. The number of storm events in Fiscal 2026 contributed to this rise in inspections, as NYC Parks redirected staff from other duties to inspect storm-related conditions as quickly as possible.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Street trees pruned — Block program	43,463	46,097	54,448	64,673	34,532	65,000	65,000	Neutral	Up
– Annual pruning goal completed (%)	67%	71%	84%	99%	53%	*	*	Neutral	Up
– Street trees pruned as a percent of pruning eligible trees	8%	8%	10%	12%	6%	*	*	Neutral	Up
Trees removed	11,686	9,955	9,548	10,352	12,937	*	*	Up	*
Tree inspections	184,449	80,187	142,656	150,743	167,134	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Resolve high-priority tree work promptly.

In Fiscal 2026, 99 percent of immediate priority and 100 percent of high-priority tree work were resolved on time. This represents a three percentage-point improvement for immediate priority work and a one percentage-point improvement, respectively, for high-priority work. Tree risk prioritization involves assessing the likelihood and consequences of a tree or branch falling and impacting people or property. The Agency aims to address all immediate priority work within seven days, and high-priority work within 28 days.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	99%	98%	97%	96%	99%	*	*	Neutral	*
★ High-priority tree work resolved within 28 days (%)	97%	98%	99%	99%	100%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Increase the number of trees under DPR stewardship.

A total of 55,979 trees were planted in Fiscal 2026, a 61 percent increase from Fiscal 2025 and the highest total since Fiscal 2016. Trees planted along City streets accounted for 19,850 of this total, a 12 percent increase from Fiscal 2025 and the program's highest street tree output since Fiscal 2016, driven by the Agency's new Neighborhood Tree Planting Program, an equity and data-driven approach focuses tree plantings across entire neighborhoods on a cyclical basis, prioritizing the most heat vulnerable areas first. This included over 9,000 trees planted in Heat Vulnerability Index (HVI) 4 and 5 neighborhoods, the most in any year since the Cool Neighborhoods initiative began in Fiscal 2018. Tree planting in landscaped areas of parks decreased 43 percent to 3,337 in Fiscal 2026, from 5,839 Fiscal in 2025. Tree planting in landscaped areas of parks can fluctuate based on planting opportunities, park maintenance capacity, and the timeline of interagency construction projects on parkland. The City released the first-ever Urban Forest Plan (UFP) in April 2026. The UFP lays out a comprehensive roadmap to preserve tree canopy, plant more trees, and cultivate an ecosystem of stewardship.

Trees planted in natural areas of parks had a 191 percent increase to 32,792 in Fiscal 2026 compared to 11,272 in Fiscal 2025. This was primarily due to significant tree replacement and forest restoration projects in the natural areas of McGuire Fields and Marine Park in Brooklyn, where over 26,000 trees were planted by contractors in Fiscal 2026. The majority of the plantings at McGuire Fields were to replace trees lost during the Department of Transportation's (DOT) reconstruction of the Mill Basin Bridge. This project began with site preparation in Calendar 2023 and will conclude with final plantings in fall 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Trees planted	32,468	31,088	42,028	34,878	55,979	⇧	⇧	Up	Up
– Trees planted along City streets	14,842	14,834	16,129	17,767	19,850	*	*	Up	Up
– Trees planted on landscaped areas of parks	3,096	3,760	4,534	5,839	3,337	*	*	Up	Up
– Trees planted in natural areas of parks	14,530	12,494	21,365	11,272	32,792	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Preserve and expand the infrastructure of New York's park system.

Goal 3a Build and improve parks and playgrounds in a timely and efficient manner.

In Fiscal 2026, NYC Parks completed 124 capital projects, exceeding the target of 120. Of those projects, 88 percent were completed on time or early, and 96 percent were completed within budget, surpassing targets of 80 percent and 85 percent respectively. The portfolio of completed construction included the delivery of new parks, playgrounds, athletic fields, public restroom buildings, sustainability features, and more across all five boroughs, while achieving accessibility improvements in 100 percent of the eligible projects. In Staten Island, new public restroom buildings at the Owl Hollow Fields ($4.1 million), located in a heavily used area of Freshkills Park, and the Seaside Wildlife Nature Park ($6.7 million), which navigated flood plain challenges along the waterfront, brought much needed bathroom amenities to these parks. In the Bronx, the construction of Grant Park ($13.6 million) converted a former roadbed and unused lots into a 4.7 acre park with an open lawn area, basketball court, adult fitness area, along with new seating and plantings. Legacy sites across the City responded to community requests for upgrades and reconstruction, including the reconstruction of the Astoria Park Great Lawn Pathways ($3.26 million) in Queens and the Inwood Hill Park ballfields reconstruction and lighting installation ($4.47M) in Manhattan. The Bushwick Inlet Park Remediation and Passive Seating Area Construction ($7.21 million) sustainably transformed and expanded access to Brooklyn's waterfront.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Capital projects completed	121	144	142	128	124	120	110	Neutral	*
★ Capital projects completed on time or early (%)	80%	88%	85%	82%	88%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	86%	90%	93%	92%	96%	85%	85%	Up	Up
Eligible capital projects including accessibility improvements (%)	NA	100%	100%	100%	100%	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Ensure an adequate supply of parkland to meet future needs.

New Yorkers living within walking distance of a park increased to 84.4 percent in Fiscal 2026 compared to 84.2 percent in Fiscal 2025. This increase is due to the opening of two Department of Education schoolyards in Brooklyn—PS 204 and PS 35—a new Waterfront Public Access Area (WPAA) opening along Sherman Creek in Manhattan, and the inclusion of a New York City DOT plaza near Penn Station in Manhattan. NYC Parks also evaluated four Privately Owned Public Spaces (POPS) along Emmons Avenue in Brooklyn and found they qualified for inclusion into the analysis for the first time. POPS are indoor or outdoor plazas, atriums, and pocket parks owned and maintained by private building owners who received zoning permits to build larger structures in exchange for providing these community areas.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ New Yorkers living within walking distance of a park (%)	83.6%	83.9%	83.9%	84.2%	84.4%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c — Care for natural areas within parks, including forests, wetlands, and grasslands.

The Agency's Natural Resources Group (NRG) and volunteers work year-round to protect and conserve the over 12,000 acres of forests, wetlands, and grasslands across the City. The team cared for a total of 757 acres in Fiscal 2026, a 33 percent increase compared to Fiscal 2025. City Council annual funding was reinstated in Fiscal 2026 as one-time funding and baselined in Fiscal 2027, allowing new staff to be hired across NRG. This funding was particularly valuable in Staten Island, where natural area maintenance had been deferred. In Fiscal 2026 a natural areas management crew was hired to care for natural areas across Staten Island, including a recently restored forest in Willowbrook Park.

In addition to trees, NRG planted 36,421 native shrubs and herbaceous plants in Fiscal 2026, a decrease of two percent compared to Fiscal 2025. Shrubs and herbaceous plants build structural diversity in a natural area and provide habitat and food for birds and other wildlife. These planting efforts were highlighted by large beachgrass plantings in Coney Island Creek Park, herbaceous plantings in Idlewild, and saltmarsh plantings in Cross Island Parkway.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Acres of natural areas cared for	NA	1,224.4	767.8	569.0	757.0	*	*	NA	Up
Number of native plants (non-trees) planted in natural areas	NA	57,173	51,718	37,341	36,421	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

Goal 4a — Increase public attendance at educational programs, recreation centers, and other venues.

Total recreation center memberships and attendance increased in Fiscal 2026. Memberships increased from 156,078 to 176,140, a 13 percent increase reaching a 15-year high, with growth spanning all membership categories and bolstered by the opening of the Shirley Chisholm Recreation Center in February 2026. Attendance rose from 2,057,794 to 2,111,134, a three percent increase, driven by increases among young adults and youth and children even as senior, adult, and visitor attendance declined.

Attendance at non-recreation center programs increased from 500,067 in Fiscal 2025 to 797,642 in Fiscal 2026, an increase of 60 percent. This was mainly due to a large increase in youth program attendees, from 363,248 to 649,151, especially for the Kids in Motion program, attributed to more effective outreach and quality programming. Adult program attendance, such as for Shape Up NYC, NYC Parks' fitness program that offers free group fitness classes, increased from 30,493 to 33,788, an 11 percent increase. NYC Parks also saw an increase in attendance for Urban Park Ranger programming and facilities, from 106,326 to 114,703.

Outdoor pool attendance for Olympic and Intermediate pools slightly decreased, from 996,660 in Fiscal 2025 to 969,280 in Fiscal 2026. NYC Parks certified 1,166 new and returning lifeguards for the summer 2026 season, an increase over summer 2025 and a 41 percent increase over summer 2023. Through various recruitment events and changes to the NYC Parks lifeguard qualification test and training program, the summer 2026 season included 287 new first-year lifeguards.

Attendance at historic house museums increased four percent, from 820,572 in Fiscal 2025 to 851,678 in Fiscal 2026, marking the second consecutive year of growth and the highest attendance since Fiscal 2022.

To connect more New Yorkers to the excitement of the 2026 FIFA World Cup being hosted in the City, NYC Parks hosted soccer-themed screenings through its Movies Under the Stars series, along with soccer events that included clinics and competitive play for youth. The Movie Under the Stars program is a free public outdoor movie series hosted jointly by NYC Parks and the Mayor's Office of Media and Entertainment. It features hundreds of free film screenings, including family favorites, blockbusters, and classics, across parks, playgrounds, and green spaces in all five boroughs during the summer and fall.

Performance Indicators	Actual FY22	FY23	FY24	FY25	FY26	Target FY26	FY27	Trend 5-Year	Desired Direction
★ Total recreation center memberships	100,385	117,116	141,486	156,078	176,140	⇧	⇧	Up	Up
– Seniors	NA	16,199	17,468	18,146	20,416	*	*	NA	Up
– Adults	NA	24,315	25,859	25,159	30,945	*	*	NA	Up
– Young adults (subset of adult membership)	NA	24,598	34,791	43,576	51,488	*	*	NA	Up
– Youth and children	NA	52,004	63,368	69,197	73,291	*	*	NA	Up
★ Total recreation center attendance	776,001	1,647,046	1,870,379	2,057,794	2,111,134	⇧	⇧	Up	Up
– Seniors	NA	409,349	475,810	499,423	478,736	*	*	NA	Up
– Adults	NA	480,592	574,936	597,771	528,552	*	*	NA	Up
– Young adults (subset of adult attendance)	NA	199,405	232,290	250,646	368,934	*	*	NA	Up
– Youth and children	NA	353,867	398,811	407,932	435,870	*	*	NA	Up
– Visitors	NA	203,833	188,532	302,022	299,042	*	*	NA	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	986,448	864,216	974,931	996,660	969,280	*	*	Neutral	*
Attendance at historic house museums	540,287	714,326	667,929	820,572	851,678	*	*	Up	Up
Attendance at skating rinks	500,675	481,345	537,341	537,895	498,642	*	*	Neutral	Up
Total attendance at non-recreation center programs	385,140	518,150	602,003	500,067	797,642	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Increase volunteer activity at City programs and events.

Community partner groups engaged by Partnerships for Parks decreased to 461 in Fiscal 2026 from 513 in Fiscal 2025, a 10 percent decrease. Total volunteer turnout also decreased, to 37,178 from 38,845, driven in part by fewer Partnerships for Parks volunteers following a two-month pause of summer 2025 It's My Park Day volunteer events. Volunteer turnout at stewardship events, such as planting, tree care, and natural area care, remained strong in Fiscal 2026. Funding from the Inflation Reduction Act via U.S. Forest Service grants expanded the capacity of the stewardship team to respond to new volunteer project requests, support existing Super Steward community programming, and grow the cohort of active Care Captains, or advanced volunteers who care for street trees in the right of way. Recreation volunteer-led classes also increased 23 percent in Fiscal 2026.

Performance Indicators	Actual FY22	FY23	FY24	FY25	FY26	Target FY26	FY27	Trend 5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	485	568	499	513	461	*	*	Neutral	Up
Volunteer turnout	32,413	38,109	39,186	38,845	37,178	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual FY22	FY23	FY24	FY25	FY26	Target FY26	FY27	Trend 5-Year	Desired Direction
Cases commenced against the City in state and federal court	334	293	234	340	308	*	*	Neutral	*
Payout ($000)	$28,549	$24,640	$57,031	$34,604	NA	*	*	NA	Down
Workplace injuries reported	494	457	680	711	846	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	73%	76%	79%	86%	76%	60%	60%	Neutral	Up
Letters responded to within 14 days (%)	83%	85%	86%	90%	91%	60%	60%	Neutral	Up
Completed requests for interpretation	283	290	544	637	545	*	*	Up	*
CORE facility rating	100	97	99	97	100	85	85	Neutral	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total public service requests received — Forestry	91,785	92,225	110,413	86,146	88,256	*	*	Neutral	*
– Downed Trees, downed limbs, and hanging limbs	23,337	19,428	28,110	23,477	31,078	*	*	Up	*
Damaged Tree — Branch or Limb Has Fallen Down — % of SRs Meeting Time to First Action (8 days)	77%	73%	81%	83%	87%	95%	95%	Up	*
Percent meeting time to first action — Dead Tree — Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)	66%	67%	72%	75%	75%	90%	90%	Up	*
Percent meeting time to first action — Overgrown Tree/Branches — Hitting Building (30 days)	78%	52%	73%	28%	82%	95%	95%	Neutral	*
Percent meeting time to first action — Root/Sewer/Sidewalk Condition —- Trees and Sidewalks Program (30 days)	14%	13%	30%	12%	14%	85%	85%	Neutral	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$588.2	$614.3	$639.0	$650.8	$724.2	$709.9	$708.9	Up
Revenues ($000,000)	$55.7	$69.7	$69.8	$79.2	$92.9	$70.3	$93.1	Up
Personnel (Total FT and FTE)	7,198	6,785	6,802	6,868	7,271	8,144	8,119	Neutral
Full-time equivalent (FTE) personnel	3,448	2,386	2,526	2,297	2,429	3,002	2,861	Neutral
- Parks Opportunity Program (POP) participants	819	1,084	895	1,013	1,018	1,070	1,070	Up
Overtime paid ($000,000)	$29.9	$30.3	$27.8	$25.8	$18.4	$14.8	$15.0	Down
Capital commitments ($000,000)	$538.4	$553.8	$622.2	$668.4	$660.9	$1,087.7	$1,046.8	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available * None [4]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$509.5	$548.8	
001 - Executive Management and Administrative Services	$10.6	$11.0	All
002 - Maintenance and Operations	$409.2	$407.0	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	$53.9	$56.9	2c, 3a, 3b
004 - Recreation Services	$35.8	$38.7	4a, 4b
011 - Urban Park Service[4]	NA	$35.3	1b
Other Than Personal Services - Total	$141.3	$175.4	
006 - Maintenance and Operations	$107.3	$130.9	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	$29.1	$37.4	All
009 - Recreation Services	$2.2	$3.1	4a, 4b
010 - Design and Engineering	$2.7	$3.1	2c, 3a, 3b
012 - Urban Park Service[4]	NA	$0.8	1b
Agency Total	$650.8	$724.2	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2026. "NA" Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Tricia Shimamura was appointed as Commissioner of the Department of Parks and Recreation in January 2026.
- Previously published Fiscal 2025 figures for the following indicators in Goal 2c were revised after internal data review:
  - 'Trees planted' was revised from 34,667 to 34,878.
  - 'Trees planted on landscaped areas of parks' was revised from 5,628 to 5,839.
- The Fiscal 2027 target for 'Capital projects completed' in Goal 3a was revised from 120 to 110.
- Previously published Fiscal 2025 figures for the following indicators in Goal 4a were revised after internal data review:
  - 'Attendance at outdoor Olympic and intermediate pools (pool season)' was revised from 1,008,021 to 996,660.
  - 'Total attendance at non-recreation center programs' was revised from 466,320 to 500,067.
- The value for 'Payout' in Agency-wide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For additional information go to:

- New York City Parks Inspection Program Results:
  http://www.nycgovparks.org/park-features/parks-inspection-program
- Volunteer opportunities in New York City Parks:
  https://www.nycgovparks.org/opportunities/volunteer/groups
- Vital Parks Explorer:
  www.nyc.gov/parks/explorer
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nycgovparks.org.

DEPARTMENT OF CULTURAL AFFAIRS

Diya Vij, Commissioner

WHAT WE DO

The New York City Department of Cultural Affairs (DCLA) is dedicated to supporting and strengthening New York City's vibrant cultural life. Among the Department's primary missions is to ensure adequate public funding for non-profit 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 social wellbeing and economic vitality. The Department represents and serves non-profit cultural organizations involved in the visual, literary and performing arts; public-oriented science and humanities institutions including zoos, botanical gardens and historic and preservation societies; and creative artists at all skill levels who live and work within the City's five boroughs.

FOCUS ON EQUITY

In order to ensure that all New Yorkers have access to the City's vibrant cultural life, DCLA advances equity with programs and initiatives aimed at ensuring that art and culture are woven into neighborhoods and communities throughout the five boroughs.

In Long Island City, Queens, DCLA's Materials for the Arts (MFTA) program continues to operate the City's largest creative reuse center, providing free materials in support of affordable, accessible arts programming in all five boroughs, all while reducing the amount of reusable materials which end up in the landfill. In Fiscal 2026, DCLA continued to provide services to longtime members, including arts nonprofits, public school teachers, and City agencies with arts programming, and operated the MFTA Education Center, which offers both students and educators training and programs rooted in creative reuse. In Fiscal 2026, MFTA saw an increase in the total number of members served, schools served, total transactions, and value of contributed materials, demonstrating how valued this program is across New York City's arts and culture landscape by arts providers and material donors alike.

The Cultural Development Fund (CDF), DCLA's competitive, peer-evaluated grant process that supports a broad, multidisciplinary group of diverse nonprofit organizations for their cultural services to City residents, continues to implement reforms with an eye towards identifying and reducing bias. These reforms have reshaped how grant awards are distributed to support cultural programming in every community across New York City, with a particular focus on reaching areas that have experienced historic underinvestment. In Fiscal 2026, CDF provided $74.2 million in grants to 1,171 cultural organizations, an all-time record for both funding amount and groups supported, in support of a vast range of publicly accessible cultural programming in all five boroughs. In Fiscal 2026, 96 percent of all CDF grantees offered free or subsidized programs to make cultural activity more affordable and accessible for New Yorkers.

DCLA has a longstanding public-private partnership with institutions on DCLA-owned property, known as the Cultural Institutions Group (CIG). These 39 institutions serve as community anchors, education hubs, and spaces for artists and New Yorkers to experience the inspiration, joy, and curiosity that art and culture provide. In Fiscal 2026, the Metropolitan Museum of Art became the second member of the CIG (after the American Museum of Natural History) to offer free memberships to Supplemental Nutrition Assistance Program (SNAP) recipients in the City. Nearly 1.7 million New York City residents rely on SNAP, and this initiative ensures that individuals and families navigating economic strain still have access to free, high-quality cultural experiences in a safe, intergenerational public space, and are offered opportunities for learning, reflection, and connection. Offered in collaboration with the Department of Social Services (DSS), this new membership shows how the CIG and DCLA can collaborate to offer more open and equitable programming for all New Yorkers.

Taken together, DCLA's work supports the cultural life of every community across New York City. The Agency will continue to build on these achievements, working with partners across City government and the cultural sector to foster a more socially and economically just City for all New Yorkers.

OUR SERVICES AND GOALS

SERVICE 1 Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.

Goal 1a Process grant payments promptly.

Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.

Goal 1c Expand resources for arts programs and public schools by increasing the supply and use of donated materials.

SERVICE 2 Promote public appreciation of non-profit arts and culture.

Goal 2a Increase public awareness of the cultural programming offered throughout the five boroughs.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.

Goal 1a Process grant payments promptly.

In Fiscal 2026, increased funding allowed DCLA to expand its support across every major grant and payment program. The Department awarded $289.3 million in total financial support to qualifying organizations, a 17 percent increase over Fiscal 2025 and the Agency's highest level of support to date.

This growth was driven in part by the Cultural Development Fund (CDF), which awarded payments to 1,171 program organizations in Fiscal 2026, a nine percent increase over the 1,078 organizations awarded the previous year. DCLA issued the final payments for these awards in an average of 10 days, consistent with the 10-day average in Fiscal 2025. Fiscal 2026 data for the time to issue final CDF payments is preliminary and will be finalized in the Fiscal 2027 Preliminary Mayor's Management Report.

DCLA also increased operating support to Cultural Institutions Group (CIG) members, providing $181.6 million in Fiscal 2026, an 18 percent increase over Fiscal 2025. This additional funding was paired with faster, more reliable payment delivery. The share of operating support payments made to CIG members by the 5th day of each month rose 13 percentage points, to 85 percent, driven by earlier submission deadlines and better-aligned internal processes over the course of the fiscal year. The Department will continue to coordinate with CIG institutions on timely submission of their obligation plans.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Program organizations awarded Cultural Development Fund payments	1,022	1,096	1,031	1,078	1,171	*	*	Up	*
★ Average days to issue final Cultural Development Fund payments	12	10	10	10	10	7	7	Down	Down
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	21	16	10	10	10	9	9	Down	Down
★ Operational support to Cultural Institutions Group ($000,000)	$121.8	$147.1	$126.9	$154.4	$181.6	*	*	Up	*
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	81%	89%	86%	72%	85%	90%	90%	Neutral	Up
Financial support provided to qualifying organizations ($000,000)	$206.0	$239.4	$212.4	$246.5	$289.3	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.

DCLA's Capital Unit supports construction and renovation projects and equipment procurement at eligible cultural institutions throughout the five boroughs. In Fiscal 2026, 40 capital projects were authorized to proceed, four more than the 36 projects authorized to proceed in Fiscal 2025. The Capital Unit initiated 98 percent of planned projects in Fiscal 2026, a 14 percentage-point increase over the 84 percent initiated in Fiscal 2025. The Capital Unit continues to forecast cautiously as project cost escalation remains a significant challenge to the cultural community.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Capital projects authorized to proceed	50	42	40	36	40	*	*	Down	*
★ Capital projects planned that were initiated (%)	100%	95%	89%	84%	98%	75%	75%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c
Expand resources for arts programs and public schools by increasing the supply and use of donated materials.

Through MFTA, DCLA collects unneeded items from businesses and individuals and makes these donations available for free to nonprofit organizations with arts programming, government agencies, and public schools. Despite a nine percent drop in donors, from 6,235 in Fiscal 2025 to 5,662 in Fiscal 2026, the program still grew the value of materials contributed slightly, from $15.9 million to $16.1 million, and served more recipients overall, reaching 1,965 schools, nonprofits, and City/State agencies in Fiscal 2026, up from 1,879 in Fiscal 2025. MFTA partners with The Arts Office at the Department of Education each school year to encourage schools to apply for membership, and offers late-night shopping for teachers only on the first Thursday of each month during the school year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Value of contributed Materials for the Arts (MFTA) materials and equipment ($000,000)	$13.3	$28.0	$28.1	$15.9	$16.1	$25.0	$25.0	Down	Up
Schools, non-profits and City/State agencies served by Materials for the Arts	1,181	3,516	1,967	1,879	1,965	*	1,500	Neutral	Up
★ Materials For The Arts transactions	1,857	5,905	8,393	8,008	8,282	10,000	10,000	Up	Up
Materials For The Arts donors	1,538	2,329	6,317	6,235	5,662	9,000	9,000	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

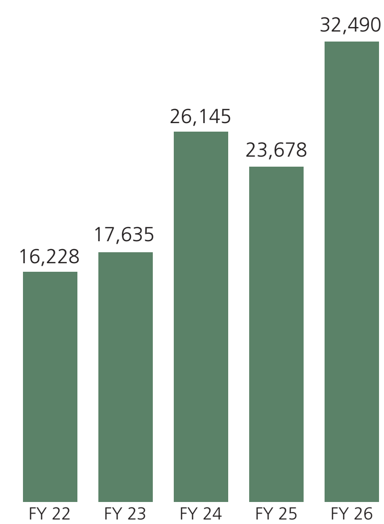
SERVICE 2 Promote public appreciation of non-profit arts and culture.

Goal 2a
Increase public awareness of the cultural programming offered throughout the five boroughs.

In Fiscal 2026, nearly 32.5 million visitors attended the 39 City-owned museums, performing arts centers, botanical gardens, and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 37 percent increase from the 23.7 million visitors in Fiscal 2025. Additionally, 51 percent of visitors to the CIGs used free admission and/or tickets, an increase of 12 percentage points over Fiscal 2025. These increases are primarily due to the addition of five new members to the CIG in October 2025, which was the largest expansion of the CIG since the 1970s.

Cultural Development Fund seminar views rose 53 percent from 803 in Fiscal 2025 to 1,226 in Fiscal 2026. This increase stems in part from the increase in organizations receiving CDF awards as well as a new dedicated budgeted tutorial video for prospective applications.

Visitors to Cultural Institutions Group (000)



	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Visitors to the Cultural Institutions Group (000)	16,228	17,635	26,145	23,678	32,490	*	*	Up	Up
– Visitors using free admission and/or tickets (%)	42%	27%	33%	39%	51%	*	*	Up	Up
★ Cultural Development Fund seminar views	NA	1,200	967	803	1,226	⇧	⇧	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
E-mails responded to within 14 days (%)	38%	28%	32%	49%	88%	88%	88%	Up	Up
Letters responded to within 14 days (%)	NA	NA	NA	NA	67%	90%	90%	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$229.8	$245.0	$222.6	$257.4	$300.1	$300.7	$323.8	Up
Personnel	61	64	65	67	63	71	66	Neutral
Overtime paid ($000)	$0	$7	$10	$19	$0	$0	$0	Up
Capital commitments ($000,000)	$55.7	$54.1	$268.5	$69.7	$350.7	$544.6	$233.0	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$6.0	$6.0	
001 - Office of the Commissioner	$6.0	$6.0	All
Other Than Personal Services - Total	$251.3	$294.1	
002 - Office of the Commissioner	$2.9	$3.4	All
003 - Cultural Programs	$92.0	$106.6	1a, 1b
004 - Metropolitan Museum of Art	$28.3	$30.8	1a, 1b
005 - New York Botanical Garden	$9.8	$11.3	1a, 1b
006 - American Museum of Natural History	$21.4	$25.7	1a, 1b
007 - The Wildlife Conservation Society	$21.1	$24.4	1a, 1b
008 - Brooklyn Museum	$11.3	$15.0	1a, 1b
009 - Brooklyn Children's Museum	$3.1	$3.8	1a, 1b
010 - Brooklyn Botanical Garden	$5.9	$7.0	1a, 1b
011 - Queens Botanical Garden	$2.6	$2.9	1a, 1b
012 - New York Hall of Science	$2.9	$3.4	1a, 1b
013 - Staten Island Institute of Arts and Sciences	$1.5	$1.7	1a, 1b
014 - Staten Island Zoological Society	$2.8	$3.2	1a, 1b
015 - Staten Island Historical Society	$1.2	$1.4	1a, 1b
016 - Museum of the City of New York	$2.5	$2.8	1a, 1b
017 - Wave Hill	$2.3	$2.6	1a, 1b
019 - Brooklyn Academy of Music	$7.7	$8.3	1a, 1b
020 - Snug Harbor Cultural Center	$3.0	$3.4	1a, 1b
021 - Studio Museum in Harlem	$0.9	$1.2	1a, 1b
022 - Other Cultural Institutions	$26.8	$33.6	1a, 1b
024 - New York Shakespeare Festival	$1.4	$1.5	1a, 1b
Agency Total	$257.4	$300.1	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Commissioner Diya Vij was appointed Commissioner of the Department of Cultural Affairs in February 2026.
- Previously reported Materials for the Arts Fiscal 2024 and Fiscal 2025 indicator values in Goal 1c have been revised. Observed decreases are the result of a double submission that was mistakenly added to the total:
  - For 'Value of contributed Materials for the Arts (MFTA) materials and equipment ($000,000),' the Fiscal 2024 value was updated from $37.6 to $28.1. The Fiscal 2025 value was updated from $27.1 to $15.9.
  - For 'Schools, non-profits and City/State agencies served by Materials for the Arts,' the Fiscal 2024 value was updated from 4,111 to 1,967. The Fiscal 2025 value was updated from 4,292 to 1,879.
  - For 'Materials For The Arts transactions,' the Fiscal 2024 value was updated from 11,161 to 8,393. The Fiscal 2025 value was updated from 11,374 to 8,008.
  - For 'Materials for the Arts donors,' the Fiscal 2024 value was updated from 9,387 to 6,317. The Fiscal 2025 value was updated from 9,876 to 6,235.
- The Fiscal 2027 target for 'Schools, non-profits and City/State agencies served by Materials for the Arts' in Goal 1c was set to 1,500.

ADDITIONAL RESOURCES

- Materials for the Arts:
  https://www1.nyc.gov/content/mfta/pages/
- Cultural Development Fund (CDF):
  https://www.nyc.gov/site/dcla/cultural-funding/about-cdf-registration.page

For more information on the agency, please visit: http://www.nyc.gov/culture.

DEPARTMENT OF CONSUMER AND WORKER PROTECTION

Samuel A. A. Levine, Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

The core of DCWP's mission is to create thriving communities, which can be achieved only through advancing equity. As a result, DCWP places great emphasis on identifying and addressing areas of inequity across consumer protection, business licensing, financial empowerment, and worker protection, using a multi-pronged approach of advocacy, education, and enforcement to effect change.

To promote equity in the workplace, DCWP enforces the broad scope of New York City's worker protection laws. This enforcement ensures workers have access to paid safe (time off for safety reasons such as domestic violence, sexual assault, stalking, or trafficking) and sick leave, and fair scheduling protections. DCWP enforces compliance with the Minimum Pay Rate for delivery workers, and works to raise job standards in low-wage industries where employees are primarily women, immigrants, and people of color. DCWP investigates all complaints regardless of immigration status.

DCWP also focuses on initiatives that educate, empower, and protect residents and neighborhoods with low- and moderate- incomes so they can improve their financial health and build assets. This work, which is guided by research that identifies the most vulnerable communities, includes providing free one-on-one professional financial counseling at a network of City funded Financial Empowerment Centers including locations at Department of Small Business Services Workforce1 Centers and some NYC Health + Hospitals locations. Additionally, DCWP helps eligible New Yorkers file their taxes for free and claim valuable tax credits like the Earned Income Tax Credit, and year-round services for self-employed New Yorkers through NYC Free Tax Prep.

OUR SERVICES AND GOALS

SERVICE 1 Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.

Goal 1a Respond to consumer complaints and mediate with businesses to achieve fair and timely outcomes.

Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.

Goal 1c Promptly negotiate settlements on violations issued to businesses.

SERVICE 2 Assist and educate businesses about their contributions towards a fair marketplace for all.

Goal 2a Assist businesses in meeting their licensing requirements.

Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

SERVICE 3 Educate and empower New Yorkers with low and moderate incomes.

Goal 3a Help residents with low and moderate incomes achieve financial stability.

SERVICE 4 Protect and advocate for workers.

Goal 4a Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.

Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

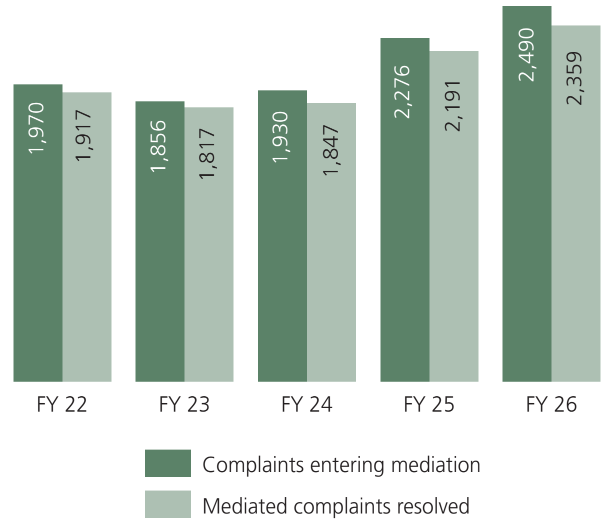
HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.

Goal 1a Respond to consumer complaints and mediate with businesses to achieve fair and timely outcomes.

When a consumer files a complaint, they must request that the complaint be mediated and submit documentation substantiating their claim. DCWP must then determine whether it has oversight authority over the nature of the complaint, and if so, assigns a mediator to the case to try to reach a solution between the consumer and business. The number of complaints entering mediation increased by nine percent, from 2,276 in Fiscal 2025 to 2,490 in Fiscal 2026, and the number of mediations completed increased by eight percent, from 2,191 to 2,359. The median number of days to close mediations increased by seven days, from 29 days in Fiscal 2025 to 36 days in Fiscal 2026. Complaints that enter mediation may result in no response from the business or consumer, however, time spent waiting for the response is included in the complaint's completion time. In Fiscal 2026, complaint results in these categories increased sharply, extending median completion time. Mediations completed within 28 days fell 15 percentage points in Fiscal 2026, below the 50 percent target.

Consumer Complaint Mediations



The total amount of consumer restitution increased 65 percent, from $2,563,802 in Fiscal 2025 to $4,227,168 in Fiscal 2026. This increase was driven primarily by a $1 million restitution fund secured from Extra Space Management, Inc., following a DCWP lawsuit alleging the self-storage company lured customers in with low prices before sharply raising rates, let units fall into disrepair, and seized and auctioned off tenants' belongings without due process. It was also driven by a $979,610 restitution order against Christian Meneses Employment Agency, following a determination that the agency routinely charged illegal advance fees, failed to issue required receipts, and provided customers with defective contracts that didn't inform them of their rights.

The number of complaints referred for inspection increased by seven percent, from 2,954 in Fiscal 2025 to 3,158 in Fiscal 2026. The median number of days to respond to these inspection referrals increased slightly, from nine days to ten.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Median days to close mediations	31	27	35	29	36	28	28	Up	Down
Complaints entering mediation	1,970	1,856	1,930	2,276	2,490	*	*	Up	*
Mediated complaints resolved	1,917	1,817	1,847	2,191	2,359	*	*	Up	*
Mediations completed within 28 days (%)	50%	56%	37%	49%	35%	50%	50%	Down	Up
– Within 0-50 days (%)	86%	98%	76%	84%	78%	85%	85%	Down	Up
– Within 0-90 days (%)	99%	100%	99%	99%	99%	100%	100%	Neutral	Up
Consumer restitution awarded ($)	$1,695,560	$1,251,476	$3,301,258	$2,563,802	$4,227,168	*	*	Up	*
Complaints referred for inspection	3,566	3,551	4,323	2,954	3,158	*	*	Down	*
★ Median days to respond to inspection referrals	12	10	20	9	10	⇩	⇩	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Ensure businesses comply with NYC's Consumer Protection Law and related laws.

DCWP conducted 51,971 inspections during Fiscal 2026, two percent fewer than Fiscal 2025. Licensed business category inspections, which do not include tobacco and electronic cigarette dealer businesses, increased by 281 to just over 10,000 inspections in Fiscal 2026. Non-licensed business category inspections increased by 34 percent, from 19,061 in Fiscal 2025 to 25,554 in Fiscal 2026, driven primarily by increased inspections of groceries, supermarkets, tax preparers, and commercial scales during the second half of the fiscal year.

Tobacco Program inspections decreased by 32 percent, from 24,110 to 16,415 following three years of increasing inspections performed in response to the proliferation of new smoke shops. Many of these businesses were sealed, evicted, or permanently closed in Fiscal 2024 and Fiscal 2025, so fewer tobacco inspections were necessary in Fiscal 2026. The compliance rate for restricting the sale of tobacco products to minors remained steady at 95 percent, while compliance with tobacco packaging and pricing regulations remained high, at 99 percent, and compliance with regulations regarding the sale of flavored tobacco products increased from 82 percent to 84 percent.

Between Fiscal 2025 and Fiscal 2026, compliance with the requirement for certain businesses to have a DCWP-issued license increased from 83 percent to 85 percent. Licensees' compliance with licensing law decreased from 94 percent to 90 percent while compliance with consumer protection law decreased from 83 percent to 74 percent. The decrease in the Licensing Law compliance rate resulted from increased enforcement of Garages & Parking Lots and Stoop Line Stands, the only two industries with a lower compliance rate than Tobacco Retail Dealers. Combined, these two industries saw a 60 percent increase in the number of Licensing Law violations issued. The decrease in consumer protection law compliance was driven by the Agency's efforts to combat hidden junk fees and improve price transparency, including many additional violations issued to businesses for failing to properly disclose credit card fees. The compliance rate for retail gasoline pumps remained steady at 99 percent and the compliance rate for fuel trucks increased from 90 percent to 91 percent.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Inspections – Total	37,980	43,280	47,288	52,892	51,971	*	*	Up	Up
Licensed business category inspections	21,337	15,497	6,042	9,721	10,002	*	*	Down	*
Non-licensed business category inspections	4,665	9,711	20,829	19,061	25,554	*	*	Up	*
Tobacco program inspections	11,978	18,072	20,417	24,110	16,415	*	*	Up	Up
Summonses – Total	10,487	16,493	17,057	17,332	18,700	*	*	Up	*
Licensed business category summonses	3,117	3,036	1,218	2,905	3,935	*	*	Up	*
Non-licensed business category summonses	634	1,410	3,823	3,522	5,862	*	*	Up	*
Tobacco program summonses	6,736	12,047	12,016	10,905	8,903	*	*	Up	*
License Law – License requirement compliance rate (%)	85%	75%	79%	83%	85%	*	*	Neutral	Up
– Tobacco and Electronic Cigarette Retail Dealer compliance rate (%)	84%	75%	74%	78%	80%	*	*	Neutral	Up
– All Other License Categories compliance rate (%)	99%	97%	94%	93%	94%	*	*	Neutral	Up
★ License Law – Licensee compliance rate (%)	94%	96%	97%	94%	90%	⇧	⇧	Neutral	Up
Consumer protection law compliance rate (%)	86%	84%	79%	83%	74%	*	*	Down	Up
Weights and measures law compliance rate – Gasoline pumps (%)	99%	100%	100%	100%	100%	98%	98%	Neutral	Up
Weights and measures law compliance rate – Fuel trucks (%)	85%	88%	87%	90%	91%	72%	72%	Neutral	Up
★ Tobacco Program – Sale to youth compliance rate (%)	90%	86%	91%	95%	95%	⇧	⇧	Neutral	Up
Tobacco Program – Out of package sales compliance rate (%)	97%	99%	99%	99%	99%	*	*	Neutral	Up
Tobacco Program – Flavored tobacco and e-cigarette compliance rate (%)	82%	76%	78%	82%	84%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Promptly negotiate settlements on violations issued to businesses.

DCWP works with businesses to resolve violations and enter into settlement agreements. The total dollar amount of civil penalties collected through settlement agreements decreased by 12 percent, from $6,840,938 to $5,987,814. The dollar amount of civil penalties collected varies year to year due to the timing of files cases, settlement agreements, and when payments are made. The rate at which cases were settled prior to their initial hearing date improved by six percentage points to 48 percent during Fiscal 2026. This increase can be attributed to improvements to DCWP's web-based business portal and the ability for businesses to enter into settlement and pleading agreements online.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Civil penalties collected from settlements ($)	$6,644,529	$8,045,022	$4,060,381	$6,840,938	$5,987,814	*	*	Down	*
★ Cases settled prior to original hearing date (%)	48%	42%	47%	42%	48%	*	*	Neutral	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 2 Assist and educate businesses about their contributions towards a fair marketplace for all.

Goal 2a Assist businesses in meeting their licensing requirements.

In Fiscal 2026, DCWP received a total of 20,893 applications for new licenses and renewals of existing licenses, a 39 percent decrease from the 34,191 received in Fiscal 2025. The number of license applications and renewals received can fluctuate from year to year due to the introduction or repeal of license categories, and the mix of one-year and two-year renewal cycles. For example, the largest license category, Home Improvement Contractor, expires in February of odd-number years which contributes to an overall increase in odd-number years and decrease in even-number years.

The median number of days to approve license applications and renewals received during Fiscal 2026 remained consistent at two days. The percent of applications processed within 10 days dropped from 95 percent to 94 percent, and the percent of applications approved within 30 days increased one percentage point to 99 percent.

The percentage of all applications submitted online increased to 92 percent in Fiscal 2026, up from 81 percent in Fiscal 2025. This increase is the result of continued improvements to the online license application portal and a continuing outreach effort to direct applicants to apply online and licensees to renew online.

The average wait time for consumers visiting DCWP's Licensing Center increased from four to six minutes in Fiscal 2026 while the number of customer service requests processed at the Licensing Center decreased by 34 percent, from 20,695 in Fiscal 2025 to 13,615 in Fiscal 2026. This substantial decrease of in-person visits to the Licensing Center is a direct result of the decrease in applications and renewals and the continued uptick in online application processing, which contributed to the increase in average wait time as a higher proportion of in-person visits were more complex cases requiring additional assistance. Additionally, DCWP had several vacancies during the fiscal year which contributed to longer wait times. These vacancies have been filled.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Applications received	26,268	37,120	22,885	34,191	20,893	*	*	Down	*
★ Median processing time (days)	1	1	1	2	2	4	4	Up	Down
Applications approved within 10 days (%)	84%	84%	95%	95%	94%	85%	85%	Up	Up
Applications approved within 30 days (%)	90%	94%	97%	98%	99%	95%	95%	Neutral	Up
Applications submitted online (%)	42%	42%	48%	81%	92%	*	*	Up	Up
★ Average Licensing Center wait time (minutes)	4	3	5	4	6	15	15	Up	Down
Customer service requests processed at the DCWP Licensing Center	16,516	20,556	21,822	20,695	13,615	*	*	Down	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

DCWP continues to supplement patrol-based education efforts with intensive outreach to help businesses understand their legal responsibilities. At the beginning of Calendar 2026 DCWP's community outreach staff grew, allowing them to conduct a much higher volume of outreach events than in years past. This year's efforts prioritized presentations over tabling for business education events, particularly with respect to Self-Employed Tax Prep, which on average have fewer attendees but provide a more substantive engagement. As a result of additional staffing and a change in focus, DCWP conducted 283 business outreach and engagement events during Fiscal 2026, a 175 percent increase over Fiscal 2025, and reached 19,568 businesses through these efforts, a four percent decrease from the 20,314 businesses reached last year.

In addition to hosting outreach events, businesses can request a violation-free education inspection to better inform them of potential violations. DCWP conducted five percent more business education inspections in Fiscal 2026, increasing from 3,110 in Fiscal 2025 to 3,279.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Businesses engagement and outreach events	61	63	86	103	283	*	*	Up	*
Businesses participating in engagement and outreach events	5,251	5,497	7,234	20,314	19,568	*	*	Up	Up
Business education inspections	1,787	2,079	1,973	3,110	3,279	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Educate and empower New Yorkers with low and moderate incomes.

Goal 3a Help residents with low and moderate incomes achieve financial stability.

In Fiscal 2026 DCWP provided financial counseling to 11,279 clients, the same as during Fiscal 2025. This included 7,926 first-time financial empowerment clients, five percent fewer first-time clients than Fiscal 2025. In Fiscal 2026, 30.0 percent of clients achieved a financial goal within their first year of enrollment, up slightly from 29.7 percent. Financial goals include establishing a safe bank account, establishing a savings pattern or credit score, increasing savings as a percent of income, and reducing debt by at least 10 percent or increasing their credit score by 35 or more points.

The cumulative amount of debt reduced by financial empowerment clients increased by 10 percent, to $150,368,746, and the cumulative amount of increased savings rose by nine percent, to $19,199,803. These gains came despite national trends of rising consumer debt and falling savings, reflecting the impact of counselors' strong client relationships and referrals to the legal services contractor to help clients navigate consumer and student debt-related issues.

There were 100,216 returns filed by the NYC Free Tax Prep program during Fiscal 2026, a nine percent decrease from the previous year. This decrease is due in part to a mid-season change made by the federal Internal Revenue Service (IRS) in their data reporting policies which reduced the number of reporting partners within the NYC Free Tax Prep Coalition. Participants saved an estimated $37,781,432 in filing fees during the 2026 tax season, a one percent decrease from Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Clients served	7,160	8,829	11,622	11,279	11,279	*	*	Up	*
First-time clients	5,017	6,528	9,008	8,330	7,926	*	*	Up	*
★ Clients achieving a financial goal within their first year of receiving counseling (%)	20.0%	22.0%	23.0%	29.7%	30.0%	⇧	⇧	Up	Up
Cumulative financial counseling program clients served	77,903	83,354	92,361	100,955	108,653	*	*	Up	Up
Cumulative debt reduced ($)	$95,101,598	$105,912,641	$121,688,089	$136,968,576	$150,368,746	*	*	Up	Up
Cumulative savings increase ($)	$12,475,648	$14,054,805	$15,998,451	$17,673,479	$19,199,803	*	*	Up	Up
Tax returns filed through the NYC Free Tax Preparation Program	78,679	84,471	101,415	110,352	100,216	*	*	Up	Up
Estimated tax preparation fees saved through the NYC Free Tax Preparation Program ($)	$11,801,850	$13,181,050	$32,695,689	$38,181,792	$37,781,432	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Protect and advocate for workers.

Goal 4a Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.

DCWP enforces New York City's worker protection laws. Since May 2016, the portfolio of laws DCWP is responsible for enforcing and, by extension, the nature and complexity of the cases, has grown substantially. In Fiscal 2026, the number of all worker protection complaints received increased by 103 percent, from 1,223 to 2,488. The increase in complaint volume was driven by increases in Fair Workweek Law complaints (which govern scheduling and predictability for fast food and retail workers) and Delivery Worker Law complaints (which govern pay and working conditions for app-based delivery workers). The number of investigations opened in Fiscal 2026 increased by 20 percent, from 396 to 475, a reflection of the increased number of complaints received. Even though the number of complaints received increased more substantially, the number of complaints will never be equal to the number of investigations because worker complaints against larger employers may be attached to a single investigation, and some complaints do not become investigations for a variety of reasons (e.g. worker withdraws complaint, facts do not allege a violation of law, etc.). The median days to assess complaints and open investigations increased from 84 days to 89 days. The number of investigations closed increased by 16 percent, to 461, while the median number of days to close investigations decreased by 13 percent, from 104 days in Fiscal 2025 to 91 days in Fiscal 2026.

The number of workers entitled to restitution grew exponentially from the amount in Fiscal 2025, by 880 percent, from 7,531 to 73,817, and the amount of worker restitution assessed in Fiscal 2026 increased by 483 percent, from $8.35 million to $48.68 million. The amount of civil penalties collected similarly increased, by 410 percent, to $4.15 million in Fiscal 2026. These increases from Fiscal 2025 were driven primarily by three large settlements: $38.9 million with Starbucks for 15,290 workers, $3.3 million with Uber that secured restitution for more than 48,000 delivery workers, and $2.5 million with Getir that secured restitution for more than 1,792 workers. Together, these three cases accounted for approximately 88 percent of the workers and 92 percent of the restitution dollars reflected in this year's totals.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Complaints received	386	439	1,581	1,223	2,488	*	*	Up	*
Investigations opened	251	279	476	396	475	*	*	Up	*
Median days to assess complaints and open investigations	29	32	16	84	89	*	*	Up	Down
Investigations closed	266	270	387	399	461	*	*	Up	*
★ Median days to close investigations	143	194	113	104	91	⇩	⇩	Down	Down
Workers entitled to restitution	7,957	14,669	12,598	7,531	73,817	*	*	Up	*
Worker restitution assessed ($)	$3,620,499	$25,368,095	$13,821,536	$8,353,401	$48,676,036	*	*	Up	*
Civil penalties collected ($)	$236,759	$1,365,330	$1,459,694	$813,646	$4,151,819	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

The Freelance Isn't Free Act guarantees freelancers' rights to written contracts and prompt payment in full. This also strengthens their ability to file claims in civil court. DCWP assists freelancers in exercising these rights. In Fiscal 2026, the number of complaints received increased by three percent from Fiscal 2025, from 821 to 848. The number of freelance cases opened increased by 20 percent, from 711 to 856. The number of freelance cases closed remained relatively stable, decreasing from 796 to 788. The amount recovered by complainants decreased by 19 percent, from $365,973 to $297,012. It is important to note that data regarding the amount recovered is from self-reporting by freelance workers during follow-up after their case has closed. Not all freelance workers respond to DCWP's survey. This fiscal year's figure is 19 percent lower due in part to a delay in collecting and processing these surveys due to a problem with the survey platform that was only recently resolved.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Complaints received	332	501	728	821	848	*	*	Up	*
Navigation cases opened	325	480	704	711	856	*	*	Up	*
★ Navigation cases closed	370	412	382	796	788	*	*	Up	*
Amount recovered by complainants ($)	$604,521	$626,062	$560,439	$365,973	$297,012	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Average wait time to speak with a customer service agent (minutes:seconds)	3:58	4:00	5:00	3:52	6:01	17:00	17:00	Up	Down
Completed requests for interpretation	3,404	2,335	2,806	3,549	3,015	*	*	Neutral	*
CORE facility rating	100	99	97	NA	100	87	87	NA	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to first action within 4 days – Consumer complaint for exchange/refund/return	NA	NA	95%	97%	97%	85%	85%	NA	*
Percent meeting time to first action within 4 days – Consumer complaint for false advertising	NA	NA	96%	99%	97%	85%	85%	NA	*
Percent meeting time to first action within 4 days – Consumer complaint for non-delivery goods/services	NA	NA	95%	97%	98%	85%	85%	NA	*
Percent meeting time to first action within 4 days – Consumer complaint for overcharge	NA	NA	94%	97%	97%	85%	85%	NA	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		5yr Trend
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	
Expenditures ($000,000)[3]	$59.4	$67.9	$67.9	$66.0	$83.9	$85.5	$139.5	Up
Revenues ($000,000)	$16.9	$21.8	$21.0	$20.7	$20.3	$18.5	$17.2	Up
Personnel	400	413	402	409	430	485	561	Neutral
Overtime paid ($000)	$46	$120	$66	$182	$118	$114	$114	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$33.2	$36.7	
001 - Administration	$16.8	$18.3	All
002 - Licensing and Enforcement	$16.4	$18.5	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	$32.8	$47.2	
003 - Other than Personal Services	$32.8	$47.2	All
Agency Total	$66.0	$83.9	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Samuel A.A. Levine was appointed Commissioner of the Department of Consumer and Worker Protection in January 2026.
- The indicator 'Customer service requests processed at licensing centers' in Goal 2a has been renamed to 'Customer service requests processed at the DCWP Licensing Center' to reflect that DCWP has a single licensing center.
- The previously published Fiscal 2025 figure for the indicator 'Cases settled prior to their initial hearing date (%)' in Goal 1c was reduced from 58 percent in Fiscal 2025 to 42 percent. This correction was due to cases that were not fully resolved being counted as having settled at the time of their initial hearing date.
- The indicator 'Percent meeting time to first action within 7 days—DCWP/DOHMH new license application request for general street vendor license' in Agency Customer Service was retired as data is no longer available.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Licenses:
  nyc.gov/BusinessToolbox
- Worker Rights:
  nyc.gov/workers
- Third-Party Food Delivery Services:
  nyc.gov/DeliveryApps
- NYC Financial Empowerment Centers:
  nyc.gov/TalkMoney
- NYC Free Tax Prep:
  nyc.gov/taxprep

For more information on the agency, please visit: www.nyc.gov/dcwp.

OFFICE OF TECHNOLOGY AND INNOVATION
311 CUSTOMER SERVICE CENTER

Joe Morrisroe, Deputy Commissioner

WHAT WE DO

The 311 Customer Service Center (referred to as NYC311, or more commonly, 311) delivers fast and easy access to government services and information to all New Yorkers. 311 can be reached via the call center, 311 Online, 311 Mobile App, 311 on X, Instagram, and Facebook, or by text messaging at 311-NYC (692). People connecting through 711, teletypewriter (TTY), Video Relay Service (VRS), or another relay provider can have their relay operator call 212-NEW-YORK (212-639-9675) to reach NYC311. NYC311's services are available via phone in 175 languages, 24 hours a day, seven days a week, 365 days a year.

FOCUS ON EQUITY

NYC311 is committed to equitably serving all New Yorkers by providing inclusive, reliable, and transparent access to City services and information. As the City's front door to information and services, 311 works to reduce barriers related to language, disability, income, neighborhood, connectivity, and device access. By giving residents a single place to identify benefits, programs, and services, 311 supports affordability in a practical way by helping New Yorkers locate resources that address essential needs without having to navigate City government on their own.

In Fiscal 2026, NYC311 continued to provide multiple pathways to City government, including its 24/7 multilingual call center, website, mobile app, text, social media, and video relay options. Maintaining both human-assisted and digital channels allows residents to choose the method that best fits their circumstances and helps ensure that modernization does not create new barriers. Through this core service delivery, NYC311 advances equitable access to essential services while upholding strong standards for accessibility, privacy, and public trust.

OUR SERVICES AND GOALS

SERVICE 1 Provide public access to City government.

Goal 1a Increase public access to government services and information.

Goal 1b Improve the efficiency of public access to government services.

SERVICE 2 Provide information to the public.

Goal 2a Deliver requested information to the public.

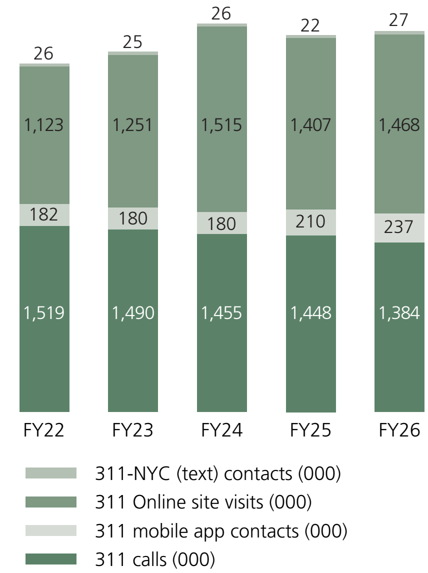
HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide public access to City government.

Goal 1a Increase public access to government services and information.

Although total contacts have increased, 311 call volume has declined each year since Fiscal 2022, falling nearly nine percent from 18.2 million to 16.6 million in Fiscal 2026, as more New Yorkers have shifted toward digital channels to reach 311. This trend continued in Fiscal 2026: 311's online channels (mobile app contacts, text contacts, and site visits) increased six percent, overall, from Fiscal 2025 to Fiscal 2026, going from 19.7 million to 20.8 million. Text contacts increased 21 percent and mobile app contacts increased 13 percent, while online site visits increased four percent, from 16.9 million to 17.6 million, over the same period. These gains reflect 311's sustained investment in digital access over the past several years, including continued enhancements to the mobile app and expanded outreach for text-based service, which together have made digital channels an increasingly central part of how New Yorkers reach 311.

Contacts to 311 — Monthly Average (000)



Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
311 calls (000)	18,231	17,886	17,458	17,377	16,609	*	*	Neutral	*
311 Spanish language calls (000)	529	1,254	706	1,709	1,672	*	*	Up	*
311 calls in languages other than English or Spanish (000)	168	165	264	243	260	*	*	Up	*
311 mobile app contacts (000)	2,187	2,157	2,165	2,525	2,841	*	*	Up	Up
311-NYC (text) contacts (000)	311	303	308	270	326	*	*	Neutral	*
311 Online site visits (000)	13,472	15,007	18,182	16,890	17,614	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Improve the efficiency of public access to government services.

In Fiscal 2026, NYC311 answered 75 percent of Tier 1, or high volume, calls within 30 seconds, below the target of 80 percent. The average wait time was 43 seconds, above the target of 30 seconds and greater than the 25 seconds achieved in Fiscal 2025. The extended period of severe winter weather generated sustained increases in call volume, 161,000 more Tier 1 calls in the first three months of Calendar 2026 compared to the same period in Calendar 2025, which included sharp surges during peak periods, contributing to longer customer wait times and lower service levels.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Calls answered within 30 seconds (%)	83%	85%	74%	80%	75%	80%	80%	Down	Up
★ Average wait time (tier 1 calls) (minutes:seconds)	0:29	0:17	0:31	0:25	0:43	0:30	0:30	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 **Provide information to the public.**

Goal 2a Deliver requested information to the public.

In Fiscal 2026, inquiries from customers decreased 33 percent, from 31.7 million in Fiscal 2025 to 21.4 million. This decline largely reflects a one-time increase in automated MyCity-related inquiries in Fiscal 2025, rather than a broader decline in customer demand.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed service requests (000)	3,558	3,404	3,600	3,766	4,107	*	*	Up	*
Inquiries from customers (000)	17,406	19,413	27,508	31,672	21,361	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Customer satisfaction index (311 only)	92%	94%	93%	93%	92%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$71.3	$65.3	$61.7	$62.2	$64.2	$66.3	$64.5	Up
Personnel	352	342	376	342	309	394	394	Neutral
Overtime paid ($000)	$239	$125	$264	$293	$239	$239	$239	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None The figures shown in the table above are subtotals of the Office of Technology and Innovation totals that appear in the OTI chapter of this report.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Joe Morrisroe continues to serve as Deputy Commissioner for the Office of Technology and Innovation and the 311 Customer Service Center.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- 311 Online:
  http://www.nyc.gov/311
- 311 Facebook:
  http://www.facebook.com/pages/NYC-311/84372567650
- 311 on X:
  https://www.X.com/nyc311
- 311 Mobile App:
  http://www1.nyc.gov/connect/applications.page

TAXI AND LIMOUSINE COMMISSION Midori Valdivia, Chair and Commissioner

WHAT WE DO

The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards for for-hire transportation services, ensuring public safety. TLC licenses more than 180,000 drivers, who collectively complete approximately one million trips every day. TLC also licenses and regulates the following vehicles:

- New York City's medallion (yellow) taxicabs
- For-hire vehicles (app-based services, boro taxis, community-based liveries, and luxury limousines)
- Commuter vans
- Paratransit vehicles

FOCUS ON EQUITY

TLC is advancing a transportation system that expands opportunity, promotes fairness, and delivers reliable service for all New Yorkers. By investing in accessibility, strengthening protections for drivers, and holding transportation companies accountable, TLC is building a more equitable system that improves mobility while supporting the people who keep the City moving.

During Fiscal 2026, TLC continued expanding access to safe and reliable transportation for passengers with disabilities while investing in the drivers and vehicle owners who provide that service. More than 13,000 wheelchair-accessible vehicles (WAV) now operate across the yellow taxi, green taxi, and for-hire vehicle (FHV) sectors, serving an average of 70,000 accessible trips each month. In June 2025, more than half of the active yellow taxi fleet became wheelchair accessible for the first time. To improve service reliability, TLC established a new performance standard requiring high-volume for-hire vehicle companies to complete 90 percent of accessible trips within 10 minutes or less to pick up passengers. The Agency also expanded financial assistance through the Taxi Improvement Fund (TIF), providing up to $30,000 for new wheelchair-accessible taxis (WAVs), resulting in the distribution of over $46 million to eligible drivers and vehicle owners in Fiscal 2026, and launched the Accessible Taxi Loan Assistance Service (ATLAS) pilot program to help qualified medallion owners finance an accessible vehicle purchase. TLC also continued the Medallion Relief Program, which has provided more than $476 million in debt forgiveness to medallion owners who own or have an interest in six or fewer medallions since the program's inception in March 2021.

TLC continues to strengthen accountability across the for-hire vehicle industry by adopting new rules that protect drivers and promote fair business practices. In June 2025, the Commission updated its nation-leading minimum pay standard for drivers on high-volume for-hire vehicle platforms by increasing the minimum per-mile pay rate to reflect rising operating costs and establishing new protections against platform "lockouts" that restrict drivers' ability to earn income. Based on an independent analysis of driver expenses commissioned by TLC, these reforms help ensure drivers are fairly compensated while reinforcing accountability among app-based transportation companies. Together, these initiatives advance a transportation network that values dignity, expands access, and supports a safe, accessible, and resilient transportation system for all New Yorkers.

OUR SERVICES AND GOALS

SERVICE 1 Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards and licensing requirements.

Goal 1a Increase access to for-hire transportation service.

Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

Goal 1c Ensure all vehicles operating for-hire follow TLC rules and regulations.

Goal 1d Provide excellent customer service to licensees.

Goal 1e Promote excellent customer service to passengers.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Ensure the quality and safety of for-hire vehicle transportation services through effective regulation and administration of rules, standards and licensing requirements.

Goal 1a Increase access to for-hire transportation service.

TLC reached a record number of WAVs across both the taxi and FHV fleets in Fiscal 2026. By the end of the fiscal year, 14,951 WAVs (across all vehicle types) were available to provide accessible transportation throughout the City. The 20 percent increase compared to Fiscal 2025 in active accessible medallion taxis and the 15 percent increase in active accessible FHVs were driven by TLC rules requiring new taxis and new FHVs to be wheelchair accessible. In contrast, the number of accessible boro taxis declined to 12 accessible vehicles because of the continuing long-term reduction of the boro taxi fleet.

TLC closed the Accessible Dispatch program in February 2026, after eight years of successfully connecting riders with accessible transportation. When the program was launched in Calendar 2018, only 2,200 accessible taxis were available, and its goal was to connect riders requiring accessible service with those vehicles. Since then, the Agency has significantly expanded the accessible fleet. By the end of Fiscal 2026, the City had 6,360 accessible medallion taxis and 8,579 accessible for-hire vehicles in service. As the availability of accessible vehicles and transportation options increased, demand for the Accessible Dispatch program declined. The service levels during the last eight months of the program declined slightly with the percentage of trips completed decreasing to 84.6 percent in Fiscal 2026 compared to 88.0 percent in Fiscal 2025, while the median wait time increased by one minute during the same reporting period.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Active medallion taxis that are accesible	NA	NA	NA	5,294	6,360	*	*	NA	Up
Active boro taxis that are accessible	NA	NA	NA	23	12	*	*	NA	Up
Active for-hire vehicles that are accessible	NA	NA	NA	7,439	8,579	*	*	NA	Up
Accessible dispatch median wait time citywide (minutes:seconds)	13:52	13:06	12:03	11:25	12:25	*	*	Down	Down
★ Accessible dispatch trips fulfilled as a percent of requested trips (%)	86.0%	86.4%	86.8%	88.0%	84.6%	84.0%	84.0%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

The total number of medallion taxi safety and emissions inspections increased by eight percent, rising from 24,122 inspections in Fiscal 2025 to 26,043 inspections in Fiscal 2026. The increase was driven by more medallion vehicles returning to service after being placed in storage, growth in the number of WAVs being placed into service, and a wider range of approved WAV models and converters providing medallion owners with more options. FHV inspection activity also increased by 10 percent, from 74,657 in Fiscal 2025 to 82,300 in Fiscal 2026, driven in large part by over 1,000 new WAV applicants, each requiring vehicle inspections as part of the application process. In contrast, safety and emissions inspections for boro taxis (green taxis) continued a downward trend, declining 14 percent from 2,398 inspections to 2,055 inspections during the same reporting period. This reflects the decreasing number of active boro taxis as passenger demand continues to shift away from street hails toward app-based and pre-booked rides in the outer boroughs.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Medallion taxi safety and emissions inspections conducted – Total	17,560	19,721	21,662	24,122	26,043	*	*	Up	*
– Passed	13,341	15,294	17,318	18,568	20,060	*	*	Up	*
– Failed	4,219	4,427	4,344	5,554	5,983	*	*	Up	*
★ Medallion taxi safety and emissions failure rate – Initial inspection (%)	29.3%	25.9%	21.0%	31.5%	29.9%	45.0%	45.0%	Up	Down
– Re-Inspection (%)	5.1%	6.1%	5.9%	7.5%	6.4%	*	*	Up	Down
Medallion taxi safety and emissions inspections completed on schedule (%)	34.2%	35.1%	39.2%	43.9%	47.3%	*	*	Up	Up
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	74,432	78,274	80,384	74,657	82,300	*	*	Neutral	*
★ For-hire vehicles safety and emissions failure rate – Initial inspection (%)	25.8%	26.2%	22.7%	26.0%	26.3%	45.0%	45.0%	Neutral	Down
– Re-Inspection (%)	8.7%	9.0%	8.9%	9.2%	9.1%	*	*	Neutral	Down
For-hire vehicles safety and emissions inspections completed on schedule (%)	97.8%	98.6%	98.2%	99.1%	98.2%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	4,347	3,558	2,881	2,398	2,055	*	*	Down	*
★ Boro taxi safety and emissions failure rate — Initial inspection (%)	34.4%	39.5%	37.2%	41.4%	40.8%	45.0%	45.0%	Up	Down
– Re-inspection (%)	9.0%	11.0%	11.1%	11.7%	12.4%	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Ensure all vehicles operating for-hire follow TLC rules and regulations.

In Fiscal 2026, TLC's Enforcement Division prioritized enforcement against unlicensed for-hire activity, including the operation of unlicensed commuter vans, to enhance public safety, protect passengers, and support licensed drivers and businesses. This focus resulted in a 46 percent increase in patrol summonses issued for unlicensed activity, increasing from 3,833 summonses in Fiscal 2025 to 5,608 summonses in Fiscal 2026. In Fiscal 2026, TLC's Enforcement Division increased its focus on corporate accountability. Enforcement efforts emphasized the responsibility of vehicle owners, agents, and bases, especially high-volume FHV companies, to promote compliance with TLC safety requirements. Given the significant number of vehicles affiliated with these high-volume companies, ensuring accountability at the organizational level can have a broad impact on vehicle safety and industry-wide compliance. This increased focus contributed to a 12 percent increase in patrol summonses issued to owners, agents, and bases, from 6,354 in Fiscal 2025 to 7,087 in Fiscal 2026. Patrol summonses for illegal street hails remained steady at 1,033 summonses with a two percent decrease in Fiscal 2026 compared to Fiscal 2025. The increased enforcement on unlicensed activity and corporate accountability required more time and resources contributing to a 19 percent decrease in patrol summonses issued directly to drivers, from 21,337 in Fiscal 2025 to 17,264 in Fiscal 2026. These summonses are typically associated with Vision Zero initiatives and general enforcement activity.

In Fiscal 2026, service refusal summonses issued decreased to 352, a 40 percent decrease from 585 in Fiscal 2025. This decline reflects a strategic reallocation of enforcement personnel to address illegal activity at airports and transportation hubs, particularly unlicensed individuals soliciting visitors for trips. As a result, fewer personnel were available to conduct targeted sting operations for service refusals.

In Fiscal 2026, administrative summonses issued to owners, agents and bases increased to 18,281, a 27 percent uptick compared to 14,355 in Fiscal 2025. These violations require substantial time and documentation, reducing capacity to issue other administrative summonses resulting in a 10 percent decrease in those issued to drivers, from 7,020 in Fiscal 2025 to 6,319 in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Patrol summonses issued to drivers	32,692	29,166	22,839	21,337	17,264	*	*	Down	*
Patrol summonses issued to owners/agents/bases	4,014	5,697	4,930	6,354	7,087	*	*	Up	*
★ Patrol summonses issued for illegal street hails for drivers and vehicle owners	2,056	1,172	749	1,058	1,033	*	*	Down	*
★ Patrol summonses issued for unlicensed activity for drivers and vehicle owners	3,698	4,268	2,866	3,833	5,608	*	*	Up	*
Administrative summonses issued to drivers	8,730	5,841	5,118	7,020	6,319	*	*	Down	*
Administrative summonses issued to owners/agents/bases	11,917	11,056	13,922	14,355	18,281	*	*	Up	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the OATH (%)	95.5%	91.6%	91.6%	92.1%	92.9%	*	*	Neutral	Up
Vision Zero summonses issued	22,249	17,575	12,271	14,219	11,345	*	*	Down	*
Service Refusal summonses issued	18	521	347	585	352	*	*	Up	*
Administrative settlements accepted by drivers	NA	NA	422	1,998	1,920	*	*	NA	*
Administrative settlements accepted by owners/agents/bases	NA	NA	4,844	10,879	12,396	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Provide excellent customer service to licensees.

In Fiscal 2026, TLC maintained its strong commitment to customer service across its public-facing operations at TLC's Long Island City facility. TLC's Licensing Division's focus on resolving customer issues at the first point of contact, along with an increase in visits, contributed to increased wait times both for phone calls and visits at TLC's Long Island City facility. The increase in average wait time from four minutes and 49 seconds in Fiscal 2025 to 15 minutes and 13 seconds in Fiscal 2026 reflects the additional time required to address customer requests. TLC's Licensing Division aims to reduce repeat calls by fully addressing concerns and questions the first time the customer calls, which resulted in improved overall customer experience. This increase in average wait time occurred alongside a 13 percent increase of over 117,000 visits in Fiscal 2026 and less staffing resources. TLC's Prosecution Division has issued more summonses to clear the backlog of administrative and consumer complaints, which reduced staff availability for conducting settlements during Fiscal 2026, and experienced significant staff attrition.

In Fiscal 2026, total TLC driver licenses issued increased 61 percent to nearly 81,000. The average processing time to issue a new TLC driver license increased from 3.3 days in Fiscal 2025 to 3.7 days in Fiscal 2026 due to a 38 percent increase in new driver applications in Fiscal 2026 compared to Fiscal 2025. Despite the increase, TLC's Licensing Division was able to keep the processing time down to an average of under four days, which is below the average of the prior four fiscal years.

Average inspection times increased across all vehicle types. The average time required to complete a medallion taxi inspection increased from 22 minutes in Fiscal 2025 to 24 minutes in Fiscal 2026; FHV inspections increased from 15 minutes in Fiscal 2025 to 18 minutes in Fiscal 2026; and boro taxi inspections increased from 21 minutes in Fiscal 2025 to 22 minutes in Fiscal 2026. These increases were largely driven by the additional time and attention required to inspect an aging vehicle fleet, in particular old WAVs since this vehicle type is no longer subject to mandatory retirement requirements. Despite these increases, average inspection times remained well below the one-hour target for all vehicle types.

The inspection failure rate for medallion taxis decreased eight percent, from 5,564 in Fiscal 2025 to 5,983 in Fiscal 2026. The decrease in inspection failure rates is due to the introduction of newer vehicles into the fleet, including new WAVs. There are more WAVs on the road due to TLC's mandate that requires for a 100 percent of medallion vehicles placed on the road to be WAVs. Ensuring that vehicles are safe and properly maintained protects passengers while also supporting driver dignity by providing drivers with safer, more reliable vehicles in which to work. It also reinforces corporate responsibility by recognizing the important role that vehicle owners, bases, and high-volume app-based companies play in promoting a safe, accessible, and reliable transportation system.

In Fiscal 2026, there was a near 10 percentage point decrease in emails responded to within 14 days compared to Fiscal 2025, due largely to a coordinated bot campaign that overwhelmed TLC's email system with automated messages. The campaign was driven by widespread misinformation within the industry about TLC's proposed rule changes. These bot emails were responded to and closed in bulk, which skewed the response rate.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average wait time at Long Island City facility (hours:minutes)	0:33	0:37	0:22	0:23	0:29	0:25	0:25	Down	Down
TLC driver licenses issued	47,226	78,845	64,079	50,338	80,946	*	*	Up	*
– New licenses issued	15,641	20,548	21,307	12,621	17,437	*	*	Neutral	*
Average time to issue a new driver license from initial application (calendar days)	65.7	47.8	44.2	44.4	44.8	*	*	Down	Down
– Average agency processing time	6.5	5.0	4.6	3.3	3.7	*	*	Down	Down
★ Owners approved for the Medallion Relief Program	NA	1,838	2,038	2,046	NA	⇧	⇧	NA	Up
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:22	0:23	0:31	0:22	0:24	1:00	1:00	Neutral	Down
★ Average time to conduct a safety and emissions inspection of a for-hire vehicle (hours:minutes)	0:18	0:20	0:23	0:15	0:18	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a boro taxi (hours:minutes)	0:21	0:21	0:27	0:21	0:22	1:00	1:00	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1e Promote excellent customer service to passengers.

In Fiscal 2026, TLC's Prosecution Division continues to process a high volume of complaints each month. TLC received 10 percent more complaints about drivers, from 26,514 in Fiscal 2025 to 29,133 in Fiscal 2026. Among these, there was a 41 percent decrease in complaints eligible for prosecution, from 18,259 in Fiscal 2025 to 10,760 in Fiscal 2026. TLC closed many NYC311 complaints because they lacked sufficient details, complainant contact information was missing, or duplicate complaints were already on file. The average number of days to close a TLC driver complaint decreased from 27 average days in Fiscal 2025 to 14 days in Fiscal 2026. TLC's Prosecution Division has identified process improvements that steadily brought the average number of days to close a customer complaint down significantly. The process improvements include changing the method by which drivers are identified to be positively associated with the complaint, partial automation of identifying trip data, and changing the method of identifying repeat complainants.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
TLC driver complaints received	16,629	24,131	28,025	26,514	29,133	*	*	Up	*
– Complaints that were eligible for prosecution	9,290	13,087	15,471	18,259	10,760	*	*	Up	*
★ Average days to close a TLC driver complaint	22.4	33.2	43.9	27.1	13.9	50.0	50.0	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Medallion vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
✹ For-hire vehicles active and not suspended	95,712	98,267	107,932	104,228	103,731	*	*	Neutral	*
Boro taxis active and not suspended	2,379	2,308	875	719	626	*	*	Down	*
Electric vehicles that are medallion taxis	NA	NA	39	31	28	*	*	NA	Up
Electric vehicles that are for-hire vehicles	NA	NA	11,283	12,902	13,544	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	95%	89%	86%	84%	75%	85%	85%	Down	Up
Letters responded to within 14 days (%)	64%	75%	92%	93%	89%	90%	90%	Up	Up
Average call wait time (minutes:seconds)	3:37	4:24	9:18	4:49	15:13	*	*	Up	Down
Completed requests for interpretation	12,938	15,641	17,163	14,595	9,728	*	*	Down	*
Visits to Long Island City facility	129,446	169,850	134,792	103,471	117,252	*	*	Down	*
CORE facility rating	100	98	100	95	95	85	85	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to first action - Lost Property (7 days)	97%	96%	93%	100%	98%	90%	90%	Neutral	*
Percent meeting time to first action - Taxi Complaint (14 days)	100%	99%	63%	12%	NA	90%	90%	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$64.9	$160.6	$54.5	$53.7	$61.8	$62.0	$69.7	Neutral
Revenues ($000,000)	$59.4	$70.1	$68.0	$59.3	$70.2	$63.8	$60.6	Up
Personnel	520	462	454	451	468	580	533	Down
Overtime paid ($000)	$559	$886	$1,454	$1,495	$809	$809	$809	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$36.5	$41.0	All
002 - Other Than Personal Services	$17.2	$20.8	All
Agency Total	$53.7	$61.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Midori Valdivia was appointed as Chair and Commissioner of the Taxi and Limousine Commission in March 2026.
- Fiscal 2026 data for the indicator 'Owners approved for the Medallion Relief Program' in Goal 1d is not available. The program is exploring the potential for additional loan restructurings. The indicator has been retained pending that determination.
- The indicator 'Visits to Long Island City facility' was added to the Agency Customer Service section. This indicator refers to all visits for any kind of service at this customer service center, not exclusively licensing.
- Fiscal 2026 actual performance for the service level agreement indicator 'Percent meeting time to first action—Taxi Complaint (14 days)' is not available. Efforts are being made to resolve this data disruption.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/
- Industry Reports:
  https://www1.nyc.gov/site/tlc/about/industry-reports.page
- Taxi Improvement Fund (TIF):
  https://www.nyc.gov/site/tlc/about/taxi-improvement-fund.page
- Driver Education:
  https://www.nyc.gov/site/tlc/drivers/driver-education.page
- Medallion Relief Program:
  https://www.nyc.gov/site/tlc/about/taxi-medallion-owner-relief-program.page

For more information on the agency, please visit: www.nyc.gov/tlc.

Health and Human Services

Health and Human Services

DEPARTMENT OF HEALTH AND MENTAL HYGIENE **Dr. Alister F. Martin, Commissioner**

WHAT WE DO

The New York City Department of Health and Mental Hygiene (DOHMH), also referred to as the Health Department, protects and promotes the health and well-being of all New Yorkers. The Health Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies, and provides direct health services. The Health Department is addressing affordability through its core work: Helping New Yorkers stay covered by insurance and enroll in benefits while working to eliminate medical debt and connect them with applicable social services and resources. Lastly, the Health Department leads the design and oversight of citywide population health strategies—most notably through HealthyNYC, the City's comprehensive health agenda—by implementing policies and programs that address the leading drivers of premature death and persistent racial health inequities that disproportionately affect communities of color, especially Black New Yorkers.

Central to the Health Department's mission, the Agency provides direct services at tuberculosis clinics, sexual health clinics, an immunization clinic, three Neighborhood Health Action Centers, and more than 1,200 public schools. The Health Department issues birth and death certificates, inspects restaurants and child care centers, and provides services to children and families, including the Early Intervention Program, which serves infants and toddlers with developmental delays, and a home visiting program for pregnant people.

The Health Department's impact goes well beyond what is accomplished by its own workforce. The Agency contracts with hundreds of community-based organizations to deliver mental health, developmental disability, and alcohol and substance use services. It works with health care providers to improve health care delivery and to increase the use of preventive services, such as immunizations and cancer screenings.

FOCUS ON EQUITY

Achieving more equitable, efficient, and effective health outcomes for all New Yorkers requires the City to explicitly acknowledge and address health inequities driven by historical and contemporary injustices, including structural racism and other discriminatory policies and practices that continue to shape health outcomes today. As part of its strategic plan, the Health Department seeks to embed equity and anti-racism principles into all of its work, internally and externally. Recognizing that social determinants of health (non-medical factors that influence health outcomes and inequities) include social systems (relationships and power structures within communities and institutions), the Health Department has reconceptualized the ways in which it interacts with communities and develops intervention strategies. The Health Department uses the principles of anti-racism frameworks to promote equity in its work. Anti-racism principles also guide the services provided at the Health Department's Neighborhood Health Action Centers—located in North and Central Brooklyn, East Harlem, and the South Bronx—with each site demonstrating the collaborative place-based approaches proven to improve population health and address health inequities at the neighborhood level.

November 2026 will mark three years since the Health Department launched HealthyNYC, the City's comprehensive population health agenda to improve life expectancy and create a healthier City for all. HealthyNYC's overarching goal is to increase New Yorkers' life expectancy to at least 83 years of age by 2030. It sets specific goals to mitigate the primary factors contributing to declines in life expectancy, including COVID-19, drug overdose, suicide, and chronic diseases such as heart disease and screenable cancers. It also addresses racial inequities that disproportionately affect Black New Yorkers, particularly inequities in deaths due to pregnancy-associated causes and incidents of violence. In Fiscal 2026, the Health Department released provisional Calendar 2024 HealthyNYC data, showing that life expectancy rose from 82.6 years in Calendar 2023 to 83.2 years in Calendar 2024. Despite surpassing the 2030 goal early, significant racial inequities in life expectancy persist and Black New Yorkers continue to experience the worst health outcomes.

Data for Equity's (D4E) mission is to strengthen the Agency's ability to use data to expose, understand, and address health inequities and to develop approaches to support Agency staff who work with data at all junctures of the data lifecycle. D4E is currently working on several efforts aiming to ensure that equitable data inform policy and program implementation. These include understanding the scope and magnitude of missing or inconsistent race and ethnicity data within datasets at the Health Department and identifying strategies to mitigate them, as well as two Agency-wide guidance documents for the collection, analysis, and reporting of gender identity and race and ethnicity.

OUR SERVICES AND GOALS

SERVICE 1	**Detect, prevent, and reduce the transmission of infectious diseases.**
Goal 1a	Reduce new cases of HIV and other sexually transmitted infections.
Goal 1b	Prevent the transmission of other infectious diseases.
Goal 1c	Prevent the transmission of vaccine-preventable diseases.
SERVICE 2	**Prevent chronic disease by promoting access to health resources and a healthy environment.**
Goal 2a	Reduce financial barriers to health resources and minimize the influence of harmful products.
Goal 2b	Improve preventive health care.
SERVICE 3	**Promote a safe environment.**
Goal 3a	Reduce hazards to children in homes and child care programs.
Goal 3b	Reduce the threat of foodborne illness.
Goal 3c	Reduce animal-related risks to human health.
SERVICE 4	**Prevent and address mental illness, developmental delays and disabilities, and substance use.**
Goal 4a	Reduce the adverse health consequences of substance use.
Goal 4b	Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.
SERVICE 5	**Provide high-quality and timely services to the public.**
Goal 5a	Provide birth and death certificates to the public quickly and efficiently.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Detect, prevent, and reduce the transmission of infectious diseases.

Goal 1a Reduce new cases of HIV and other sexually transmitted infections.

The Health Department works to ensure New Yorkers have access to the HIV testing, treatment, and prevention services they need. This includes distributing free safer sex products and funding hospitals, clinics, and community-based organizations to offer HIV testing, Pre-Exposure Prophylaxis (PrEP), emergency Post-Exposure Prophylaxis (PEP), and treatment, as well as essential supportive services such as care coordination, food and nutrition services, housing services, and mental health services. While new HIV diagnoses increased from Calendar 2023 to Calendar 2024, so did the proportion of people receiving medical care for HIV who achieved viral suppression (less than 200 copies per milliliter) on their last measurement, indicating effective treatment and minimal risk of transmission. The Health Department expects to release Calendar 2025 HIV data in December 2026.

In Calendar 2025, there were 1,023 reported cases of infectious syphilis in New York City, a 30 percent decrease from Calendar 2024. This follows a similar 17 percent decrease observed from Calendar 2023 to Calendar 2024 and aligns with national trends. Declines were observed across almost all demographic groups and boroughs, with the largest decrease occurring in Staten Island (down 80 percent). However, adults age 60 and older saw an 11 percent increase in cases (up from 55 to 61 cases), and significant inequities persist by race/ethnicity and neighborhood. The Health Department attributes the overall decline to multiple factors, including the increased use of doxy PEP—a prophylactic antibiotic taken to prevent certain bacterial sexually transmitted infections, including infectious syphilis.

Congenital syphilis cases also saw a significant reduction, with 23 cases reported in Calendar 2025, down 38 percent from 37 cases in Calendar 2024. This marks the largest year-to-year decline since Calendar 2018, though case counts remain higher than they were a decade ago. Notably, nearly 90 percent of birthing parents whose infants were born with congenital syphilis in Calendar 2025 had late or no prenatal syphilis screening. The Health Department continues to combat transmission through social work case management, employing trained disease intervention specialists and epidemiologists, educating health care providers about prevention strategies, and ongoing participation in the New York State Congenital Syphilis Elimination Strategic Planning Group that supports coordinated response efforts across the City and state.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ New HIV diagnoses (CY)	1,505	1,530	1,646	1,731	NA	⇩	⇩	NA	Down
★ Infectious syphilis cases (CY)	2,237	2,309	1,765	1,467	1,023	⇩	⇩	Down	Down
★ Congenital syphilis cases (CY)	24	21	35	37	23	⇩	⇩	Up	Down
HIV viral suppression (%) (CY)	87%	88%	89%	90%	NA	92%	93%	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Prevent the transmission of other infectious diseases.

In Calendar 2025, 743 patients were diagnosed with tuberculosis (TB) in New York City, an 11 percent decrease from the 832 cases reported in Calendar 2024. This decline is a result of ongoing City investments in prevention, detection, clinical services, staffing, and innovative programmatic approaches. TB cases remain elevated compared to before Calendar 2019, prior to the COVID-19 pandemic—consistent with trends observed nationally and globally. The Health Department continues to provide TB services at no cost to patients, regardless of immigration or insurance status.

The percentage of seniors age 65 and older who reported receiving a flu shot decreased from 70.1 percent in Calendar 2024 to 65.6 percent in Calendar 2025, below the 70.0 percent target. This decrease is greater than historically expected and while the cause of this change is unclear, it may be influenced by general vaccination fatigue and declining vaccine confidence potentially linked to the federal government's attacks on vaccination safety and effectiveness. The Health Department is evaluating ways to address this decline in this high-risk population.

In Calendar 2025, the Health Department reached a rate of 70.2 percent for people cleared or cured of hepatitis C, continuing a steady upward trend toward the 74.0 percent target. Following the Health Department's methodology review, this metric was refined to include people with any diagnosis date and a positive hepatitis C virus ribonucleic acid (RNA) laboratory result since 2014—the first year the electronic laboratory system began reporting all negative hepatitis C virus RNA test results. This more specific population definition provides a clearer and more comprehensive measure of the population eligible for monitoring.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ New tuberculosis cases (CY)	529	535	679	832	743	⇩	⇩	Up	Down
Seniors, age 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	68.5%	72.4%	69.2%	70.1%	65.6%	70.0%	70.0%	Neutral	Up
Hepatitis C cleared or cured (%) (CY)	66.2%	67.4%	68.4%	69.2%	70.2%	74.0%	75.0%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Prevent the transmission of vaccine-preventable diseases.

Pediatric immunization coverage for children ages 24-35 months dropped by four percentage points from Fiscal 2025 to 60.6 percent in Fiscal 2026. This decrease may be due, in part, to confusion caused by mid-cycle revisions to the Centers for Disease Control and Prevention's (CDC's) childhood immunization schedule, which was changed in January 2026 and then restored to the original guidance in March 2026. The Health Department is currently investigating these declines to identify high-risk communities and tailor interventions accordingly. Despite lower vaccine uptake for children under the age of three years old, immunization compliance for children in public schools remained steady at 97.4 percent in Fiscal 2026, slightly below the level seen prior to the COVID-19 pandemic in Fiscal 2019 and target of 99.0 percent.

In contrast, the proportion of 13-year-olds who completed their HPV vaccination series by the age of 13 reached 45.7 percent in Fiscal 2026, a three percentage-point increase from Fiscal 2025. This progress may be partly due to a spring 2025 advertising campaign and updated immunization registry systems that were both implemented to promote starting the vaccination series at age nine.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Children ages 24-35 months with up-to-date immunizations (%)	61.0%	60.1%	66.1%	64.5%	60.6%	70.0%	70.0%	Neutral	Up
★ Children in public schools who are in compliance with required immunizations (%)	97.0%	96.4%	96.5%	97.7%	97.4%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	43.5%	42.8%	42.1%	43.0%	45.7%	53.0%	53.0%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Prevent chronic disease by promoting access to health resources and a healthy environment.

Goal 2a Reduce financial barriers to health resources and minimize the influence of harmful products.

After declining for the past two calendar years, the estimated percentage of uninsured adult New Yorkers increased by 0.6 percentage points from Calendar 2024 to 10.0 percent in Calendar 2025. The increase may be attributed to several factors. First, the reintroduction of annual Medicaid renewal requirements in the summer of 2023, following the end of the COVID-19 federal public health emergency. Second, a marked increase in premiums for individual and small group market coverage in New York State, the full impact of which may have been offset by since-expired enhanced subsidies. The Health Department anticipates further growth in the uninsured rate due to policies enacted in the federal Budget Reconciliation Act (H.R.1) of 2025 that increased administrative requirements to maintain Medicaid coverage and limited immigrant eligibility for marketplace premium assistance. Punitive immigration policies such as the public charge rule may further deter individuals from enrolling in or renewing Medicaid coverage. In anticipation of these changes, the Health Department and its nonprofit enrollment assistance partners are preparing for implementation of new documentation requirements and increased demand for financial assistance for health care.

In Fiscal 2026, $2.25 million in Health Bucks were publicly distributed to support nutrition security, the same as in Fiscal 2025. The Health Bucks program increases resources for New Yorkers with low incomes to purchase fresh produce at City farmers markets. Health Bucks are distributed as Supplemental Nutrition Assistance Program (SNAP) incentives, through nonprofit partners, and via health programming at the Health Department and the City's Health + Hospitals system.

The proportion of adult New Yorkers who reported currently smoking cigarettes increased to 8.6 percent in Calendar 2025, up by one percentage point from Calendar 2024. While this concerning reversal of year-over-year declines since Calendar 2017 may be due to random fluctuations in the survey data, it importantly underscores the need for ongoing policy actions and public education campaigns. In contrast, the percentage of adults consuming one or more servings of sugar-sweetened beverages per day decreased to 13 percent in Calendar 2025, an encouraging drop following a period of relatively plateaued rates. The Health Department continues to address the impact of harmful products through community outreach and engagement, clinical engagement, and health care systems changes, as well as policy monitoring and advocacy.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Adult New Yorkers without any type of health insurance (%) (CY)	12.1%	11.2%	11.9%	9.4%	10.0%	10.5%	10.0%	Down	Down
Health Bucks distributed ($000,000)	NA	NA	$2.27	$2.25	$2.25	$2.20	$2.20	NA	*
★ Adults who smoke (%) (CY)	9.1%	8.7%	8.2%	7.5%	8.6%	⇩	⇩	Neutral	Down
Adults who consume one or more servings of sugar-sweetened beverages per day (%) (CY)	14.9%	14.5%	14.0%	14.3%	13.0%	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Improve preventive health care.

As part of its focus on preventive care efforts, the Health Department prioritizes cancer screenings and equitable cancer care. In Calendar 2025, 71.2 percent of adults ages 45–75 were up to date on colorectal cancer screenings, marking the fourth consecutive year of increases. The Health Department works to increase colon cancer screenings for all eligible New Yorkers, including those who are uninsured, by partnering with a range of stakeholders to encourage timely screenings and tracking key cancer statistics in the City. Through the HealthyNYC population health agenda, the Health Department set a goal to decrease overall screenable cancer (colon, prostate, female breast, lung, and cervical) deaths in New York City by 20 percent by 2030.

The asthma-related emergency department visit rate among children ages 5–17 decreased by nine percent, from 139.1 visits per 10,000 children in Calendar 2023 to 126.0 in Calendar 2024, falling below the target of 133.1. This decline returns the measure to its long-term downward trend following three consecutive annual increases from its record low of 57.1 visits per 10,000 children in Calendar 2020. Reductions in asthma-related emergency department visits reflect a combination of improved asthma treatment, reduced exposure to environmental triggers in the home, increased access to asthma self-management education, and public health policies addressing housing quality and outdoor air quality. Due to the 12-month lag required to certify and ensure the integrity of this data, Calendar 2025 data are expected to be published in the Fiscal 2027 Mayor's Management Report.

The infant mortality rate was 4.3 deaths per 1,000 live births in Calendar 2025 compared to 3.9 in Calendar 2024. Infant mortality rates can fluctuate year to year due to random variation and, fortunately, small underlying numbers. Calendar 2025 data are provisional and subject to change.

In Calendar 2023, the five-year average citywide pregnancy-associated mortality ratio increased by eight percent to 56.5 deaths per 100,000 live births during 2019-2023. The five-year average pregnancy-associated mortality ratio among Black pregnant New Yorkers also increased by 12 percent, from 127.3 deaths per 100,000 live births during 2018–2022 to 143.0 during 2019–2023. The increase in Black pregnancy-associated mortality is partially linked to a rise in overdose deaths, up from 53 to 69 for this population, most of which occurred between 43 to 365 days after pregnancy. Pregnancy-associated deaths include deaths from any cause during pregnancy or within one year from the end of pregnancy, while pregnancy-related deaths are a subset of this, specifically caused by a pregnancy complication, a chain of events that are initiated by pregnancy, or the aggravation of an unrelated condition by pregnancy. The Health Department currently only reports data through Calendar 2023 due to a 2.75-year data lag time needed for compliance with Health Department protocol and CDC guidance on the case identification and review process timeline to accurately evaluate each death. Calendar 2024 data are expected to be published in the Fiscal 2027 Mayor's Management Report.

Black pregnant New Yorkers are at highest risk of preventable pregnancy-associated mortality due to generational and current epigenetic trauma (trauma that changes gene expression), lifelong exposure to chronic stress and discrimination, and disinvestment in their communities, compounded by structural racism. These factors can contribute to being unfairly ignored and dismissed by health care clinicians, being underinsured or uninsured, and being unable to access needed and lifesaving health care. Through HealthyNYC, the City established a goal to reduce pregnancy-associated mortality among Black non-Hispanic pregnant New Yorkers by 10 percent by 2030. However, current trends are moving away from, rather than toward, this target. The Health Department continues to convene the Maternal Mortality Review Committee (MMRC)—a multi-disciplinary body established to investigate and analyze pregnancy-associated deaths, to identify factors that contribute and cause these deaths, and to recommend ways to prevent them and reduce inequities. The City also recommitted to improving pregnancy-related health outcomes for Black New Yorkers by 2034, including reducing pregnancy-associated maternal mortality and tracking progress by race and ethnicity.

Maternal health remains a critical public health priority in the City. The Health Department will continue to deliver key services to pregnant, birthing, and parenting people by working with the City's hospitals and clinicians, providing support through home visiting and doula services, educating on the benefits of full-scope integrative midwifery care, and working with community partners to improve birth equity and promote healthy families.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Adults, ages 45-75, screened for colorectal cancer (%) (CY)	63.3%	66.6%	68.4%	70.3%	71.2%	*	*	Up	*
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	79.0	134.8	139.1	126.0	NA	133.1	133.1	NA	Down
★ Diabetes management among adult New Yorkers (%) (CY)	71.8%	74.0%	75.0%	74.3%	NA	⇧	⇧	NA	Up
★ ✹ Infant mortality rate (per 1,000 live births) (CY) (provisional)	4.0	4.3	4.2	3.9	4.3	4.1	4.1	Neutral	Down
★ Pregnancy-associated mortality ratio for Black pregnant New Yorkers (per 100,000 live births) (Five-year averages) (CY)	114.2	127.3	143.0	NA	NA	97.1	97.1	NA	Down
Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)	48.6	52.3	56.5	NA	NA	*	*	NA	Down
★ Adult heart failure hospitalizations rate (per 100,000 population) (CY)	332.2	340.5	351.7	345.8	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Promote a safe environment.

Goal 3a Reduce hazards to children in homes and child care programs.

The number of children with high blood lead levels continued to decline for the second consecutive year in Calendar 2025, with a 16 percent decrease for children under the age of 18 and a 14 percent decrease for children under the age of six from Calendar 2024 to Calendar 2025. This improvement reflects the Health Department's focus on removing lead hazards from homes and providing follow-up care for affected families.

In Fiscal 2026, the Health Department conducted 8,180 initial inspections of group child care programs. While this is a slight decrease from Fiscal 2025 following a surge in hiring last fiscal year, the Health Department remains on track to inspect all active group child care centers. Notably, centers' compliance with public health standards improved: The proportion of child care programs that do not require reinspection increased to a five-year high of 85.7 percent. This increase may be attributed to improved technical assistance, promoting the Health Department's guidance documents, and website improvements.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Childhood blood lead levels – number of children younger than age 18 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	3,036	3,243	3,456	3,289	2,776	⇩	⇩	Neutral	Down
★ Childhood blood lead levels – number of children younger than age 6 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	2,557	2,713	2,803	2,600	2,229	⇩	⇩	Down	Down
★ Active group child care center full inspections	6,124	6,553	7,417	8,392	8,180	*	*	Up	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	81.7%	78.6%	78.9%	82.2%	85.7%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Reduce the threat of foodborne illness.

The Health Department conducted inspections for 71.0 percent of the City's restaurants in Fiscal 2026, remaining about the same as in Fiscal 2025. The Health Department continues to lag significantly behind the target of 100.0 percent due to ongoing staffing constraints. The percentage of restaurants receiving an 'A' grade improved slightly in Fiscal 2026, reaching 89.8 percent. Since Fiscal 2024, this metric has shown gradual improvement. The Health Department is working to hire additional health inspectors and employing the use of overtime to ensure high food safety standards are met.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Restaurants inspected (%)	71.6%	83.4%	66.4%	71.6%	71.0%	100.0%	100.0%	Neutral	Up
★ Restaurants scoring an 'A' grade (%)	92.7%	90.0%	86.9%	89.2%	89.8%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c Reduce animal-related risks to human health.

In Fiscal 2026, the Health Department conducted approximately 149,000 initial pest control inspections, up from 148,000 in Fiscal 2025. The percentage of properties with signs of active rats found during these inspections—the most serious rodent violation—decreased from 19.7 percent in Fiscal 2025 to 16.6 percent in Fiscal 2026, reflecting the success of the Health Department's proactive block-by-block indexing and neighborhood outreach to promote best practices in rat management citywide.

In Fiscal 2026, 62,900 dogs were licensed in the City, a 10 percent decline from Fiscal 2025. As of December 2024, retail pet stores in the City are no longer permitted to sell dogs as part of efforts to stop commercial breeding and encourage pet adoption. While stores can still partner with shelters to host adoption events, this ban has likely caused licensing to decline as there may be fewer dogs being purchased. Efforts are ongoing to educate the public on the benefits and requirements of licensing their pets.

Notably, the number of animals testing positive for rabies increased from eight in Calendar 2024 to 22 in Calendar 2025. In New York City, rabies is primarily transmitted among raccoons, with occasional spillover to other animal species. The Health Department maintains a robust rabies surveillance program and works with the U.S. Department of Agriculture (USDA) and NYC Parks to distribute oral rabies vaccines (ORVs) to raccoons in targeted areas, both proactively and in response to clusters of rabid raccoons. The Health Department was unable to conduct ORV activities in Calendar 2024 due to a lack of dedicated funding, which may have contributed to the increased transmission among unvaccinated raccoons seen in Calendar 2025, particularly in Queens, where raccoon rabies emerged in Calendar 2022 amid an ongoing outbreak on Long Island. New dedicated funding beginning in Calendar 2026 is expected to support routine vaccine purchases and distribution, helping to prevent ongoing transmission and further spread of the virus.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Initial pest control inspections (000)	116	179	150	148	149	*	*	Neutral	*
Initial inspections with active rat signs (ARS) (%)	25.4%	22.3%	24.2%	19.7%	16.6%	*	*	Down	*
★ Compliance inspections found to be rat free (%)	30.1%	28.0%	27.3%	27.8%	27.8%	⇧	⇧	Neutral	Up
Dogs licensed (000)	87.5	79.9	75.7	70.1	62.9	105.0	105.0	Down	*
Animals testing positive for rabies at the Public Health Laboratory (CY)	19	38	12	8	22	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Prevent and address mental illness, developmental delays and disabilities, and substance use.

Goal 4a Reduce the adverse health consequences of substance use.

Following more than a decade of increases, unintentional drug overdose deaths in New York City began to decline in Calendar 2023, with the decline continuing in Calendar 2024. Provisional data shows 2,192 unintentional drug overdose deaths in Calendar 2024, down 28 percent from Calendar 2023, with fentanyl remaining the most common substance involved in fatal overdoses. This decline may be influenced by several factors, including changes in the demographics and behaviors of people at risk of overdose, expanded public health interventions, and changes in the prevalence and concentration of fentanyl in the unregulated drug supply. While further research is needed to determine the relative impact of these factors, the decline follows years of investment in evidence-based overdose prevention strategies such as distributing more naloxone, fentanyl test strips, and other health and safety supplies; operating a peer-led nonfatal overdose response system and drug-checking services; and supporting overdose prevention centers. The Health Department continues to expand these prevention services through a place-based, equity-centered approach outlined in HealthyNYC's drug overdose prevention plan.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Buprenorphine patients (CY)	15,160	15,139	15,202	15,619	15,732	16,919	16,919	Neutral	Up
★ ✹ Deaths from unintentional drug overdose (CY) (provisional)	2,696	3,070	3,046	2,192	NA	⇩	⇩	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.

The Assisted Outpatient Treatment program is responsible for the implementation of Kendra's Law in New York City. Established in Calendar 1999, this law states that people with serious mental illness who are a danger to themselves or others can be court-ordered to participate in mental health treatment. Assisted Outpatient Treatment can help people with serious mental illness receive treatment services that may allow them to live independently in their community. The number of individuals in the Assisted Outpatient Treatment program increased by eight percent to 3,052 in Fiscal 2026, driven by increased referrals and heightened program attention. The Health Department also increased the capacity for supportive housing for people with or at risk for developing serious mental health and substance use disorders, with 13,500 units now available in Fiscal 2026, up from 12,800 in Fiscal 2025 and outperforming the 13,300 target.

The number of new children receiving services from the Early Intervention (EI) Program—an initiative that supports families with young children who are not learning, playing, growing, talking, or walking like other children their age to create plans to help their children meet developmental goals—increased by eight percent from approximately 12,600 in Fiscal 2025 to 13,600 in Fiscal 2026. However, this remains lower than Fiscal 2022 through Fiscal 2024 numbers because of the overall decrease in the total population of children that may be eligible for EI services in New York City (children from birth to age three years old).

In the Health Department's ongoing effort to connect more individuals in need of mental health services to care, five new mobile treatment teams were created in Fiscal 2026. These mobile community-based teams include providers from Assertive Community Treatment (ACT), Forensic Assertive Community Treatment (FACT), and Intensive Mobile Treatment (IMT) units. These services are suited for those living with a serious mental illness who have high services needs that are not being met in traditional settings. The five new teams have enhanced the program's capacity, enabling it to serve 6,794 individuals in Fiscal 2026, eight percent more individuals than in Fiscal 2025. Additionally, services provided by NYC 988, the City's suicide and crisis lifeline, increased by 40 percent from Fiscal 2025 to 466,712 services provided in Fiscal 2026 following three mass media promotional campaigns.

The Health Department's Co-Response Teams (CRTs), which run in collaboration with the New York City Police Department (NYPD), highlight the importance of integrating public health with public safety to ensure appropriate interventions are provided to individuals experiencing a mental health crisis. Both Departments experienced staffing shortages and recruitment challenges that caused CRTs to operate with a temporarily reduced schedule that limited their capacity to serve individuals. Despite this challenge that led the CRTs to miss their target of 625 individuals contacted, the program still saw a 10 percent increase in the number of individuals contacted in Fiscal 2026 (580) compared to Fiscal 2025 (529). The Co-Response unit is currently onboarding new Health Department coordinators and continuing outreach to providers.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	2,247	2,442	2,657	2,828	3,052	*	*	Up	*
★ Units of supportive housing available to people with or at risk for developing serious mental health and substance use disorders (000)	10.6	11.4	12.1	12.8	13.5	13.3	14.9	Up	Up
New children receiving services from the Early Intervention Program (000)	14.9	15.2	14.5	12.6	13.6	*	*	Down	*
Health-led crisis response and community-based de-escalations	NA	NA	8,145	9,970	10,163	*	*	NA	*
Individuals who received services from long-term mobile community-based treatment providers	4,949	5,296	5,729	6,288	6,794	6,072	6,072	Up	*
Individuals contacted by a DOHMH Co-Response Team	750	840	506	529	580	625	600	Down	Up
Services provided by NYC 988	NA	NA	NA	334,000	466,712	371,594	371,594	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Provide high-quality and timely services to the public.

Goal 5a Provide birth and death certificates to the public quickly and efficiently.

The Health Department maintained efficient processing times for vital records in Fiscal 2026. The average response time for birth certificates was three days, meeting the target despite high demand. Death certificate processing was even more efficient, with an average response time of 1.6 days, significantly outperforming the three-day target. The Health Department continues to promote online requests to maintain these service levels.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online/in person (days)	5.4	2.0	1.6	2.7	3.0	3.0	3.0	Down	Down
★ Average response time for death certificates by mail/online/in person (days)	4.2	1.3	0.9	1.4	1.6	3.0	3.0	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Workplace injuries reported	86	94	101	94	101	*	*	Up	Down
Environmental Control Board violations received at the Office of Administrative Trials and Hearings (OATH)	35,108	45,527	48,298	51,551	42,592	*	*	Up	*
Environmental Control Board violations admitted to or upheld at the Office of Administrative Trials and Hearings (OATH) (%)	65.4%	66.9%	73.7%	73.7%	74.6%	*	*	Up	*
Human services contracts	NA	NA	NA	151	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	62%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$539.50	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	41,755	59,975	87,630	89,508	84,758	*	*	Up	*
Letters responded to within 14 days (%)	64%	63%	60%	69%	57%	70%	70%	Neutral	Up
E-mails responded to within 14 days (%)	90%	85%	87%	88%	87%	80%	80%	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	1	1	1	0	0	10	10	Down	Down
CORE facility rating	100	98	100	96	98	85	85	Neutral	Up
Calls answered within 30 seconds (%)	45%	69%	78%	65%	50%	80%	80%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to first action – Rodent (14 days)	56%	66%	65%	79%	85%	73%	73%	Up	*
Percent meeting time to first action – Food Establishment (14 days)	93%	96%	77%	98%	92%	90%	90%	Neutral	*
Percent meeting time to first action – Food Poisoning (3 days)	99%	99%	99%	100%	99%	90%	90%	Neutral	*
Percent meeting time to first action – Indoor Air Quality (14 days)	98%	99%	99%	99%	99%	95%	95%	Neutral	*
Percent meeting time to first action – Smoking Complaint (14 days)	79%	91%	75%	100%	100%	75%	75%	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$2,613.2	$2,335.5	$2,344.3	$2,452.2	$2,840.2	$2,907.9	$2,769.6	Up
Revenues ($000,000)	$34.0	$31.9	$34.7	$40.0	$36.4	$31.6	$31.6	Up
Personnel	6,090	6,164	6,253	6,282	6,418	7,435	7,443	Down
Overtime paid ($000,000)	$22.5	$24.0	$21.0	$18.2	$21.0	$19.2	$10.4	Down
Capital commitments ($000,000)	$248.5	$341.6	$115.3	$0.4	$308.5	$262.8	$82.9	Up
Human services contract budget ($000,000)	$780.1	$909.4	$1,008.0	$1,076.8	$1,301.8	$1,317.9	$1,251.1	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$608.7	$660.9	
101 - Health Administration	$80.3	$80.3	All
102 - Disease Control	$127.7	$144.0	1a, 1b
103 - Family and Child Health	$113.3	$118.6	1b, 2b
104 - Environmental Health Services	$86.2	$91.0	2b, 3a, 3b, 3c
105 - Early Intervention	$15.9	$19.2	4b
106 - Office of Chief Medical Examiner	$83.9	$91.3	Refer to table in OCME chapter
107 - Center for Health Equity & Community Wellness	$33.4	$35.9	2a, 2b
108 - Mental Hygiene Management Services	$49.2	$59.3	4a, 4b
109 - Center for Population Health Data Science	$18.8	$21.3	2a, 2b, 5a
Other Than Personal Services - Total	$1,843.5	$2,179.3	
111 - Health Administration	$163.6	$187.8	All
112 - Disease Control	$319.2	$313.9	1a, 1b
113 - Family and Child Health	$133.2	$186.1	1b, 2b
114 - Environmental Health Services	$48.6	$61.2	2b, 3a, 3b, 3c
115 - Early Intervention	$332.4	$363.8	4b
116 - Office of Chief Medical Examiner	$24.1	$32.4	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	$89.3	$94.3	2a, 2b
118 - Mental Hygiene Management Services	$43.5	$52.9	4a, 4b
119 - Center for Population Health Data Science	$6.1	$13.6	2a, 2b, 5a
120 - Mental Health Services	$543.4	$685.1	4b
121 - Developmental Disability	$6.9	$8.8	*
122 - Alcohol & Drug Use Prevention, Care, Treatment	$133.3	$179.3	4a
Agency Total	$2,452.2	$2,840.2	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Alister F. Martin was appointed Commissioner of the Department of Health and Mental Hygiene in January 2026.
- The indicator 'COVID-19 hospitalizations rate (per 100,000 admissions) (CY)' in Goal 1b was retired as annual COVID-19 hospitalizations have decreased substantially since Calendar 2021 (largely because of population immunity and changes in the characteristics of circulating COVID-19 variants) and access to data that inform COVID-19 hospitalization rates has diminished over time.
- The indicator 'Adult New Yorkers without health insurance (%) (CY)' in Goal 2a was renamed 'Adult New Yorkers without any type of health insurance (%) (CY)' for clarity.
- The indicator 'Pregnancy-associated mortality ratio for Black women and birthing people (per 100,000 live births) (Five-year averages) (CY)' in Goal 2b was renamed 'Pregnancy-associated mortality ratio for Black pregnant New Yorkers (per 100,000 live births) (Five-year averages) (CY).'
- A number of targets were updated as part of this publication:
  - The Fiscal 2026 target for 'Hepatitis C cleared or cured (%)' in Goal 1b was updated from 73.0 percent to 74.0 percent due to the new methodology to calculate this indicator and does not change the estimated performance. The Fiscal 2027 target was updated from 74.0 percent to 75.0 percent.
  - The Fiscal 2027 target for 'Health Bucks distributed ($000,000)' in Goal 2a was updated from no target to $2.20.
  - The Fiscal 2027 target for 'Units of supportive housing available to people with or at risk for developing serious mental health and substance use disorders (000)' in Goal 4b was updated from 14.0 to 14.9.
  - The Fiscal 2027 target for 'Individuals contacted by a DOHMH Co-Response Team' in Goal 4b was updated from 700 to 600.
- A number of previously published figures were updated as part of this publication after a review of historical data:
  - The Calendar 2021 figure for 'New HIV diagnoses (CY)' in Goal 1a was updated from 1,608 to 1,505. Calendar 2022 was updated from 1,591 to 1,530, Calendar 2023 was updated from 1,700 to 1,646, and Calendar 2024 was updated from 1,791 to 1,731.
  - The Calendar 2021 figure for 'Infectious syphilis cases (CY)' in Goal 1a was updated from 2,235 to 2,237. Calendar 2022 was updated from 2,310 to 2,309, Calendar 2023 was updated from 1,762 to 1,765, and Calendar 2024 was updated from 1,469 to 1,467.
  - The Calendar 2021 figure for 'Hepatitis C cleared or cured (%) (CY)' in Goal 1b was updated from 67.9 percent to 66.2 percent. Calendar 2022 was updated from 68.8 percent to 67.4 percent, Calendar 2023 was updated from 69.0 percent to 68.4 percent, and Calendar 2024 was updated from 71.5 percent to 69.2 percent. This metric was refined to include people with any diagnosis date and a positive hepatitis C virus RNA laboratory result since 2014—the first year the electronic laboratory system began reporting all negative hepatitis C virus RNA test results—to more clearly and more comprehensively measure the population eligible for monitoring.
  - The Calendar 2023 figure for 'Asthma-related emergency department visits among children ages 5–17 (per 10,000 children) (CY) (preliminary)' in Goal 2b was updated from 143.7 to 139.1. The Calendar 2024 figure was also updated from NA to 126.0.
  - The Calendar 2023 figure for 'Pregnancy-associated mortality ratio for Black pregnant New Yorkers (per 100,000 live births) (Five-year averages) (CY)' in Goal 2b was updated from NA to 143.0.

- The Calendar 2023 figure for 'Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)' was updated from NA to 56.5.
- The Calendar 2021 figure for 'Adult heart failure hospitalizations rate (per 100,000 population) (CY)' in Goal 2b was updated from 320.0 to 332.2. Calendar 2022 was updated from 323.9 to 340.5, Calendar 2023 was updated from 341.3 to 351.7, and Calendar 2024 was updated from NA to 345.8.
- The Fiscal 2025 figure for 'Restaurants inspected (%)' in Goal 3b was updated from 69.7 percent to 71.6 percent.
- The Fiscal 2025 figure for 'Individuals contacted by a DOHMH Co-Response Team' in Goal 4b was updated from 528 to 529.
- The Fiscal 2022 figure for 'Workplace injuries reported' in the 'Agency-wide Management' section was updated from 85 to 86. Fiscal 2023 was updated from 96 to 94, Fiscal 2024 was updated from 94 to 101, and Fiscal 2025 was updated from 93 to 94.

• Several indicators have NA data for the most current year due to long data lag times. This includes the following indicators:
  - The Calendar 2025 figure for 'New HIV diagnoses (CY)' in Goal 1a is expected to be updated in the Fiscal 2027 Preliminary Mayor's Management Report.
  - The Calendar 2025 figure for 'HIV viral suppression (%) (CY)' in Goal 1a is expected to be updated in the Fiscal 2027 Preliminary Mayor's Management Report.
  - The Calendar 2025 figure for 'Asthma-related emergency department visits among children ages 5–17 (per 10,000 children) (CY) (preliminary)' in Goal 2b is expected to be updated in the Fiscal 2027 Mayor's Management Report.
  - The Calendar 2025 figure for 'Diabetes management among adult New Yorkers (%) (CY)' in Goal 2b is expected to be updated in the Fiscal 2027 Preliminary Mayor's Management Report.
  - The Calendar 2025 figures for 'Pregnancy-associated mortality ratio for Black pregnant New Yorkers (per 100,000 live births) (Five-year averages) (CY)' and 'Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)' in Goal 2b are expected to be updated in the Fiscal 2028 Mayor's Management Report. The Calendar 2024 figures for these indicators are expected to be updated in the Fiscal 2027 Mayor's Management Report.
  - The Calendar 2025 figure for 'Adult heart failure hospitalizations rate (per 100,000 population) (CY)' in Goal 2b is expected to be updated in the Fiscal 2027 Mayor's Management Report.
  - The Calendar 2025 figure for 'Deaths from unintentional drug overdose (CY) (provisional)' is expected to be updated in the Fiscal 2027 Preliminary Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

- HealthyNYC: New York City's Campaign for Healthier, Longer Lives:
  https://www.nyc.gov/site/doh/about/about-doh/healthynyc.page
- Care Community, Action: A Mental Health Plan for NYC:
  https://www.nyc.gov/assets/doh/care-community-action-mental-health-plan
- Provisional Birth and Death Data:
  https://www.nyc.gov/site/doh/data/data-sets/vital-statistics-data.page
- Childhood Vaccination Data Explorer:
  https://www.nyc.gov/site/doh/data/data-sets/childhood-vaccination-data.page
- The Mayor's Office of Contract Services' Citywide Indicators Report:
  https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information about the Health Department, please visit: https://www.nyc.gov/health.

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER

Dr. Jason Graham, Chief Medical Examiner

WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the justice system through forensic science. OCME's impartial investigations of deaths and thorough analysis of evidence offer answers to families and communities during times of profound need. OCME is responsible for investigating deaths that result from criminal violence, accident, or suicide; that occur suddenly and when in apparent good health; when unattended by a physician; in a correctional facility or in custody of any criminal justice entity; in any suspicious or unusual manner; or that are a threat to public health. These types of cases are referred to as being under "Medical Examiner jurisdiction." The Office also reviews all applications for permits to cremate the body of a person who dies in New York City. The Office provides additional forensic services to support investigations through its Forensic Biology, Forensic Toxicology, Histology, Anthropology, and Molecular Genetics laboratories. OCME also manages all functions of the City mortuary, including the retrieval and processing of unclaimed decedents, and facilitates final disposition. Finally, OCME maintains a specialized mass fatality management team ready to support the City in responding to mass fatalities and other disasters.

FOCUS ON EQUITY

OCME operates Family Services Centers in all five boroughs so that all communities have equal access to services, regardless of economic ability. At these centers, staff interact with family members, medical practitioners, and other stakeholders to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. Family services are also offered remotely for the convenience and comfort of family members. For families who may need or choose interment of their loved ones in the City cemetery, OCME provides an opportunity for a final viewing before burial upon request. In addition, OCME serves as the City's impartial pathologist for families by performing independent death investigations and autopsies, free from influence by legal or medical advocates or law enforcement. OCME also offers language interpretation and translation services, including for informational materials, to ensure all New Yorkers receive the support they need.

Beyond the traditional role of a medical examiner, OCME contributes to improving health equity by addressing longstanding disparities in access to care, information and support for communities that have historically been underserved, including individuals and families affected by the overdose crisis and those at risk of life-threatening genetic conditions who often face financial and other barriers to care. The OCME Drug Intelligence & Intervention Group (DIIG) is a first-of-its-kind model built to address the unmet needs of families and social networks of individuals who died from a drug overdose by providing a wide-range of services and referrals to potentially lifesaving interventions, including grief counseling, substance use services, housing assistance services, and health care. OCME's Genetic Intervention Family Testing Services (GIFTS) program also represents a significant advancement in the Agency's public health mission. The program uses postmortem molecular findings to offer in-house genetic testing and counseling at no cost to surviving biological family members who may also be at risk for potentially fatal inherited conditions, helping families who might otherwise face financial, geographic, or language barriers access actionable information to help prevent future sudden deaths.

OCME develops and maintains a workplace culture in which employment and advancement decisions are made equitably and employees are treated fairly, regardless of race/ethnicity, age, gender, religion/creed, national origin, disability, or sexual orientation. This is accomplished through Agency-wide training and continual engagement with managers to ensure familiarity with the City's Equal Employment Opportunity, diversity and inclusion policies, and through incorporating these policies into recruitment, selection, promotion, as well as workplace activities so that all employees feel welcome and inspired to succeed.

OUR SERVICES AND GOALS

SERVICE 1 Perform the processes necessary to certify deaths falling within the Agency's jurisdiction.

Goal 1a Respond promptly to scenes of reportable fatalities and conduct related investigations.

Goal 1b Perform autopsies and examinations necessary to determine cause and manner of death.

Goal 1c Provide diligent investigation for all cremation requests.

Goal 1d Certify death certificates in a timely manner.

SERVICE 2 Provide mortuary services to the City.

Goal 2a Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.

SERVICE 3 Respond to disasters and emergencies when fatalities are involved.

Goal 3a Provide rapid response and safe fatality management services to the City.

Goal 3b Identify victims of disasters and return their remains to families in a timely manner.

SERVICE 4 Provide services to the City for forensic purposes.

Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

SERVICE 5 Provide preventative and supportive fatality-related services to New Yorkers.

Goal 5a Conduct outreach efforts to families and close contacts of victims of overdose deaths.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Perform the processes necessary to certify deaths falling within the Agency's jurisdiction.

Goal 1a Respond promptly to scenes of reportable fatalities and conduct related investigations.

OCME's Medicolegal Investigators (MLIs) respond to reported deaths that fall within the jurisdiction of the Medical Examiner (ME), serving as the Agency's primary death scene investigators. In Fiscal 2026, the median time for OCME's MLIs to respond to public death scenes, which includes deaths reported at private residences or anywhere within public view that are not in a health care facility, was two hours, an improvement of 37 minutes from Fiscal 2025. This reflects OCME's continued commitment to conducting timely, high-quality death investigations while working in close coordination with law enforcement to preserve investigative integrity and minimize disruption to criminal investigations. A key driver of this improvement was the onboarding of additional MLIs, which expanded OCME's investigative workforce, reduced individual caseloads, and enabled faster case assignments and more efficient scene responses.

The number of cases reported to OCME in Fiscal 2026 decreased to 38,869 compared to 39,066 in Fiscal 2025. Of these cases, the number that fall under OCME's jurisdiction also decreased slightly, with certifications at an OCME facility down from 8,111 deaths in Fiscal 2025 to 7,994 deaths in Fiscal 2026, and certifications at the death scene or in a health care facility up slightly from 3,523 to 3,584 cases. Additionally, OCME declined jurisdiction for 4,071 deaths, 22 percent more cases than in Fiscal 2025. This number can fluctuate due to variations in the types of cases reported to OCME each year. OCME declines jurisdiction only for deaths that are reported to OCME but do not fall within the criteria for OCME to accept jurisdiction following investigation.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators to non-health care facilities (hours:minutes)	1:36	1:37	2:13	2:37	2:00	*	*	Up	Down
Deaths reported	40,384	39,308	39,298	39,066	38,869	*	*	Neutral	*
★ Cases where Medical Examiner takes jurisdiction and certifies death at an OCME facility	8,211	8,879	9,004	8,111	7,994	*	*	Neutral	*
★ Cases where Medical Examiner investigates, takes jurisdiction and certifies death at scene or a health care facility	NA	3,383	3,298	3,523	3,584	*	*	NA	*
Cases where Medical Examiner declines jurisdiction	3,096	3,163	3,322	3,325	4,071	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Perform autopsies and examinations necessary to determine cause and manner of death.

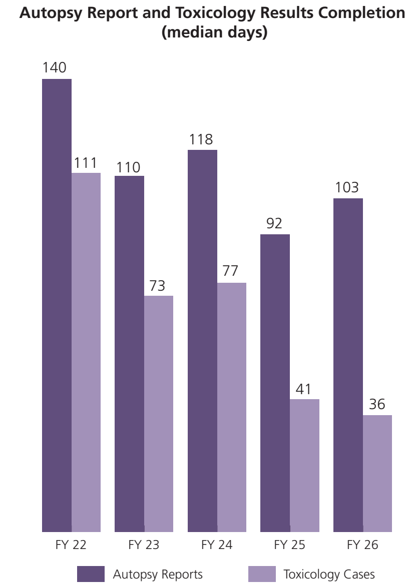
To certify the cause and manner of death, OCME may use an autopsy and/or an external examination. In Fiscal 2026, the number of autopsies performed decreased by 24 percent to 2,992, while the number of external examinations increased by 22 percent to 4,978 compared to Fiscal 2025. These changes reflect the continued implementation of data-informed adjustments, originally introduced in Fiscal 2025, to OCME's criteria for determining when an autopsy is necessary. As part of this approach, more drug overdose deaths were certified through external examinations supported by Post-Mortem Computed Tomography (PMCT) imaging and toxicology testing, rather than requiring a full autopsy. This strategy was adopted to better manage workloads while maintaining the accuracy and integrity of death investigations during a nationwide shortage of forensic pathologists (MEs). In addition, this approach expands OCME's ability to honor religious objections to autopsy, when appropriate, while continuing to meet its statutory and investigative responsibilities.

The median time to complete autopsy reports increased by 12 percent from Fiscal 2025 to 103 days in Fiscal 2026. This increase was primarily driven by ongoing staffing challenges, including the nationwide shortage of forensic pathologists, vacancies within OCME, and the departure of several MEs due to retirements and other career opportunities.

To address these challenges, OCME has implemented several initiatives to support ME staff and improve case turnaround times. Since launching locum tenens forensic pathology services to bolster ME staff in March 2025, the Agency has continued to expand and refine the program. Locum tenens are health providers who work in a job temporarily to fill staffing shortages. During its initial implementation, the program faced operational challenges, including vendor payment issues that limited locum tenens forensic pathologist participation. The Agency has since addressed these challenges by streamlining administrative processes, revising contractual arrangements and transitioning to a new staffing service vendor. OCME has been able to continually recruit and onboard additional locum tenens forensic pathologists, increasing their share of autopsy cases overall. To date, the program has recruited 12 locum tenens MEs, all of whom have been either fully onboarded (10) or are in the hiring pipeline (two). The locum tenens staff now also complete cases requiring reassignment from MEs no longer with the Agency, helping complete outstanding autopsy reports and reducing the workload on current physician staff.

Additionally, OCME has expanded the use of PMCT to help optimize ME resources while maintaining quality and accuracy in death certification. The Agency has also introduced digital histology capabilities, providing MEs with access to high-resolution digitally scanned images of autopsy tissues. This advanced technology allows microscopic tissue examinations to be performed at the desktop computer rather than using the conventional light microscope which significantly improves efficiency while maintaining quality and accuracy, adding to the MEs' diagnostic toolkit.

Together, these efforts are expected to further alleviate workload demands on full-time ME staff and contribute to improved turnaround times, including the completion of autopsy reports. As these initiatives continue to mature, OCME anticipates continued improvement in case management, operational efficiency and overall case completion timelines.



Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	140	110	118	92	103	90	90	Down	Down
Autopsies performed	6,085	6,544	6,170	3,928	2,992	*	*	Down	*
External examinations performed	2,124	2,335	2,769	4,082	4,978	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Provide diligent investigation for all cremation requests.

OCME reviews all applications for a permit to cremate a body from funeral homes in New York City. If it is found that a cause of death is sufficiently unclear or involves an injury that falls within ME jurisdiction, the application will be rejected and OCME will investigate accordingly. Once the investigation is complete, family members will have the option to have the remains of their loved ones cremated. In Fiscal 2026, OCME received and investigated 19,625 cremation requests, a two percent increase from the 19,193 requests in Fiscal 2025. OCME rejected 238 cremation requests after investigation, marking a slight increase from the 214 cases rejected in Fiscal 2025. This number often fluctuates due to variations in questionable cases each year.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cremation requests received and investigated as requirement of processing	19,592	18,904	18,670	19,193	19,625	*	*	Neutral	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	175	170	201	214	238	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d — Certify death certificates in a timely manner.

In Fiscal 2026, the median time for OCME to certify death certificates following the initial receipt of decedents' remains at OCME facilities was 14 hours and 53 minutes, a slight improvement from 15 hours and seven minutes in Fiscal 2025. This performance remains well below OCME's 72-hour target and is largely due to OCME's efforts to strengthen the support provided to MEs by filling vacancies within the Forensic Pathology Coordinator (FPC) team, which improved the timely retrieval of medical records and other critical case information needed to complete death certificates. In addition, the newly established Medical Examiner Support Unit (MESU) streamlined the death certification process by providing additional administrative support needed to eliminate steps for MEs within the internal electronic case management system as well as within the City's death registration system. These operational improvements enhanced workflow efficiency and supported the timely completion and certification of death certificates.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents' remains (hours:minutes)	15:01	15:06	15:31	15:07	14:53	72:00	72:00	Neutral	Down
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 2 Provide mortuary services to the City.

Goal 2a — Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.

In addition to certifying and investigating deaths that fall under ME jurisdiction, OCME provides mortuary services for the City, including the retrieval and processing of decedents. The number of remains transported and stored by OCME decreased slightly from Fiscal 2025 to 12,753 total decedents in Fiscal 2026. This number has not returned to pre-COVID-19 pandemic levels when the numbers were consistently around 11,000 decedents. In Fiscal 2026, the median time from OCME's receipt of decedents' remains to when those remains were processed and designated as "Ready to Release" to mortuary services was nine hours and 48 minutes, comparable to Fiscal 2025.

The median time to release a decedent's remains to a funeral director measures the time a funeral director waits on site at OCME for removal of a decedent. This release time increased by four minutes to 46 minutes in Fiscal 2026 due to the onboarding and training of new staff in both the Forensic Quality Control unit and the Mortuary Unit, which temporarily affected processing times.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	13,931	14,067	14,112	12,893	12,753	*	*	Neutral	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours:minutes)	7:52	9:45	9:59	9:28	9:48	*	*	Up	*
Median time to release a decedent remains to a funeral director (minutes)	37	39	41	44	46	*	*	Up	Down
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 3 Respond to disasters and emergencies when fatalities are involved.

Goal 3a Provide rapid response and safe fatality management services to the City.

Under the Citywide Incident Management System, OCME's core competency is to manage mass fatality incidents. As defined in the City's All Hazards Mass Fatality Response Plan, a mass fatality incident includes: any event having the potential to yield 10 or more fatalities; any situation in which there are remains contaminated by chemical, biological, radiological, nuclear, or explosive agents or materials; any incident or other special circumstance requiring a multi-agency response to support mass fatality operations, or any incident involving a protracted or complex remains recovery operation. Fortunately, Fiscal 2026 marked the fourth consecutive fiscal year with zero mass fatality incidents.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Fatalities handled by OCME following a mass fatality event	30	0	0	0	0	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Identify victims of disasters and return their remains to families in a timely manner.

OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks as breakthroughs in science allow. Due to ongoing efforts, OCME identified six more remains of the 9/11 World Trade Center attacks in Fiscal 2026. All six remains matched to previously identified individuals.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Remains identified following the September 11, 2001 attacks (cumulative)	14,771	14,867	14,914	14,933	14,939	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide services to the City for forensic purposes.

Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

The Forensic Biology Laboratory (DNA Laboratory), which conducts all DNA casework for the Agency, experienced a notable increase in turnaround times in Fiscal 2026. The median turnaround time across all DNA case types remained at 108 days in Fiscal 2026, consistent with Fiscal 2025 and above the 90-day target. The median time to complete DNA homicide cases increased 71 percent from 79 days in Fiscal 2025 to 135 days in Fiscal 2026. Similarly, the turnaround time for DNA sexual assault cases rose 108 percent from 61 days to 127 days, the highest on record. Turnaround times for homicide and sexual assault cases can vary based on the complexity as well as the volume and timing of materials submitted for testing. The DNA Laboratory will always rapidly expedite testing in any case of an urgent public safety concern. These increases occurred as the DNA Laboratory continues to navigate through two major operational events that posed unique challenges to its performance: (1) an ongoing quality investigation into case-to-case contamination initially identified in August 2024, and (2) the implementation of a new Laboratory Information Management System (LIMS) in July 2025.

Following the Fiscal 2025 contamination event, the DNA Laboratory established a Root Cause Analysis Committee, which completed a report that recommended multiple quality measures to address contamination issues. These measures were adopted by the DNA Laboratory in Fiscal 2025 and required the strategic diversion of staff from active casework to expanded quality assurance activities, validation work, documentation, and case re-evaluation. This shift, though necessary for strengthening the DNA Laboratory's quality systems and reducing future risk, resulted in increased case turnaround times. The DNA Laboratory remains confident that the corrective actions implemented in August 2024 are functioning as intended. No instances of contamination have been identified in any cases processed since the event, as confirmed through ongoing quality control (QC) monitoring. QC evaluations will continue to be applied routinely and to specific cases upon request by law enforcement and the judicial system. The LIMS transition similarly required diversion of staff resources for training and workflow adjustments, temporarily reducing productivity across all case types as personnel continue to acclimate to the new system. OCME is actively evaluating ways to streamline DNA Laboratory workflows and increase efficiency while maintaining best quality practices, including by adding staff in affected stages in case processing to alleviate bottlenecks, which is expected to reduce turnaround times once fully established. Despite these challenges, the DNA Laboratory remains committed to producing the highest-quality work for its partners in the City's criminal justice system. Integrity in the DNA Laboratory's work product is paramount, and the ongoing review will continue in a manner that ensures confidence in all reported results.

In contrast to challenges seen in other areas of the DNA Laboratory, the median time to complete DNA gun crime cases improved by 19 percent, decreasing from 106 days in Fiscal 2025 to 86 days in Fiscal 2026, successfully achieving the 90-day target. This improvement is due in part to the DNA Laboratory prioritizing testing firearm-related evidence needed for active criminal proceedings and focusing resources on cases identified by the district attorneys' offices and New York City Police Department as priorities.

DNA property crime case turnaround times also improved by 24 percent, decreasing from 318 days in Fiscal 2025 to 243 days in Fiscal 2026. DNA property crimes have no target for turnaround time as they are governed by a timeline appropriate for the judicial system. In Fiscal 2026, 100 percent of DNA property crime samples submitted to the Agency were processed and ready when needed for criminal justice proceedings.

The Forensic Toxicology Laboratory, which is responsible for all types of toxicology case testing, achieved faster turnaround times across all case types over the last fiscal year, with all times remaining well below the 90-day targets. From Fiscal 2025 to Fiscal 2026, the median time to complete toxicology cases dropped from 41 days to 36 days, median time to complete toxicology Driving Under the Influence (DUI) cases fell from 43 days to 33 days, and median time to complete toxicology sexual assault cases decreased from 60 days to 57 days. This is a direct result of continued improvements in testing methods and staff training in addition to the hiring of new staff.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Median time to complete analysis of a DNA case (days)	71.0	54.0	42.0	108.0	108.0	90.0	90.0	Up	Down
★ Median time to complete DNA homicide cases from evidence submission to report (days)	69.0	69.0	47.0	79.0	135.0	90.0	90.0	Up	Down
★ Median time to complete DNA sexual assault cases from evidence submission to report (days)	50.0	51.0	40.0	61.0	127.0	90.0	90.0	Up	Down
Median time to complete DNA gun crime cases from evidence submission to report (days)	65.0	24.0	28.0	106.0	86.0	*	*	Up	Down
DNA gun crime samples tested	8,679	8,821	8,717	7,861	7,801	*	*	Down	*
Median time to complete DNA property crime cases from evidence submission to report (days)	216.0	176.0	466.0	318.0	243.0	*	*	Up	Down
★ DNA property crime cases that are completed on-time for trial (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
DNA matches with profiles in database	4,760	4,781	6,111	5,737	5,047	*	*	Up	*
★ Median time to complete toxicology cases (days)	111.0	73.0	77.0	41.0	36.0	90.0	90.0	Down	Down
Median time to complete toxicology DUI cases (days)	56.0	49.0	77.0	43.0	33.0	90.0	90.0	Down	Down
Median time to complete toxicology sexual assault cases (days)	116.0	94.0	153.0	60.0	57.0	90.0	90.0	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Provide preventative and supportive fatality-related services to New Yorkers.

Goal 5a Conduct outreach efforts to families and close contacts of victims of overdose deaths.

In addition to the death certification, mortuary, disaster management and forensic services OCME provides for the City, its Drug Intelligence & Intervention Group (DIIG) offers critical response services to fight the fentanyl-driven opioid crisis. In Fiscal 2026, DIIG's Family Support Team contacted 1,361 clients, 27 percent fewer than in Fiscal 2025, and provided services to 1,188 clients, 17 percent fewer than last fiscal year. There are a few factors that caused these decreases. Positively, there were less overdose deaths observed in Calendar 2024, a trend that appears to have continued into Calendar 2025, though official overdose numbers for Calendar 2025 have yet to be released (as reported by the NYC Department of Health and Mental Hygiene). Additionally, DIIG operated with 50 percent less staff for the majority of Fiscal 2026, which limited the team's service capacity. As of July 2026, DIIG's staffing vacancies have been filled, which is expected to have a positive impact on the number of individuals served in Fiscal 2027. Despite staffing and service challenges, 87 percent of clients reached accepted and were provided with support services in Fiscal 2026, up from 77 percent in Fiscal 2025.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Drug Intelligence and Intervention Group clients reached	NA	NA	1,364	1,874	1,361	⇧	⇧	NA	Up
★ Drug Intelligence and Intervention Group clients provided services	NA	NA	995	1,435	1,188	⇧	⇧	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	3,837	3,885	4,181	3,650	4,132	*	*	Neutral	*
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$108.0	$99.5	$106.5	$108.1	$123.7	$127.9	$125.2	Neutral
Revenues ($000)	$84.0	$38.3	$0.4	$0.8	$0.5	$50.0	$50.0	Down
Personnel	700	716	737	731	773	906	813	Neutral
Overtime paid ($000,000)	$8.7	$9.8	$9.8	$10.1	$7.1	$7.1	$6.5	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
106 - Office of Chief Medical Examiner (Personal Services)	$83.9	$91.3	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	$24.1	$32.4	All
Agency Total[1]	$108.1	$123.7	

[1]OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. [2]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Dr. Jason Graham continues to serve as Commissioner of the Office of Chief Medical Examiner.
- The indicator 'Median time for scene arrivals by medicolegal investigators (hours:minutes)' in Goal 1a has been renamed to 'Median time for scene arrivals by medicolegal investigators to non-health care facilities (hours:minutes)' to more clearly define what is being measured.
- The Fiscal 2022 figure for 'Completed requests for interpretation' in the 'Agency Customer Service' section was updated from 1,303 to 3,837. The Fiscal 2023 was updated from 1,375 to 3,837, Fiscal 2024 was updated from 1,326 to 4,181, and Fiscal 2025 was updated from 1,217 to 3,650 after a review of historical data.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/ocme.

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President and CEO

WHAT WE DO

NYC Health + Hospitals (the System) is the largest municipal health care system in the nation, serving more than one million New Yorkers each year—approximately 70 percent of whom are adults on Medicaid or are uninsured—across over 45 patient care locations in the City's five boroughs. The System provides comprehensive health care services including preventive and primary care, behavioral health care, trauma care, high-risk neonatal and obstetric care, and burn care. The System's 11 acute care hospital sites also serve as major teaching hospitals. In addition, other System services include: MetroPlusHealth, a managed health care insurance provider plan; an Accountable Care Organization that provides Medicare beneficiaries with care coordination and chronic disease management; a Certified Home Health Agency that provides community-based clinical services after a hospital stay; a Health Home that coordinates care for people with chronic conditions and serious mental health conditions; and Correctional Health Services (CHS), which provides care to individuals in custody on Rikers Island.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high-quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, immigration status, gender identity, or insurance status. In keeping with its mission, NYC Health + Hospitals provides accessible and equitable care to diverse communities without exception. The System serves 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 inequity. More than 70 percent of patients identify as either Black/African American, Hispanic/Latinx, or Asian American Pacific Islander, and an estimated 30 percent of patients have limited English proficiency.

The System works to advance health equity by creating models of care that remove barriers for specific populations. The System's Street Health Outreach + Wellness (SHOW) program addresses the needs of diverse populations, with a focus on unsheltered New Yorkers, by deploying mobile health units across the City. SHOW provides care without pre-scheduled appointments or costs, connecting thousands of New Yorkers to essential services including primary care, wound care, chronic disease management, testing and vaccinations, mental health resources, harm reduction supports, and housing supports. The System's Bridge to Home program also helps close the gap between inpatient psychiatric care and permanent housing by providing a home-like setting with onsite wraparound services for New Yorkers with serious mental illness as they transition to stable housing. Additionally, the System's Correctional Health Services (CHS) division provides a full spectrum of high-quality health care to individuals in custody in New York City with dignity and respect. CHS's mission is to diagnose and treat such individuals and to provide support from the first to the last day in jail, ultimately helping patients successfully reenter their communities. NYC Health + Hospitals also continues to expand its MetroPlusHealth plan, offering low- to no-cost health insurance options to eligible New Yorkers.

Finally, to further address equity, an internal advisory group called the Equity and Access Council supports the System's Office of Diversity and Inclusion and develops initiatives that promote equity among staff and patients. The Council focuses on optimizing care delivery and health outcomes by eliminating racial and social barriers, promoting institutional and structural equity, identifying and reducing health disparities, and continuously improving the health of vulnerable communities. Recognizing the importance of a physician workforce that reflects the diversity of New York City, NYC Health + Hospitals established the Medical Opportunities for Students and Aspiring Inclusive Clinicians (MOSAIC) Visiting Scholars Program to expand access to clinical training opportunities for talented medical students from underrepresented backgrounds. During Fiscal 2026, MOSAIC expanded academic partnerships with medical schools nationwide, doubled the number of participating students and clinical training opportunities, and further strengthened its role as a strategic physician workforce pipeline by encouraging students from underrepresented backgrounds to pursue residency training and long-term careers within the System. NYC Health + Hospitals continues to develop recruitment and retention programs to attract staff who reflect the communities it serves.

OUR SERVICES AND GOALS

SERVICE 1 **Provide medical, mental health and substance use services to New York City residents regardless of their ability to pay.**

Goal 1a Expand access to care.

Goal 1b Enhance the sustainability of the Health + Hospitals system.

Goal 1c Maximize quality of care and patient satisfaction.

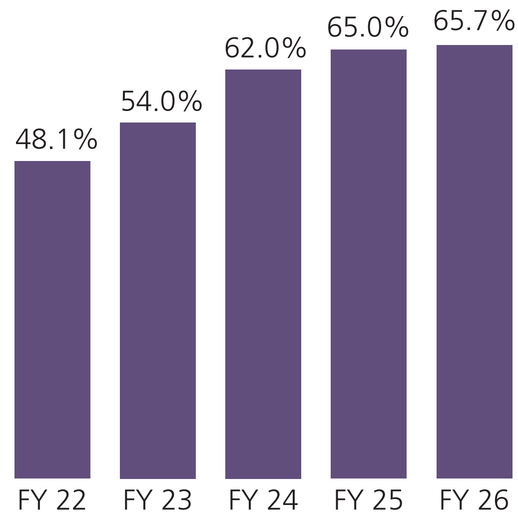
HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide medical, mental health and substance use services to New York City residents regardless of their ability to pay.

Goal 1a Expand access to care.

The total number of unique patients seen in the System decreased by less than two percent from 1,191,776 in Fiscal 2025 to 1,170,529 in Fiscal 2026, while the number of unique primary care patients seen in the last 12 months increased slightly, reaching 461,593 patients in Fiscal 2026 compared to 459,441 in Fiscal 2025. The increase in primary care patients marks the fourth consecutive year of growth and reflects the System's ongoing efforts to improve access for new patients, streamline scheduling, and optimize clinic staffing to maximize provider and care team time for direct patient care. Expanding access to primary care services is essential to improving long-term health outcomes and supports the System's broader efforts to strengthen access to primary care while reducing its reliance on emergency departments and other acute care services.

Follow-up Appointment Kept within 30 Days After Behavioral Health Discharge



The System served 215,554 uninsured patients in Fiscal 2026, seven percent fewer than in Fiscal 2025. Similarly, enrollment in NYC Care, the System's health care access program that guarantees low-cost and no-cost services to New Yorkers who do not qualify for or cannot afford health insurance, decreased 12 percent from 140,222 patients in Fiscal 2025 to 123,124 in Fiscal 2026. These decreases are a result of expanded health insurance access and enrollment via several New York State measures including continuous Medicaid eligibility for children under the age of six, the state's policy change to allow Medicaid eligibility for New Yorkers 65 and older regardless of immigration status, and expansion of Medicaid and Child Health Plus through one year postpartum. Despite ongoing efforts to improve financial counseling rates across the System, anecdotally the System is hearing of an increasing reluctance from the City's immigrant community to provide the information needed for the System to adequately provide financial counseling and enrollment in insurance or NYC Care due to fear of sharing personal information with government systems. The System partners with 20 community-based organizations (CBOs) across New York City, as well as the Mayor's Office of Immigrant Affairs, to encourage enrollment in health insurance programs for those who qualify and in NYC Care for those who cannot access insurance. In addition, in Fiscal 2026, NYC Care ran the Light the Way citywide public awareness marketing campaign to encourage enrollment and re-enrollment for NYC Care-eligible New Yorkers. The campaign highlighted the diversity of NYC Care's members, new benefits including low- and no-cost durable medical equipment, and the level of access to high-quality primary, specialty, and preventive care one can attain by using the NYC Care membership card. While these factors resulted in the System seeing less uninsured patients in Fiscal 2026, the System anticipates growth in the uninsured population in Fiscal 2027 due policy changes enacted in the federal Budget Reconciliation Act (H.R.1) of 2025 that increased administrative requirements to maintain Medicaid coverage, limited immigrant eligibility for marketplace premium assistance and increased demand for financial assistance for health care. The System is continuously reviewing changes related to H.R.1, monitoring for behavioral and data changes, and preparing for potential increased demand for programs like NYC Care in the future.

Telehealth visits, patient-facing appointments conducted with both video and audio, remain a key mechanism for patients to maintain access with their care teams. A total of 399,678 visits were completed in Fiscal 2026, an 11 percent decrease from 448,174 Fiscal 2025. As the overall balance between in-person and telehealth visits continues to stabilize toward an anticipated plateau after these virtual visits were inflated during the COVID-19 pandemic, fluctuation in telehealth visit volume is expected. eConsults are provider-to-provider electronic referrals where a specialist reviews a case and gives recommendations without the patient present. The number of completed eConsults decreased as anticipated, dropping from 395,090 in Fiscal 2025 to 212,229 in Fiscal 2026, following a Fiscal 2025 eConsult platform upgrade. The System completed the transition to upgrade from the historical eConsult system in Fiscal 2026, which included moving nearly every referral from primary care to specialty care, resulting in most referrals being scheduled for face-to-face specialty visits. With this new eConsult process, improved upfront specialty-specific clinical guidance is presented to the referring primary care provider when they enter the referral order. The primary care provider can then request an in-person specialty appointment or an eConsult for specific clinical questions. As such, the overall number of eConsults has and will continue to decrease as it is limited to only referrals which were fully addressed electronically. Greater precision in this new eConsult process will ultimately optimize capacity in specialty services and enable shorter wait times for patients who require face-to-face specialty care visits.

The percentage of primary care and obstetrician-gynecologist (OBGYN) patients with a mammogram completed in the last two years reached 72.7 percent in Fiscal 2026. This is not comparable to the previous numbers reported because of changes in eligibility implemented before the Fiscal 2026 Preliminary Mayor's Management Report: the eligible age range for women to receive a mammogram expanded from 40–70 to 40–74. A systemwide breast cancer screening registry and accompanying dashboard have been launched to support primary care, OBGYN, breast imaging, and breast surgery departments in understanding their performance, tracking progress over time, and pulling patient-level data to support targeted outreach and intervention. Additionally, the expansion of breast imaging services across the System's network of community-based health centers (Gotham Health) is improving access to preventative care for communities served.

The number of eligible patients receiving prenatal depression screenings rose slightly from 92.7 percent in Fiscal 2025 to 93.3 percent in Fiscal 2026, and the number of eligible patients receiving postpartum depression screenings rose three percentage points from 79.1 percent to 82.3 percent. These increases reflect the System's continuous commitment to providing comprehensive depression and anxiety screenings to all patients, with particular attention to maternal depression to ensure better outcomes for women and children. The System worked to expand access to this service over the last fiscal year by making the screenings available in all NYC Health + Hospital facilities and re-training staff on screening protocols.

Consistent with the System's commitment to improving access to care, both adult medicine and pediatric units achieved a four-day decrease in the number of calendar days to the third next available new appointment (TNAA) in Fiscal 2026 compared with Fiscal 2025, decreasing from 13 days to nine days for adult medicine and 17 days to 13 days for pediatrics. This reflects the System's expansion of access to primary care, as well as ongoing optimization of scheduling practices, care team time allocation, and the equilibrium between appointment capacity and demand.

The System is committed to supporting seamless transitions from inpatient behavioral health care to community-based services after discharge. Effective care coordination is especially important for individuals with complex behavioral health needs and helps ensure continuity of care beyond the hospital setting. To ensure a successful transition from inpatient to outpatient care, the System prioritizes engaging patients and facilitating timely connections to follow-up care. As a result, the percentage of follow-up appointments kept within 30 days after behavioral health discharge improved slightly in Fiscal 2026, increasing from 65.0 percent in Fiscal 2025 to 65.7 percent in Fiscal 2026. This was accomplished through close collaboration between the System's Office of Behavioral Health and other facilities to ensure consistent staff training. The training equips staff with strategies to support patients in keeping their follow-up appointments soon after discharge, connecting them to available aftercare resources and recording these follow-up appointments using a standard workflow. NYC Health + Hospitals is continuing to strengthen its 30-day aftercare follow-up efforts to build on this progress.

Total correctional health clinical encounters at Rikers per 100 average daily population decreased slightly from 12,437 encounters in Fiscal 2025 to 12,298 encounters in Fiscal 2026. This is due to natural fluctuations in the clinical needs of current patients and operational and environmental factors in the jails, as well as changes in clinical workflows and documentation. The percentage of patients with a substance use diagnosis who received contact with CHS providers in Fiscal 2026 remained the same as last fiscal year at 85 percent. This metric reflects substance use diagnoses for a range of substances and severity, including those without indication for a formal intervention beyond education. Operational and environmental factors in the jails can impact CHS providers' ability to meet with patients with substance use diagnoses. There are also natural fluctuations in the clinical profile of patients and minor workflow changes that can impact reporting.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ Unique patients	1,110,039	1,204,174	1,210,437	1,191,776	1,170,529	⇧	⇧	Neutral	Up
Unique primary care patients (seen in the last 12 months)	413,908	427,337	442,736	459,441	461,593	*	*	Up	Up
★ Uninsured patients served	391,810	219,943	249,785	231,368	215,554	*	*	Down	*
★ NYC Care enrollment	113,178	119,234	143,503	140,222	123,124	⇧	⇧	Up	Up
Telehealth visits	684,066	608,204	541,518	448,174	399,678	*	*	Down	*
★ eConsults completed	404,406	426,532	437,552	395,090	212,229	⇧	⇧	Down	Up
★ Eligible women receiving a mammogram screening (%)	72.7%	78.3%	79.7%	80.8%	72.7%	80.0%	80.0%	Neutral	Up
Eligible patients receiving prenatal depression screenings (%)	NA	NA	86.4%	92.7%	93.3%	90.0%	90.0%	NA	Up
Eligible patients receiving postpartum depression screenings (%)	NA	NA	77.2%	79.1%	82.3%	90.0%	90.0%	NA	Up
★ HIV patients retained in care (%) (annual)	82.1%	84.5%	87.3%	87.4%	87.9%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment – Adult medicine	12.0	12.0	20.0	13.0	9.0	14.0	14.0	Down	Down
Calendar days to third next available new appointment – Pediatric medicine	12.0	13.0	23.0	17.0	13.0	5.0	5.0	Up	Down
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	48.1%	54.0%	62.0%	65.0%	65.7%	⇧	⇧	Up	Up
Total correctional health clinical encounters per 100 average daily population	12,170	12,020	10,637	12,437	12,298	*	*	Neutral	*
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	87%	85%	85%	85%	85%	90%	90%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Enhance the sustainability of the Health + Hospitals system.

In Fiscal 2026, 3.3 percent of patients left an adult emergency department without being seen (LWBS), a slight improvement from the 3.7 percent in Fiscal 2025. This is largely due to enhancements to arrival processes, such as improving Emergency Medical Services (EMS) handoff, triage and registration processes, electronic medical record modifications, and biometric registration. Additional initiatives include optimizing nursing and physician staffing, implementing staffing-to-demand models, and expanding direct triage-to-bed and split-flow models based on patient acuity. The System also reviews all LWBS cases to identify remaining improvement opportunities and has initiated performance improvement efforts to enhance radiology protocols and reduce turnaround times.

Net days of revenue for accounts receivable—the average number of days it takes the System to collect payment for services provided—decreased from 31.8 days in Fiscal 2025 to 27.1 days in Fiscal 2026. Improvement can be attributed to a systemwide concentration on addressing aged accounts and increasing the speed of billing. Additionally, the resolution of the backlog in self-pay claims that resulted from the Change Healthcare cyberattack in February 2024 contributed to the reduction.

The ratio of patient care revenue/expenses also saw a slight improvement, increasing from 76.9 percent in Fiscal 2025 to 79.4 percent in Fiscal 2026, continuing to exceed its 75.0 percent target. The patient care revenue/expense ratio is based on a calculation that uses the System's interim, unaudited or audited financial statements, depending on the period. While this method provides the most accurate, accrual-based picture for the System's financial performance of direct reimbursement versus expenses, these financial statements are published with a lag of approximately one quarter. As a result, the System reports this metric without the final quarter in the Mayor's Management Report and the Fiscal 2026 final total will be updated in the Fiscal 2027 Preliminary Mayor's Management Report.

Recent federal changes to Medicaid are expected to reduce the number of individuals covered this upcoming year, creating financial pressure for MetroPlusHealth, the System's health insurance plan. MetroPlusHealth offers multiple insurance products, including Medicaid Managed Care, as well as commercial products such as MetroPlusHealth Gold, Medicare, Marketplace, and Essential Plan coverage. As the Medicaid market shrinks, enrollment opportunities in Medicaid Managed Care have also started to decline, contributing to a decrease in overall MetroPlusHealth memberships, down from 687,587 in Fiscal 2025 to 660,511 in Fiscal 2026—although the proportion of overall membership associated with the System remained stable. The impact of the changing Medicaid landscape has been partially offset by growth and favorable financial performance in MetroPlusHealth's MetroPlus Gold product. At the same time, the share of MetroPlusHealth Plan medical spending at NYC Health + Hospitals increased from 38.4 percent in Fiscal 2025 to 43.0 percent in Fiscal 2026.

The percentage of uninsured patients that the System screened and enrolled in insurance or financial assistance increased by three-percentage points, up from 83 percent in Fiscal 2025 to 86 percent in Fiscal 2026. Efforts to improve enrollment outcomes have included realigning staffing levels with patient volumes and enhancing financial counseling workflows. However, external factors continue to create challenges, including the expiration of Affordable Care Act (ACA) subsidies and recent changes in Essential Plan eligibility, which have already begun to impact enrollment rates. Additional Medicaid changes are expected to further affect enrollment in the coming year. The System has disseminated messaging to patients and providers regarding changes to the Essential Plan, including on social media and targeted messages to providers and impacted patients.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Patients who left Emergency Department without being seen (%)	5.2%	5.0%	5.1%	3.7%	3.3%	4.0%	4.0%	Down	Down
★ Net days of revenue for accounts receivable	49.7	46.4	64.1	31.8	27.1	25.0	25.0	Down	Down
Patient care revenue/expenses (%)	74.8%	73.8%	73.8%	76.9%	79.4%	75.0%	75.0%	Neutral	Up
★ ✹ MetroPlusHealth membership	648,369	715,343	715,898	687,587	660,511	⇧	⇧	Neutral	Up
★ MetroPlusHealth Plan medical spending at Health + Hospitals (%)	42.4%	43.3%	43.5%	38.4%	43.0%	⇧	⇧	Neutral	Up
Uninsured patients enrolled in insurance or financial assistance (%)	88%	79%	73%	83%	86%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Maximize quality of care and patient satisfaction.

As a result of efforts to expand patient reach through digital engagement, MyChart activations among primary care patients increased by four percentage points from 84.0 percent in Fiscal 2025 to 88.0 percent in Fiscal 2026. Localized support for patients at the point of service resulted in increased activations and provided ongoing support for existing patients as new features came online, ultimately enabling additional ways of streamlining the patient experience through technology.

The outpatient satisfaction rate increased slightly, from 88.0 percent in Fiscal 2025 to 88.4 percent in Fiscal 2026, maintaining a steady, positive trajectory for the last five years, and moving toward the Fiscal 2027 target of 89.5 percent. Following the implementation of shorter new-patient appointments, this steady incremental growth indicates strong workforce adoption and acceptance of the revised scheduling durations. The upward trend is largely driven by enhanced digital accessibility, including MyChart messaging and telemedicine, alongside the rollout of service excellence standards.

Similarly, the inpatient satisfaction rate remained relatively stable, up slightly from 65.5 percent in Fiscal 2025 to 65.6 percent in Fiscal 2026, maintaining a steady trajectory for the overall patient experience, and moving toward the Fiscal 2027 target of 66.6 percent. This stability is driven by targeted patient experience initiatives designed to better equip staff, including the rollout of the System's service excellence standards. To further maximize frontline care delivery, the System implemented workforce wellness and employee engagement strategies and initiatives, tailored to burnout support, and process optimizations aimed at increasing providers' direct time at patients' bedside.

The System's post-acute care satisfaction rate demonstrated significant growth, rising four percentage points from 68.5 percent in Fiscal 2025 to 72.3 percent in Fiscal 2026. This upward trajectory is a direct reflection of strategic initiatives executed across all five nursing home facilities, including robust employee engagement efforts designed to support frontline staff and localized, targeted resident care improvement projects. The year-over-year gains underscore a unified commitment to elevating the quality of long-term care and optimizing the overall resident experience.

The System's patient safety culture is assessed every two years through a survey, aligning with regulatory requirements. In comparison to Fiscal 2024, the System saw a nine-percentage point increase in the safety grade for acute care, rising to 64.0 percent in Fiscal 2026, reflecting more staff rating patient safety as "excellent." Similarly, the System saw a 10-percentage point increase in post-acute care safety grades, rising to 73.0 percent, and a three-percentage point increase in ambulatory care safety grades, rising to 61.0 percent in Fiscal 2026. Notably, these improvements occurred alongside a rise in the total number of staff responding to the survey across all care settings and roles. Compared to Fiscal 2024, the participant pool increased by more than 10,000 respondents, and there was an eight percent increase in response rate. Ultimately, this resulted in more than 35,000 voices being actively represented in patient safety ratings across the System, which reflects broad and meaningful staff engagement. The rise in patient safety grades across all care settings reflects the System's commitment to a just culture and psychological safety. Emphasis on improvement and enhancing cross-functional collaboration and communication, combined with greater transparency and recognition of safe practices, have reinforced a culture of continuous learning and safety across the System.

The System maintains multiple institutional mechanisms to promote community outreach and receive feedback from patients and local residents. One of the primary mechanisms is its Community Advisory Boards (CABs). CABs are made up of volunteer advocates for each of the 21 of the System's facilities serving the City. CAB members are patients and residents that are concerned about crucial health care issues and carrying out the mission and values of the System. The 21 facility specific CABs held 202 meetings in Fiscal 2026, seven more meetings than in Fiscal 2025. There is also a Council of Community Advisory Boards composed of the 21 chairs representing each facility's CAB. The Council is a collective body for health advocacy and is responsible for ensuring the individual CABs receive relevant information from the System and that the System receives feedback about the concerns and interests of the respective CABs. The Council of CABs had 10 meetings in Fiscal 2026, consistent with Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
MyChart Activations - Primary Care (%)	74.7%	72.4%	76.6%	84.0%	88.0%	*	*	Up	Up
Outpatient satisfaction rate (%)	85.2%	85.4%	86.4%	88.0%	88.4%	85.4%	89.5%	Neutral	Up
Inpatient satisfaction rate (%)	62.9%	61.7%	64.7%	65.5%	65.6%	65.8%	66.6%	Neutral	Up
★ Post-acute care satisfaction rate (%)	54.9%	57.7%	60.8%	68.5%	72.3%	86.3%	86.3%	Up	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	65.3%	68.8%	68.2%	67.8%	69.9%	⇧	⇧	Neutral	Up
Overall safety grade – Acute care (%)	50.0%	NA	55.0%	NA	64.0%	*	*	NA	Up
Overall safety grade – Post-acute care (%)	64.0%	NA	63.0%	NA	73.0%	*	*	NA	Up
Overall safety grade – Ambulatory care (diagnostic & treatment centers) (%)	48.0%	NA	58.0%	NA	61.0%	*	*	NA	Up
Total System Council of Community Advisory Board meetings held over the year	10	10	10	10	10	*	*	Neutral	*
Total facility-specific Community Advisory Board meetings held over the year	190	190	190	195	202	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Payout ($000)	NA	$76,625	$59,084	$54,775	NA	*	*	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26[4]	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$12,742.1	$10,878.7	$12,414.4	$13,027.5	$13,189.9	$12,092.1	$12,988.8	Up
Revenues ($000,000)	$13,474.5	$11,587.9	$13,174.5	$13,677.30	$13,973.8	$12,667.1	$13,916.2	Up
Personnel	38,497	39,738	43,582	46,256	47,236	46,917	46,917	Up
Overtime paid ($000,000)	$192.3	$215.3	$258.7	$300.9	$291.4	$226.6	$224.4	Up
Capital commitments ($000,000)	$543.7	$414.8	$386.0	$293.1	$259.6	$1,495.8	$648.9	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds [4]FY26 value remains a projection; actuals pending. "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Lump Sum Appropriation (OTPS)[1]	$3,351.1	$1,964.1	All

[1]These figures are limited to the City's contribution and planned contribution respectively [2]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [3]Includes all funds [4]Refer to goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Dr. Mitchell Katz continues to serve as President and CEO of the NYC Health + Hospitals.
- The indicator 'MetroPlus membership' in Goal 1b was renamed 'MetroPlusHealth membership' for clarity.
- The Fiscal 2027 target for 'Outpatient satisfaction rate (%)' in Goal 1c was updated from 85.4 percent to 89.5 percent.
- The Fiscal 2025 figure for 'Inpatient satisfaction rate (%)' in Goal 1c was updated from 65.7 percent to 65.5 percent after a review of historical data. The Fiscal 2027 target was also updated from 65.8 percent to 66.6 percent.
- The Fiscal 2022 figure for 'Post-acute care satisfaction rate (%)' in Goal 1c was updated from 81.9 percent to 54.9 percent. The Fiscal 2023 figure was updated from 84.0 percent to 57.7 percent, the Fiscal 2024 figure was updated from 86.5 percent to 60.8 percent, and the Fiscal 2025 figure was updated from 89.0 percent to 68.5 percent. This is because the calculation for this metric was updated to provide the top box score instead of the mean score. Previously, the post-acute care satisfaction rate was calculated using the mean score of the percent of post-acute patients in the System's skilled nursing facilities (excluding LTACH) who are likely to recommend nursing homes for care by answering the resident experience survey item "Likelihood of Recommending." The new calculation now provides the top box score, which is calculated as the number of residents choosing "Very Good" based on the rating scale options of "Very Poor," "Poor," "Fair," "Good," and "Very Good," divided by the total number of residents who responded to the survey item, for the time period in question.
- The value for 'Payout' in Agencywide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For additional information, go to:

- For more information on NYC Care, please visit www.nyccare.nyc/

For more information on the agency, please visit: https://www.nychealthandhospitals.org/.

HUMAN RESOURCES ADMINISTRATION

Erin Dalton, Commissioner
Scott French, Administrator

WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness by providing rental assistance, affordable housing programs, and legal services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

FOCUS ON EQUITY

The Human Resources Administration (HRA) is integrated with the Department of Homeless Services (DHS) under the management structure of the Department of Social Services (DSS). The Agency serves over three million New Yorkers annually through programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid public health insurance. DSS/HRA also prevents homelessness by providing rental assistance, affordable housing services, and legal services programs to families and individuals. Additionally, DSS/HRA administers the Fair Fares transit discount program and IDNYC, the City's municipal identification program.

In New York City, as in the rest of the United States, persistent racial inequity is manifested in higher poverty rates, greater housing insecurity, and more limited access to health care for Black and Latinx residents. DSS/HRA provides an array of anti-poverty programs and initiatives that serve low-income New Yorkers, a disproportionate number of whom are people of color. DSS/HRA has a client-centered approach to address poverty and inequity by modernizing and simplifying access to benefits through business process and technology innovations, enhancing anti-eviction and immigration-related legal services, and expanding rental assistance and other affordable housing and social services programs. The Agency continues to increase opportunities for New Yorkers through outreach and economic empowerment services that promote financial security and stability.

OUR SERVICES AND GOALS

SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

Goal 2b Provide wellness, rehabilitation, and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

Goal 2c Provide access to child support services for eligible parents and their children.

Goal 2d Expand access to municipal benefits and other financial supports.

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a Prevent homelessness and support housing stability.

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

Goal 4a Ensure that all eligible vulnerable and/or frail children and adults, and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

The number of persons receiving Cash Assistance (CA) was 566,500 in June 2026, six percent lower than in June 2025, in part due to the resumption of federal and New York State mandates in Fiscal 2025 that require participation in work, job search, educational, or other engagement activities. The 12-month unduplicated number of CA recipients, the measure of total unique clients served over the course of a year, increased by one percent in Fiscal 2026 compared to Fiscal 2025.

Applications for CA increased by one percent in Fiscal 2026 compared to Fiscal 2025 and remain historically high, partially as a result of expanded electronic application options. These modernization efforts enable CA clients to conduct business with HRA more efficiently without physically coming into a HRA Benefits Access Center, where individuals can apply for and learn more about HRA benefits. As a result, the percentage of CA applications filed electronically remained above 90 percent in Fiscal 2026.

In Fiscal 2026, the CA application timeliness rate improved three percentage points to 65.8 percent. To improve timeliness, the Agency implemented a new technology tool to streamline the process of assigning cases for review. The percentage of CA cases in sanction status was 0.2 percent in Fiscal 2026, largely due to the resumption of federal and New York State mandated engagement activities, but remains much lower than historical levels—the rate was 2.4 percent as recently as Fiscal 2020. Sanctions were largely suspended in the years following the COVID-19 pandemic until Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Cash Assistance — Persons receiving Assistance (000)	425.0	481.5	557.6	601.1	566.5	*	*	Up	*
★ Cash Assistance — Caseload (point in time) (000)	235.5	267.4	311.6	339.4	314.6	*	*	Up	*
★ Cash Assistance — Unduplicated number of persons (12-month) (000)	585.5	660.8	787.4	855.6	862.7	*	*	Up	*
Cash Assistance — Applications (000)	374.6	489.7	560.3	567.2	573.3	*	*	Up	*
Cash Assistance — Application acceptance rate (%)	44.1%	40.7%	36.5%	37.6%	37.5%	*	*	Down	*
★ Cash Assistance — Application timeliness rate (%)	82.3%	28.8%	42.4%	63.2%	65.8%	95.0%	95.0%	Neutral	Up
Cash Assistance — Applications filed electronically (%)	89.1%	88.9%	92.6%	93.2%	92.9%	*	*	Neutral	*
Cash Assistance — Cases in sanction status (%)	0.1%	0.0%	0.0%	0.0%	0.2%	*	*	Up	*
Cash Assistance — Average monthly benefit ($)	$350	$376	$356	$356	$370	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

The number of people receiving Supplemental Nutrition Assistance Program (SNAP) benefits decreased by seven percent to 1.68 million in Fiscal 2026 compared to Fiscal 2025, driven primarily by a nine percent decrease in the number of non-CA SNAP recipients. The number of SNAP recipients also receiving CA decreased by six percent compared to Fiscal 2025 to 567,200 recipients. These changes are aligned with nationwide trends driven by the effects of the federal budget reconciliation bill known as H.R.1, signed into law in July 2025, which expanded SNAP work requirements for able-bodied adults without dependents by raising the qualifying age from 54 to 64 and narrowing the dependent-child exemption, while also tightening eligibility for certain immigrant populations. It is estimated that SNAP participation has decreased by 11 percent across the United States between the law's enactment in July 2025 and April 2026.

The SNAP payment error rate was 14.64 percent in Federal Year 2025—which runs from October 1 to September 30—a two percentage point decrease from the previous year. To reduce the SNAP Payment Error Rate, the Agency has conducted internal audits to identify areas for targeted training, hired additional training resources for the largest SNAP worker locations, introduced a payment integrity tool, enhanced systems through additional flags and reminders, and also began testing a new tool that flags discrepancies and potential errors for staff. In Fiscal 2026, the SNAP application timeliness rate was 84.7 percent, a three percentage point decrease compared to Fiscal 2025 but a continued improvement compared to recent years—the rate was 39.7 percent as recently as Fiscal 2023. The Agency is continuing efforts to streamline and automate application processing to improve timeliness moving forward.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ Supplemental Nutrition Assistance Program (SNAP) — Persons receiving benefits (000)	1,713.4	1,739.2	1,789.6	1,796.3	1,678.2	*	*	Neutral	*
SNAP — Cash assistance persons receiving benefits (000)	446.1	483.2	562.4	600.6	567.2	*	*	Up	*
✹ SNAP — Non-cash assistance persons receiving program benefits (000)	1,038.6	1,026.0	999.4	974.1	889.1	*	*	Down	*
SNAP — SSI persons receiving benefits (000)	228.8	230.0	227.8	221.6	221.9	*	*	Neutral	*
SNAP — Total households receiving benefits (000)	1,011.0	1,031.9	1,066.4	1,076.6	1,016.2	*	*	Neutral	*
SNAP — Cash assistance households receiving benefits (000)	232.5	254.7	300.1	326.3	303.6	*	*	Up	*
SNAP — Non-cash assistance households receiving benefits (000)	565.3	562.6	553.8	543.8	505.6	*	*	Neutral	*
SNAP — SSI households receiving benefits (000)	213.2	214.6	212.4	206.6	206.9	*	*	Neutral	*
SNAP — Payment Error Rate (federal fiscal year) (%)	13.91%	14.46%	16.63%	14.64%	NA	6.00%	6.00%	NA	Down
★ SNAP — Application timeliness rate (%)	60.1%	39.7%	65.1%	87.6%	84.7%	95.0%	95.0%	Up	Up
SNAP — Applications filed electronically (%)	96.9%	91.6%	90.2%	90.7%	87.4%	*	*	Neutral	*
SNAP — Average monthly benefit for Cash Assistance recipients receiving benefits	$263	$278	$249	$247	$249	*	*	Neutral	*
SNAP — Average monthly benefit for non-Cash Assistance recipients receiving benefits	$270	$272	$227	$228	$229	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

In Fiscal 2026, approximately 3.60 million New York City residents were enrolled in Medicaid. This includes approximately 1.40 million New York City residents enrolled in Medicaid administered by HRA, a 12 percent decrease from 1.60 million in Fiscal 2025, pursuant to New York State rules, with the remaining balance enrolled in Medicaid through the New York State Health Care Exchange. This decrease was due to the federal government ordering the resumption of closings of case renewals in April 2025 among clients who do not renew their coverage—these closings were paused during the COVID-19 pandemic.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Medicaid — Enrollees administered by HRA (000)	1,474.5	1,572.7	1,658.6	1,598.9	1,403.3	*	*	Neutral	*
Medicaid — Medicaid-only enrollees administered by HRA (000)	719.9	740.9	750.7	673.5	519.4	*	*	Down	*
Medicaid — Application timeliness rate (%)	96.8%	94.2%	88.4%	NA	NA	95.0%	95.0%	NA	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

HRA Career Services helps CA applicants, recipients, and non-custodial child support parents obtain and retain employment. HRA provides services through contracts, training and education referrals, and placement in subsidized and unsubsidized jobs in both the public and private sectors.

In Fiscal 2026, HRA helped 29,100 clients obtain jobs, a 33 percent increase from Fiscal 2025, largely due to an increase in referrals to employment activities as the Agency resumed federal and New York State mandates that require participation in work, job search, educational, or other engagement activities in Fiscal 2025. In Fiscal 2026, 79.8 percent of clients who obtained a job either retained it or did not return to CA within six months (180 days), and 69.4 percent of employed clients either retained their jobs or did not return to CA within 12 months, both higher than in Fiscal 2025. HRA's Career Services vendors assist clients to help them return to the labor force if they lose their job within a year of employment.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	9.2	9.2	8.1	21.9	29.1	⇧	⇧	Up	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	70.5%	69.3%	74.7%	79.1%	79.8%	80.0%	80.0%	Up	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	56.7%	57.2%	58.2%	62.8%	69.4%	*	*	Up	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	NA	NA	⇧	⇧	NA	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	NA	NA	⇧	⇧	NA	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	12.5%	13.6%	14.0%	15.8%	NA	⇧	⇧	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

HRA's Wellness, Comprehensive Assessment, Rehabilitation, and Employment program (WeCARE) supports CA clients with barriers to employment to achieve self-sufficiency in the workforce and helps those who have disabilities apply for federal disability assistance. In Fiscal 2026, there were 49,910 recipients, doubling from Fiscal 2025. This increase is primarily attributable to an increase in referrals to engagement activities as the Agency resumed federal and State mandated engagement activities noted earlier.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total WeCARE recipients	26,944	17,684	15,133	24,620	49,910	*	*	Up	*
★ WeCARE federal disability awards	1,193	1,161	953	1,287	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Provide access to child support services for eligible parents and their children.

New child support orders obtained increased 21 percent in Fiscal 2026 compared to Fiscal 2025, due to increased Family Court capacity to hear cases, including filling Support Magistrate vacancies and a streamlined case-conferencing process for establishing child support orders. Cases with active orders continued to decline, as they have every year since Fiscal 2012, due to cases aging out when the child is 21 years old, routine case closures, fewer referrals to the court for HRA CA cases, and fewer applications from custodial parents not involved with CA. Despite this slight decrease in orders, collections remained steady in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total new child support orders obtained	3,742	4,502	5,159	6,798	8,238	*	*	Up	Up
Total child support cases with active orders (end of period)	209,544	200,554	191,190	181,488	176,286	*	*	Down	Up
★ Child support cases with orders of support (%)	84.2%	80.6%	75.8%	73.5%	73.1%	⇧	⇧	Down	Up
Child support collected ($000,000)	$705.3	$685.4	$672.7	$666.4	$668.1	*	*	Neutral	Up
★ Support cases with active orders receiving current payments (%)	62.0%	67.3%	67.7%	67.0%	66.8%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2d Expand access to municipal benefits and other financial supports.

DSS/HRA administers IDNYC, the largest municipal identification card program in the nation. IDNYC serves all City residents, including vulnerable communities such as people experiencing homelessness, youth, the formerly incarcerated, and others who may have difficulty obtaining a government-issued photo ID. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. The program also offers free memberships to the City's leading museums, zoos, concert halls, and botanical gardens. In Fiscal 2026, 156,977 cards were issued, 21 percent fewer than in Fiscal 2025. The number of IDNYC applications processed similarly decreased by 22 percent, from 209,698 in Fiscal 2025 to 164,264 in Fiscal 2026. The decrease in both applications processed and cards issued in Fiscal 2026 reflects a return to typical levels following the elevated demand associated with increased arrivals of asylum seekers to New York City. Starting in Fiscal 2023, the Agency saw a significant increase in demand for IDNYC as many newly arrived individuals did not have government-issued identification documents. The IDNYC application timeliness rate was 98.7 percent in Fiscal 2026, a slight increase compared to the previous year. IDNYC continued to operate an appointment-only model in Fiscal 2026, which has streamlined operations and improved processing efficiency.

Launched in January 2019, Fair Fares NYC is a City-funded program that helps low-income New Yorkers manage transportation costs. With the Fair Fares NYC discount, eligible New York City residents receive a 50 percent discount on subway and eligible bus fares or Access-A-Ride fares. In Fiscal 2026, a total of 384,914 people were enrolled in the program, an increase of two percent from Fiscal 2025, as eligibility expanded from 145 percent to 150 percent of the Federal Poverty Level in November 2025—the latest in a series of expansions that has raised the threshold from 100 percent of the Federal Poverty Level at the program's 2019 launch. The Agency is planning to expand Fair Fares eligibility once again in Fiscal 2027 to 200 percent of the Federal Poverty Level.

The Home Energy Assistance Program (HEAP) is a federally funded program that helps low-income homeowners and renters heat and cool their homes. For Federal Fiscal 2026, a total of 867,216 cases received HEAP Benefits, a four percent decrease from 900,003 in Federal Fiscal 2025. The decrease is attributed to New York State reducing the availability of HEAP programs in Federal Fiscal 2026 and the heating benefits season opening later opening later than usual on November 1, 2025.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
IDNYC — Number of applications processed	167,962	191,817	200,922	209,698	164,264	*	*	Neutral	*
IDNYC — Number of cards issued	162,627	175,612	183,682	197,996	156,977	*	*	Neutral	*
IDNYC — Application timeliness rate (%)	98.2%	90.6%	96.7%	97.0%	98.7%	*	*	Neutral	Up
★ Fair Fares NYC — Total enrollment	271,892	294,505	339,748	378,527	384,914	*	*	Up	*
Home Energy Assistance Program (HEAP) — Cases receiving benefit	753,239	855,948	910,781	900,003	867,216	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a Prevent homelessness and support housing stability.

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those at potential risk of homelessness. HRA offers access to emergency rent arrears payments and ongoing rental assistance at Benefit Access Centers, Housing Courts, and at DHS shelter intake and Homebase locations.

The Homebase program, a network of community-based organizations that provide homelessness prevention services, had 33,287 enrollments in Fiscal 2026, a three percent increase compared to Fiscal 2025. The program continues to exceed the target of diverting 85 percent of those who receive services from entering shelter. In Fiscal 2026, 93.0 percent of single adults, 96.4 percent of adult family households, and 95.4 percent of families with children who received Homebase prevention services remained in their communities and avoided shelter entry within 12 months following enrollment. The number of cases receiving emergency rental assistance, which includes both households already receiving ongoing cash assistance and those only receiving emergency assistance, increased by four percent from Fiscal 2025 to Fiscal 2026, to a total of 54,343 cases.

The City Fighting Homelessness and Eviction Prevention Supplement rental subsidy, or CityFHEPS, is the largest municipally funded rental subsidy in the nation, and a vital tool in HRA's pursuit to promote housing stability for all New Yorkers. CityFHEPS pays part of the monthly rent for eligible tenants anywhere in New York State for up to five years. In June 2026, there were a total of 71,887 cases receiving CityFHEPS subsidy, a 22 percent increase compared to June 2025, driven by new households entering the program in addition to existing households remaining on the caseload. The average subsidy amount for CityFHEPS cases was $2,087 per month as of June 2026, an increase of nine percent compared to June 2025 as rents continued to rise citywide, but a smaller rate of growth compared to the prior year.

The Agency's Office of Civil Justice oversees implementation of the City's Universal Access to Counsel Law, the nation's first law to ensure access to legal services for every tenant facing eviction in housing court. The number of low-income households facing eviction and homelessness who were assisted with legal services in housing court increased by three percent in Fiscal 2026 to 38,661.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Homebase enrollments	25,636	29,215	29,520	32,211	33,287	*	*	Up	*
★ Clients successfully diverted at Prevention Assistance and Temporary Housing (PATH) from entering a homeless shelter (%)	8.1%	7.6%	8.3%	8.6%	9.5%	*	*	Up	*
★ Adults receiving preventive services who did not enter the shelter system (%)	94.4%	93.9%	94.6%	92.9%	93.0%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	98.0%	96.6%	97.0%	97.0%	96.4%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	97.0%	96.7%	96.7%	95.5%	95.4%	85.0%	85.0%	Neutral	Up
Cases receiving emergency rental assistance	23,082	42,915	56,506	52,285	54,343	*	*	Up	*
CityFHEPS — Cases receiving subsidy	26,668	31,924	44,501	58,723	71,887	*	*	Up	*
CityFHEPS — Average subsidy amount ($)	$1,121	$1,344	$1,658	$1,908	$2,087	*	*	Up	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	28,730	34,218	28,966	37,463	38,661	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In Fiscal 2026, the percent of DV-eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered an HRA DV shelter decreased by two percentage points compared to the prior year. The average number of families served per day in the HRA emergency DV shelter program decreased slightly by two percent in Fiscal 2026 compared to Fiscal 2025. The average number of families served per day in HRA's DV Tier II shelter program—which provides shelter for those who have reached the 180-day stay limit in DV emergency shelter—increased slightly by two percent in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	39.0%	23.0%	14.1%	22.2%	19.9%	*	*	Down	*
Average number of families served per day in the Emergency Domestic Violence shelter program	751	758	745	766	748	*	*	Neutral	*
Average number of individuals served per day in the Emergency Domestic Violence shelter program	1,893	1,952	1,905	1,902	1,827	*	*	Neutral	*
Average number of families served per day in the Domestic Violence Tier II shelter program	416	473	522	581	590	*	*	Up	*
Average number of individuals served per day in the Domestic Violence Tier II shelter program	1,125	1,257	1,401	1,577	1,601	*	*	Up	*
Domestic violence emergency beds (capacity)	2,375	2,375	2,290	2,290	2,230	*	*	Neutral	*
Domestic Violence Tier II units (capacity)	480	539	593	628	628	*	*	Up	*
Domestic Violence non-residential services programs average monthly caseload	1,616	1,620	1,489	1,474	1,480	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Adult Protective Services (APS) is a State-mandated program that provides services including case management, financial management, assistance in obtaining Medicaid and other public benefits, and eviction prevention assistance for physically and/or mentally impaired adults who are unable to care for themselves. The number of referrals received by APS increased by 11 percent to nearly 37,600 in Fiscal 2026. Referrals continue to increase sharply following a notable decline during the COVID-19 pandemic—a period when restricted eviction proceedings, suspended housing court actions, and limited in-person outreach by community-based organizations resulted in fewer at-risk individuals being referred. This recent growth is also driven in part by the Agency's recent expansion of outreach efforts to increase awareness of APS programs. As a result of the increase in referrals, the number of APS assessment cases similarly increased by seven percent and the number of cases eligible for services increased by nine percent compared to the same reporting period in the prior year. Despite the increase in the number of cases, HRA continues to ensure that cases are processed in a timely manner. The percentage of assessment cases with determinations made within the State-mandated 60-day timeframe increased to 96.5 percent and the percentage of cases referred to an APS field office visited within three working days remained stable at 96.4 percent.

The total number of cases receiving Medicaid-funded home care services in New York City slightly decreased in Fiscal 2026 to 305,188. The enrollment of Managed Long-Term Care (MLTC) clients is managed exclusively by New York State Managed Care contractors and HRA does not determine service eligibility for this group. Included within the total number of cases receiving home care services are 6,913 cases administered by HRA. The average number of days to initiate home attendant and housekeeper services for HRA clients—which excludes the State-administered MLTC caseload—decreased from 45.0 in Fiscal 2025 to 43.8 days in Fiscal 2026. HRA Personal Care billable hours increased by three percent in the reporting period compared to last year, primarily as a result of updated New York State eligibility rules that have increased the service needs for new applicants.

The number of new applicants for HIV/AIDS Services Administration (HASA) services decreased by 15 percent to 4,856 in Fiscal 2026 compared to Fiscal 2025, although the number of individuals who received HASA services increased by three percent to 35,631 individuals as existing clients remain in the program. The number of cases receiving emergency housing assistance decreased by nearly three percent, however, this was offset by a three percent increase in the number of cases receiving ongoing rental assistance. The HASA rental assistance application timeliness rate decreased slightly to 92.9 percent.

In Fiscal 2026, the Community Food Connection (CFC) program distributed 62.1 million pounds of fresh and shelf stable food to 686 community food programs in all five boroughs, a 32 percent increase compared to 47.1 million pounds in Fiscal 2025, due to increased funding for the program.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Adult Protective Services (APS) — Total referrals received	19,403	23,485	29,433	33,875	37,598	*	*	Up	*
APS — Assessment cases	3,025	3,706	4,991	5,947	6,388	*	*	Up	*
★ APS — Cases referred that are visited within three working days	98.5%	97.7%	97.0%	96.5%	96.4%	85.0%	85.0%	Neutral	Up
APS — Cases accepted or denied for undercare within State-mandated 60 days (%)	98.6%	97.7%	95.0%	94.9%	96.5%	*	*	Neutral	Up
★ APS — Cases eligible for services	5,413	5,556	5,567	5,750	6,249	*	*	Up	*
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	97.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and housekeeper services for all cases	29.3	33.3	34.3	45.0	43.8	⇩	⇩	Up	Down
★ Average weekly billable hours for personal care services	59.4	60.0	57.7	57.2	58.8	*	*	Neutral	*
Total cases receiving home care services	240,799	261,865	290,507	309,361	305,188	*	*	Up	*
Cases receiving home care services — HRA clients	6,545	5,854	6,579	6,628	6,913	*	*	Neutral	*
HIV/AIDS Services Administration (HASA) — New Applicants	4,761	5,432	6,070	5,694	4,856	*	*	Neutral	*
★ ✺ HASA — Individuals receiving services	32,851	32,867	33,140	34,748	35,631	*	*	Neutral	*
HASA — Clients receiving housing assistance (%)	83.5%	83.7%	85.4%	85.1%	84.5%	*	*	Neutral	*
HASA — Cases receiving emergency housing assistance	2,527	2,444	2,465	2,007	1,955	*	*	Down	*
HASA — Cases receiving supportive housing assistance	4,868	4,799	4,685	4,628	4,506	*	*	Neutral	*
HASA — Cases receiving on-going rental assistance	18,821	19,139	20,152	21,938	22,642	*	*	Up	*
HASA — Rental assistance application timeliness rate (%)	97.4%	96.2%	97.7%	94.6%	92.9%	95.0%	95.0%	Neutral	Up
Pounds of food distributed through Community Food Connection (000)	17,755	45,726	43,093	47,073	62,079	*	*	Up	*
Active Community Food Connection programs — Food Pantries	503	586	585	588	606	*	*	Up	*
Active Community Food Connection programs — Community Kitchens	85	87	83	85	80	*	*	Neutral	*

★ Critical Indicator ✺ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

DSS continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through its Accountability Office (AO). In Fiscal 2026 compared to Fiscal 2025, cost avoidance and recoveries increased by 38 percent for CA, increased by 91 percent for SNAP, and increased by 14 percent for Medicaid. Efforts include investigation of provider fraud, recovery of monies owed from collection activities such as property and negligence liens, and securing repayments from settlements or in cases of concealed income. DSS continues to pursue Medicaid investigations under an agreement with New York State, even with the State takeover of most Medicaid administration and the enrollment of most Medicaid clients through the State Exchange, New York State's online marketplace for health insurance which launched in October 2013.

New York State administrative fair hearings are held when HRA clients dispute findings on their cases, usually related to eligibility determinations or benefit levels. The number of fair hearings requested in Fiscal 2026 was 10 percent higher than in Fiscal 2025, in part due to the return of federal and State mandated engagement activities noted earlier. For the hearings held in Fiscal 2026 where determinations were made, 13.6 percent resulted in HRA's decisions being upheld, nearly six percentage points higher than in Fiscal 2025.

The number of workplace injuries reported increased by 28 percent in Fiscal 2026 compared to the prior year. HRA will continue to conduct annual workshops on workplace safety with a strong emphasis on reducing workplace violence.

The number of applications filed with United States Citizenship and Immigration Services remained stable, decreasing by less than one percent from Fiscal 2025 to Fiscal 2026. These filings include applications for employment authorization, permanent residency, citizenship, and other visa and immigration programs.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud waste and abuse ($000,000)	$252.11	$293.80	$226.44	$244.16	$278.58	*	*	Neutral	*
Cash assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	$58.56	$64.22	$74.81	$128.40	$177.10	*	*	Up	*
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	$21.05	$28.91	$33.60	$49.79	$95.04	*	*	Up	*
Fair Hearings requested	164,888	149,196	182,051	170,115	187,602	*	*	Up	*
Fair hearings upheld (%)	14.0%	15.2%	12.0%	8.0%	13.6%	*	*	Down	Up
Billed revenue as a percentage of budgeted revenue (%)	66.9%	69.3%	54.6%	66.0%	68.8%	*	*	Neutral	Up
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	65.0%	58.9%	43.5%	45.7%	53.7%	*	*	Down	Up
Workplace injuries reported	90	88	93	72	92	*	*	Neutral	Down
Applications filed with the United States Citizenship and Immigration Services	4,568	5,666	3,693	2,358	2,347	*	*	Down	*
Human services contracts	NA	NA	NA	204	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	49%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$772.26	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

The number of completed requests for interpretation decreased in Fiscal 2026 by nine percent compared to Fiscal 2025, driven primarily by decreased demand for phone interpretation services. Fiscal 2026 saw a nearly six percentage point decrease in the rate of calls answered within 30 seconds compared to Fiscal 2025. HRA continued to operate a virtual queuing and callback system in Fiscal 2026, so clients do not need to remain on the line, improving the user experience for clients. Average customer in-person wait time for service at HRA offices increased by 19 percent in Fiscal 2026 compared to Fiscal 2025. In part due to federal changes resulting from H.R.1—the federal reconciliation bill noted earlier—average time needed to complete a customer service visit increased from Fiscal 2025 to Fiscal 2026 which has increased overall wait times.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	485,805	788,716	910,892	862,060	786,042	*	*	Up	*
Letters responded to within 14 days (%)	99%	99%	98%	98%	100%	90%	90%	Neutral	Up
E-mails responded to within 14 days (%)	98%	99%	98%	99%	100%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes:seconds)	44:26	68:00	77:30	81:25	97:03	60:00	60:00	Up	Down
CORE facility rating	99	98	98	95	97	80	80	Neutral	Up
Calls answered within 30 seconds (%)	22.8%	11.3%	8.3%	14.1%	8.3%	80%	80%	Down	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	100.0%	95.7%	97.1%	97.6%	96.8%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$10,965.0	$11,127.0	$12,448.8	$13,167.4	$14,685.9	$14,204.5	$14,989.0	Up
Revenues ($000,000)	$54.7	$55.6	$61.1	$66.2	$72.7	$42.6	$42.6	Down
Personnel	10,923	10,841	11,044	10,850	10,747	12,525	12,517	Neutral
Overtime paid ($000,000)	$85.3	$96.8	$109.7	$74.2	$41.6	$41.6	$41.6	Neutral
Capital commitments ($000,000)	$16.5	$57.5	$117.8	$67.5	$48.2	$158.7	$186.2	Up
Human services contract budget ($000,000)	$811.3	$823.6	$925.6	$922.7	$1,128.2	$1,113.4	$1,209.9	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$877.9	$981.3	
201 - Administration	$332.3	$364.7	All
203 - Public Assistance	$327.4	$354.1	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	$66.0	$88.5	1c, 2b, 4a
205 - Adult Services	$102.2	$115.9	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services	$3.2	$3.6	All
208 - Home Energy Assistance	$1.0	$1.3	1a
209 - Child Support Services	$27.6	$30.8	2c
210 - Emergency Food	$1.5	$2.2	1b
211 - Fair Fares	$2.6	$3.9	Agency-Wide Management
212 - Domestic Violence Services	$14.1	$16.4	3b
Other Than Personal Services - Total	$12,289.5	$13,704.6	
101 - Administration	$372.2	$406.0	All
103 - Public Assistance	$4,541.3	$5,302.4	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	$6,410.8	$6,801.3	1c, 2b, 4a
105 - Adult Services	$363.1	$318.0	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	$295.5	$356.1	All
108 - Home Energy Assistance	$66.3	$61.7	1a
109 - Child Support Services	$22.7	$28.1	2c
110 - Emergency Food	$59.1	$79.8	1b
111 - Fair Fares	$81.0	$101.7	Agency-Wide Management
112 - Domestic Violence Services	$77.4	$249.5	3b
Agency Total	$13,167.4	$14,685.9	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Erin Dalton was appointed as Commissioner of the Department of Social Services in February 2026.
- Scott French continues to serve as Administrator of the Human Resources Administration.
- The indicator 'Cash Assistance—Average monthly benefit ($)' was added to Goal 1a. This indicator was added to align with reporting for the Supplemental Nutrition Assistance Program.
- Due to a data issue, Fiscal 2025 and Fiscal 2026 'Medicaid—Application timeliness rate' in Goal 1c is currently not available.
- Data for 'Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)' and 'Family cases engaged in training or education in accordance with New York City guidelines (%)' in Goal 2a are currently unavailable as HRA transitions to a new system of record and re-engages cases following the resumption of mandatory engagement requirements in Fiscal 2025. HRA expects to resume reporting these indicators once that process is complete.
- Due to a data issue, Fiscal 2026 data for 'WeCARE federal disability awards' in Goal 2b is currently not available.
- The indicator 'Home Energy Assistance Program (HEAP)—Cases receiving benefit' was added to Goal 2d. The Home Energy Assistance Program is a vital program that helps eligible New Yorkers heat and cool their homes.
- Due to a change in logic beginning in May 2024, the Fiscal 2024 data for 'Cases receiving home care services—HRA clients' cannot be compared to prior fiscal years.
- The previously published Fiscal 2025 figure for 'Average customer in-person wait time' was revised from 81:40 to 81:24 after further data review.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year):
  https://www.nyc.gov/site/hra/about/facts.page
- Able Bodied Adults Without Dependents (ABAWD):
  https://www.nyc.gov/site/hra/help/able-bodied-adults-without-dependents.page
- ACCESS HRA:
  https://a069-access.nyc.gov/accesshra/
- Prevention Assistance and Temporary Housing Intake Center (PATH):
  https://www1.nyc.gov/site/dhs/shelter/families/families-with-children-applying.page
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/hra.

ADMINISTRATION FOR CHILDREN'S SERVICES **Rebecca Jones Gaston, Commissioner**

WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, and child care services. With regards to child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children unable to remain safely at home. The Agency's Division of Child Protection responds to reports of suspected child abuse or neglect. Concerning youth and family justice, ACS manages and funds services including detention and alternatives to detention, as well as Close to Home placement, intensive community-based preventive alternatives for youth, and support services for families. The Division of Child and Family Well-Being issues child care vouchers for children eligible for subsidized child care and promotes a two-generation approach to support children and their families through public education campaigns and a place-based strategy including Family Enrichment Centers and the Community Partnership Program.

FOCUS ON EQUITY

ACS seeks to establish equitable family support, child welfare and juvenile justice programs in which one's race, gender, sexual orientation, or other identities do not predict how one fares within them. African American/Black and Latine families are overrepresented at key points along child welfare and juvenile justice pathways. ACS has implemented several strategies to address racial disproportionality within these systems.

The Agency's Collaborative Assessment, Response, Engagement & Support (CARES) approach diverts some families from a traditional child welfare investigation and connects them with supportive resources. ACS is educating mandated reporters, certain professionals who are specially equipped and required to report child abuse or mistreatment, to understand when a child abuse and/or neglect report is necessary and when it may be better to seek supportive services for a family. ACS has also shifted child protection staff to provide more immediate, intensive support for families with children at high risk of foster care placement.

ACS operates Family Enrichment Centers (FECs), which are inviting walk-in spaces designed with and for community members where families can participate in various offerings and access resources. FECs aim to promote protective factors such as social connection, resilience, knowledge of parenting and child development, social and emotional competence of children, and access to concrete supports. ACS has contracts for 30 FECs, the 30th and final of which started in January 2026.

Parents with lived experience in the child welfare system provide valuable insight on how to improve the Agency's work. Since 2023, ACS has funded and supported the Parents Empowering Parents initiative, a peer support program in which parents with prior experience in the child welfare system offer advocacy and guidance to those currently navigating it. As of June 2026, there are 95 parent advocates within the foster care continuum and foster care agencies are continuing their hiring efforts. ACS also contracts with partner organizations to provide parent advocates at initial child safety conferences and prevention services, as well as for families of youth in detention and Close to Home facilities.

ACS funds the Fair Futures program, which utilizes coaches and mentors who work to enhance education, employment, housing, and permanency outcomes for youth between the ages of 11 and 26 currently or formerly involved with foster care, as well as for justice-involved youth. Additionally, ACS supports college students in foster care through the College Choice program, which offers students academic advisement and financial support, including tuition. Young people in foster care who participate in vocational and job readiness training also receive social and financial support, including a daily cash stipend through the Career Choice program. To meet the needs of LGBTQ+ youth in foster care, ACS continues to strengthen staff training and foster parent recruitment and training, based on findings from an assessment of youth experiences.

OUR SERVICES AND GOALS

SERVICE 1 **Protect children from child abuse.**

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality prevention services.

Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.

Goal 1d Encourage and support family-based foster care.

Goal 1e Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

SERVICE 2 **Ensure access to quality early child care and education services in all communities.**

Goal 2a Provide access to affordable child care.

Goal 2b Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

SERVICE 3 **Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.**

Goal 3a Ensure that detention facilities are safe and secure.

Goal 3b Provide youth in detention and placement with appropriate health and mental health services.

Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Protect children from child abuse.

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

The number of investigations conducted in response to reports made to the State Central Register of Child Abuse and Maltreatment (SCR) declined two percent from 39,158 in Fiscal 2025 to 38,204 in Fiscal 2026. The percentage of reports responded to by child protection staff within 24 hours increased from 92.1 percent to 93.0 percent, and the percentage of investigations completed within 60 days remained at 97 percent in Fiscal 2025 and Fiscal 2026, reflecting ongoing improvements in timely and complete assessments and service delivery that allow more cases to be resolved within required timeframes. ACS continues to work with community and government partners to educate mandated reporters about when a call to the SCR is necessary because a child is in danger or has been maltreated, and when it is better to help a family obtain supports and services. ACS has reinforced upstream service referrals by providing easier access to family services and other resources without requiring a report to the SCR.

The percent of investigations that were substantiated rose three percentage points from 29.5 percent in Fiscal 2025 to 32.5 percent in Fiscal 2026. As more low- to-moderate-risk cases are being retracked to CARES and diverted to direct services and supports, the pool of families experiencing investigations are more likely to have more serious allegations reported to the SCR, and more investigations are being substantiated. The percent of children in completed investigations with repeat investigations within a year rose from 24.7 percent to 25.1 percent between Fiscal 2025 and Fiscal 2026, and the percent of children in substantiated investigations with repeat substantiated investigations within a year increased from 13.0 percent to 13.6 percent during the same period.

The proportion of new child protection cases that ACS diverted to the Collaborative Assessment Response, Engagement, and Support (CARES) track, a child protection response for low- and moderate-risk cases that is governed by New York State law and does not involve any determination of possible maltreatment, declined from 22.8 percent in Fiscal 2025 to 20.1 percent in Fiscal 2026. The total number of CARES cases decreased over nine percent from 10,625 in Fiscal 2025 to 9,630 in Fiscal 2026. This decrease was driven in part by the reduction in the number of low-risk reports made to the SCR by New York City Public Schools (NYCPS) and social service providers, which are increasingly seeking support for these families before making a report to the SCR.

The average child protective specialist caseload declined from 7.0 in Fiscal 2025 to 6.7 in Fiscal 2026, the lowest level since achieving a caseload of 6.3 in Fiscal 2021. This decrease can be attributed to the hiring of additional child protective specialists ahead of attrition and an increase in availability of case-assignable staff. Supportive measures such as transition units, child protection specialist mentors and competitive salaries have also contributed to decreased attrition and increased caseload carrying child protection specialists.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	95.3%	93.5%	91.9%	92.1%	93.0%	100.0%	100.0%	Neutral	Up
★ New State Central Register consolidated investigations	45,068	43,782	40,489	39,158	38,204	*	*	Down	*
Investigations completed in 60 days (%)	94%	93%	96%	97%	97%	*	*	Neutral	Up
Investigations that are substantiated (%)	31.8%	28.4%	30.0%	29.5%	32.5%	*	*	Neutral	*
Children in complete investigations with repeat investigations within a year (%)	25.4%	25.3%	25.1%	24.7%	25.1%	*	*	Neutral	Down
★ Children in substantiated investigations with repeat substantiated investigations within a year (%)	15.2%	13.5%	13.4%	13.0%	13.6%	14.0%	14.0%	Down	Down
New CARES cases	5,545	8,587	11,607	10,625	9,630	*	*	Up	Up
New child protection cases that are CARES (%)	11.0%	16.4%	22.3%	22.8%	20.1%	*	*	Up	Up
★ Average child protective specialist caseload	8.4	9.7	8.1	7.0	6.7	12.0	12.0	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality prevention services.

The number of families entering child welfare prevention services increased 16 percent from 6,996 in Fiscal 2025 to 8,097 in Fiscal 2026. The daily average number of children receiving child welfare prevention services rose two percent from 15,987 to 16,267 and the number of children served during the year increased three percent from 30,565 to 31,542. In the Agency's Family Services Division, the Office of Family Engagement brings together multiple units to support families at every stage of their engagement with ACS and community services. The Agency's Support Line team has trained over 5,000 NYCPS staff as part of its "Support, Not Report" approach, connecting families to resources before child welfare involvement becomes necessary. In line with New York State's shift from reporting to supporting, the team educates mandated reporters citywide on the options available for assisting families. In addition, the Prevention Pathways team collaborates with City agencies and other partners including NYCPS, the Department of Homeless Services (DHS), NYC Health + Hospitals (H+H), the New York City Housing Authority (NYCHA), FDNY, social work schools, private hospitals, and Family Justice Centers to promote this approach, facilitating direct referrals by connecting families with appropriate preventive programs. Through this work, ACS completed a pilot with H+H that strengthened inter-agency collaboration and increased H+H staff referrals by simplifying and standardizing referrals to Family Service providers through the FindHelp platform.

In Fiscal 2026, ACS reinvested funds to help programs serve additional families and more effectively engage families by supporting their needs and increasing staffing capacity. The percent of respondents to the Prevention Services Family Experience survey who said prevention services are helping them achieve their goals remained above 90 percent, rising to 94 percent in Fiscal 2026.

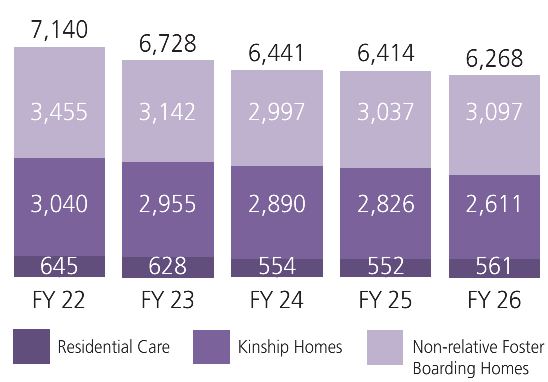
	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Families entering child welfare prevention services	6,818	6,659	7,021	6,996	8,097	8,500	8,500	Up	Up
Average number of children receiving child welfare prevention services daily	18,291	16,149	16,773	15,987	16,267	*	*	Neutral	Up
Children who received child welfare prevention services during the year (annual total)	34,243	30,655	30,459	30,565	31,542	*	*	Neutral	Up
Respondents to the Prevention Services Family Experience Survey who said prevention services are helping them achieve their goals (%)	90%	93%	93%	93%	94%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.

The number of children entering foster care declined nearly six percent from 3,097 in Fiscal 2025 to 2,927 in Fiscal 2026 remaining far below the Fiscal 2019 level of 3,798. Consistent with recent trends, the average number of children in foster care declined from 6,414 in Fiscal 2025 to a historically low average of 6,268 in Fiscal 2026, well below the Fiscal 2019 average of 8,341. The total number of days that New York City children spent in foster care decreased from 2,895,102 in Fiscal 2025 to 2,827,326 in Fiscal 2026. These declines are attributable to sustained trends and investment in prevention services and other supports that enable children to remain with their families.

Children in Foster Care



More than 90 percent of foster children and youth were in family-based rather than congregate placements, with 3,097 children in non-relative foster homes and 2,611 children in kinship foster homes in Fiscal 2026, a two percent increase and an eight percent decrease, respectively, from Fiscal 2025. The average number of children in congregate residential care increased slightly from 552 in Fiscal 2025 to 561 in Fiscal 2026. This reflects the increase in the number of older youth placed in Supported Independent Living Program apartments. ACS continues to work to reduce the number of youth in residential foster care settings by identifying step-down opportunities to family-based settings. Additionally, ACS helps foster care agencies leverage family finding techniques to identify potential kinship foster care resources.

The number of children who moved from one foster care placement to another decreased from 1.4 per 1,000 care days in Fiscal 2025 to 1.3 per 1,000 care days in Fiscal 2026. While ACS always strives to maintain children in stable placements, children in foster care may move for a variety of reasons, including sibling reunification and moves to kinship and pre-adoptive homes. The percent of children who returned to foster care within a year of reunification with their families or discharge to kinship guardianship decreased from 9.4 percent in Fiscal 2025 to 8.9 percent in Fiscal 2026. ACS works with foster care providers to leverage services, such as ACS-funded prevention services, before and during trial and final discharge to support the child's return home and reduce the likelihood of re-entry. ACS is also strengthening family team conferencing practices to ensure timely delivery of services identified in action plans so that families are connected to community-based services.

Safety is the Agency's top priority. The rate of children maltreated in family foster care declined from 3.3 per 100,000 care days during Fiscal 2025 to 2.3 during Fiscal 2026. ACS continues to examine all such incidents to understand where additional supports for and oversight of foster homes could prevent them from occurring.

The number of youth currently or formerly in foster care who received Fair Futures services, an initiative which provides targeted coaching and support in areas including socio-emotional development, academics, and life skills to youth in foster care, grew from 4,330 in Fiscal 2025 to 4,430 in Fiscal 2026. The number of youth enrolled in College Choice, which provides stipends and supports for foster care youth interested in pursuing a two- or four-year college degree, rose from 472 in Fiscal 2025 to 523 in Fiscal 2026. Increased enrollment in College Choice can be attributed to several factors including college readiness training and support provided to education specialists, college specialists, and post-secondary staff at each provider agency, close collaboration with NYCPS to ensure guidance counselors and support staff are aware of the program, and enhanced marketing and outreach efforts. ACS also collaborates with NYCPS to implement a variety of new initiatives to equip high school students in foster care with the skills, knowledge, and confidence to navigate post-secondary pathways successfully.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
All children entering foster care	2,910	2,848	3,102	3,097	2,927	*	*	Neutral	*
★ ✹ Average number of children in foster care	7,140	6,728	6,441	6,414	6,268	⇩	⇩	Down	Down
– Children in foster kinship homes	3,040	2,955	2,890	2,826	2,611	*	*	Down	*
– Children in nonrelative foster boarding homes	3,455	3,142	2,997	3,037	3,097	*	*	Neutral	Down
– Children in residential care	645	628	554	552	561	*	*	Down	Down
Total days all children spent in foster care	3,268,026	3,100,632	2,993,778	2,895,102	2,827,326	*	*	Down	Down
★ Moves in foster care per 1,000 care days	1.3	1.3	1.2	1.4	1.3	1.4	1.4	Neutral	Down
★ Children who re-enter foster care within a year of discharge to a family (%)	7.5%	8.5%	8.1%	9.4%	8.9%	6.0%	6.0%	Up	Down
★ Children maltreated during family foster care placement per 100,000 care days	3.7	3.2	3.0	3.3	2.3	3.5	3.5	Down	Down
School attendance rate — Children in foster care (%)	79.8%	82.5%	83.8%	82.8%	80.1%	*	*	Neutral	Up
Youth in foster care receiving Fair Futures services	3,172	3,932	4,115	4,330	4,430	4,686	4,847	Up	Up
Youth in foster care enrolled in College Choice	NA	342	408	472	523	430	530	NA	Up
Youth in foster care who feel very supported or somewhat supported by their foster parents or residential facility staff (%)	89%	91%	93%	91%	93%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Encourage and support family-based foster care.

The percentage of children entering care who ACS placed with relatives in kinship care declined five percentage points from 42.2 percent in Fiscal 2025 to 37.0 percent in Fiscal 2026. As poverty rates have increased in New York City in recent years, families have found it more difficult to care for kin. ACS is making efforts to counter this trend and maintain its commitment to placing children with relatives by providing additional resources to families to secure and strengthen kin placements, including a monthly stipend, trauma-responsive training, and connections to therapeutic services.

The proportion of siblings who enter care at the same time and are placed together in the same foster home increased four percentage points from 94.4 percent in Fiscal 2025 to all-time high of 98.3 percent in Fiscal 2026. The number of foster homes able and willing to accept sibling groups has increased as a result of an increase in the number of foster homes recruited and conversations with existing foster parents that have space to accommodate sibling groups. Additionally, from November 2025 to March 2026 ACS conducted a pilot program with two agencies, asking them to review all their sibling groups that were separated to see if they could be reunited, which resulted in several additional sibling groups being placed together and increased awareness about the importance of keeping siblings together. ACS intends to expand this pilot to all partnering agencies.

The percent of children entering care who were placed in their community of origin rose from 29.3 percent in Fiscal 2025 to 31.8 percent in Fiscal 2026, and the percent placed in their borough of origin increased from 58.8 percent to 62.4 percent. ACS always seeks to place children in their community of origin. When this is not possible, ACS takes measures to place children in their borough to maintain continuity in their educational placement and close ties with their family and community. ACS continues to implement strategies for children to remain in their community and borough of origin, including recruiting foster homes in the communities where children are from and requiring that foster homes are based in the five boroughs. The Office of Placement Administration utilizes various tools to support the identification of foster parents in specific communities and boroughs. Simultaneously, ACS and partnering foster care agencies continue to seek out kin who often live in the same borough and communities where the child is from.

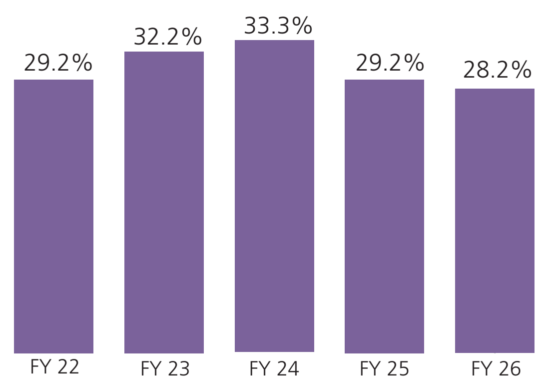
Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Children entering foster care who are placed with relatives (%)	54.8%	51.8%	48.7%	42.2%	37.0%	50.0%	50.0%	Down	Up
Siblings placed simultaneously in the same foster home (%)	95.8%	94.9%	94.7%	94.4%	98.3%	*	*	Neutral	Up
★ Children placed in foster care in their community (%)	27.2%	29.8%	32.6%	29.3%	31.8%	36.0%	36.0%	Up	Up
Children placed in foster care in their borough (%)	52.7%	52.9%	54.2%	58.8%	62.4%	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1e — Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

Permanency rates declined slightly from Fiscal 2025 to Fiscal 2026 across all three time-in-care categories (within one year of placement, 12 to 23 months, and 24 months or more), with rates generally in the 20 to 30 percent range, which may be attributable to teenagers comprising a larger percentage of the foster care population than just five years ago, and historically this population has been harder to place into permanent homes.

Children discharged to permanency within a year of placement (%)



ACS is implementing a framework with provider agencies to increase permanency rates. The framework will increase the capacity of provider agencies to engage in structured, data-driven technical assistance to improve permanency outcomes for children and youth in out-of-home placement. Technical assistance will be individually tailored, using a collaborative approach and focusing on incremental continuous quality improvement efforts.

The number of foster children who reunified with family increased by 11 to 1,769 in Fiscal 2026. The Kinship Guardian Assistance Program (KinGAP), in which a relative foster parent receives permanent guardianship and financial supports, experienced eight percent more discharges from Fiscal 2025 to Fiscal 2026, rising from 396 to 428. The number of adoptions declined 22 percent to 405 and the number of children in care who are eligible for adoption declined 11 percent to 524 over the same period due to a decline in the number of youth in foster care with long periods of stay who are freed for adoption by the courts. The decline in the number of children adopted reflects the combined impact of a decrease in the number of children eligible for adoption and an increase in the number of children who reached permanency via KinGAP, which is available sooner than adoption and does not require a termination of parental rights by the Family Court. Nonetheless, ACS is continuously assessing children's eligibility for adoption and working with foster care providers to move these cases forward toward finalization.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	29.2%	32.2%	33.3%	29.2%	28.2%	35.0%	35.0%	Neutral	Up
★ Children in care 12–23 months discharged to permanency (%)	18.3%	23.0%	23.9%	24.2%	22.9%	27.0%	27.0%	Up	Up
★ Children in care 24 or more months discharged to permanency (%)	23.1%	23.3%	24.0%	25.6%	25.2%	27.0%	27.0%	Up	Up
Average number of children eligible for adoption	702	715	624	587	524	*	*	Down	*
Children adopted	469	562	535	522	405	*	*	Down	*
Kinship Guardianship Assistance discharges	396	354	347	396	428	*	*	Up	Up
Children returned to parents (reunifications)	1,770	1,562	1,657	1,758	1,769	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Ensure access to quality early child care and education services in all communities.

Goal 2a Provide access to affordable child care.

Average child care voucher enrollment rose 20 percent from 91,227 in Fiscal 2025 to 109,875 in Fiscal 2026. This increase was driven by a 26 percent increase in usage of non-mandated, low-income vouchers, which rose from 56,931 to 71,499. Despite the pause on issuing new non-mandated vouchers due to program funding gaps, the average number of children enrolled with these vouchers grew over the past fiscal year as a result of several years of sustained expansion and recertification of vouchers for those already enrolled. Mandated voucher enrollment for families receiving public assistance rose 13 percent from 25,932 to 29,386 during the fiscal year, and vouchers for families involved in child welfare services increased nearly eight percent from 8,364 to 8,990.

In Fiscal 2026, enrollment in center-based care increased 22 percent to 64,488, enrollment in family-based child care rose 18 percent to 40,381, and enrollment in informal child care increased 18 percent to 5,005. The percent of voucher applications with eligibility determinations within 30 days remained at 92 percent in Fiscal 2025 and 2026.

From Fiscal 2025 to Fiscal 2026, fiscal year spending per child increased from $15,239 to $16,740 for center-based vouchers and from $15,624 to $15,975 for family vouchers, and decreased from $10,739 to $10,467 for legally exempt (informal) vouchers. Spending per child across all child care voucher types has increased steadily since Fiscal 2018, when spending per child was $8,646 for center-based vouchers, $7,740 for family-based vouchers, and $4,327 for legally exempt (informal) vouchers. The increase in cost is due to the New York State Office of Child and Family Services' (OCFS) 2024 Market Rate increase, which was implemented in October 2024. Fiscal 2026 was the first full fiscal year with this Market Rate in place and a greater percentage of children enrolled with a voucher at the 2024 Market Rate than in Fiscal 2025.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Average child care voucher enrollment	47,535	56,978	71,039	91,227	109,875	*	*	Up	*
★ Average number of children accessing child care services through use of a mandated voucher	20,714	21,897	22,803	25,932	29,386	*	*	Up	*
Average number of children accessing child care services through use of a non-mandated low-income voucher	9,393	16,236	31,948	56,931	71,499	*	*	Up	Up
✹ Average number of children accessing child care services through use of a child welfare voucher	17,428	18,846	16,288	8,364	8,990	*	*	Down	Up
★ Average center-based child care voucher enrollment	25,301	30,751	39,657	52,730	64,488	*	*	Up	*
★ Average family child care voucher enrollment	20,620	23,942	28,386	34,248	40,381	*	*	Up	*
★ Average informal child care voucher enrollment	1,614	2,285	2,996	4,249	5,005	*	*	Up	*
Child care assistance applicants with eligibility determinations within 30 days (%)	96%	92%	80%	92%	92%	90%	90%	Neutral	Up
Fiscal year spending per child – Center-based child care vouchers	$10,104	$11,892	$12,106	$15,239	$16,740	*	*	Up	*
– Family child care vouchers	$8,468	$12,634	$13,902	$15,624	$15,975	*	*	Up	*
– Legally exempt (informal child care) vouchers	$5,497	$7,023	$7,985	$10,739	$10,467	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b — Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

The number of reports of suspected abuse and/or neglect for children in regulated child care programs rose seven percent from 528 in Fiscal 2025 to 564 in Fiscal 2026. ACS indicates allegations that meet the New York State standard of fair preponderance of evidence on allegations of abuse or maltreatment. The proportion of child care investigations that ACS indicates has fluctuated in recent years. The percentage of reports concerning abuse and/or neglect that were indicated nearly doubled from a low of 13.1 percent in Fiscal 2025 to 24.4 percent in Fiscal 2026. ACS is working with child protection leadership to understand factors that may be leading to a higher indication rate in investigations of alleged abuse and/or neglect that occur in child care programs.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Abuse and/or neglect reports for children in child care	377	506	545	528	564	*	*	Up	*
Abuse and/or neglect reports for children in child care that are substantiated (%)	18.6%	13.6%	19.5%	13.1%	24.4%	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

Goal 3a — Ensure that detention facilities are safe and secure.

Admissions to juvenile detention decreased for the first time since Fiscal 2021, declining four percent to 2,381 due to a decrease in arrests of young people eligible to enter detention. However, the average daily population continued to trend upward due to increases in the average length of stay. The overall average daily population rose 19 percent from 336.4 to 400.9. The secure detention average daily population increased 23 percent from 276.4 to 341.1 and the non-secure detention population remained stable at 59.8 in Fiscal 2026. The overall average length of stay in detention rose 22 percent to 56 days due to a 33 percent increase in length of stay in secure detention from 80 days in Fiscal 2025 to 106 days in Fiscal 2026. These increases reflect a higher proportion of youth with complex or serious cases requiring extended periods in detention. ACS is actively engaged with the court system to improve case processing times, in addition to working with the New York City Sheriff and the Department of Probation to process eligible youth for release. The length of stay in non-secure detention remained stable at 18 days for the third consecutive year.

Safety indicators in detention during Fiscal 2026 reflect stable or improving trends despite the increased population. The rate of youth-on-youth assault and altercation with injury per 100 average daily population remained stable at 0.17 in Fiscal 2025 and Fiscal 2026, well below historic rates. The youth-on-staff assault with injury rate per 100 average daily population rose slightly from 0.12 in Fiscal 2025 to 0.13 in Fiscal 2026 but remained well below prior year levels and the established target. The rate of cases in detention where investigators found a preponderance of evidence of abuse and/or neglect declined from 0.08 in Fiscal 2025 per 100 average daily population to 0.05 in Fiscal 2026. The abscond rate per 100 daily population in non-secure detention halved to 0.06 in Fiscal 2026. ACS continues to implement enhanced behavior management, strengthen security practices, and expand clinical supports to address the needs of a growing and increasingly complex youth population in detention.

Trends in contraband presence in detention also demonstrated notable improvement. The weapon recovery rate per 100 daily population in detention decreased from 0.42 in Fiscal 2025 to 0.40 in Fiscal 2026. The illegal substance/prescription or over-the-counter medication recovery rate declined from 0.30 to 0.19. These trends reflect the Agency's commitment to deterring and detecting contraband through more frequent and effective searches and screening procedures, including the introduction of new millimeter wave body scanners in Fiscal 2026.

The number of young people entering Close to Home, which allows young people who are found to be responsible in Family Court to receive placement services in a program close to the communities where they live, rose from 133 in Fiscal 2025 to 168 in Fiscal 2026. The average number of youth in Close to Home placement from 102 to 112, reflecting the increase in admissions. Consistent with the greater number of youth in care, releases from Close to Home residential care to aftercare, average number of youth in aftercare, and discharges from Close to Home all increased in Fiscal 2026: releases to aftercare increased from 122 to 151, the average number of youth in aftercare increased from 41 to 49, and discharges from Close to Home, including youth whose dispositional orders were completed, increased from 111 to 152. The number of Close to Home admissions reflects the number of young people whose cases have been resolved in court with a determination that the youth be placed. As the number of young people in detention grew in recent years, so has the number of young people whose cases were ultimately resolved with a disposition requiring placement.

The absent without consent (AWOC) rate in Close to Home fell from 0.21 in Fiscal 2025 to 0.14 in Fiscal 2026. Over the same reporting period, the rate of youth-on-staff assaults with injury per 100 care days in Close to Home increased slightly from 0.08 to 0.09 and the rate of youth-on-youth assaults and altercations with injury declined from 0.24 to 0.17. ACS remains committed to supporting providers in delivering safe, therapeutic, and individualized care for youth in Close to Home through ongoing collaboration with the provider network to strengthen clinical services, treatment planning, and improve outcomes for youth.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Admissions to detention	1,319	1,775	1,981	2,487	2,381	⇩	⇩	Up	Down
★ Average daily population in detention	170.0	233.0	278.9	336.4	400.9	⇩	⇩	Up	Down
– In secure detention	142.6	198.3	237.3	276.4	341.1	*	*	Up	Down
– In non-secure detention	27.4	34.7	41.7	60.0	59.8	*	*	Up	Down
★ Average length of stay in detention (days) (total)	38	39	40	46	56	⇩	⇩	Up	Down
– In secure detention	38	59	67	80	106	*	*	Up	Down
– In non-secure detention	37	17	18	18	18	*	*	Down	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.09	0.09	0.21	0.13	0.06	0.10	0.10	Neutral	Down
★ Youth-on-youth assaults and altercations with injury rate in detention (per 100 total ADP)	0.29	0.21	0.16	0.17	0.17	0.25	0.25	Down	Down
★ Youth-on-staff assaults and altercations with injury rate in detention (per 100 total ADP)	0.21	0.15	0.12	0.12	0.13	0.15	0.15	Down	Down
★ Weapon recovery rate in detention (average per 100 total ADP)	0.33	0.46	0.40	0.42	0.40	⇩	⇩	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate in detention (average per 100 total ADP)	0.25	0.36	0.38	0.30	0.19	⇩	⇩	Down	Down
★ Child abuse and/or neglect reports for youth in detention that are substantiated, rate (average per 100 total ADP)	0.13	0.07	0.06	0.08	0.05	⇩	⇩	Down	Down
★ Average daily cost per juvenile in detention ($)	$1,576	$1,231	$1,137	$1,021	$1,071	*	*	Down	*
✹ Admissions to Close to Home placement	72	82	142	133	168	*	*	Up	Down
★ Average number of children in Close to Home placement	47	50	78	102	112	⇩	⇩	Up	Down
Releases from Close to Home placement to aftercare	46	63	93	122	151	*	*	Up	*
★ Average number of children in Close to Home aftercare	18	28	28	41	49	*	*	Up	*
Discharges from Close to Home placement (dispositional order complete)	63	56	90	111	152	*	*	Up	*
Absent without consent rate, Close to Home placement	0.24	0.21	0.20	0.21	0.14	0.25	0.25	Down	Down
Youth-on-staff assault with injury rate in Close to Home placement	0.10	0.11	0.12	0.08	0.09	0.15	0.15	Down	Down
Youth-on-youth assault with injury rate in Close to Home placement	0.09	0.10	0.16	0.24	0.17	0.15	0.15	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Provide youth in detention and placement with appropriate health and mental health services.

All youth in detention receive a screening by the medical team for acute mental health needs within one hour of their admission so that youth who present the highest needs are identified and referred to mental health services. Youth who remain in detention for longer than 72 hours receive an additional comprehensive mental health intake that includes screening for commercial and sexual exploitation, post-traumatic stress disorder, depression, and problematic substance use, as well as a psychosocial assessment. The ability to complete the comprehensive intake is influenced by several factors, including the youth's adjustment to the detention environment, immediate court appearances following admission, rapid release from detention, and transfer between the secure detention facilities. If a youth refuses the mental health intake, the mental health staff will continue to make efforts to engage the youth. Health screenings within 24 hours of admission declined eight percentage points from 98 percent in Fiscal 2025 to 90 percent in Fiscal 2026. The percent of youth who received a general mental health screening or services while in detention declined nearly four percentage points from 78.8 percent to 75.1 percent. These reductions reflect youth movement patterns including short court return dates and transfers between facilities, and youth refusals, which remain barriers to timely screening. Despite these challenges, ACS continued to meet its target of 100 percent of youth seen within 24 hours of sick call requests.

General health care cost per youth per day in detention decreased slightly from $67 to $65. Overall healthcare expenditures have increased in recent years and continued to increase in Fiscal 2026, while the growing number of youth in detention has resulted in a slight decrease in healthcare cost per youth.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	86.6%	76.1%	81.6%	78.8%	75.1%	⇧	⇧	Neutral	Up
Youth with health screening within 24 hours of admission to detention (%)	100%	100%	99%	98%	90%	100%	100%	Neutral	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day in detention ($)	$171	$87	$73	$67	$65	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with a previous admission remained at 47.0 percent in Fiscal 2025 and Fiscal 2026. The number of youth in the Family Assessment Program, which offers supports to families with at-risk youth, increased 11 percent from 312 to 347. The number of young people in the Juvenile Justice Initiative (JJI) program, which allows young people who the Family Court finds to be juvenile delinquents to stay at home and receive intensive services in the community, rose 33 percent from 45 to 60. Recent data shows sustained increases in both programs since Fiscal 2022, when 236 youth were in the Family Assessment Program and 31 were in JJI. The Family Assessment Program continues to conduct community outreach in high volume zip codes. JJI has been consistently engaging court stakeholders to encourage and advocate for referrals.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Youth admitted to detention with previous admission(s) to detention (%)	42.0%	41.0%	43.0%	47.0%	47.0%	*	*	Up	*
★ Youth in the Family Assessment Program	236	279	331	312	347	⇧	⇧	Up	Up
Youth in the Juvenile Justice Initiative	31	33	38	45	60	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Workplace injuries increased from 501 in Fiscal 2025 to 554 in Fiscal 2026. This increase is driven by an uptick in injuries to Youth Development Specialists in secure detention facilities requiring Worker's Compensation Reports, concurrent with the increase in the average daily population in secure detention.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Workplace injuries reported	467	384	403	501	554	*	*	Up	Down
Human services contracts	NA	NA	NA	40	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	90%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$419.54	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	118,857	121,076	145,801	146,441	121,697	*	*	Neutral	*
Letters responded to within 14 days (%)	43.8%	97.0%	97.3%	93.3%	83.3%	*	*	Up	Up
E-mails responded to within 14 days (%)	79.1%	87.1%	92.4%	93.8%	93.7%	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$2,646.8	$2,988.3	$3,355.1	$3,949.1	$4,431.0	$3,832.1	$3,523.8	Up
Revenues ($000,000)	$6.0	$5.5	$3.8	$4.9	$8.8	$3.4	$5.0	Up
Personnel	6,341	6,222	6,483	6,504	6,514	7,114	7,056	Neutral
Overtime paid ($000,000)	$39.8	$53.9	$53.2	$52.8	$39.2	$39.2	$39.2	Up
Capital commitments ($000,000)	$15.7	$10.0	$36.6	$106.1	$92.1	$231.1	$228.7	Up
Human services contract budget ($000,000)	$1,403.3	$1,667.5	$2,009.0	$2,626.2	$2,962.3	$2,293.0	$2,086.1	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$609.4	$609.6	
001 - Personal Services	$385.9	$404.4	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	$15.6	$17.7	2a
005 - Administrative	$117.9	$100.6	All
007 - Juvenile Justice	$86.2	$83.6	3a, 3b, 3c
009 - Adoption Subsidy	$3.8	$3.4	1e
Other Than Personal Services - Total	$3,339.7	$3,821.4	
002 - Other Than Personal Services	$128.5	$186.3	All
004 - Head Start/Day Care	$1,548.8	$1,814.5	2a
006 - Child Welfare	$1,165.0	$1,276.0	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	$158.5	$195.9	3a, 3b, 3c
010 - Adoption Subsidy	$251.8	$257.0	1e
011 - Juvenile Justice - OCFS Payments	$13.5	$13.3	3a
012 - Committee on Special Education	$73.5	$78.5	2a
Agency Total	$3,949.1	$4,431.0	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Rebecca Jones Gaston was appointed as Commissioner of the Administration for Children's Services in April 2026.
- The Fiscal 2027 target for 'Youth in foster care receiving Fair Futures services' in Goal 1c was revised from 5,340 to 4,847 to reflect the service level funded in the Fiscal 2027 budget.
- The indicator 'Youth in the Family Assessment Program' in Goal 3c was designated as critical.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC: https://equity.nyc.gov/
- The Mayor's Office of Contract Services' Citywide Indicators Report: https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page

For more information on the agency, please visit: www.nyc.gov/acs.

DEPARTMENT OF HOMELESS SERVICES

Erin Dalton, Commissioner
Reesa Henderson, Administrator

WHAT WE DO

The Department of Homeless Services (DHS) is the nation's largest municipal homeless shelter system. DHS works to prevent homelessness whenever possible, provide safe and appropriate shelter to New Yorkers experiencing homelessness, engage and support unsheltered individuals, and help individuals and families transition to a place they can call home. DHS operates under the umbrella of the Department of Social Services (DSS), as part of an integrated management structure with the Human Resources Administration (HRA) that includes shared administrative supports. Through collaboration with nonprofit partners, DHS strives to meet the diverse needs of New Yorkers experiencing homelessness while working to advance a more equitable, person-focused shelter services system.

FOCUS ON EQUITY

In New York City and across the United States, homelessness is rooted in longstanding structural inequities, including the lack of affordable housing, systemic racism, growing income inequality, and significant challenges in accessing healthcare, behavioral health services, and economic opportunity. These challenges are further compounded by social factors such as domestic violence and insufficient discharge planning from institutional settings, all of which disproportionately impact communities of color.

DHS is committed to advancing equitable outcomes for every New Yorker experiencing homelessness by ensuring access to shelter, individualized services, and pathways to permanent housing, regardless of their life situation. Working closely with HRA and other City agencies, DHS helps to prevent homelessness through diversion, rental assistance, and other subsidy programs to help eligible families and individuals avoid or exit shelter.

People of color continue to be disproportionately represented among New Yorkers experiencing homelessness. Black and brown New Yorkers experience homelessness at rates that exceed their representation in the City's overall population, further underscoring the impact of ongoing disparities. Poverty is a strong predictor of homelessness, and Black and brown families and individuals are more likely to experience poverty, especially deep poverty, than their white counterparts. Higher incarceration rates, especially for Black men, are also linked to increased risk of homelessness.[1] Investment in services that strengthen communities, services in shelters that provide people with tools to move out of poverty, and the development of stable permanent housing and rental assistance programs, provide a foundation to counteract these historic inequities.

[1] Couloute, Lucius. (2018). Nowhere to Go: Homelessness among formerly incarcerated people. Prison Policy Initiative. https://www.prisonpolicy. org/reports/housing.html; Remster, Brianna (2021). Homelessness among formerly incarcerated men: Patterns and predictors. ANNALS, AAPSS, 693, 141-157; Metraux S. and Dennis Culhane (2006). Homeless shelter use and reincarceration following prison release. Criminology & Public Policy, 3 (2), 139-160.

OUR SERVICES AND GOALS

SERVICE 1 Provide temporary emergency housing to individuals and families experiencing homelessness.

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

Goal 1b Ensure that all temporary shelters for individuals and families experiencing homelessness are clean, safe, and well-run.

SERVICE 2 Coordinate and provide support services to help individuals and families experiencing homelessness exit shelter as quickly as possible.

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Goal 2b Minimize re-entries into the shelter services system.

SERVICE 3 Help individuals experiencing chronic unsheltered homelessness find stable, safe living situations.

Goal 3a Reduce the number of unsheltered individuals.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide temporary emergency housing to individuals and families experiencing homelessness.

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

In Fiscal 2026, on average there were 85,066 individuals in a Department of Homeless Services (DHS) shelter per day in New York City, a two percent decrease compared to Fiscal 2025 and the first year-over-year decrease since Fiscal 2022 after several years of unprecedented growth as more asylum seekers arrived in New York City beginning in Fiscal 2023. The number of individuals in shelter decreased over the last year despite historically high entries, largely due to investments the Agency has made in prevention and rehousing programs, such as Homebase and the City Fighting Homelessness and Eviction Prevention Supplement rental subsidy known as CityFHEPS, to prevent individuals from entering shelter and to help those in shelter move into permanent housing more quickly.

In Fiscal 2026, the average number of adult families in shelter per day increased by 15 percent from 1,956 in Fiscal 2025 to 2,242 in Fiscal 2026, despite a five percent decline in total associated entries. While down slightly from last year to 1,614 adult family entries in Fiscal 2026, this remained at historically high levels and continued to drive growth in the shelter population. In contrast, the average number of families with children in shelter per day decreased by seven percent, from 18,767 to 17,389. This is largely due to a 29 percent decrease in entries among this population, down from 20,425 to 14,481, along with efforts by DHS to quickly transition families with children out of shelter into permanent housing. The average number of single adults in shelter per day increased by 14 percent, from 21,411 to 24,359, reflecting sustained levels of high new entries for this population, which increased by three percent from 30,852 to 31,663.

The share of families in shelter with children receiving public assistance increased by one percentage point in Fiscal 2026 compared to Fiscal 2025. Continued efforts including targeting eligible families and expanded collaboration with HRA staff—including trainings on the AccessHRA provider portal and Cash Assistance application process—contributed to the increase.

DHS continues to work to place families in the borough of their youngest child’s school. In Fiscal 2026, 62.9 percent of families with children entering shelter received an initial placement in the borough of their youngest school-aged child’s school address, a slight decrease compared to Fiscal 2025. Additionally, 81.3 percent of families with children in shelter resided in the borough of their youngest child’s school, similar to Fiscal 2025. The average school attendance rate for children in the DHS shelter system was 85.2 percent, similar to the previous year.

DHS provides access to dedicated licensed social workers in shelters for families with children. These staff conduct behavioral health assessments, developmental screenings for children, and provide services to help address barriers to permanent housing. These clinicians administered voluntary biopsychosocial screenings to 43 percent of families in shelter in Fiscal 2026, a four percentage-point decrease compared to Fiscal 2025, largely due to an ongoing shortage of social workers available to administer the screenings. DHS launched a condensed version of the biopsychosocial screening in Fiscal 2026 with the goal of increasing uptake among clients moving forward. DHS continues to invest in mental health services in shelter through the implementation of Local Law 35 of 2023, which requires mental health services at shelters with families with children.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average number of individuals in shelter per day	45,563	66,195	86,321	86,403	85,066	⇩	⇩	Up	Down
★ ✹ Average number of adult families in shelters per day	1,493	2,416	2,224	1,956	2,242	⇩	⇩	Up	Down
★ Average number of individuals in adult families in shelters per day	3,130	5,119	4,749	4,210	4,861	⇩	⇩	Up	Down
★ ✹ Average number of families with children in shelters per day	8,505	12,749	18,652	18,767	17,389	⇩	⇩	Up	Down
★ Average number of individuals in families with children in shelters per day	25,969	40,915	61,103	60,782	55,847	⇩	⇩	Up	Down
★ ✹ Average number of single adults in shelters per day	16,465	20,162	20,468	21,411	24,359	⇩	⇩	Up	Down
★ Adult families entering the DHS shelter services system	598	777	1,479	1,706	1,614	⇩	⇩	Up	Down
★ Families with children entering the DHS shelter services system	7,061	14,339	21,265	20,425	14,481	⇩	⇩	Up	Down
★ Single adults entering the DHS shelter services system	19,968	35,019	31,829	30,852	31,663	⇩	⇩	Up	Down
Average number of families with children receiving public assistance (%)	77.1%	75.9%	76.8%	82.8%	83.8%	85.0%	85.0%	Up	*
Average school attendance rate for children in the DHS shelter services system (%)	82.1%	84.4%	84.3%	85.1%	85.2%	*	*	Neutral	Up
Families in shelter living in the borough of their youngest child's school (%)	76.1%	77.3%	80.9%	81.4%	81.3%	*	*	Neutral	Up
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	60.8%	58.3%	62.8%	63.4%	62.9%	85.0%	85.0%	Neutral	Up
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	72%	58%	51%	47%	43%	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Ensure that all temporary shelters for individuals and families experiencing homelessness are clean, safe, and well-run.

The rate of serious incidents per 1,000 residents decreased by six percent to 28.3 for single adults, by 29 percent to 9.0 for adult families, and by four percent to 8.0 for families with children between Fiscal 2025 and Fiscal 2026. The rate of serious violent incidents per 1,000 residents decreased 13 percent to 2.8 for single adults and by 36 percent to 0.7 for adult families, and remained stable for families with children at 0.7. As the Agency continues to focus on safety, the Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, ensures accurate reporting and tracking through its quality assurance review process.

In Fiscal 2026, the average daily cost of shelter increased by one percent for single adult facilities, by 10 percent for adult family facilities, and by three percent for families with children facilities. The increases across all systems were driven in part by cost-of-living adjustments for shelter providers, part of the City's efforts to support nonprofit partners and human services workers.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	1.70	5.10	NA	NA	NA	*	*	NA	*
Serious incidents in the adult shelter system, per 1,000 residents	54.7	41.0	32.7	30.1	28.3	*	*	Down	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	4.8	4.1	3.3	3.2	2.8	*	*	Down	Down
Serious incidents in the adult family shelter system, per 1,000 residents	21.8	13.6	12.5	12.6	9.0	*	*	Down	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.6	1.0	1.2	1.1	0.7	*	*	Down	Down
Serious incidents in the families with children shelter system, per 1,000 residents	16.0	10.1	8.9	8.3	8.0	*	*	Down	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	1.1	0.9	0.8	0.7	0.7	*	*	Down	Down
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$135.83	$145.13	$143.90	$154.76	$156.37	*	*	Up	*
Cost per day for family shelter facilities — Adult families	$172.31	$243.51	$209.16	$222.61	$244.87	*	*	Up	*
Cost per day for family shelter facilities — Families with children	$188.20	$232.40	$270.51	$270.22	$277.01	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Coordinate and provide support services to help individuals and families experiencing homelessness exit shelter as quickly as possible.

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Clients in the DHS system continue to be placed into permanent, stable housing through a variety of City, State, and federally funded rental assistance programs. Compared to Fiscal 2025, Fiscal 2026 total placements (subsidized and unsubsidized) increased seven percent to 10,540 for single adults, increased two percent to 796 for adult families, and decreased 11 percent to 10,941 for families with children. The decrease for families with children was driven by a 47 percent decrease in unsubsidized placements. Subsidized placements increased or remained relatively stable across all systems. Subsidized placements increased by seven percent to 8,698 for single adults, decreased by less than one percent to 672 for adult families, and increased by two percent to 9,191 for families with children. The increases were driven primarily by the CityFHEPS rental subsidy. Efforts by DHS and its contracted shelter providers to expedite housing placements also helped drive these increases.

The average length of stay in shelter declined for adult systems, by two percent to 372 days for single adults, and by 10 percent to 340 days for adult families. The length of stay for families with children increased by 12 percent to 415 days compared to Fiscal 2025. For families with children, the decline in new entrants contributed to the increase in average length of stay during the reporting period—a decline in new entrants means fewer individuals with a shorter length of stay, which leads to a higher overall average length of stay across the system.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Single adults exiting to permanent housing	7,043	8,238	9,308	9,848	10,540	*	*	Up	Up
— Subsidized	5,243	5,903	7,231	8,149	8,698	*	*	Up	Up
— Unsubsidized	1,800	2,335	2,077	1,699	1,842	*	*	Down	Up
Adult families exiting to permanent housing	504	560	534	781	796	*	*	Up	Up
— Subsidized	443	502	398	676	672	*	*	Up	Up
— Unsubsidized	61	58	136	105	124	*	*	Up	Up
Families with children exiting to permanent housing	5,207	6,175	8,787	12,336	10,941	*	*	Up	Up
— Subsidized	4,118	5,012	6,283	9,045	9,191	*	*	Up	Up
— Unsubsidized	1,089	1,163	2,504	3,291	1,750	*	*	Up	Up
★ Average length of stay — Single adults in shelter (days)	509	412	392	378	372	⇩	⇩	Down	Down
★ Average length of stay — Adult families in shelters (days)	855	750	498	379	340	⇩	⇩	Down	Down
★ Average length of stay — Families with children in shelter (days)	534	437	354	372	415	⇩	⇩	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Minimize re-entries into the shelter services system.

The overall rate of clients who returned to shelter within one year after permanent housing placements declined by one percentage point to 3.0 percent for families with children, increased by one percentage point to 2.0 percent for adult families, and was relatively stable for single adults at 5.9 percent from Fiscal 2025 to Fiscal 2026. A rise in returns among unsubsidized exits drove the increase for adult families, from 1.7 percent to 10.5 percent, representing 12 returns in Fiscal 2026 compared with two in Fiscal 2025. Given the relatively low number of adult family unsubsidized exits in the prior year due to the smaller size of this population, the number of unsubsidized adult family returns remains very low overall. Returns among subsidized exits remained low and stable. The single adult return rate held steady overall but returns among unsubsidized exits similarly rose from 17.1 percent to 21.0 percent. For all populations, the return rates remain historically low and reflect the City's continued investment in subsidized housing that generates sustained and permanent placements in communities.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	9.8%	9.5%	7.9%	6.0%	5.9%	20.0%	20.0%	Down	Down
★ — Subsidized exits (%)	4.6%	4.3%	3.6%	3.0%	2.8%	⇩	⇩	Down	Down
★ — Unsubsidized exits (%)	22.1%	24.3%	19.1%	17.1%	21.0%	⇩	⇩	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	1.9%	0.9%	0.8%	0.6%	2.0%	12.5%	12.5%	Neutral	Down
★ — Subsidized exits (%)	0.6%	0.4%	0.3%	0.4%	0.6%	⇩	⇩	Neutral	Down
★ — Unsubsidized exits (%)	7.4%	5.8%	5.2%	1.7%	10.5%	⇩	⇩	Up	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.7%	3.7%	2.7%	3.7%	3.0%	12.5%	12.5%	Down	Down
★ — Subsidized exits (%)	0.3%	0.3%	0.6%	1.0%	0.9%	⇩	⇩	Up	Down
★ — Unsubsidized exits (%)	15.2%	16.2%	11.8%	10.2%	8.9%	⇩	⇩	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Help individuals experiencing chronic unsheltered homelessness find stable, safe living situations.

Goal 3a Reduce the number of unsheltered individuals.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey was conducted in March 2026 and estimated that there were 4,991 unsheltered individuals in New York City, an 11 percent increase compared to Fiscal 2025. The City conducts a survey each year to estimate this number, as do hundreds of other jurisdictions across the country as mandated by the federal Department of Housing and Urban Development (HUD). While the HOPE survey is typically conducted in late January, this year's effort was postponed until March due to historic winter weather. Ultimately, the average temperature on the day the survey was conducted—March 10—was nearly 60 degrees, the highest ever on the day of the survey and about 20 degrees above recent years.

Through an unprecedented investment to enhance street outreach programs, the Agency has made significant progress in placing individuals experiencing unsheltered homelessness into permanent and transitional housing. In Fiscal 2026, DHS outreach workers referred over 13,032 unsheltered clients to placements in permanent housing, transitional programs, and other stable settings, a 20 percent increase compared to Fiscal 2025. The End of Line initiative, which provides outreach to individuals remaining on the trains at terminal stations, continues to contribute to the high number of referrals seen over the last several years. In Fiscal 2026, the average nightly number of unsheltered clients who were staying in specialized low barrier safe haven and stabilization beds, designed to help vulnerable clients transition from the streets into stable settings, increased by four percent, driven by the addition of 500 new low barrier beds that opened in Fiscal 2026.

In addition to the End of Line initiative and efforts to place unsheltered clients in stable settings, the Agency has also made important progress connecting New Yorkers with severe mental illness to vital healthcare supports through the Project for Assistance in Transition from Homelessness (PATH) and Subway Co-response Outreach Teams (SCOUT) initiatives.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,439	4,042	4,140	4,504	4,991	⇩	⇩	Up	Down
HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	5,021	8,569	11,503	10,841	13,032	*	*	Up	Up
Average number of clients in low barrier beds	2,086	2,732	3,012	3,216	3,334	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Workplace injuries reported	97	84	80	85	100	*	*	Neutral	Down
Human services contracts	NA	NA	NA	75	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	67%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$3,583.97	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

In Fiscal 2026, the rate of letters and emails responded to in 14 days remained stable at 100 percent. DSS supports a dedicated team to follow up on and send reminder alerts to responsible programs to help ensure that responses are made within the required timeframe. Additionally, the DSS correspondence system auto generates daily reports with all letters that have outstanding responses, and the reports are monitored daily by Agency managers.

Completed requests for interpretation increased by 10 percent from 152,595 in Fiscal 2025 to 168,571 in Fiscal 2026. An increase in the number of shelters using interpretation services contributed to this increase. Note that the number of unique requests for interpretation are not available for on-site Spanish interpretation services provided at a number of DHS locations. As a result, the numbers do not reflect the full scope of interpretation services provided by DHS. Average wait time to speak with a customer service agent increased by approximately 10 minutes in Fiscal 2026 compared to Fiscal 2025, in part driven by two months during the year that saw higher intake numbers. The Agency is implementing technology upgrades to improve wait times moving forward.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	47,504	84,020	107,083	152,595	168,571	*	*	Up	*
Letters responded to within 14 days (%)	97%	97%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	70	96	105	74	84	*	*	Neutral	Down
CORE facility rating	90	NA	97	97	87	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$2,732.8	$3,540.4	$3,892.2	$4,306.4	$4,480.3	$4,420.9	$4,240.1	Up
Personnel	1,849	1,797	1,811	1,741	1,620	2,206	1,940	Down
Overtime paid ($000,000)	$19.6	$26.3	$28.7	$20.4	$13.8	$13.8	$13.8	Neutral
Capital commitments ($000,000)	$26.9	$14.7	$33.4	$45.1	$39.5	$134.9	$118.3	Up
Human services contract budget ($000,000)	$2,420.0	$3,102.4	$3,332.6	$3,886.9	$4,081.3	$3,816.1	$3,926.3	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$162.0	$174.9	
100 - Shelter Intake and Program	$120.6	$124.8	All
101 - Administration	$31.3	$37.3	All
102 - Street Programs	$10.1	$12.9	3a
Other Than Personal Services - Total	$4,144.4	$4,305.4	
200 - Shelter Intake and Program	$3,757.3	$3,880.2	All
201 - Administration	$30.2	$34.2	All
202 - Street Programs	$356.8	$391.0	3a
Agency Total	$4,306.4	$4,480.3	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Erin Dalton was appointed Commissioner of the Department of Social Services in February 2026.
- Reesa Henderson was appointed as Administrator of the Department of Homeless Services in July 2026.
- The Fiscal 2025 figure for 'Average number of individuals in adult families in shelters per day)' in Goal 1a was updated from 4,209 to 4,210 after a review of historical data.
- The Fiscal 2025 figure for 'Average number of individuals in families with children in shelters per day' in Goal 1a was updated from 60,805 to 60,782 after a review of historical data.
- In order to give an accurate picture of the trend compared to the prior years, starting in Fiscal 2023, asylum seekers in the families with children census were excluded from 'Families with children receiving public assistance' in Goal 1a. Asylum seekers are in various stages of status adjustment that could impact eligibility for public benefits.
- The indicator 'Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds' in Goal 1b is unavailable for Fiscal 2024 through Fiscal 2026 due to data processing delays.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
  http://www1.nyc.gov/site/dhs/about/stats-and-reports.page
- DHS Daily Report, Including Census & Intake Statistics:
  http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf
- Block by Block: The Housing Plan for a New Era:
  https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/block-by-block-report.pdf
- Emergency Executive Order 2—Action Plan:
  https://www.nyc.gov/content/dam/nycgov/mayors-office/downloads/pdf/press-releases/2026/2-19-eeo2-public-plan.pdf
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/dhs.

DEPARTMENT FOR THE AGING Dr. Lisa Scott-McKenzie, Commissioner

WHAT WE DO

The Department for the Aging (DFTA, also known as NYC Aging), promotes, administers, and coordinates the development and provision of services for older New Yorkers to help them maintain independence and participation in their communities. NYC Aging's vision is to promote and support inclusive, safe, affordable, and healthy aging for all New Yorkers. During Fiscal 2026, NYC Aging served approximately 210,146 older New Yorkers. NYC Aging supports a broad range of services, both directly and through approximately 320 human services contracts. The Agency also administers discretionary funds received from the New York City Council, in addition to federal, State and City funding, as well as other grants for special initiatives and programming.

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

FOCUS ON EQUITY

Older adults age 60 and older represent more than one-fifth of the City's population. This growing population reflects the extraordinary ethnic, cultural, linguistic, and economic diversity that defines New York City. NYC Aging is committed to ensuring that older New Yorkers—regardless of race, religion, ethnicity, language, income, disability, gender identity, sexual orientation, neighborhood of residence, or immigration status—have equitable access to the services, supports, and opportunities needed to age with dignity, independence, and purpose.

Equity is a guiding principle in how NYC Aging designs programs, allocates resources, and delivers services. Working alongside a broad network of community-based organizations, Community Boards, elected officials, and local leaders in every borough, NYC Aging builds trusted partnerships that strengthen community connections and ensure services are responsive to the unique needs and priorities of the populations and neighborhoods it serves.

The Agency is particularly committed to reducing disparities in access to services among historically underserved populations, including people of color, immigrants, individuals with limited English proficiency, low-income older adults, and others who have traditionally faced barriers to care and support. To achieve this, NYC Aging is working to expand language access, strengthen culturally responsive programming, enhance outreach and engagement strategies, and develop community partnerships that reflect the diversity of New York City's older adult population. NYC Aging's commitment to equity is reflected across its core programs and services, including Older Adult Centers, Home Delivered Meals, the Geriatric Mental Health (GMH) program, and Aging Connect, the Agency's centralized information and referral call center. Older Adult Centers and Home-Delivered Meals provide culturally responsive services that reflect the needs and preferences of the communities they serve. GMH delivers linguistically and culturally competent care through a diverse network of multilingual and multicultural providers. Aging Connect ensures broad access to information, referrals, and resources by communicating in multiple languages and utilizing Language Line interpretation services as needed to communicate in virtually any language. NYC Aging is committed to delivering measurable improvements in equity by aligning investments with community needs, expanding evidence-based and high-impact service models, and continuously evaluating to ensure resources are directed where they can have the greatest impact.

Additionally, NYC Aging promotes equity in procurement through its competitive contracting process, which requires prospective providers to demonstrate how they will deliver culturally and linguistically responsive services, recruit and retain a diverse workforce, conduct meaningful outreach to underrepresented populations, and develop programming that reflects the needs and preferences of the communities they serve. These expectations help ensure that City-funded services remain accessible, inclusive, and responsive to all older New Yorkers.

By embedding equity into policy, planning, partnerships, procurement, workforce development, and service delivery, NYC Aging is working to create a city where every older adult has the opportunity to thrive, remain connected to their community, and age with dignity, health, and security.

OUR SERVICES AND GOALS

SERVICE 1 Provide community-based services to older New Yorkers.

Goal 1a Increase utilization of Older Adult Centers.

Goal 1b Provide community-based nutrition opportunities to older New Yorkers.

Goal 1c Provide services and supports to older New Yorkers aging in place.

Goal 1d Provide mental health services and supports to older New Yorkers.

SERVICE 2 Provide supportive services to homebound older New Yorkers and their caregivers.

Goal 2a Provide supportive services to homebound older New Yorkers.

Goal 2b Provide supportive services to caregivers.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide community-based services to older New Yorkers.

Goal 1a Increase utilization of Older Adult Centers.

NYC Aging's Older Adult Centers (OACs) provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. During Fiscal 2026, NYC Aging's OACs and affiliated sites served 149,166 older New Yorkers and an average of 26,838 participants attended OACs daily in Fiscal 2026, both comparable to the levels served in Fiscal 2025.

NYC Aging and its providers continue to offer the option of virtual programming to older New Yorkers who would like to join in on activities from home or other locations remotely. In Fiscal 2026, 34,440 participants attended virtual and hybrid programs, a two percent decrease from the prior year. While virtual programs expand access for some, in-person activities remain essential for building community, reducing loneliness, and ensuring equitable access to services and supports for many older adults.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Older Adult Center participants	92,600	145,747	150,314	148,977	149,166	148,247	149,166	Up	Up
✹ Older Adult Center average daily participants	18,967	24,545	26,263	27,305	26,838	28,000	26,838	Up	Up
Older Adult Center virtual and hybrid program clients	61,351	34,322	34,862	35,200	34,440	33,440	33,440	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1b Provide community-based nutrition opportunities to older New Yorkers.

NYC Aging provides older New Yorkers access to meals at Older Adult Centers through congregate meals on site, Grab and Go meals for at home consumption, and Meals on Wheels for OAC participants who might be temporarily homebound. There were 6,340,477 meals served to 118,712 older New Yorkers in Fiscal 2026, a two percent decrease in meals served and an over two percent increase in participants served.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Older Adult Center total meals	3,004,508	5,548,305	6,131,215	6,486,806	6,340,477	8,338,069	8,338,069	Up	*
✹ Older Adult Center meal participants	89,230	109,548	117,457	115,859	118,712	121,000	118,712	Up	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c Provide services and supports to older New Yorkers aging in place.

One way that NYC Aging promotes aging in place is by supporting Naturally Occurring Retirement Communities (NORCs), which are multi-age housing developments or neighborhoods that were not originally built for older adults but are now home to a significant number of older New Yorkers. Older residents of many of the City's NORCs can access health and social services, including case management services, educational activities, trips, and volunteer opportunities, in their own building or building complex. In Fiscal 2026, NYC Aging served 16,826 older adults residing in NYC Aging-funded NORCs, stable from the previous year.

NYC Aging's Senior Community Services Employment Program (SCSEP) provides training opportunities to older adults who are seeking re-employment in the current job market. This program has built partnerships with community-based organizations, government agencies, and nonprofit entities, which collaborate in the enhancement of skills for older adults. In Fiscal 2026, 345 participants received training, subsidized, and/or unsubsidized employment opportunities, seven percent fewer than Fiscal 2025 due to a pause in services caused by delays in federal funding, but exceeding the target of 312.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Naturally Occurring Retirement Communities participants	17,849	19,085	17,813	16,904	16,826	17,650	17,181	Neutral	*
★ Senior Community Services Employment Program participants	259	399	377	372	345	312	400	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Provide mental health services and supports to older New Yorkers.

Older adults have high rates of late-onset mental health conditions, yet low rates of assessment and treatment, according to the Mayor's Office of Community Mental Health (OCMH). NYC Aging provides mental health support to older New Yorkers through NYC Aging's Geriatric Mental Health Initiative (GMH), which was launched at the beginning of Fiscal 2016. GMH places licensed mental health clinicians in Older Adult Centers to lead engagement sessions, continuously engage participants to decrease barriers to mental health treatment, and have open conversations with older adults about a variety of mental health symptoms. Clinicians screen participants for depression and other mental health conditions, provide on-site counseling, and provide outside referrals when needed. All New Yorkers who are 60 and older are eligible to receive services and do not have to be a registered participant of an Older Adult Center to see a mental health professional. Before this initiative, many older adults went without ready access to mental health support. In Fiscal 2025, additional GMH sites received their licenses to operate satellite mental health clinics, increasing the number of sites where clinical services were provided and the number of older adults who were able to utilize these services. During Fiscal 2026, 1,733 older adults received clinical services to improve their mental health, 22 percent more than last year, due to increased capacity from clinics that opened in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Clients who received Geriatric Mental Health clinical services	781	879	857	1,419	1,733	1,052	1,733	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Provide supportive services to homebound older New Yorkers and their caregivers.

Goal 2a Provide supportive services to homebound older New Yorkers.

NYC Aging helps vulnerable older New Yorkers who are homebound and unable to prepare meals to maintain or improve their nutritional health through the Home Delivered Meals program. Meals may also be provided to the client's spouse or domestic partner regardless of age or physical condition, and disabled individuals under 60 years of age living in the same household as the client. During Fiscal 2026, NYC Aging's Home Delivered Meal providers served 24,821 homebound older New Yorkers 4,068,777 meals, a four percent increase in both clients and meals served over Fiscal 2025, due to expanded eligibility for the service.

NYC Aging supports homebound older New Yorkers through its Case Management and Home Care programs. Case Management services involve comprehensive assessments to identify the needs and strengths of older persons with functional impairments, planning with these clients on how to meet their needs, and building on their identified strengths and capacities, as well as arranging and coordinating services and resources on their behalf including Home Care and Home Delivered Meals. In Fiscal 2026, 32,890 older New Yorkers received 532,927 hours of Case Management services, with service hours remaining relatively stable and the number of clients increasing two percent from the previous year.

Home Care services support older New Yorkers who have unmet needs in activities of daily living and do not qualify for Medicaid or other ongoing insurance-funded home care. The goal of this program is to maintain seniors safely at home. Home Care clients receive a variety of services including assistance with bathing, dressing, grooming, toileting, transferring from a bed to chair and/or to a wheelchair, walking and eating. They are aided with housekeeping tasks, including meal preparation, assistance with dusting and vacuuming, light cleaning of the kitchen, bedroom, and bathroom, as well as shopping or other essential errands like laundering, ironing, and mending. During Fiscal 2026, 3,101 homebound older New Yorkers received 1,296,347 hours of Home Care services, stable from last year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Home Delivered Meals served	4,287,681	4,609,919	4,252,731	3,900,881	4,068,777	4,740,339	4,241,231	Down	Up
✹ Home Delivered Meals clients	26,852	27,547	24,595	23,883	24,821	24,000	24,821	Down	*
Case Management hours	526,293	532,795	516,005	531,570	532,927	513,558	513,558	Neutral	Up
✹ Case Management clients	39,163	34,767	31,680	32,166	32,890	32,000	32,890	Down	*
★ Home Care hours	1,197,483	1,311,169	1,318,076	1,279,437	1,296,347	1,372,549	1,372,549	Neutral	Up
★ ✹ Home Care clients	3,296	3,452	3,422	3,121	3,101	3,400	3,101	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Provide supportive services to caregivers.

NYC Aging's contracted caregiver providers assist and support New York City caregivers who are caring for an older person, individuals with dementia, or disabled adults ages 18 to 59, as well as adults 55 and older that may be grandparents or other kinship caregivers to children. Caregiver services include assistance in applying for benefits and entitlements, referrals, support groups and training, counseling, and respite in or out of the home. During Fiscal 2026, 3,336 caregivers received direct services through NYC Aging's contracted programs, 17 percent fewer than the previous fiscal year due to staff vacancies impacting program utilization. Caregiver programs focused on bringing on more clients and this effort was supported by a new media campaign that was launched in March 2026 to increase awareness and participation. In the winter of 2025, a Request for Proposals for caregiver program services was released and new contracts were awarded with an emphasis on enhancing direct services staff, outreach capacity, and wrap-around supports such as case management and transportation to reach and serve more caregivers.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Caregiver persons served	5,349	5,215	5,439	4,003	3,336	4,800	7,225	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Human services contracts	NA	NA	NA	171	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	93%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$440.84	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	2,903	3,050	2,219	1,725	2,314	2,331	2,086	Down	*
Letters responded to within 14 days (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	Up
E-mails responded to within 14 days (%)	77.6%	91.9%	98.0%	99.7%	100.0%	100.0%	100.0%	Up	Up
CORE facility rating	100	100	100	100	100	100	100	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Meeting time to first action – Missed delivery (% within 14 days)	100%	99%	99%	100%	100%	100%	100%	Neutral	*
Meeting time to first action – Housing (% within 14 days)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Meeting time to first action – General aging information (% within 14 days)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Meeting time to first action – Benefits and entitlements (% within 14 days)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$502.6	$494.7	$509.4	$557.1	$609.8	$620.2	$635.8	Up
Revenues ($000,000)	$2.4	$7.1	$4.0	$1.5	$1.3	$1.0	$1.0	Up
Personnel	304	312	326	329	320	383	371	Down
Overtime paid ($000)	$26	$36	$47	$57	$0	$0	$0	Down
Capital commitments ($000,000)	$1.3	$5.4	$4.4	-$0.3	$9.2	$43.1	$10.6	Down
Human services contract budget ($000,000)	$445.4	$440.5	$450.6	$495.9	$521.1	$513.0	$529.0	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$31.9	$36.0	
001 - Executive and Administrative Management	$19.1	$18.8	All
002 - Community Programs	$10.7	$7.5	All
006 - In-Home Services	$2.1	$3.8	2a
008 - Community Services[4]	NA	$5.9	All
Other Than Personal Services - Total	$525.2	$573.8	
003 - Out-of-Home Services	$412.8	$87.1	All
004 - Executive and Administrative Management	$4.5	$3.3	All
005 - In-Home Services	$107.9	$123.6	2a
007 - Centers and Home Delivered Meals	$0.0	$359.8	1b, 2a
Agency Total	$557.1	$609.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2026. "NA" Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Dr. Lisa Scott-McKenzie was appointed as Commissioner of NYC Aging in February 2026.
- In November of 2025, NYC Aging fully transitioned to a new client management system. Previously reported Fiscal 2025 service level values have been revised to reflect complete values; observed decreases in clients are the result of ongoing data cleaning initiatives:
  - In Goal 1a, 'Older Adult Center participants' was revised from 148,680 to 148,977, 'Older Adult Center average daily participants' was revised from 27,456 to 27,305 and 'Older Adult Center virtual and hybrid program clients' was revised from 34,078 to 35,200.
  - In Goal 1b, 'Older Adult Center total meals' was revised from 6,452,188 to 6,486,806 and 'Older Adult Center meal participants' was revised from 115,508 to 115,859.
  - In Goal 2a, 'Home Delivered Meals served' was revised from 3,827,579 to 3,900,881; 'Home Delivered Meals clients' was revised from 23,935 to 23,883; 'Home Care hours' was revised from 1,278,931 to 1,279,437; 'Case Management hours' was revised from 535,773 to 531,570 (due to the exclusion of service types that are not counted as hours, but as items); and 'Case Management clients' was revised from 31,787 to 32,166.
- Fiscal 2026 and Fiscal 2027 targets have been newly established for the following indicators:
  - 'Older Adult Center participants'
  - 'Older Adult Center virtual and hybrid program clients'
  - 'Completed requests for interpretation'
  - 'Letters responded to within 14 days (%)'
  - 'E-mails responded to within 14 days (%)'

- 'CORE facility rating'
- 'Meeting time to first action – Missed delivery (% within 14 days)'
- 'Meeting time to first action – Housing (% within 14 days)'
- 'Meeting time to first action – General aging information (% within 14 days)'
- 'Meeting time to first action – Benefits and entitlements (% within 14 days)'

- Fiscal 2027 targets for the following indicators have been updated based on an evaluation of recent data and plans for future program levels:
  - 'Older Adult Center average daily participants' was revised from 28,000 to 26,838.
  - 'Older Adult Center meal participants' was revised from 121,000 to 118,712.
  - 'Naturally Occurring Retirement Communities participants' was revised from 17,650 to 17,181.
  - 'Senior Community Services Employment Program participants' was revised from 312 to 400.
  - 'Clients who received Geriatric Mental Health clinical services' was revised from 1,052 to 1,733.
  - 'Home Delivered Meals served' was revised from 4,740,339 to 4,241,231.
  - 'Home Delivered Meals clients' was revised from 24,000 to 24,821.
  - 'Case Management clients' was revised from 32,000 to 32,890.
  - 'Home Care clients' was revised from 3,400 to 3,101.
  - 'Caregiver persons served' was revised from 4,800 to 7,225.

ADDITIONAL RESOURCES

For additional information go to:

- NYC Aging Website:
  http://www.nyc.gov/aging
- Call NYC Aging's Aging Connect Telephone Hotline:
  (212) AGING NYC (212-244-6469)
- X (Formerly Twitter):
  https://x.com/NYCAging (#AgingConnected)
- Older New Yorkers and their caregivers can also dial 311 or go to www.nyc.gov/311 for information and assistance, or search for services and activities at www.nyc.gov/site/dfta/services/find-help.page.
- The Mayor's Office of Contract Services' Citywide Indicators Report:
  https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page

Building Human Potential

Building Human Potential

DEPARTMENT OF EDUCATION **Kamar H. Samuels, Chancellor**

WHAT WE DO

As the nation's largest public school system, the Department of Education (DOE), also referred to as New York City Public Schools (NYCPS), provides primary and secondary education to nearly one million students, from early childhood through grade 12. NYCPS employs over 81,000 teachers in approximately 1,600 schools in 32 school districts and District 75. NYCPS prepares its students to meet grade-level standards in reading, writing, and math, with the goal of ensuring that all students graduate with the knowledge, skills, and confidence to succeed in their careers and communities.

The School Construction Authority (SCA), reported separately, coordinates the development of NYCPS's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools, and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

To guide all students toward civically engaged and fulfilling careers, NYCPS applies an equity lens to ensure that all students, families, and communities receive the supports they need to thrive. Building on its work to transform literacy and math instruction and expand college and career pathways, NYCPS further commits to fostering safe learning environments, rigorous and high-quality academics, and truly integrated schools that reflect the rich diversity of New York City—including through culturally responsive classrooms, access to accelerated coursework, exposure to a multitude of perspectives, and teaching that addresses the strengths and needs of all learners, including students with disabilities, English Language Learners, and students in temporary housing and foster care. These commitments underpin several key initiatives:

- The 3-K for All initiative provides New York City families with free, full-day early childhood education that supports critical brain development and social skills for three-year-olds while delivering substantial financial relief from private child care costs. In the 2026–2027 School Year, the program will expand by 2,000 seats across 56 zip codes, prioritizing historically underserved neighborhoods to reduce child care costs and stabilize enrollment. In January 2026, the City announced a new 2-K initiative offering free child care for two-year-olds, with 2,000 seats planned for its launch in the 2026–2027 School Year.

- NYC Reads, launched in the 2023–2024 School Year, is one of the most ambitious literacy improvement efforts in the country, rooted in the Science of Reading and aimed at ensuring all NYCPS students become thriving readers and writers through one of three pre-approved, evidence-based curricula. It represents a systemwide investment in instruction, support, and community engagement. After successful implementation in pre-kindergarten and elementary schools, NYCPS expanded NYC Reads to middle schools in the 2025–2026 School Year while strengthening supports for existing schools. In the 2026–2027 School Year, it will expand to additional middle school districts and begin its first phase of high school expansion in four districts, backed by continued job-embedded coaching and professional development.

- NYC Solves, launched in the 2023–2024 School Year, aims to disrupt inequities in math education by standardizing research-based curricula citywide, giving every student access to a more level playing field. Following its initial launch in high schools citywide and middle schools in nine districts, NYC Solves expanded to middle schools in six additional districts in the 2025–2026 School Year. In the 2026–2027 School Year, it will expand to more middle school districts and begin its first phase of elementary school expansion in four districts, supported by the same coaching and professional development model as NYC Reads.

- FutureReadyNYC (FRNYC) prepares students for post-secondary success through career-connected pathways, apprenticeships, internships, and early college opportunities in fields like technology, healthcare, education, human and social services, and HVAC/decarbonization. Since Fiscal 2022, students have earned over $30 million through work-based learning opportunities. More than 75,000 9th–12th graders have completed career exploration coursework, and over 15,000 10th–12th graders have enrolled in labor market-aligned coursework. FRNYC students show increased engagement, reflected in lower chronic absenteeism, higher attendance, and improved GPAs. As of Fiscal 2026, 190 NYCPS high schools—about one in three—participate in FRNYC.

OUR SERVICES AND GOALS

SERVICE 1 Educate New York City's children to become productive, engaged adults.

Goal 1a Improve academic achievement.

Goal 1b Promote parental involvement in education.

Goal 1c Improve the ability of English Language Learners to learn English and improve academic progress.

Goal 1d Improve the ability of students with disabilities to progress academically and socially.

Goal 1e Increase the percentage of high school graduates enrolling in post-secondary education or training.

Goal 1f Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 2 Deliver early childhood education services.

Goal 2a Ensure access to quality early child care services in communities of need and achieve maximum capacity.

Goal 2b Ensure access to quality 3-K services in communities of need and achieve maximum capacity.

Goal 2c Ensure access to quality Pre-K services in communities of need and achieve maximum capacity.

Goal 2d Ensure access to quality School Day and Year programming in communities of need and achieve maximum capacity.

Goal 2e Ensure access to quality Extended Day and Year programming in communities of need and achieve maximum capacity.

Goal 2f Ensure access to quality CTL Transitional programming in communities of need and achieve maximum capacity.

SERVICE 3 Coordinate with NYPD to maintain safe schools.

Goal 3a Ensure a safe and secure learning environment for all students and staff.

SERVICE 4 Provide essential, non-academic services to all eligible New York City students in public, charter, and non-public schools.

Goal 4a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Goal 4b Ensure safe and reliable bus transportation to and from school.

Goal 4c Provide healthy, culturally inclusive, and nutritious meals to students.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Educate New York City's children to become productive, engaged adults.

Goal 1a Improve academic achievement.

Overall student enrollment decreased two percent from 1,054,300 in the 2024–2025 School Year to 1,035,500 in the 2025–2026 School Year. District school enrollment declined from 906,200 to 884,600 while charter school enrollment increased from 148,100 to 150,900.

Attendance rates decreased slightly across all categories between the 2024–2025 School Year and the 2025–2026 School Year—overall average daily attendance decreased from 89.8 percent to 89.5 percent, elementary and middle school attendance decreased from 91.1 percent to 90.9 percent, and high school attendance decreased from 87.1 percent to 86.5 percent.

For English Language Arts, the percent of students in grades 3 to 8 below standards increased four percentage points from 20.3 percent in the 2024–2025 School Year to 24.3 percent in the 2025–2026 School Year, students meeting or exceeding standards decreased six percentage points from 56.3 percent to 50.3 percent, and students progressing into a higher level decreased nearly 18 percentage points from 42.7 percent to 24.9 percent. These declines mirror trends in other school districts across New York State. Given the unprecedented year-to-year fluctuations in student proficiency and concerns over major scoring gains and losses across a short period of time, NYCPS has begun a deeper analysis of the results. For math, the percent of students in grades 3 to 8 below standards increased just over half a percentage point from 20.5 percent to 21.1 percent, students meeting or exceeding standards remained mostly stable at 57.0 percent, and students progressing into a higher level decreased four percentage points from 31.2 percent to 27.2 percent.

From the 2024–2025 School Year to the 2025–2026 School Year, average class size decreased across all grade bands and the proportion of classes subject to the 2023 New York State class size law at or below mandated class size caps increased across all grade bands. For Kindergarten to Grade 3, average class size decreased from 21.9 to 19.6 and State law compliance increased from 38 percent to 67 percent. For Grades 4 to 5, average class size decreased from 23.7 to 22.0 and compliance increased from 46 percent to 69 percent. For Grades 6 to 8, average class size decreased from 25.5 to 24.0 and compliance increased from 37 percent to 57 percent. For Grades 9 to 12, average class size decreased from 25.8 to 24.5 and compliance increased from 48 percent to 64 percent. For schools in the highest Economic Need Index quartile, average class size decreased from 22.0 to 20.6 and compliance increased from 67 percent to 78 percent. Overall compliance with the class size law increased from 46 percent in the 2024–2025 School Year to 64 percent in the 2025–2026 School Year, surpassing the 60 percent compliance mandated by the end of the 2025–2026 School Year. These counts reflect the number of non-exempted classes. Exemptions were determined in collaboration with the United Federation of Teachers (UFT) and the Council for School Supervisors and Administrators (CSA), in alignment with the law, and granted to schools meeting criteria outlined within the July 2025 Class Size Reduction Plan. The significant increase in compliance is the direct result of work undertaken to invest over $450 million in schools, which directly funded around 3,700 teaching positions, allowing for progress in class size reduction across all grade bands.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Student enrollment as of October 31 in grades 3-K to 12 (000)	1,058.9	1,047.9	1,058.1	1,054.3	1,035.5	*	*	Neutral	*
– District schools (000)	919.1	907.0	912.1	906.2	884.6	*	*	Neutral	*
– Charter schools (000)	139.8	140.9	146.0	148.1	150.9	*	*	Neutral	*
★ Average daily attendance (%)	88.1%	89.4%	89.6%	89.8%	89.5%	92.0%	92.0%	Neutral	Up
– Elementary/middle (%)	89.7%	90.5%	90.8%	91.1%	90.9%	92.1%	92.1%	Neutral	Up
– High school (%)	84.6%	86.8%	87.0%	87.1%	86.5%	87.7%	87.7%	Neutral	Up
Students chronically absent (%)	40.7%	36.2%	34.8%	33.3%	33.5%	29.0%	29.0%	Down	Down
Students in grades 3 to 8 below standards – English Language Arts (%)	22.5%	22.9%	26.1%	20.3%	24.3%	19.3%	23.3%	Neutral	Down
– Math (%)	38.5%	26.0%	22.8%	20.5%	21.1%	19.5%	21.0%	Down	Down
★ ✹ Students in grades 3 to 8 meeting or exceeding standards – English Language Arts (%)	49.0%	51.7%	49.1%	56.3%	50.3%	57.3%	51.3%	Neutral	Up
★ ✹ – Math (%)	37.9%	49.9%	53.4%	56.9%	57.0%	58.0%	57.9%	Up	Up
Students in grades 3 to 8 progressing into a higher level – English Language Arts (%)	NA	34.4%	30.0%	42.7%	24.9%	*	*	NA	Up
– Math (%)	NA	39.7%	31.2%	31.2%	27.2%	*	*	NA	Up
Students in grades 1 to 8 promoted to the next grade level (%)	97.9%	99.0%	99.0%	99.1%	99.1%	*	*	Neutral	Up
Students with a 65 to 100 passing score on the Regents Examination – English (%)	73.7%	72.7%	74.5%	72.1%	NA	73.1%	73.1%	NA	Up
– History (%)	74.8%	71.8%	75.5%	75.0%	NA	76.0%	77.0%	NA	Up
– Science (%)	65.8%	55.9%	57.1%	54.2%	NA	55.0%	56.0%	NA	Up
– Math (%)	58.2%	46.2%	54.4%	53.9%	NA	55.0%	56.0%	NA	Up
★ ✹ Students in cohort graduating from high school in 4 years (%)	83.7%	83.7%	83.3%	81.2%	NA	84.0%	82.2%	NA	Up
★ Students in cohort graduating from high school in 6 years (%)	85.1%	86.7%	87.5%	87.5%	NA	⇧	⇧	NA	Up
★ Students in cohort dropping out from high school in 4 years (%)	5.4%	5.4%	4.7%	5.2%	NA	4.0%	4.2%	NA	Down
Students in cohort dropping out from high school in 6 years (%)	9.7%	8.6%	8.1%	8.1%	NA	*	*	NA	Down
Average class size – Kindergarten to Grade 3	21.2	22.1	22.6	21.9	19.6	*	*	Neutral	Down
– Grades 4 to 5	22.5	23.7	24.2	23.7	22.0	*	*	Neutral	Down
– Grades 6 to 8	NA	NA	26.0	25.5	24.0	*	*	NA	Down
– Grades 6 to 8 core courses	24.6	24.9	24.9	NA	NA	*	*	NA	Down
– Grades 9 to 12	NA	NA	26.1	25.8	24.5	*	*	NA	Down
– Grades 9 to 12 core courses	25.0	23.7	23.7	NA	NA	*	*	NA	Down
★ Classes subject to class size law at or below caps	NA	42%	40%	46%	64%	60%	70%	NA	Up
★ – Kindergarten to Grade 3 (%)	NA	35%	31%	38%	67%	⇧	⇧	NA	Up
★ – Grades 4 to 5 (%)	NA	46%	42%	46%	69%	⇧	⇧	NA	Up
★ – Grades 6 to 8 (%)	NA	34%	33%	37%	57%	⇧	⇧	NA	Up
★ – Grades 9 to 12 (%)	NA	47%	45%	48%	64%	⇧	⇧	NA	Up
Average class size in highest Economic Need Index quartile of schools	NA	20.9	22.4	22.0	20.6	*	*	NA	Down
Classes subject to class size law at or below caps in highest Economic Need Index quartile of schools (%)	NA	64%	62%	67%	78%	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Promote parental involvement in education.

Parent Coordinators empower family involvement in the school community through outreach and planning, create a welcoming school environment for parents, support school principals in addressing parents' concerns, and guide parent leadership in schools. They offer virtual workshops via video conferencing and use social media, e-newsletters, and school websites to share parent engagement opportunities. From the 2024–2025 School Year to the 2025–2026 School Year, phone calls responded to by parent coordinator or parent engagement designee increased nine percent, in-person consultations with parents increased 12 percent, and parents attending parent coordinator workshops decreased six percent. The number of school-based workshops offered to parents increased from 53,000 to 54,000 over the reporting period. Additionally, parents attending Fall and Spring Parent-Teacher Conferences decreased slightly from 1,247,000 to 1,219,000 after several years of sustained increases from 934,000 in the 2021–2022 School Year.

The annual NYC School Survey polls families, teachers, staff, and students to support dialogue among all members of school communities about how to make their school a better place to learn. School leaders use the feedback from the survey to reflect and improve schools and programs. In the 2025–2026 School Year, the survey captured that family sentiment regarding school communication and belonging remained constant or improved slightly, with affirmative responses for several key questions ranging from 93 percent to 97 percent.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	11,613	16,809	23,555	30,918	33,827	10,000	35,000	Up	Up
In-person consultations with parents by parent coordinators or parent engagement designee (000)	1,058	1,358	1,831	2,021	2,264	1,400	1,400	Up	Up
School-based workshops offered to parents (000)	50	38	45	53	54	60	60	Up	Up
Parents attending parent coordinator workshops (000)	723	922	1,107	1,382	1,293	1,000	1,000	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	934	1,023	1,163	1,247	1,219	2,000	2,000	Up	Up
★ Families reporting that school staff regularly communicate with them about helping their children learn (%)	91%	90%	91%	92%	93%	95%	95%	Neutral	*
Families reporting that their child's school communicates in a language that they can understand (%)	97%	97%	97%	97%	97%	95%	97%	Neutral	*
Families reporting that they are greeted warmly when they call or visit the school (%)	96%	96%	96%	97%	97%	95%	97%	Neutral	*
Families reporting that their child belongs at this school (%)	96%	95%	95%	96%	96%	95%	96%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Improve the ability of English Language Learners to learn English and improve academic progress.

Students enrolled as English Language Learners (ELL) decreased 13 percent from 168,000 in the 2024–2025 School Year to 146,000 in the 2025–2026 School Year. ELL enrollment has now declined for two consecutive school years after peaking at 174,000 in the 2023–2024 School Year, following steady growth from 149,000 in the 2021–2022 School Year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Students enrolled as English Language Learners (ELL) (000)	149	160	174	168	146	*	*	Neutral	*
English Language Learners testing out of English Language Learner status (%)	16.1%	16.1%	14.7%	17.3%	NA	15.7%	18.3%	NA	Up
★ English Language Learners testing out of English Language Learner status who did so within 3 years (%)	37.9%	42.7%	55.3%	54.1%	NA	56.3%	55.1%	NA	Up
Current English Language Learner four-year graduation rate (%)	67.0%	62.0%	54.9%	51.7%	NA	60.0%	52.7%	NA	Up
Ever English Language Learner four-year graduation rate (%)	91.0%	91.2%	91.3%	91.6%	NA	92.0%	92.0%	NA	Up
Current English Language Learner four-year dropout rate (%)	15.4%	17.0%	14.2%	18.2%	NA	15.0%	17.8%	NA	Down
Ever English Language Learner four-year dropout rate (%)	2.2%	2.4%	2.2%	2.0%	NA	1.3%	1.7%	NA	Down
Current English Language Learner six-year graduation rate (%)	55.8%	66.9%	71.8%	67.6%	NA	*	*	NA	Up
Ever English Language Learner six year graduation rate (%)	93.3%	93.3%	93.8%	94.1%	NA	*	*	NA	Up
Current English Language Learner six year dropout rate (%)	32.7%	24.2%	20.5%	24.0%	NA	*	*	NA	Down
Ever English Language Learner six year dropout rate (%)	4.2%	4.4%	4.2%	4.1%	NA	*	*	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Improve the ability of students with disabilities to progress academically and socially.

Students with Individualized Education Programs increased two percent from 305,806 in the 2024–2025 School Year to 312,315 in the 2025–2026 School Year; over the same reporting period, the number of students newly recommended for special education services decreased five percent to 36,801 and the number of students no longer recommended increased four percent to 5,453.

Pre-school special education enrollment increased two percent to 32,996 in the 2025–2026 School Year, with increases in enrollment at NYCPS, contracted providers, and private or home settings and decreases in enrollment at State-approved non-public schools and charter schools, the latter declining 20 percent to 102 students. School-age special education enrollment similarly increased two percent to 279,319, with slight increases across all categories except State-approved non-public schools, which declined five percent to 4,577.

From the 2024–2025 School Year to the 2025–2026 School Year, students with disabilities in grades 3 to 8 progressing into a higher level in English Language Arts declined over 15 percentage points from 34.1 percent to 18.9 percent, mirroring the overall decline in ELA proficiency rates. Students progressing into a higher level in math declined over three percentage points from 24.6 percent to 21.0 percent.

Due Process Complaints (DPCs) and Ten-Day Notices (TDNs) are tracked by filings, settlements, and costs. A DPC is a formal request for an impartial hearing to resolve a dispute concerning a student's special education program, services, placement, evaluation, or educational rights. A TDN is a parent's written notice to NYCPS that they reject the student's current special education program and intend to secure private services or placement at NYCPS's expense unless the dispute is resolved.

The total number of Due Process Complaints filed decreased 19 percent from 19,511 in the 2024–2025 School Year to 15,767 in the 2025–2026 School Year, declining across all categories except pre-school. The overall decrease was driven primarily by private schools, which comprised the largest setting type for complaints and decreased 21 percent from 17,552 to 13,855. Due Process Complaints settled decreased 21 percent across the same reporting period, from 1,127 to 895. Cases can be settled in years subsequent to their initial filing. Since imposing controls associated with Due Process Complaints, including enforcement of the Parental Notice of Intent, NYCPS has seen a significant decrease in the number of complaints filed. In addition, the Enhanced Rate Equitable Services (ERES) Unit, established in Fiscal 2024 under the Office of General Counsel, has provided a pathway for families to obtain services in lieu of filing a Due Process Complaint where NYCPS has not provided services directly.

The number of Ten-Day Notices filed decreased seven percent from 11,818 in the 2024–2025 School Year to 11,003 in the 2025–2026 School Year. Ten Day Notices settled decreased eight percent over the same reporting period, from 3,878 to 3,553. Similarly to Due Process Complaints, additional control and enforcement measures have driven a decrease in the number of Ten Day Notices filed.

NYCPS began tracking average settlement costs for Due Process Complaints and Ten-Day Notices in Fiscal 2026 to provide greater visibility into the financial impact of special education disputes. Average settlement cost for both filing types increased eight percent from $101,424 to $109,859; average settlement cost for Due Process Complaints increased from $98,840 to $104,881 and average settlement cost for Ten Day Notices increased from $102,175 to $111,113.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Students with Individualized Education Programs	288,163	289,654	298,347	305,806	312,315	*	*	Neutral	*
Students newly recommended for special education services	32,099	36,316	36,392	38,712	36,801	*	*	Up	*
Students no longer in need of special education services	4,668	5,087	5,228	5,224	5,453	*	*	Up	*
★ Students with disabilities in cohort graduating from high school in 4 years (%)	64.1%	65.6%	64.9%	59.4%	NA	65.6%	60.4%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%)	66.7%	69.0%	71.6%	72.7%	NA	⇧	⇧	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%)	7.7%	7.8%	7.4%	6.7%	NA	7.2%	6.3%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%)	16.3%	14.5%	12.4%	12.2%	NA	*	*	NA	Down
Special education enrollment – Pre-school	25,935	29,005	31,542	32,334	32,996	*	*	Up	*
– New York City Public Schools	3,859	5,119	5,792	6,239	6,441	*	*	Up	*
– Non-public school – state approved	9,047	8,954	8,907	8,754	8,560	*	*	Neutral	*
– Contracted (3K, Pre-K)	5,492	7,281	7,745	7,099	7,468	*	*	Up	*
– Charter schools	61	90	121	128	102	*	*	Up	*
– Private or home	7,476	7,561	8,977	10,114	10,425	*	*	Up	*
Special education enrollment – School-age	262,228	260,649	266,805	273,472	279,319	*	*	Neutral	*
– New York City Public Schools	182,464	182,192	185,363	190,770	196,104	*	*	Neutral	*
– Charter schools	24,441	25,474	26,630	27,631	28,242	*	*	Up	*
– Non-public school – state approved	5,452	5,209	5,002	4,835	4,577	*	*	Down	*
– Non-public school – not state approved	49,871	47,774	49,810	50,236	50,396	*	*	Neutral	*
★ Students with disabilities in grades 3 to 8 progressing into a higher level – English Language Arts (%)	NA	25.6%	23.4%	34.1%	18.9%	⇧	⇧	NA	Up
★ – Math (%)	NA	30.7%	24.4%	24.6%	21.0%	⇧	⇧	NA	Up
★ Students fully scheduled to receive their IEP-recommended special education programs (%)	88%	91%	92%	93%	93%	⇧	⇧	Neutral	Up
★ Related services mandates with full encounter recorded (%)	95%	95%	95%	94%	93%	⇧	⇧	Neutral	Up
Autism specialized program enrollment	NA	NA	NA	NA	4,577	*	*	NA	*
Due Process Complaints filed	17,883	22,063	26,221	19,511	15,767	*	*	Down	*
– Private School	16,740	20,267	24,004	17,552	13,855	*	*	Down	*
– Public School	902	1,279	1,241	979	895	*	*	Down	*
– Pre-School	98	315	765	811	912	*	*	Up	*
– Other	143	202	211	169	105	*	*	Down	*
Ten Day Notices filed	11,508	14,425	17,317	11,818	11,003	*	*	Down	*
Due Process Complaints settled	973	1,273	1,072	1,127	895	*	*	Down	*
Ten Day Notices settled	2,787	3,654	3,951	3,878	3,553	*	*	Up	*
Average settlement cost ($)	$77,853	$83,254	$93,377	$101,424	$109,859	*	*	Up	*
– Due Process Complaints	$80,592	$84,800	$94,309	$98,840	$104,881	*	*	Up	*
– Ten Day Notices	$76,897	$82,715	$93,124	$102,175	$111,113	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1e Increase the percentage of high school graduates enrolling in post-secondary education or training.

The percent of the high school cohort taking the SAT at least once in four years of high school decreased over two percentage points from 70.9 percent in the 2023–2024 School Year to 68.2 percent in the 2024–2025 School Year. The Fiscal 2027 PMMR will include data for the 2025–2026 School Year and post-secondary enrollment data for the 2024–2025 School Year.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
High school cohort taking the SAT at least once in 4 years of high school (%)	58.4%	71.5%	70.9%	68.2%	NA	71.9%	72.5%	NA	Up
★ ✹ High school cohort who graduate ready for college and careers (%)	NA	NA	51.7%	54.2%	NA	52.7%	55.2%	NA	Up
✹ High school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months (%)	61.5%	63.7%	63.0%	NA	NA	64.0%	65.0%	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1f Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

From the 2023–2024 School Year to the 2024–2025 School Year, the percent of the high school cohort taking at least one Advanced Placement (AP) exam in four years of high school decreased one percentage point from 44.9 percent to 43.9 percent and the percent of the cohort passing at least one AP exam increased two percentage points from 25.6 percent to 27.5 percent. The Fiscal 2027 PMMR will include data for the 2025–2026 School Year.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ High school cohort taking at least 1 AP exam in 4 years of high school (%)	40.7%	44.0%	44.9%	43.9%	NA	45.9%	45.9%	NA	Up
High school cohort passing at least 1 AP exam in 4 years of high school (%)	22.8%	23.7%	25.6%	27.5%	NA	26.6%	27.6%	NA	Up
Students who successfully completed approved rigorous courses or assessments (%)	73.2%	67.5%	61.9%	60.7%	NA	63.0%	61.7%	NA	Up
Students attempting at least one Career and Technical Education course for credit	46,198	54,719	55,122	54,779	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Deliver early childhood education services

Goal 2a Ensure access to quality early child care services in communities of need and achieve maximum capacity.

Total Infant/Toddler enrollment increased 17 percent from 6,378 in the 2024–2025 School Year to 7,449 in the 2025–2026 School Year, with enrollment increasing more than fourfold in Early City Tax Levy (CTL) Transitional seats from 128 to 545. An increase in awareness of Infant/Toddler services could have contributed to enrollment increases. Additionally, NYCPS now accepts vouchers issued by the Administration for Children's Services (ACS) to enroll in an NYCPS-contracted seat, leading to a greater number of families accessing these services. Unfilled seats decreased 16 percent from 4,105 to 3,462. In Fiscal 2025, many severely underenrolled sites closed, leading to decreases in unfilled seats and therefore increases in utilization. The overall utilization rate increased seven percentage points from 61 percent to 68 percent but decreased for Early CTL Transitional settings from 100 percent to 86 percent due to unfilled seats increasing from 0 to 87. Fiscal Year spending per child for Infant/Toddler programs increased 39 percent from $24,192 to $33,523, growing by nearly 47 percent for Extended Day and Year settings from $23,882 to $34,995 but decreasing five percent for Early CTL Transitional settings from $39,334 to $37,443. Increases in per child spending for Infant/Toddler seats are due to increased enrollment in the 2025–2026 School Year, particularly as these seats are higher cost. Minimum rates are also embedded in vendor's multi-year contracts.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total Infant/Toddler student enrollment	NA	6,346	10,441	6,378	7,449	6,394	8,009	NA	Up
– Extended Day and Year	NA	6,220	10,317	6,250	6,904	6,265	7,880	NA	Up
– Early CTL Transitional	NA	126	124	128	545	129	129	NA	Up
Total Infant/Toddler unfilled seats	NA	2,148	438	4,105	3,462	4,089	5,181	NA	Down
– Extended Day and Year	NA	2,146	434	4,092	3,375	4,077	4,814	NA	Down
– Early CTL Transitional	NA	2	4	0	87	0	0	NA	Down
Total Infant/Toddler utilization rate (%)	NA	75%	96%	61%	68%	61%	61%	NA	*
– Extended Day and Year (%)	NA	74%	96%	60%	67%	61%	62%	NA	*
– Early CTL Transitional (%)	NA	98%	97%	100%	86%	100%	100%	NA	*
Fiscal Year spending per child based on Infant/Toddler enrollment ($)	NA	$39,883	$38,706	$24,192	$33,523	$24,192	$24,192	NA	*
– Extended Day and Year ($)	NA	$34,493	$34,724	$23,882	$34,995	$23,882	$23,882	NA	*
– Early CTL Transitional ($)	NA	$45,273	$42,687	$39,334	$37,443	$39,334	$39,334	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Ensure access to quality 3-K services in communities of need and achieve maximum capacity.

Total 3-K enrollment decreased from 44,729 in the 2024–2025 School Year to 43,678 in the 2025–2026 School Year and decreased across all categories, most notably for CTL3 Transitional settings which declined 14 percent to 1,729. These small shifts are most likely due to normal fluctuations in enrollment. Unfilled seats increased from 7,988 to 8,132 but decreased for Extended Day and Year and CTL3 Transitional. The overall utilization rate decreased slightly from 85 percent to 84 percent and overall Fiscal Year spending per child for 3-K remained largely stable at $20,523 in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total 3-K student enrollment	NA	32,361	43,957	44,729	43,678	45,454	46,818	NA	Up
– School Day and Year	NA	26,320	37,636	37,462	36,735	37,636	38,436	NA	Up
– Extended Day and Year	NA	4,160	4,261	5,259	5,214	5,758	6,209	NA	Up
– CTL3 Transitional	NA	1,881	2,060	2,008	1,729	2,060	2,174	NA	Up
Total 3-K unfilled seats	NA	9,355	8,446	7,988	8,132	7,263	6,390	NA	Down
– School Day and Year	NA	5,495	4,965	6,068	6,526	5,894	5,943	NA	Down
– Extended Day and Year	NA	3,050	2,897	1,457	1,164	958	264	NA	Down
– CTL3 Transitional	NA	810	584	463	442	411	184	NA	Down
Total 3-K utilization rate (%)	NA	78%	84%	85%	84%	86%	88%	NA	*
– School Day and Year (%)	NA	83%	88%	86%	85%	87%	87%	NA	*
– Extended Day and Year (%)	NA	58%	60%	78%	82%	86%	96%	NA	*
– CTL3 Transitional (%)	NA	70%	78%	81%	80%	83%	92%	NA	*
Fiscal Year spending per child based on 3-K enrollment ($)	NA	$23,781	$23,800	$20,637	$20,523	$20,637	$20,637	NA	*
– School Day and Year ($)	NA	$18,095	$18,007	$19,314	$18,364	$19,314	$19,314	NA	*
– Extended Day and Year ($)	NA	$27,275	$27,421	$27,473	$27,602	$27,473	$27,473	NA	*
– CTL3 Transitional ($)	NA	$25,974	$25,973	$27,402	$25,904	$27,402	$27,402	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Ensure access to quality Pre-K services in communities of need and achieve maximum capacity.

Total Pre-K enrollment decreased from 56,950 in the 2024–2025 School Year to 55,042 in the 2025–2026 School Year with slight declines across all categories. These small shifts are most likely due to normal fluctuations in enrollment and fewer eligible children due to decreased birthrates and families leaving the City. Unfilled seats decreased 17 percent due to the Fiscal 2025 closing of sites that had been severely underenrolled and seats that were converted to 3-K and Infant/Toddler seats to address need in saturated areas, causing the utilization rate to increase two percentage points from 79 percent to 81 percent. Fiscal Year spending per child for Pre-K declined seven percent from $18,032 to $16,704. This decline was driven by a 14 percent decline in spending per child for School Day and Year settings, from $17,276 to $14,903, and a 33 percent decline for Extended Day and Year settings, from $34,458 to $22,960.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total Pre-K student enrollment	NA	59,687	59,250	56,950	55,042	59,250	53,117	NA	Up
– School Day and Year	NA	54,948	54,608	51,996	51,089	54,608	49,423	NA	Up
– Extended Day and Year	NA	2,961	2,742	2,424	2,355	2,742	1,904	NA	Up
– CTL4 Transitional	NA	1,778	1,900	1,764	1,598	1,900	1,793	NA	Up
Total Pre-K unfilled seats	NA	15,589	14,008	15,181	12,609	12,881	15,138	NA	Down
– School Day and Year	NA	11,218	10,252	11,429	9,964	8,817	11,916	NA	Down
– Extended Day and Year	NA	3,131	2,763	2,424	2,138	2,106	2,702	NA	Down
– CTL4 Transitional	NA	1,240	993	725	507	589	520	NA	Down
Total Pre-K utilization rate (%)	NA	79%	81%	79%	81%	82%	78%	NA	*
– School Day and Year (%)	NA	83%	84%	82%	84%	86%	81%	NA	*
– Extended Day and Year (%)	NA	49%	50%	50%	52%	57%	41%	NA	*
– CTL4 Transitional (%)	NA	59%	66%	71%	76%	76%	78%	NA	*
Fiscal Year spending per child based on Pre-K enrollment ($)	NA	$19,600	$19,696	$18,032	$16,704	$18,032	$18,032	NA	*
– School Day and Year ($)	NA	$14,930	$14,917	$17,276	$14,903	$17,276	$17,276	NA	*
– Extended Day and Year ($)	NA	$22,817	$22,850	$34,458	$22,960	$34,458	$34,458	NA	*
– CTL4 Transitional ($)	NA	$21,054	$21,320	$23,627	$22,101	$23,627	$23,627	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2d Ensure access to quality School Day and Year programming in communities of need and achieve maximum capacity.

School Day and Year programs mirror NYCPS district schools' schedules and calendars. Total School Day and Year student enrollment declined from 89,458 in the 2024–2025 School Year to 87,824 in the 2025–2026 School Year while total School Day and Year unfilled seats decreased six percent from 17,497 to 16,490. The utilization rate remained constant at 84 percent. Fiscal Year spending per child based on School Day and Year enrollment dropped eight percent, from $18,130 in Fiscal 2025 to $16,712 in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total School Day and Year student enrollment	NA	81,268	92,244	89,458	87,824	92,244	87,859	NA	Up
Total School Day and Year unfilled seats	NA	16,713	15,217	17,497	16,490	14,711	17,859	NA	Down
Total School Day and Year utilization rate (%)	NA	83%	86%	84%	84%	86%	83%	NA	*
Fiscal Year spending per child based on School Day and Year enrollment ($)	NA	$16,513	$16,462	$18,130	$16,712	$18,130	$18,130	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2e Ensure access to quality Extended Day and Year programming in communities of need and achieve maximum capacity.

Extended Day and Year programs provide year-round care and learning for up to 10 hours a day. Total Extended Day and Year student enrollment increased from 14,090 in the 2024–2025 School Year to 14,473 in the 2025–2026 School Year. Total Extended Day and Year unfilled seats dropped 16 percent from 7,973 to 6,677 due to the closing of underenrolled sites, which led the utilization rate to increase by four percentage points from 64 percent to 68 percent. Fiscal Year spending per child based on Extended Day and Year enrollment increased 24 percent from $26,776 in Fiscal 2025 to $33,194 in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total Extended Day and Year student enrollment	NA	13,341	17,320	14,090	14,473	14,765	15,992	NA	Up
Total Extended Day and Year unfilled seats	NA	8,327	6,094	7,973	6,677	7,141	7,779	NA	Down
Total Extended Day and Year utilization rate (%)	NA	62%	74%	64%	68%	67%	67%	NA	*
Fiscal Year spending per child based on Extended Day and Year enrollment ($)	NA	$28,195	$28,332	$26,776	$33,194	$26,776	$26,776	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2f Ensure access to quality CTL Transitional programming in communities of need and achieve maximum capacity.

CTL Transitional programs, which provide similar hours as Extended Day and Year programs but are funded through City Tax Levy dollars with support from federal grants, mandates that families of children in the programs meet eligibility requirements including income limits, living in temporary housing, or receiving public benefits. Total CTL Transitional student enrollment remained consistent in the 2025–2026 School Year at 3,872. Total unfilled seats declined 13 percent from 1,188 in the 2024–2025 School Year to 1,036 in the 2025–2026 School Year, causing the utilization rate to increase two percentage points from 77 percent to 79 percent. Similar to Extended Day and Year programming, the closing of underenrolled sites contributed to the decrease in unfilled seats and an increase in utilization. Actual seat counts fluctuate slightly from year to year. Fiscal Year spending per child based on CTL Transitional enrollment decreased four percent from $26,086 in Fiscal 2025 to $25,086 in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total CTL Transitional student enrollment	NA	3,785	4,084	3,900	3,872	4,089	4,096	NA	Up
Total CTL Transitional unfilled seats	NA	2,052	1,581	1,188	1,036	1,000	1,071	NA	Down
Total CTL Transitional utilization rate (%)	NA	65%	72%	77%	79%	80%	79%	NA	*
Fiscal Year spending per child based on CTL Transitional enrollment ($)	NA	$30,767	$29,993	$26,086	$25,086	$26,086	$26,086	NA	*

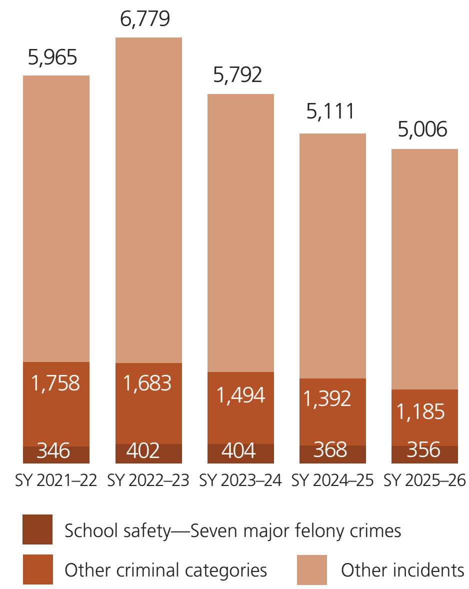
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Coordinate with NYPD to maintain safe schools.

Goal 3a Ensure a safe and secure learning environment for all students and staff.

NYCPS has a long-established collaborative partnership with the New York Police Department's (NYPD) School Safety Division, which works to provide a safe and secure learning environment in every school building. NYCPS's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans, and maintaining a safe environment for students and staff. In addition, NYCPS's Office of Safety and Youth Development works closely with schools to provide a safe, supportive, and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social-emotional supports. When warranted, School Safety Agents are called upon to intervene and mitigate non-criminal incidents on school grounds. School safety incidents decreased across all categories between the 2024–2025 School Year and the 2025–2026 School Year. The number of seven major felony crimes decreased three percent from 368 to 356, other criminal categories decreased 15 percent from 1,392 to 1,185, and other incidents decreased two percent from 5,111 to 5,006. The number of youth arrested in schools remained largely stable, increasing slightly from 524 to 526. Safety has consistently been a top priority for NYCPS, and the Department continues to work in lockstep with its partners in the NYPD School Safety Division to provide a safe and secure learning environment in every school building. The reduction in the number of safety incidents over the past school year reflects that sustained focus.

School Safety Incidents



Over the same reporting period, accidents in schools involving students decreased slightly from 46,466 to 46,008 and accidents involving members of the public increased 10 percent from 325 to 357. Data for this indicator from the 2024–2025 School Year onwards is much lower than historic levels due to enhancements made to the reporting system to verify employees, rather than having schools manually enter the data and select the most appropriate title from the dropdown list, which led to teachers and school staff potentially being included in prior year's counts when they should not have been.

In the 2025–2026 School Year, the percent of students who reported feeling safe in the hallways and cafeterias of their school was 87 percent and the percent of students who reported feeling safe in the locker rooms and bathrooms of their school was 84 percent. These questions were newly introduced in the 2026 NYC School Survey; as such, there is no corresponding historic data.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ School safety – Seven major felony crimes	346	402	404	368	356	⇩	⇩	Neutral	Down
★ – Other criminal categories	1,758	1,683	1,494	1,392	1,185	⇩	⇩	Down	Down
★ – Other incidents	5,965	6,779	5,792	5,111	5,006	⇩	⇩	Down	Down
Accidents in schools – Students	42,450	48,710	47,052	46,466	46,008	*	*	Neutral	Down
– Public	736	768	746	325	357	*	*	Down	Down
Students reporting feeling safe in the hallways and cafeteria of their school (%)	NA	NA	NA	NA	87%	*	87%	NA	Up
Students reporting feeling safe in the locker rooms and bathrooms of their school (%)	NA	NA	NA	NA	84%	*	85%	NA	Up
Youth arrested in schools	359	354	474	524	526	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide essential, non-academic services to all eligible New York City students in public, charter, and non-public schools.

Goal 4a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

The number of new seats created declined 30 percent from 6,632 in Fiscal 2025 to 4,656 in Fiscal 2026. The number of seats created fluctuates year-to-year based on the Five-Year Capital Plan, which projected a higher number of seats to be created in Fiscal 2025 than in the subsequent year. The percentage of schools that exceed capacity and students in schools that exceed capacity declined slightly across every category, most notably for middle schools, where the share of schools exceeding capacity fell from 16.0 percent to 12.0 percent, and for elementary schools, where the share of schools exceeding capacity fell from 32.0 percent to 27.0 percent. School building ratings shifted modestly from Fiscal 2025 to Fiscal 2026, with a slight increase in the percent of schools rated 'Fair to good condition,' a slight decrease in 'Fair condition,' and a small decline in the percent rated 'Good condition.'

Rooftop solar installations on NYC Public School buildings decreased from 32 in the 2024–2025 School Year to 13 in the 2025–2026 School Year, and the total megawatt output of these installations similarly declined from seven to three over the same reporting period. There were more solar installation projects completed than originally planned in Fiscal 2025, which resulted in fewer projects completed in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total new seats created	8,934	6,532	11,270	6,632	4,656	4,624	3,657	Down	*
Schools that exceed capacity – Elementary schools (%)	35.0%	34.0%	34.0%	32.0%	27.0%	*	*	Down	Down
– Middle schools (%)	17.0%	17.0%	17.0%	16.0%	12.0%	*	*	Down	Down
– High schools (%)	24.0%	29.0%	29.0%	28.0%	27.0%	*	*	Neutral	Down
Students in schools that exceed capacity – Elementary/middle schools (%)	34.0%	34.0%	35.0%	34.0%	28.0%	*	*	Down	Down
– High schools (%)	36.0%	43.0%	41.0%	43.0%	42.0%	*	*	Up	Down
School building ratings – Good condition (%)	1.6%	1.8%	1.6%	1.7%	1.3%	*	*	Down	Up
★ – Fair to good condition (%)	29.7%	28.9%	29.0%	32.8%	34.6%	⇧	⇧	Up	Up
– Fair condition (%)	68.6%	69.1%	69.2%	65.3%	63.6%	*	*	Neutral	*
★ – Fair to poor condition (%)	0.1%	0.2%	0.3%	0.3%	0.5%	⇩	⇩	Up	Down
– Poor condition (%)	0.0%	0.0%	0.0%	0.0%	0.0%	*	*	Neutral	Down
Rooftop solar installations on NYC Public School buildings	10	19	9	32	13	*	*	Up	*
Total megawatt output of rooftop solar installations	3	5	2	7	3	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Ensure safe and reliable bus transportation to and from school.

From the 2024–2025 School Year to the 2025–2026 School Year, the average number of students assigned stop-to-school bus service decreased five percent from 72,190 to 68,333 and the average number of stop-to-school routes dropped slightly from 2,136 to 2,122. Over the same reporting period, the average number of students assigned curb-to-school bus service increased nearly 12 percent from 61,405 to 68,466, now surpassing the number of students assigned stop-to-school service. The average number of curb-to-school routes increased seven percent from 5,979 to 6,393. In the 2025–2026 School Year, there were more students being assigned curb-to-school routes on their IEPs due to increased need. Since curb-to-school routes are mostly used by students with IEPs, this resulted in an increase in curb-to-school assignments.

The average number of Students in Temporary Housing (STH) utilizing yellow school bus service decreased from 5,492 in the 2024–2025 School Year to 4,986 in the 2025–2026 School Year and the number of foster care students utilizing yellow school bus service increased from 1,213 to 1,271. Between the two School Years, the average number of STH issued OMNY cards increased from 6,550 to 6,853 and the number of STH parents/guardians utilizing caregiver OMNY cards decreased from 7,772 to 7,168.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Average number of students assigned to stop-to-school service (per month)	73,031	73,592	72,753	72,190	68,333	*	*	Neutral	*
Average number of students assigned to curb-to-school service (per month)	54,661	56,359	56,271	61,405	68,466	*	*	Up	*
Average number of stop-to-school routes (per month)	2,352	2,233	2,143	2,136	2,122	*	*	Neutral	*
Average number of curb-to-school routes (per month)	5,786	5,596	5,711	5,979	6,393	*	*	Up	*
Average number of service incidents (per month)	2,395	3,874	3,349	3,672	3,706	*	*	Up	*
★ Average number of Students in Temporary Housing (STH) utiliz-ing yellow school bus service	2,798	3,869	5,561	5,492	4,986	*	*	Up	*
★ Average number of Students in Temporary Housing (STH) issued OMNY cards	5,560	5,374	6,109	6,550	6,853	*	*	Up	*
★ Average number of Students in Temporary Housing (STH) par-ents/guardians utilizing caregiver OMNY cards	4,673	6,647	12,441	8,029	7,168	*	*	Up	*
Average number of foster care students provided yellow school bus service	1,375	1,067	1,188	1,213	1,271	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4c Provide healthy, culturally inclusive, and nutritious meals to students.

From the 2024–2025 School Year to the 2025–2026 School Year, the average number of breakfasts served daily remained stable at 222,338 and the average cost of breakfasts increased slightly from $3.39 to $3.58. The average number of lunches served daily similarly remained stable at 551,809 and the average cost of lunches increased slightly from $5.23 to $5.51.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average breakfasts served daily	272,369	234,377	230,887	221,232	222,338	⇧	⇧	Down	Up
★ Average lunches served daily	542,294	539,629	557,596	549,064	551,809	⇧	⇧	Neutral	Up
Schools certified to serve halal and kosher meals	NA	NA	116	119	115	*	*	NA	Up
Student satisfaction with Office of Food and Nutrition Services (%)	NA	NA	72.1%	74.6%	75.1%	*	*	NA	Up
Average cost of breakfasts served ($)	$2.75	$3.19	$3.26	$3.39	$3.58	*	*	Up	*
Average cost of lunches served ($)	$4.23	$4.19	$5.02	$5.23	$5.51	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

The number of teachers increased nearly five percent from 77,585 in the 2024–2025 School Year to 81,249 in the 2025–2026 School Year due to NYCPS's enhanced hiring efforts as part of their strategy to lower class sizes to meet compliance with the State class size law. As a result of this increase in new hires, the percentage of teachers with five or more years teaching experience declined more than four percentage points from 74.3 percent to 69.4 percent over the same reporting period.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Payout ($000)	NA	$520,836	$502,034	$295,839	NA	*	*	NA	Down
Average expenditure per student ($)	$30,472	$30,185	$33,864	$35,498	NA	*	*	NA	*
– Elementary school ($)	$30,391	$30,316	$33,372	$35,141	NA	*	*	NA	*
– Middle school ($)	$29,437	$28,917	$31,866	$33,328	NA	*	*	NA	*
– High school ($)	$26,539	$26,468	$28,498	$29,628	NA	*	*	NA	*
– Full-time special education (District 75) ($)	$86,011	$79,820	$111,373	$114,759	NA	*	*	NA	*
Principals with 4 or more years experience as principal (%)	71.5%	70.0%	69.4%	69.4%	70.4%	*	*	Neutral	Up
Teachers	77,998	75,936	76,562	77,585	81,249	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	73.2%	74.4%	74.6%	74.3%	69.9%	*	*	Neutral	*
Teachers absent 11 or more days (%)	16.3%	18.8%	17.3%	16.4%	15.8%	*	*	Neutral	Down
Teachers reporting that they usually look forward to each working day at their school (%)	86%	85%	86%	88%	88%	90%	89%	Neutral	Up
Teachers reporting that they would recommend this school to families seeking a place for their child (%)	86%	84%	85%	87%	86%	89%	88%	Neutral	Up
Workplace injuries reported	2,438	2,987	3,173	2,870	2,913	*	*	Up	Down
Students residing in temporary housing during the school year	88,119	105,963	131,351	135,344	NA	*	*	NA	*
Students residing in temporary housing during the school year (%)	9.0%	10.9%	13.4%	14.1%	NA	*	*	NA	*
Students residing in shelter during the school year	26,258	38,862	57,319	59,618	NA	*	*	NA	*
Students residing in shelter during the school year (%)	2.7%	4.0%	5.9%	6.2%	NA	*	*	NA	*
Students experiencing economic hardship (%)	69%	72%	74%	74%	73%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Completed requests for interpretation increased 13 percent from 428,840 in the 2024–2025 School Year to 483,159 in the 2025–2026 School Year. NYCPS has made a concerted effort in raising awareness of available language assistance services to staff and communities, which may have contributed to these increases. Letters responded to within 14 days increased four percentage points to 91.4 percent and e-mails responded to within 14 days increased nearly one percentage point to 80.0 percent over the same reporting period.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	287,687	293,432	347,496	428,840	483,159	*	*	Up	*
Letters responded to within 14 days (%)	87.7%	69.3%	70.2%	87.1%	91.4%	75%	77%	Up	Up
E-mails responded to within 14 days (%)	74.1%	69.3%	77.4%	79.2%	80.0%	75.0%	77.0%	Up	Up
CORE facility rating	100	NA	100	99	100	90	90	NA	Up
Parents completing the NYC School Survey	478,750	416,396	415,651	438,365	446,743	*	*	Neutral	*
Customers rating service good or better as applicable (%)	96%	95%	95%	96%	96%	97%	97%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$31,558.0	$31,505.5	$33,367.6	$34,672.3	$37,709.6	$36,897.6	$38,603.8	Up
Revenues ($000,000)	$51.0	$46.3	$49.2	$25.0	$26.7	$29.2	$29.2	Neutral
Personnel	141,748	141,594	143,663	147,565	152,698	155,238	156,156	Neutral
Overtime paid ($000,000)	$32.0	$39.0	$40.5	$40.9	$21.8	$21.6	$23.2	Up
Human services contract budget ($000,000)	$1,684.5	$1,872.4	$1,952.3	$1,971.2	$2,443.5	$2,232.6	$1,834.6	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$19,698.3	$20,941.7	
401 - General Ed. Instruction and School Leadership	$7,923.8	$8,227.2	1a, 1b, 1c, 1d, 1e, 1f
403 - Special Ed. Instruction and School Leadership	$2,557.1	$2,899.7	1a, 1b, 1c, 1d, 1e, 1f
407 - Universal Pre-K	$894.9	$870.5	2b, 2c
409 - Early Childhood Programs	$20.9	$26.1	2a
415 - School Support Organization	$361.2	$338.5	1a, 1b, 1d
421 - Citywide Special Ed. Instr. and School Leadership	$1,546.7	$1,502.8	1a, 1d
423 - Special Education Instructional Support	$461.2	$423.2	1a, 1d
433 - Division of Technology[4]	NA	$57.2	All
435 - School Facilities	$193.4	$202.5	4a
437 - Pupil Transportation	$9.2	$114.0	4b
439 - School Food Services	$258.5	$294.1	4c
453 - Central Administration	$260.6	$116.7	All
461 - Fringe Benefits	$4,226.7	$4,967.7	All
481 - Categorical Programs	$984.1	$1,004.0	All
Other Than Personal Services - Total	$14,974.0	$16,767.9	
402 - General Ed. Instruction and School Leadership	$1,043.1	$1,276.4	1a, 1b, 1c, 1d, 1e, 1f
404 - Special Ed. Instruction and School Leadership	$8.5	$17.9	1a, 1b, 1c, 1d, 1e, 1f
406 - Charter Schools	$3,358.1	$3,593.1	All
408 - Universal Pre-K	$1,043.3	$975.3	2b, 2c
410 - Early Childhood Programs	$522.2	$630.5	2a
416 - School Support Organization	$26.5	$44.3	1a, 1b, 1d
422 - Citywide Special Ed. Instr. and School Leadership	$36.0	$41.4	1a, 1d
424 - Special Education Instructional Support	$577.0	$649.6	1a, 1d
434 - Division of Technology[4]	NA	$195.9	All
436 - School Facilities	$1,207.9	$1,255.0	4a
438 - Pupil Transportation	$1,916.9	$2,200.2	4b
440 - School Food Services	$281.2	$372.1	4c
442 - School Safety	$343.2	$377.8	3a
444 - Energy and Leases	$813.9	$921.7	All
454 - Central Administration	$187.5	$71.5	All
470 - Special Education Pre-K Contract Payments	$816.8	$961.7	1d, 2a, 2b, 2c, 2d, 2e, 2f
472 - Charter & Contract Schools and Foster Care Placements	$1,538.0	$1,918.1	All
474 - NPS and FIT Payments	$105.8	$117.1	All
482 - Categorical Programs	$1,148.1	$1,148.2	All
Agency Total	$34,672.3	$37,709.6	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2026. "NA" Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Kamar Samuels was appointed as Chancellor of New York City Public Schools in January 2026.
- Goal 1a:
  - The 2024–2025 School Year value for 'Student enrollment as of October 31 in grades 3-K to 12 (000)' was revised from 1,054.1 to 1,054.3 to correct for an error in the previous calculation.
  - The Fiscal 2027 target for 'Students in grades 3 to 8 below standards—English Language Arts (%)' was revised from 19.7 percent to 23.3 percent and the Fiscal 2027 target for 'Students in grades 3 to 8 meeting or exceeding standards—English Language Arts (%)' was revised from 57.9 percent to 51.3 percent following a review of recent data.
  - The 2024–2025 School Year value for 'Classes subject to class size law at or below caps (%)' was revised from 47 percent to 46 percent to correct for a previous rounding error. The Fiscal 2027 target has been revised to reflect updated State law compliance targets—the target is now to reach 70 percent compliance by the end of the 2026–2027 School Year, rather than 80 percent.
  - Graduation and dropout rate data as well as Regents pass rates for the 2025–2026 School Year will be available in the Fiscal 2027 Preliminary Mayor's Management Report.
  - The previously reported target of 98 percent for the indicator 'Students in grades 1 to 8 promoted' was removed as recent data for this indicator has continued to exceed 99 percent.
- Goal 1b:
  - The Fiscal 2027 targets for the following indicators have been updated based on a review of recent data:
    - 'Phone calls responded to by parent coordinator or parent engagement designee (000)' was changed from 10,000 to 35,000.
    - 'Families reporting that their child's school communicates in a language that they can understand (%)' was changed from 95 percent to 97 percent.
    - 'Families reporting that they are greeted warmly when they call or visit the school (%)' was changed from 95 percent to 97 percent.
    - 'Families reporting that their child belongs at this school (%)' was changed from 95 percent to 96 percent.
- Goal 1c:
  - 2025–2026 School Year data for 'English Language Learners testing out of English Language Learner status (%)' and 'English Language Learners testing out of English Language Learner status who did so within 3 years (%)' as well as graduation and dropout rate indicators for English Language Learners will be available in the Fiscal 2027 Preliminary Mayor's Management Report.
  - Previously published 2023–2024 School Year data for 'Ever English Language Learner four-year graduation rate (%)' was revised from 91.9 percent to 91.3 percent and previously published 2023–2024 School Year data for 'Ever English Language Learner four-year dropout rate (%)' was revised from 1.6 percent to 2.2 percent after discovery of errors in the initial reporting.

- Goal 1d:
  - 2025–2026 School Year data for graduation and dropout rate indicators for students with disabilities will be available in the Fiscal 2027 Preliminary Mayor's Management Report.
  - 'Autism specialized program enrollment,' 'Due Process Complaints filed' and associated sub-indicators, 'Ten Day Notices filed,' 'Due Process Complaints settled,' 'Ten Day Notices settled,' and 'Average settlement cost' and associated sub-indicators are new indicators. Historic data is not available for 'Autism specialized program enrollment.'
- Goal 1e:
  - 2024–2025 School Year data is newly available for the indicators 'High school cohort taking the SAT at least once in 4 years of high school (%).'
  - 2025–2026 School Year data will be available in the Fiscal 2027 Preliminary Mayor's Management Report for all indicators in Goal 1e.
  - 2024–2025 School Year data will be available in the Fiscal 2027 Preliminary Mayor's Management Report for the indicator 'High school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months (%).'
- Goal 1f:
  - 2025–2026 School Year data will be available in the Fiscal 2027 Preliminary Mayor's Management Report for all indicators in Goal 1f.
  - 'Students attempting at least one Career and Technical Education course for credit' is a new indicator. This indicator does not have data for the 2025–2026 School Year because CTE reporting for the previous year is not public until April of the following year.
- Service 2:
  - As of Fiscal 2025, Head Start programs are no longer administered by NYCPS following the loss of federal funding. NYCPS managed Early Childhood services are now operated through a City Tax Levy-funded model. As a result, Head Start indicators across Service 2 were renamed from 'Head Start' to 'CTL Transitional' to reflect the program's transition to a City Tax Levy-funded model. Affected indicators are as follows:
    - » Goal 2a: 'Infant/Toddler student enrollment—Early CTL Transitional,' 'Infant/Toddler unfilled seats—Early CTL Transitional,' and 'Fiscal Year spending per child based on Infant/Toddler enrollment ($)—Early CTL Transitional.'
    - » Goal 2b: '3-K student enrollment—CTL3 Transitional,' '3-K unfilled seats—Head Start CTL3 Transitional,' and 'Fiscal Year spending per child based on 3-K enrollment ($)—CTL3 Transitional.'
    - » Goal 2c: 'Pre-K student enrollment—CTL4 Transitional,' 'Pre-K unfilled seats—CTL4 Transitional,' and 'Fiscal Year spending per child based on Pre-K enrollment ($)—CTL4 Transitional.'
    - » Goal 2f: The goal name 'Ensure access to quality Head Start CTL programming in communities of need and achieve maximum capacity' was changed to 'Ensure access to quality CTL Transitional programming in communities of need and achieve maximum capacity'. The indicators 'Total Head Start CTL student enrollment,' 'Total CTL Transitional unfilled seats,' and 'Fiscal Year spending per child based on CTL Transitional enrollment ($)' were renamed accordingly.
  - The desired direction for 'Total Infant/Toddler unfilled seats,' 'Total 3-K unfilled seats,' and 'Total Pre-K unfilled seats,' 'Total School Day and Year unfilled seats,' 'Total Extended Day and Year unfilled seats,' 'Total Head Start CTL unfilled seats,' and associated sub-indicators was previously erroneously published as 'Up.' The correct desired direction is 'Down.'

- ‘Total Infant/Toddler utilization rate (%),’ ‘Total 3-K utilization rate (%),’ and ‘Total Pre-K utilization rate (%) and their associated sub-indicators and ‘Total School Day and Year utilization rate (%),’ ‘Total Extended Day and Year utilization rate,’ and ‘Total Head Start CTL utilization rate (%)’ are new indicators.
- The Fiscal 2027 target for ‘Infant/Toddler unfilled seats—Early CTL Transitional’ was revised from 367 to 0.

- Goal 3a:
  - The previous indicator ‘Students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school (%)’ was retired and split into two separate indicators ‘Students reporting feeling safe in the hallways and cafeteria of their school (%)’ and ‘Students reporting feeling safe in the locker rooms and bathrooms of their school (%)’. Data for these indicators comes from the annual NYC School Survey, which split the survey question into two separate questions beginning in the 2026 survey. Since these questions were introduced in the most recent survey, there is no comparable historic data. Fiscal 2027 targets were established for this indicator: 87 percent for the survey question about hallways and cafeterias, and 85 percent for the question about locker rooms and bathrooms.
  - ‘Youth arrested in schools’ is a new indicator. This indicator reports the number of people 21 or younger arrested on school grounds.
- Goal 4a:
  - The Fiscal 2027 target for ‘Total new seats created’ was revised from 4,624 to 3,657 due to updated estimates in the School Construction Authority’s Five-Year Capital Plan.
- Goal 4b:
  - The previously published Fiscal 2024 value for ‘Average number of Students in Temporary Housing (STH) parents/guardians utilizing caregiver OMNY cards’ was revised from 12,103 to 12,441 and the Fiscal 2025 value was revised from 7,772 to 8,029.
- Goal 4c:
  - The Fiscal 2023 value for ‘Average breakfasts served daily’ was changed from 233,176 to 234,377 and the Fiscal 2023 value for ‘Average lunches served daily’ was changed from 533,953 to 539,629.
  - ‘Average cost of breakfasts served’ and ‘Average cost of lunches served’ are new indicators.
- Agency-Wide Management:
  - The value for ‘Payout’ is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor’s Management Report (PMMR) rather than as an initial estimate in the Mayor’s Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.
  - Fiscal 2025 data is newly available for ‘Average expenditure per student ($)’ and associated sub-indicators. Fiscal 2026 data will be available in the Fiscal 2027 Preliminary Mayor’s Management Report.
  - Fiscal 2024 values for the following indicators were revised due to updated data:
    - ‘Principals with 4 or more years experience as principal (%)’ was changed from 69.8 percent to 69.4 percent.
    - ‘Teachers’ was changed from 76,544 to 76,562.
    - ‘Teachers absent 11 or more days (%)’ was changed from 17.6 percent to 17.3 percent.

- Fiscal 2026 data will be available in the Fiscal 2027 Preliminary Mayor's Management Report for the following indicators:
  - 'Students residing in temporary housing during the school year'
  - 'Students residing in temporary housing during the school year (%)'
  - 'Students residing in shelter during the school year'
  - 'Students residing in shelter during the school year (%)'
- Previously reported data for 'Workplace injuries reported' were revised due to new cases filed or received in subsequent years:
  - Fiscal 2022 data was changed from 2,434 to 2,438.
  - Fiscal 2023 data was changed from 2,984 to 2,987.
  - Fiscal 2024 data was changed from 3,168 to 3,173.
  - Fiscal 2025 data was changed from 2,783 to 2,870.

- Agency Customer Service:
  - The Fiscal 2027 target for 'Letters responded to within 14 days (%)' was changed from 75 percent to 77 percent.
  - The Fiscal 2027 target for 'E-mails responded to within 14 days (%)' was changed from 75 percent to 77 percent.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance Data:
  https://www.schools.nyc.gov/about-us/reports
- School Quality Report Data:
  https://www.schools.nyc.gov/about-us/reports/school-quality
- School Survey Information and Results:
  https://www.schools.nyc.gov/about-us/reports/school-quality/nyc-school-survey
- School Quality Review Information and Reports:
  https://www.schools.nyc.gov/about-us/reports/school-quality/quality-review
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/schools.

DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

Celeste A. Ramirez, President and CEO

WHAT WE DO

The School Construction Authority (SCA) is accountable for new school construction and major renovations to existing schools. SCA is responsible for all capital planning, budgeting, designing, and construction. The Authority manages the development and implementation of the Department of Education's, (DOE), also referred to as New York City Public Schools (NYCPS), Five-Year Capital Plan, identifies and acquires sites for new schools, leases buildings for schools, designs and constructs new facilities, and performs repairs and enhancements of the existing portfolio.

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all the City's communities. In consultation with NYCPS, SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology, to reflect this commitment. The Fiscal 2025–2029 Five-Year Capital Plan provides funding for tens of thousands of new seats in areas with current over-utilization and projected enrollment growth, as well as to reduce the reliance on temporary structures. Furthermore, the Capital Plan calls for much needed improvements for aging infrastructure as well as enhancements to ensure more equitable access by all children throughout the five boroughs.

OUR SERVICES AND GOALS

SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

Goal 1b Achieve cost efficiencies in construction.

Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.

Goal 1d Ensure project safety and quality.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

The number of new seats created declined 30 percent from 6,632 in Fiscal 2025 to 4,656 in Fiscal 2026. In Fiscal 2026, the number of new schools created decreased from seven to six, and the number of new additions constructed was unchanged at four. The number of schools constructed and seats created fluctuates year-to-year based on the Five-Year Capital Plan, which projected a higher number of seats to be created in Fiscal 2025 than in the subsequent year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total new seats created	8,934	6,532	11,270	6,632	4,656	4,624	3,657	Down	*
★ New schools constructed	32	23	14	7	6	6	7	Down	*
★ New additions constructed	3	2	10	4	4	4	2	Up	*

★ Critical Indicator ✺ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Achieve cost efficiencies in construction.

SCA continuously reviews and revises construction building standards to ensure cost effectiveness, durability, and ease of maintenance. The construction bid price for school capacity projects per square foot increased from $870 in Fiscal 2025 to $952 in Fiscal 2026. During this period, the average new school construction cost per square foot decreased slightly from $1,017 to $1,007 for elementary schools. Construction cost per square foot for intermediate schools increased 26 percent from $725 in Fiscal 2024 to $916 in Fiscal 2026; comparative data for Fiscal 2025 is not available because there were no intermediate school projects opened in that fiscal year. Construction cost per square foot for high schools increased 25 percent from $621 in Fiscal 2025 to $778 in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot ($)	$905	$912	$894	$870	$952	$900	$900	Neutral	*
Average new school construction cost per square foot – Elementary ($)	$824	$875	$834	$1,017	$1,007	*	*	Up	*
– Intermediate ($)	$713	$813	$725	NA	$916	*	*	NA	*
– High school ($)	$724	$846	NA	$621	$778	*	*	NA	*

★ Critical Indicator ✺ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.

Scheduled new seats constructed on time decreased to 98 percent in Fiscal 2026, a decline from the 100 percent achieved from Fiscal 2021 through Fiscal 2025. Capital improvement projects constructed on time or early decreased by 15 percentage points from 53 percent in Fiscal 2025 to 38 percent in Fiscal 2026, below the target of 60 percent. SCA closely monitors projects throughout the construction process to ensure timeliness. Capital improvement projects constructed within budget decreased ten percentage points from 82 percent to 72 percent during this period, below the target of 80 percent.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
New schools and additions – Construction funds committed as a percent of initial authorized budget (%)	93.2%	95.4%	92.3%	96.2%	92.4%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	98%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	47%	31%	43%	53%	38%	60%	60%	Neutral	Up
★ Capital improvement projects constructed within budget (%)	72%	77%	78%	82%	72%	80%	80%	Neutral	Up

★ Critical Indicator ✺ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Ensure project safety and quality.

The projected cost of insurance losses as a percent of construction value has increased slightly from 6.75 percent in Calendar 2024 to 6.94 percent in Calendar 2025 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Ultimate cost of insurance losses (as % of construction value) (CY)	8.55%	8.71%	7.39%	6.75%	6.94%	⇩	⇩	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Personnel	835	883	947	946	977	1,059	1,059	Up
Capital commitments ($000,000)	$4,323.1	$4,654.4	$3,990.8	$3,602.7	$3,931.0	$5,617.0	$6,249.5	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level "NA" - Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Celeste A. Ramirez was appointed as President and CEO of the School Construction Authority by the School Construction Authority Board of Trustees in July 2026.
- Fiscal 2027 targets for indicators in Goal 1a were revised based on updated information in the Five-Year Capital Plan:
  - 'Total new seats created' was revised from 4,764 to 3,657.
  - 'New schools constructed' was revised from nine to seven.
  - 'New additions constructed' was revised from one to two.
- In the Agency Resources table, the Fiscal 2025 value for 'Personnel' was published incorrectly in the Fiscal 2026 Preliminary Mayor's Management Report as 1,059. The correct value is 946.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- SCA's 2025–2029 Five-Year Capital Plan:
  https://www.nycsca.org/Community/Capital-Plan-Reports-Data#Capital-Plan-67

For more information on the agency, please visit: www.nycsca.org.

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT **Sandra Escamilla-Davies, Commissioner**

WHAT WE DO

The Department of Youth and Community Development (DYCD) invests in a citywide network of community-based organizations that open pathways for New Yorkers to connect, learn, and thrive. Through programs that are designed to mitigate the effects of poverty, expand educational opportunities, strengthen families, and support immigrant communities, DYCD helps ensure that New Yorkers of all ages can access resources that promote positive youth and community development, economic mobility, and long-term stability and success.

Signature programs include DYCD's Comprehensive After-School System of NYC (COMPASS NYC), the nation's largest free afterschool and summer enrichment program for young people in grades K-8, serving nearly 116,300 participants in the last school year. Offered at New York City public elementary and middle schools, community centers, family shelters, and juvenile justice facilities, COMPASS provides school-age youth with rich developmental experiences from arts and recreation to academic enrichment and physical fitness while offering safe, supportive child care for working families. DYCD's Summer Youth Employment Program (SYEP) and other workforce development programs connect young people and adults with paid work experience, career exploration, and skill-building opportunities.

DYCD also oversees the City's continuum of services for runaway and homeless youth (RHY), supports 192 community centers serving New Yorkers of all ages across the City (including Beacon centers in public schools and Cornerstone centers in public housing facilities), and manages more than 1,000 City Council-funded discretionary programs each year. These investments ensure that children, youth, families, and communities have access to inclusive, high-quality services where they live.

In Fiscal 2026, DYCD oversaw the Office of Neighborhood Safety, strengthening community infrastructure and supporting safer, healthier neighborhoods.

FOCUS ON EQUITY

DYCD is deeply committed to ensuring that its policies, practices, and investments advance equity across all communities. The Agency continues to refine its program design and outreach strategies so that services reach New Yorkers who need them most. DYCD incorporates explicit equity expectations into human services solicitations, expands provider capacity through training on accessibility, universal design, and equity best practices, and uses an equitable investment methodology that prioritizes neighborhoods with the highest needs. This focus has driven meaningful expansion of services for youth up to age 24, New York City Housing Authority (NYCHA) residents, and runaway and homeless youth—including those who identify as transgender or nonbinary.

DYCD strengthened outreach through multilingual engagement and systems that improve how community needs are assessed and addressed. The Department's public engagement tracker further enhances its ability to respond to feedback, identify gaps, and improve service delivery.

DYCD administers the Communities of Color Nonprofit Stabilization Fund, which strengthens Black-, Latino-, and Asian-led organizations. In Fiscal 2026, DYCD launched the Leadership Academy Pilot to support emerging organizations in building strong and sustainable operations. The Department continues to advance equity within its own workforce through demographic reviews, expanded mentoring, and leadership development opportunities.

OUR SERVICES AND GOALS

SERVICE 1 **Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.**

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

SERVICE 2 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 2a Engage young people in programs that support and strengthen their overall development.

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

SERVICE 3 **Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

Goal 3a Engage young people in training and employment programs to support career readiness.

SERVICE 4 **Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

Goal 4a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Goal 4b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

In Fiscal 2026, DYCD-funded community-based organizations (CBOs) delivered high-quality programming citywide, with participation reaching record levels. A total of 378,311 young people participated in DYCD-funded programs, a three percent increase from 368,517 in Fiscal 2025, and adult participation increased five percent to 118,726. This growth reflects expanded access in COMPASS NYC and for homeless young adults, as well as strong community demand. During Fiscal 2026, 94 percent of participants identified as Black, Indigenous, or People of Color, underscoring the Agency's role in advancing equitable access.

DYCD administered 1,749 City Council discretionary awards, a 16 percent increase from Fiscal 2025, and expanded capacity-building efforts, training 14,602 provider staff, 26 percent more than last year. DYCD also conducted 52 stakeholder focus groups, a 30 percent increase from Fiscal 2025, integrating community insights into program design including the selection of an outcome measurement tool for social and emotional learning in COMPASS NYC programs and system improvements for case management programs. The Agency also received 23,299 responses to its triennial Community Needs Assessment, demonstrating strong public engagement. DYCD's Evaluation and Planning teams are finalizing analysis to inform the Agency's community anti-poverty programs and service planning more broadly.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Young people involved in DYCD-funded programs	305,566	335,470	364,171	368,517	378,311	⇧	⇧	Up	Up
★ Adults involved in DYCD-funded programs	73,338	80,066	114,711	113,503	118,726	⇧	⇧	Up	Up
Participants who are Black, Indigenous, or People of Color (%)	90%	90%	91%	93%	94%	*	*	Neutral	Up
City Council discretionary awards administered through DYCD	1,233	1,471	1,202	1,508	1,749	*	*	Up	*
Community-based organization staff engaged in capacity building workshops	15,568	12,037	5,774	11,556	14,602	*	*	Neutral	Up
Stakeholder focus groups conducted to inform program design	52	59	97	40	52	*	*	Down	Up
Survey responses for Community Needs Assessment	NA	28,491	NA	NA	23,299	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 2a Engage young people in programs that support and strengthen their overall development.

COMPASS school year enrollment increased four percent to 116,298 and exceeded the target of 112,054. Elementary school enrollment increased 12 percent to 52,629 reflecting the addition of 40 new elementary programs, further expanding access to high-quality afterschool opportunities. Enrollment in SONYC/middle school summer programs increased 10 percent to 27,900, as COMPASS providers took on a larger portion of Summer Rising programs than in summer 2024. In summer 2025, DYCD provided Summer Rising enrichment experiences for 113,376 youth, delivered in partnership with NYC Public Schools, exceeding the target of 110,000.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ Participants in COMPASS NYC programs —School year	112,441	117,179	116,926	111,868	116,298	112,054	112,054	Neutral	*
– Elementary school programs (school year)	46,502	47,992	47,184	47,026	52,629	47,372	47,372	Neutral	*
– School's Out NYC/middle school programs (school year)	62,309	65,075	64,768	62,249	61,305	48,702	48,702	Neutral	*
Participants in COMPASS NYC elementary school programs (summer)	66,520	75,375	73,449	77,038	80,775	72,000	72,000	Up	Up
Participants in COMPASS NYC – School's Out NYC/middle school programs (summer)	28,658	31,170	32,060	25,328	27,900	25,000	25,000	Neutral	*
Summer participants in grades K-8 enrolled in Summer Rising	104,014	112,544	115,662	115,048	113,376	110,000	110,000	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

In Fiscal 2026, DYCD providers of Runaway and Homeless Youth (RHY) services operated 753 beds for youth ages 16 to 20. RHY Crisis Services Programs served 1,540 youth, an eight percent increase from Fiscal 2025, and Transitional Independent Living (TIL) Support Programs served 1,124 youth, up seven percent from last fiscal year. Crisis Services utilization temporarily dipped due to building repairs at one site, however, the program subsequently resumed full operations and continued delivering strong outcomes, with 85 percent of youth reunited with family or placed in safe environments.

DYCD expanded capacity for homeless young adults ages 21 to 24 by 50 beds, bringing the total to 110. Crisis Services Programs served 239 young adults, a 72 percent increase from Fiscal 2025, and TIL Support Programs served 87, an 85 percent increase; both exceeded their targets. DYCD also reached record levels of drop-in case management, serving 2,887 youth and young adults after opening an additional Drop-In Center in the Bronx. Street outreach made 15,076 contacts following temporary staffing boosts in this service area.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Runaway and homeless youth served — Crisis services programs	1,707	1,827	1,709	1,421	1,540	2,000	2,000	Down	*
★ Runaway and homeless youth served – Transitional Independent Living support programs	1,101	1,133	1,188	1,046	1,124	1,000	1,000	Neutral	*
Residential beds for runaway or homeless youth	753	753	753	753	753	753	753	Neutral	*
Utilization rate for Crisis Services Programs (% of runaway or homeless youth beds)	72%	81%	91%	94%	84%	90%	90%	Up	Up
Utilization rate for Transitional Independent Living support programs (% of runaway or homeless youth beds)	73%	75%	92%	95%	94%	90%	90%	Up	Up
Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	74%	79%	86%	84%	85%	75%	75%	Up	Up
Youth reunited with family or placed in a suitable environment from Transitional Independent Living support programs (%)	88%	87%	83%	92%	92%	85%	85%	Neutral	Up
Homeless young adults served – Crisis Services Programs	192	198	179	139	239	150	150	Neutral	Up
– Transitional Independent Living support programs	46	46	52	47	87	50	50	Up	Up
Residential beds for homeless young adults	60	60	60	60	110	60	160	Up	Up
Utilization rate for Crisis Services Programs (% of homeless young adult beds)	92%	97%	97%	98%	97%	90%	90%	Neutral	Up
Utilization rate for Transitional Independent Living support programs (% of homeless young adult beds)	96%	46%	99%	99%	90%	90%	90%	Up	Up
Young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	64%	63%	83%	92%	90%	75%	75%	Up	Up
Young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	79%	71%	70%	87%	90%	85%	85%	Up	Up
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	4,317	3,546	5,043	5,172	NA	2,600	2,600	NA	*
Youth and young adults served through case management - Drop-In Centers	1,930	2,231	2,714	2,269	2,887	1,400	1,400	Up	*
Youth served by DYCD street outreach	11,002	13,395	12,186	13,455	15,076	9,600	9,600	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

Goal 3a Engage young people in training and employment programs to support career readiness.

DYCD's flagship Summer Youth Employment Program (SYEP) reached 97,444 participants, setting a new record of service. Early application acceptance and targeted outreach to young people residing in NYCHA developments and the six priority precincts as well as youth with barriers to employment contributed to a 14 percent increase in worker applications compared to Fiscal 2025. Total stipends and wages grew by eight percent to $150.5 million. Combined with other City agencies, SYEP once again exceeded the citywide goal of 100,000 summer opportunities for the fourth consecutive year.

More New Yorkers were able to access other DYCD-funded workforce initiatives as well. DYCD's federally funded Workforce Innovation and Opportunity Act (WIOA) Train & Earn programs enrolled 1,378 participants, a 43 percent increase from Fiscal 2025, Learn & Earn enrolled 1,190, and Advance & Earn served 1,456 participants, a 22 percent increase—a reflection of expanded CBO provider capacity and effective program redesign by offering more in-demand trainings that are aligned to the labor market.

Community Resources for Employment and Development Program (CRED) NYC initiative launched in March 2025 to deliver workforce programming to New Yorkers ages 18 to 40 who are justice-involved or from high-need communities disproportionately impacted by crime and violence. The program provides up to 24 weeks of work readiness and occupational skills training in high-demand sectors, paid internships, job placement support and comprehensive wraparound services. CRED NYC enrolled 887 participants in Fiscal 2026, an increase of 180 percent from the 317 participants in Fiscal 2025 when the program launched mid-year. The program is slated for expansion in Fiscal 2027 to serve more participants by offering more trainings in existing sectors and new sectors.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Summer Youth Employment Program applications	153,781	167,141	176,390	183,363	209,602	*	*	Up	Up
★ ✹ Participants in Summer Youth Employment Program	74,884	91,270	95,563	97,004	97,444	95,000	95,000	Up	*
Total SYEP stipends and wages paid ($000,000)	$97.4	$117.7	$124.6	$139.9	$150.5	$124.6	$124.6	Up	Up
Participants in Train & Earn (Out-of-School Youth) programs	1,251	1,258	1,152	967	1,378	1,380	1,380	Neutral	*
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)	56%	67%	64%	NA	NA	71%	71%	NA	Up
Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)	69%	71%	66%	NA	NA	62%	62%	NA	Up
Participants in Learn & Earn (In-School Youth) programs	1,061	1,064	1,043	1,173	1,190	1,190	1,190	Up	*
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)	63%	78%	79%	NA	NA	71%	71%	NA	Up
Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)	61%	73%	64%	NA	NA	62%	62%	NA	Up
✹ Participants in Advance & Earn training and internship programs	948	905	1,152	1,197	1,456	1,380	1,380	Up	Up
Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	48%	32%	18%	34%	NA	*	*	NA	Up
Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)	51%	58%	58%	67%	67%	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City

Goal 4a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Community-based programming funded by DYCD offered an array of neighborhood-centered activities across all five boroughs. In Fiscal 2026, DYCD's anti-poverty initiatives, which respond to community needs, served 9,596 New Yorkers, a one percent decrease from Fiscal 2025 and below the target of 10,467. The share of participants achieving target outcomes decreased 11 percentage points, from 73 percent to 62 percent, below the 68 percent target. Overall outcomes decreased as new and expanded Fatherhood programs began program start-up mid-year in January 2026, which led to less time to reach target outcomes. These programs are now positioned for stronger results in the upcoming fiscal year.

Beacon and Cornerstone community centers continued to play a vital role for community residents of all ages. Beacon programs engaged 54,387 youth and 17,060 adults and Cornerstone programs engaged 20,660 youth and 7,424 adults. Participation at a wide range of local events remained high, with Beacon youth event attendance increasing three percent to 59,213 and adult event attendance increasing seven percent to 73,627 reflecting the importance of community centers as a focal point for connection and engagement in the life of residents.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ Participants in community anti-poverty programs	12,521	9,647	10,051	9,724	9,596	10,467	10,467	Down	*
Community anti-poverty program participants achieving target outcomes (%)	68%	67%	75%	73%	62%	68%	68%	Neutral	Up
Youth participants at Beacon programs – Full fiscal year	29,706	49,210	56,525	53,796	54,387	55,200	55,200	Up	*
Youth attendance at Beacon program events – Full fiscal year	34,255	33,363	49,005	57,561	59,213	*	*	Up	*
Youth participants in Beacon programs – Summer	10,295	12,450	14,084	18,730	18,470	9,200	9,200	Up	Up
Adult participants in Beacon programs – Full fiscal year	9,417	13,043	16,712	17,353	17,060	9,200	9,200	Up	*
Adult attendance in Beacon program events – Full fiscal year	31,084	36,623	65,992	68,612	73,627	*	*	Up	*
Youth participants in Cornerstone programs – Full fiscal year	15,991	17,895	19,065	21,122	20,660	15,796	15,796	Up	Up
Youth participants in Cornerstone programs – Summer	7,457	9,160	9,973	10,512	11,856	5,791	5,791	Up	Up
Adult participants in Cornerstone programs – Full fiscal year	6,337	7,471	7,074	6,725	7,424	3,582	3,582	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

In Fiscal 2026, DYCD supported 13,560 participants through programs designed to boost literacy and education skills, including through Adult Basic Education/High School Equivalency (ABE/HSE), Basic Education in the Native Language/English for Speakers of Other Languages (BENL/ESOL), and Adolescent Literacy programs. Of total participants, 57 percent demonstrated they met improvement standards, a three percentage point increase from Fiscal 2025 and above the 55 percent target.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Participants in DYCD-funded English literacy programs	13,983	16,520	18,191	13,429	13,560	14,120	14,120	Neutral	*
Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	59%	59%	59%	54%	57%	55%	55%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

DYCD-funded services designed to support immigrants reached 2,714 participants, a 15 percent decrease from Fiscal 2025 and below the target of 3,325, due to unanticipated provider withdrawals. DYCD plans to onboard new organizations to restore program capacity. Participants achieving positive outcomes increased nine percentage points to 79 percent, the highest result to date and above the 62 percent target.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Participants in immigrant services programs	1,323	1,262	3,073	3,204	2,714	3,325	3,322	Up	*
Participants in immigrant services programs achieving positive outcomes (%)	65%	49%	64%	70%	79%	62%	62%	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Contracts funded	2,987	3,053	2,238	2,587	2,881	*	*	Neutral	*
Contracts terminated or withdrawn	11	5	10	2	80	0	0	Up	*
Value of agency contracts ($000)	$809,438	$910,429	$1,195,256	$1,311,015	$1,360,514	*	*	Up	*
Value of intracity agreements ($000)	$9,324	$20,254	$22,130	$26,789	$24,966	*	*	Up	*
Fiscal audits conducted	199	221	186	404	179	175	175	Up	*
Expenditure report reviews	26,416	26,881	20,973	14,995	20,973	*	*	Down	*
★ Programmatic reviews/contract monitoring	6,716	8,179	8,555	9,062	10,569	*	*	Up	*
Agency assessments completed for the prior fiscal year	NA	NA	1,343	1,174	785	*	*	NA	*
★ Agency assessments completed for the prior fiscal year as a percent of total agency contracts (%)	NA	NA	86%	93%	58%	70%	70%	NA	Up
Human services contracts	NA	NA	NA	726	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	72%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$824.01	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Calls to Community Connect	NA	NA	NA	31,348	31,252	*	*	NA	Up
Calls answered within 30 seconds (%)	NA	NA	NA	NA	NA	*	*	NA	Up
Completed requests for interpretation	NA	NA	NA	1,408	782	*	*	NA	*
Agency participants surveyed for overall participant satisfaction	9,785	19,351	15,911	19,440	21,742	*	*	Up	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$971.6	$1,126.5	$1,291.7	$1,349.3	$1,525.8	$1,548.3	$1,801.4	Up
Personnel	480	505	572	605	711	753	731	Up
Overtime paid ($000)	$233	$369	$171	$91	$153	$154	$153	Down
Human services contract budget ($000,000)	$768.8	$868.4	$1,021.7	$1,036.2	$1,311.8	$1,298.4	$1,379.8	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$59.5	$64.5	
002 - Executive and Administrative	$29.6	$28.5	All
105 - Youth Workforce and Career Training	$7.9	$7.6	All
311 - Program Services	$20.2	$24.3	All
401 - Neighborhood Safety	$1.9	$4.1	All
Other Than Personal Services - Total	$1,289.8	$1,461.3	
005 - Community Development	$129.3	$161.2	1a, 4a, 4b, 4c
106 - Youth Workforce and Career Training	$305.3	$317.7	1a, 3a
204 - Runaway and Homeless Youth	$53.4	$63.3	1a,2b
312 - Other than Personal Services	$636.9	$730.2	All
402 - Neighborhood Safety	$164.9	$188.9	1a, 3a, 4a
Agency Total	$1,349.3	$1,525.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Sandra Escamilla-Davies was appointed as Commissioner of the Department of Youth and Community Development in January 2026.
- The previously published figures for the indicator 'Young people involved in DYCD-funded programs' in Goal 1a have been updated based on underlying data updates:
  - Fiscal 2022 from 306,241 to 305,566
  - Fiscal 2023 from 336,202 to 335,470
  - Fiscal 2024 from 365,345 to 364,171
  - Fiscal 2025 from 378,445 to 368,517

- Previously published figures for the indicator 'Youth and young adults served through case management - Drop-In Centers' in Goal 2b have been updated after further data review:
  - Fiscal 2024 from 2,829 to 2,714
  - Fiscal 2025 from 2,588 to 2,269
- The previously published target for the indicator 'Residential beds for runaway and homeless youth' was erroneously reported as 160 for Fiscal 2026 and Fiscal 2027 and revised to the correct target of 753.
- The Fiscal 2027 target for 'Residential beds for homeless young adults' in Goal 2b was revised from 60 to 160 to reflect funding for 100 additional beds.
- Due to a data issue, the Fiscal 2026 figure for 'Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth' in Goal 2b is not available.
- The Fiscal 2026 figures for the following Goal 3a indicators come from the New York State Department of Labor and are not yet available.
  - 'Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)'
  - 'Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)'
  - 'Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)'
  - 'Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)'
  - 'Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)'
  - 'Advance & Earn participants who attain a credential or high school equivalency diploma within 1 year of program enrollment (%)'
- The previously published figures for the indicator 'Participants in Train & Earn (Out-of-School Youth) programs' in Goal 3a have been updated based on an updated definition:
  - Fiscal 2022 from 1,506 to 1,251
  - Fiscal 2023 from 1,600 to 1,258
  - Fiscal 2024 from 1,635 to 1,152
  - Fiscal 2025 from 1,350 to 967
- The previously published figures for the indicator 'Participants in Learn & Earn (In-School Youth) programs' in Goal 3a have been updated based on an updated definition:
  - Fiscal 2022 from 1,486 to 1,061
  - Fiscal 2023 from 1,408 to 1,064
  - Fiscal 2024 from 1,587 to 1,043
  - Fiscal 2025 from 1,903 to 1,173

- The previously published figures for the indicator 'Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)' in Goal 3a have been updated based on an updated definition:
  - Fiscal 2022 from 40% to 48%
  - Fiscal 2023 from 26% to 32%
  - Fiscal 2024 from 26% to 18%
  - Fiscal 2025 from NA to 34%
- The previously published figures for the indicator 'Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)' in Goal 3a have been updated based on an updated definition:
  - Fiscal 2022 from 40% to 51%
  - Fiscal 2023 from 52% to 58%
  - Fiscal 2024 from 38% to 58%
  - Fiscal 2025 from NA to 67%
- Previously published Fiscal 2025 figure for the indicator 'Youth participants at Beacon programs – Full fiscal year' in Goal 4a was updated from 62,292 to 53,796 after further data review.
- Fiscal 2027 target for 'Participants in DYCD-funded English literacy programs' in Goal 4b was revised from 13,714 to 14,120 based on contracted service levels.

ADDITIONAL RESOURCES

For additional information go to:

- To explore program locations and apply for services, please visit: https://discoverdycd.dycdconnect.nyc/
- For more information on the Social Indicators and Equity Report, EquityNYC: https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/dycd.

PUBLIC LIBRARIES

Linda E. Johnson, President — Brooklyn Public Library System
Dennis M. Walcott, President — Queens Public Library System
Anthony W. Marx, President — New York Public Library System

WHAT WE DO

The City's three independent library systems (the Libraries): Brooklyn Public Library (BPL), New York Public Library (NYPL), and Queens Public Library (QPL), provide a wide range of free library services to all New Yorkers.

The Libraries oversee 220 local library locations across the five boroughs of New York City, including five research library centers. The Libraries offer free and open access to books, periodicals, non-print materials, electronic resources, mobile and streaming technology, and the internet. They also provide reference and career services, professional development, and educational, cultural, and recreational programming for adults, young adults, and children. The Libraries' collections include 377 electronic databases and more than 65 million books, periodicals, and other circulating and reference items.

FOCUS ON EQUITY

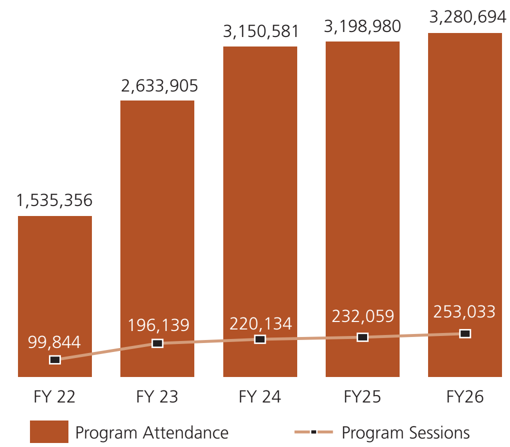
As part of the City's social infrastructure, the Brooklyn Public Library, New York Public Library, and Queens Public Library prioritize equitable access to resources for patrons across all five City boroughs. The commitment to equity starts with collections. There are vast disparities in access and exposure to books among homes and communities across the City, especially for children in lower-income neighborhoods who are less likely to read at grade level. The Libraries invest in robust collections, as well as book giveaways that serve children in low-income neighborhoods and book deserts, areas where reading materials are difficult to obtain. In addition, the Libraries offer collections that reflect the interests and needs of the diverse communities they serve. To encourage New Yorkers' ongoing use of their branches and ensure that everyone has access to resources no matter their circumstances, the Libraries do not charge late fines on overdue materials.

Library programs and services, particularly those centered on education, further advance the Libraries' focus on equity. Through programs like storytimes, family literacy workshops, and Pre-K partnerships, the Libraries have established themselves as the leading providers of early literacy programming and services in the City. All three systems conduct vital after-school programming, which helps students in historically disadvantaged neighborhoods keep pace with their more affluent peers. Young adult patrons have access to Teen Centers, college and career readiness counseling, one-on-one tutoring, and other innovative programs to promote learning and development in safe and inclusive spaces.

Equity is integral to the Libraries' adult offerings as well, including financial literacy resources, one-on-one career services, and technology classes that help patrons develop professional competencies such as coding and website development. These services are particularly valuable for New Yorkers who are searching for jobs, seeking to build their professional skills, or impacted by the digital divide—the gap between those who have access to and can effectively use information and communication technologies and those who lack such access. To support New Yorkers without access to a computer or internet at home, the Libraries offer computers and WiFi for public use. In addition to in-person programming and services, the three systems offer virtual classes and online resources, which allow the Libraries to reach individuals who are unable to visit their local branch. In partnership with the New York City Office of Technology and Innovation, the three library systems launched Neighborhood Tech Help, a program that provides in-person, one-on-one support to help New Yorkers in underserved communities improve their technology skills.

Demand for library services remains high across all three systems. In Fiscal 2026, program attendance at BPL remained steady compared to Fiscal 2025, growing slightly from 840,287 attendees to 843,581 attendees. Program attendance at NYPL—Branch rose 10 percent, from 1,239,847 in Fiscal 2025 to 1,365,681 in Fiscal 2026. Similarly, QPL's program attendance rose 11 percent, from 964,018 in Fiscal 2025 to 1,071,432 in Fiscal 2026. Both active library cards and new library card registrations also rose across all three systems. Additionally, electronic visits to the three Libraries' respective websites increased substantially—35 percent for BPL to 13.1 million visits, 114 percent for NYPL to 51.8 million visits, and 52 percent for QPL to 7.5 million visits, although each system has acknowledged an increase in bot traffic over the last fiscal year.

Program Attendance and Program Sessions at Library Systems



The City's public libraries provide vital resources for immigrants such as English for Speakers of Other Languages (ESOL) and civics classes. Across the three library systems, programs such as digital literacy classes, book discussions, storytimes, financial literacy workshops, computer classes, "Know Your Rights" forums, health and wellness programs, and cultural events are offered in over 20 languages, depending on the service and location. Programs may be offered in Arabic, American Sign Language, Bengali, Cantonese, English, French, Haitian Creole, Hebrew, Italian, Japanese, Korean, Mandarin, Nepali, Portuguese, Russian, Spanish, Tagalog, Urdu, Yiddish, and more. Through a collaboration with the Mayor's Office of Immigrant Affairs, library staff were trained to launch and lead classes at English Learning and Support Centers at select branches, a partnership which has since been renewed and expanded.

The Libraries' commitment to equity yields a credibility and trust that make them strong partners for the public, City agencies, and community-based organizations on a wide range of initiatives. Libraries function as cooling centers, voting locations, mask distribution sites, and dependable spaces for community outreach for elected officials and government agencies. The three systems' credibility, along with their reach, make the Libraries a valuable partner for civic engagement and voter education initiatives, including distribution of voter education materials and trainings with the City's Campaign Finance Board on voting protocols as part of their NYC Votes program. Libraries are also a critical partner to the New York City Civic Engagement Commission and the New York City Council's Participatory Budgeting initiatives, which play an important role in engaging communities in budgeting decisions.

Providing trusted, safe, and reliable spaces for all New Yorkers is key to encouraging patrons' engagement with library programs and services. All three systems work diligently, with limited resources, to renovate existing branches and build new locations when possible, balancing the needs of each neighborhood while prioritizing urgent building repairs. The Libraries assess the conditions and needs of every branch, particularly regarding critical infrastructure, to ensure buildings are properly and equitably cooled, heated, and accessible.

The Libraries continue to be spaces that are uniquely equipped to advance equity in New York City. Whether as a student taking advantage of a Teen Center, an adult building a new professional skill set, a toddler discovering the joys of storytime, or an immigrant seeking vital resources to navigate their transition to New York City, every New Yorker can count on their libraries for access to the tools, resources, and growth opportunities they need to find success in their lives.

BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average weekly scheduled hours	47.0	47.0	48.0	48.0	48.0	*	*	Neutral	*
Libraries open seven days per week (%)	11%	11%	8%	13%	13%	*	*	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	98%	83%	*	*	Down	*
★ Circulation (000)	9,318	9,867	9,570	9,786	10,457	9,600	9,600	Neutral	Up
Reference queries (000)	446	71	34	2,884	2,978	*	*	Up	Up
Electronic visits to website (000)	3,008	3,859	5,089	9,733	13,105	4,000	4,000	Up	Up
Computers for public use	2,586	2,600	3,208	3,208	2,347	*	*	Neutral	Up
Computer sessions (000)	331	602	790	839	733	*	*	Up	Up
Wireless sessions	NA	NA	2,108,600	1,685,161	1,583,140	*	*	NA	Up
Program sessions	25,383	55,767	73,337	83,631	86,626	*	*	Up	Up
★ Program attendance	387,494	596,753	816,216	840,287	843,581	*	*	Up	*
★ Library card holders (000)	1,472	1,409	1,581	1,728	1,591	1,500	1,500	Up	Up
Active library cards (000)	494	591	604	662	697	*	*	Up	*
New library card registrations	143,441	180,069	238,926	202,833	209,565	*	*	Up	*
★ Total library attendance (000)	2,979	4,064	5,984	6,035	5,842	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

NEW YORK PUBLIC LIBRARY—BRANCH

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average weekly scheduled hours	48.4	48.4	48.0	49.0	49.0	*	*	Neutral	*
Libraries open seven days per week (%)	8%	8%	0%	8%	14%	*	*	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	91%	*	*	Neutral	*
★ Circulation (000)	14,310	16,530	17,168	17,006	17,951	16,000	17,000	Up	Up
Reference queries (000)	3,801	4,231	4,614	5,043	5,131	*	*	Up	Up
Electronic visits to website (000)	26,015	23,449	28,333	24,160	51,810	20,000	20,000	Up	Up
Computers for public use	3,748	4,409	4,409	5,012	4,862	*	*	Up	Up
Computer sessions (000)	929	1,222	1,370	1,529	1,556	*	*	Up	Up
Wireless sessions	591,454	1,353,853	2,402,971	2,680,733	2,738,082	*	*	Up	Up
Program sessions	43,103	84,154	88,586	90,447	103,917	*	*	Up	Up
★ Program attendance	505,595	1,031,424	1,216,843	1,239,847	1,365,681	*	*	Up	*
★ Library card holders (000)	2,111	2,075	2,310	2,375	2,444	2,100	2,300	Up	Up
Active library cards (000)	722	867	1,327	1,404	1,544	*	*	Up	*
New library card registrations	295,448	407,167	444,783	429,029	459,638	*	*	Up	*
★ Total library attendance (000)	5,346	7,341	8,006	8,789	8,941	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

NEW YORK PUBLIC LIBRARY—RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average weekly scheduled hours	49.4	51.0	49.7	51.0	51.0	*	*	Neutral	*
Libraries open seven days per week (%)	33%	33%	0%	33%	33%	*	*	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Reference queries (000)	112	272	278	294	297	*	*	Up	Up
Program sessions	2,623	3,062	2,812	3,064	3,691	*	*	Up	Up
★ Program attendance	101,663	126,555	151,468	154,828	163,414	*	*	Up	*
★ Total library attendance (000)	1,796	3,456	3,953	4,202	4,356	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

QUEENS PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average weekly scheduled hours	37.8	44.3	45.0	45.0	45.0	*	*	Up	*
Libraries open seven days per week (%)	1%	3%	1%	5%	11%	*	*	Up	Up
★ Libraries open six days per week (%)	55%	86%	90%	92%	87%	*	*	Up	*
★ Circulation (000)	6,738	7,719	8,698	10,875	11,508	7,000	9,000	Up	Up
Reference queries (000)	714	1,028	1,206	1,272	1,257	*	*	Up	Up
Electronic visits to website (000)	3,354	3,248	3,498	4,943	7,510	3,500	4,000	Up	Up
Computers for public use	6,095	5,174	4,275	3,268	3,268	*	*	Down	Up
Computer sessions (000)	495	732	840	982	1,012	*	*	Up	Up
Wireless sessions	466,572	583,803	1,755,367	2,656,581	2,470,527	*	*	Up	Up
Program sessions	28,735	53,156	55,399	54,917	58,529	*	*	Up	Up
★ Program attendance	540,604	879,173	966,054	964,018	1,071,432	*	*	Up	*
★ Library card holders (000)	1,457	1,548	1,541	1,655	1,494	1,500	1,500	Neutral	Up
Active library cards (000)	869	726	716	746	849	*	*	Neutral	*
New library card registrations	55,286	92,854	103,778	114,944	117,810	*	*	Up	*
★ Total library attendance (000)	3,945	5,676	6,332	6,586	6,335	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$431.0	$473.1	$461.6	$507.6	$539.8	$527.3	$538.1	Up
Personnel	3,889	4,108	4,043	4,217	4,272	4,311	4,403	Up
Capital commitments ($000,000)	$142.1	$73.2	$149.9	$200.1	$163.3	$294.9	$327.9	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$141.4	$149.8
New York Public Library - Branch, Agency Total[1]	$185.7	$196.6
003 - Lump Sum - Borough of Manhattan (OTPS)	$26.4	$26.7
004 - Lump Sum - Borough of the Bronx (OTPS)	$24.6	$24.8
005 - Lump Sum - Borough of Staten Island (OTPS)	$11.1	$11.1
006 - Systemwide Services (OTPS)	$122.3	$132.6
007 - Consultant and Advisory Services (OTPS)	$1.4	$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS)[1]	$35.8	$38.9
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$144.6	$154.5

[1]These figures are limited to the City's contribution and planned contribution respectively [2]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2025 figure for 'Total library attendance' at New York Public Library—Branch was revised from 8,695,000 to 8,789,000 and at New York Public Library—Research from 4,201,000 to 4,202,000 after a review of historical data.
- The Fiscal 2027 target for 'Circulation' in New York Public Library—Branch was raised from 16,000,000 to 17,000,000.
- The Fiscal 2027 target for 'Library card holders' in New York Public Library—Branch was raised from 2,100,000 to 2,300,000.
- The Fiscal 2027 target for 'Circulation' in Queens Public Library—Branch was raised from 7,000,000 to 9,000,000.
- The Fiscal 2027 target for 'Electronic visits to the website' in Queens Public Library—Branch was raised from 3,500,000 to 4,000,000.
- 'Libraries open six days per week (%)' fell across the Libraries due to a change in methodology; the Libraries are now including branches closed for long-term renovations in this calculation.

ADDITIONAL RESOURCES

For additional information go to:

- NYC Civic Engagement Commission and City Council's Participatory Budgeting Initiative: https://council.nyc.gov/pb/

For more information on these libraries, please visit:

- Brooklyn Public Library: www.bklynlibrary.org.
- New York Public Library: www.nypl.org.
- Queens Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK **Félix V. Matos Rodríguez, Chancellor**

WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 246,500 degree and non-degree-seeking students and offers adult and continuing education with over 178,800 course registrations. CUNY consists of 26 institutions: 11 senior colleges, seven community colleges, and eight graduate, honors, and professional schools offering over 70 doctoral programs. CUNY enrolls students in over 2,850 academic programs, and has over 7,000 full-time faculty and over 12,000 part-time faculty. In the 2024–2025 academic year, CUNY granted nearly 9,300 graduate and professional degrees, over 22,000 baccalaureate degrees, over 11,700 associate degrees, over 500 certificates, and nearly 1,100 advanced certificates.

FOCUS ON EQUITY

CUNY is an important vehicle for the upward mobility of New Yorkers. Six CUNY senior colleges ranked among the top 10 universities for social mobility (North region), with Baruch College and Hunter College both ranked number one. CUNY serves a diverse population, with 32 percent of students born outside the mainland United States and almost three in four undergraduate students attending tuition-free. In the academic year 2024–2025, over 44,700 new CUNY graduates entered the workforce or began work on more advanced degrees.

With funding from the City, CUNY runs the Accelerated Study in Associate Programs (ASAP) initiative, which provides financial resources and other barrier breaking supports to associate degree students. ASAP has more than doubled associate degree completion rates for participating students, aiming to graduate at least 50 percent of students in three years. ASAP is now considered a national model, receiving the distinguished 2020 Innovations in American Government Award from the Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government, and has been replicated across nine states at nearly 70 institutions. In the 2025–2026 academic year, ASAP enrolled 23,536 students, 11,522 of whom were new students. The program has served over 125,000 students since its launch in 2007.

ASAP students are diverse and representative of the larger population of CUNY associate degree-seeking students. Based on the most current available data, of the students served in the 2025-2026 academic year, 37 percent identified as Hispanic, 37 percent Black, 14 percent Asian/Pacific Islander, and 11 percent White. Eighty three percent of ASAP students receive either or both the federal Pell and New York State Tuition Assistance Program grants. In addition, ASAP serves as an important entry point to CUNY's senior colleges, with nearly 70 percent of ASAP graduates transferring to a baccalaureate program within four years of entering ASAP.

OUR SERVICES AND GOALS

SERVICE 1 Provide access to higher education.

Goal 1a Increase enrollment and retention.

Goal 1b Increase access to higher education through improving affordability.

SERVICE 2 Improve student outcomes.

Goal 2a Promote academic excellence and provide student support.

Goal 2b Increase graduation rates.

Goal 2c Prepare students for professional success.

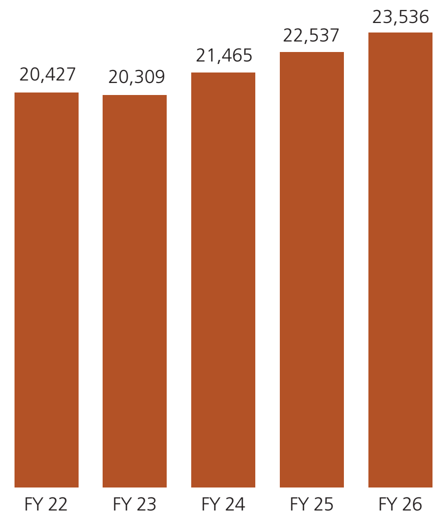
HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide access to higher education.

Goal 1a Increase enrollment and retention.

Total headcount enrollment increased four percent, from 237,671 in Fiscal 2025 to 246,503 in Fiscal 2026. At the community colleges, total enrollment increased seven percent, from 76,432 to 81,883. First-time freshman enrollment at both community and senior colleges increased, with community college freshman enrollment increasing 10 percent from 13,167 to 14,433 and senior college freshman enrollment increasing one percent from 22,323 to 22,543. The one-year retention rates of freshmen pursuing associate and baccalaureate degrees both increased from 61.5 percent to 68.7 percent and from 83.2 percent to 85.4 percent, respectively. Total ASAP enrollment increased by four percent, from 22,537 in Fiscal 2025 to 23,536 in Fiscal 2026. The one-year program retention rate of ASAP students increased over three percentage points, from 61.9 percent to 65.5 percent, during the same reporting period.

Total Students Served in CUNY Accelerated Study in Associate Programs (ASAP)



Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools increased 10 percent, from 8,688 in Fiscal 2025 to 9,582 in Fiscal 2026. This tracks with 10 percent in overall freshmen enrollment at community colleges.

The proportion of full-time students enrolled in partially or totally online courses slightly decreased one percentage point from 38.4 percent in Fiscal 2025 to 37.5 percent. CUNY continued to grow its remote options to promote accessibility. The number of degree programs that can be completed fully online increased to 223 by Fiscal 2026, a remarkable growth from 80 programs in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Total headcount enrollment	243,389	225,881	233,352	237,671	246,503	*	*	Neutral	*
Total full-time equivalent enrollment	181,034	166,813	172,520	175,011	180,016	*	*	Neutral	*
Total headcount enrollment at CUNY community colleges	73,031	67,584	74,636	76,432	81,883	*	*	Up	*
Enrollment in STEM disciplines at CUNY community colleges	11,519	10,483	11,323	11,280	11,301	*	*	Neutral	Up
Enrollment of first-time freshmen in CUNY community colleges	12,932	12,396	13,681	13,167	14,433	*	*	Up	*
Enrollment of first-time freshmen in CUNY senior colleges	21,787	22,161	22,538	22,323	22,543	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	8,811	8,685	9,274	8,688	9,582	*	*	Neutral	*
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs (%)	59.1%	60.2%	62.3%	61.5%	68.7%	*	*	Up	Up
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs (%)	81.0%	80.4%	83.1%	83.2%	85.4%	*	*	Neutral	Up
One-year program retention rate of ASAP students (%)	62.4%	60.4%	58.8%	61.9%	65.5%	*	*	Neutral	Up
Total students served in CUNY Accelerated Study in Associate Programs	20,427	20,309	21,465	22,537	23,536	*	*	Up	Up
Students who transferred from a CUNY senior college to a non-CUNY college (%)	1.6%	2.1%	1.8%	1.7%	1.7%	*	*	Neutral	*
Students who transferred from a CUNY community college to a non-CUNY college (%)	2.0%	2.5%	2.3%	2.2%	2.2%	*	*	Neutral	*
Students who transferred from a CUNY community college to another CUNY college (%)	12.6%	11.5%	11.1%	10.9%	11.4%	*	*	Neutral	*
Students who leave a CUNY college and do not continue their education elsewhere (%)	18.4%	20.8%	18.7%	19.3%	19.1%	*	*	Neutral	Down
CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.5%	46.3%	47.9%	49.8%	49.0%	*	*	Neutral	Up
Instructional (student) full-time equivalencies enrolled in partially or totally online courses (%)	90.3%	40.9%	38.1%	38.4%	37.5%	*	*	Down	Up
Degree programs that can be completed fully online	80	94	158	218	223	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Increase access to higher education through improving affordability.

In Fiscal 2026, tuition remained the same at $4,800 for the community colleges and $6,930 for the senior colleges. There was a slight decrease in the percentage of community college students receiving federal financial aid, from 59.9 percent in Fiscal 2025 to 58.6 percent in Fiscal 2026. There was also an increase in the percentage of community college students receiving New York State financial aid though the Tuition Assistance program, from 36.6 percent in Fiscal 2025 to 41.8 percent in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Annual tuition at CUNY community colleges (full-time NYS resident)	$4,800	$4,800	$4,800	$4,800	$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	$6,930	$6,930	$6,930	$6,930	$6,930	*	*	Neutral	*
Expenditures per student (full-time equivalent) at CUNY community colleges	$21,157	$23,686	$21,500	$23,678	$23,727	*	*	Neutral	*
CUNY community college students receiving federal financial aid (Pell) (%)	55.6%	57.6%	57.7%	59.9%	58.6%	*	*	Neutral	*
CUNY community college students receiving Tuition Assistance Program grants (%)	25.7%	28.9%	32.8%	36.6%	41.8%	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Improve student outcomes.

Goal 2a Promote academic excellence and provide student support.

The percentage of instructional (student) full-time equivalencies taught by full-time faculty decreased at both senior and community colleges, from 40.9 percent in Fiscal 2025 to 39.7 percent in Fiscal 2026 at the senior colleges and from 60.5 percent to 58.9 percent at the community colleges. Overall student/faculty ratio rose slightly from 24:1 in Fiscal 2025 to 25:1 in Fiscal 2026, remaining at 24:1 for the senior colleges, and rising from 24:1 to 26:1 at the community colleges.

The proportion of students completing Gateway courses in English and math in their first year were mixed in Fiscal 2026 compared to Fiscal 2025, with students in Gateway English increasing from 81.8 percent to 83.6 percent, while those in Gateway Math declined from 62.6 percent to 61.0 percent.

Enrollment in College Now declined slightly, from 44,485 enrolled in Fiscal 2025 to 44,261 in Fiscal 2026, according to preliminary data. College Now is a free college transition, dual enrollment program for New York City Public Schools (NYCPS) high school students. College Now enables NYCPS high school students to develop academic momentum toward a college degree, make informed choices about college, and learn how their education can lead to a rewarding career.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Instructional (student) full-time equivalencies taught by full-time faculty (%) – Senior colleges	38.1%	36.0%	38.1%	40.9%	39.7%	*	*	Neutral	Up
– Community colleges	54.2%	57.5%	61.2%	60.5%	58.9%	*	*	Neutral	Up
Student/faculty ratio – Overall	25:1	23:1	23:1	24:1	25:1	*	*	Neutral	Down
– Community colleges	24:1	21:1	24:1	24:1	26:1	*	*	Up	Down
– Senior colleges	26:1	23:1	23:1	24:1	24:1	*	*	Neutral	Down
Full-time faculty employed by CUNY community colleges	2,014	2,055	2,039	2,000	1,969	*	*	Neutral	Up
Students completing Gateway English in their first year (%)	72.5%	75.2%	74.7%	81.8%	83.6%	*	*	Up	Up
Students completing Gateway Math in their first year (%)	55.0%	57.9%	56.7%	62.6%	61.0%	*	*	Up	Up
High school students participating in college preparation program (College Now)	32,761	34,710	40,505	44,485	44,261	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Increase graduation rates.

Associate degrees awarded at the community colleges increased five percent, from 9,384 in Fiscal 2025 to 9,865 in Fiscal 2026. The six-year system graduation rate decreased from 36.5 percent in Fiscal 2025 to 35.5 percent in Fiscal 2026 for associate students and from 57.9 percent to 56.6 percent for baccalaureate students during the same reporting period. Three-year graduation rates among ASAP students also declined from 38.5 percent in Fiscal 2025 to 34.5 percent in Fiscal 2026. Six year graduation rate declines are still affected by the COVID-19 pandemic disruption, and also reflect changes in the freshman class composition.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Associate degrees awarded at community colleges	14,900	12,364	10,342	9,384	9,865	*	*	Down	Up
★ ✹ Three-year systemwide graduation rate (%) – CUNY Accelerated Study in Associate Programs students	44.0%	39.4%	36.2%	38.5%	34.5%	⇧	⇧	Down	Up
Six-year systemwide graduation rate (%) – Community college students in STEM disciplines	37.5%	38.6%	36.7%	35.6%	33.9%	*	*	Down	Up
★ ✹ Six-year systemwide graduation rate (%) – CUNY associate degree students	38.9%	39.8%	37.6%	36.5%	35.5%	⇧	⇧	Down	Up
★ ✹ Six-year systemwide graduation rate (%) – CUNY baccalaureate students	62.0%	61.9%	60.0%	57.9%	56.6%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Prepare students for professional success.

Pass rates for the National Council Licensure Examination for Registered Nurses declined, from 89.6 percent in Fiscal 2025 to 84.9 percent in Fiscal 2026. There was also a decline in the percentage of CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation, from 70.8 percent in Fiscal 2025 to 67.2 percent in Fiscal 2026. When combined with continued education, the outcome remained steady at 99.0 percent.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Students passing the National Council Licensure Examination for Registered Nurses (%) (CY)	85.3%	78.9%	89.1%	89.6%	84.9%	*	*	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	69.8%	75.3%	75.3%	70.8%	67.2%	*	*	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	92.2%	97.8%	99.1%	99.1%	99.0%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$1,396.7	$1,269.7	$1,281.9	$1,409.0	$1,643.6	$1,627.8	$1,643.1	Up
Revenues ($000,000)	$194.8	$210.3	$214.7	$287.7	$249.4	$365.3	$415.3	Neutral
Personnel	7,472	7,249	7,618	8,008	8,148	9,379	9,375	Neutral
Overtime paid ($000,000)	$2.9	$7.3	$8.3	$9.9	$4.2	$4.2	$3.6	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$951.4	$1,046.7	
002 - Community College	$928.7	$1,023.4	All
004 - Hunter Schools	$22.7	$23.3	All
Other Than Personal Services - Total	$457.6	$597.0	
001 - Community College	$456.4	$560.6	All
003 - Hunter Schools	$1.2	$1.4	All
012 - Senior College	$0.0	$35.0	All
Agency Total	$1,409.0	$1,643.6	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. "NA" Not Available

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Félix V. Matos Rodríguez continues to serve as Chancellor of the City University of New York.
- The indicators 'One-year program retention rate of ASAP students (%)' and 'Students who leave a CUNY college and do not continue their education elsewhere' were added in Goal 1a.
- Previously published figures for the indicator 'Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools' in Goal 1a were revised after internal data review:
  - Fiscal 2022 figure was revised from 9,451 to 8,811.
  - Fiscal 2023 figure was revised from 9,128 to 8,685.
  - Fiscal 2024 figure was revised from 10,052 to 9,274.
  - Fiscal 2025 figure was revised from 9,622 to 8,688.
- Previously published figures for the indicator 'Degree programs that can be completed fully online' in Goal 1a were revised after internal data review:
  - Fiscal 2023 figure was revised from 163 to 94.
  - Fiscal 2024 figure was revised from 195 to 158.
  - Fiscal 2025 figure was revised from 196 to 218.
- Previously published Fiscal 2025 actual figure for the indicator 'Expenditures per student (full-time equivalent) at CUNY community colleges' in Goal 1b was revised from $23,021 to $23,678.
- Previously published Fiscal 2023 figure for the indicator 'Student/faculty ratio—Overall' in Goal 2a was revised from 22:1 to 23:1 after internal data review.
- Previously published Fiscal 2025 actual figures for the following indicators in Goal 2a were revised after internal data review:
  - 'Instructional (student) full-time equivalencies taught by full-time faculty (%)—Senior colleges' was revised from 40.8 percent to 40.9 percent.
  - 'Instructional (student) full-time equivalencies taught by full-time faculty (%)—Community colleges' was revised from 60.4 percent to 60.5 percent.
  - 'Students completing Gateway English in their first year (%)' was revised from 81.2 percent to 81.8 percent.
  - 'Students completing Gateway Math in their first year (%)' was revised from 61.3 percent to 62.6 percent.
- Previously published figures for the indicator 'High school students participating in college preparation program (College Now)' in Goal 2a were revised after internal data review:
  - Fiscal 2022 figure was revised from 32,166 to 32,761.
  - Fiscal 2023 figure was revised from 34,625 to 34,710.
  - Fiscal 2024 figure was revised from 39,999 to 40,505.
  - Fiscal 2025 figure was revised from 44,507 to 44,485.

ADDITIONAL RESOURCES

For additional information go to:

- Office of Applied Research, Evaluation, and Data Analytics: https://www.cuny.edu/about/administration/offices/oareda/
- The Social Indicators and Equity Report, EquityNYC: https://equity.nyc.gov/

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES

Kenny Minaya, Commissioner

WHAT WE DO

The Department of Small Business Services (SBS) helps unlock economic potential and create economic security for all New Yorkers by connecting them to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs. SBS runs NYC Business Solutions Centers to help entrepreneurs start, operate, and expand their businesses. The Agency also operates Workforce1 Career Centers to connect New Yorkers with career counseling, workforce training, and good jobs. SBS disburses grants and provides services to support the growth of local community and economic development organizations throughout the City and oversees the largest network of Business Improvement Districts (BIDs) in the country. SBS also administers the City's Minority and Women owned Business Enterprise (M/WBE) certification program, provides technical support to M/WBEs seeking to contract with the City, and cultivates business growth in key sectors.

FOCUS ON EQUITY

SBS is dedicated to promoting economic development and enhancing economic mobility. SBS actively collaborates with New Yorkers, with a special focus on historically underserved neighborhoods and communities, to create programs and services that advance economic justice. These efforts form the foundation of SBS' three key pillars: careers, businesses, and neighborhoods.

SBS offers a wide array of services designed to assist businesses, jobseekers, and communities across all five boroughs. SBS assists New Yorkers in overcoming barriers to success in business and employment, partnering with Community Development Financial Institutions (CDFIs) to support underserved entrepreneurs and connect them to capital access services. In Fiscal 2026, SBS launched the NYC Future Fund in partnership with CDFIs to offer accessible financing options to an expanded pool of businesses. SBS also established the Office of Street Vendor Services to connect street vendors to business resources, strengthen pipelines into the formal economy, and ultimately promote a more equitable economic landscape. For jobseekers, SBS offers direct hiring assistance through Jobs NYC, an initiative to serve those in the zip codes with the highest rates of unemployment. Since Calendar Year 2024, more than 18,000 jobseekers have been served through a total of 81 Jobs NYC community hiring events.

SBS also plays a central role in the City's efforts to certify and strengthen over 11,000 M/WBEs and extends direct support to the diverse range of commercial corridors in New York City, including those located in low and moderate income (LMI) areas. This support takes the form of financial assistance and technical guidance provided to Community-Based Development Organizations (CBDOs) and BIDs. SBS has a continued track record of overseeing BID creation in LMI neighborhoods, including Coney Island and Cypress Hills in Brooklyn and East Harlem in Manhattan. SBS continues to support LMI neighborhoods and promote a just economy across all corridors of New York City.

OUR SERVICES AND GOALS

SERVICE 1 Help businesses start, operate and expand in New York City.

Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.

Goal 1b Administer incentive programs that support facility renovation.

SERVICE 2 Meet businesses' talent demands by connecting New Yorkers to good jobs.

Goal 2a Match or train New Yorkers to meet the qualifications local employers require.

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SERVICE 4 Help Minority and Women-owned Business Enterprises (M/WBE) identify and compete for City contracts.

Goal 4a Increase the number of M/WBEs that obtain City contracts.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 **Help businesses start, operate and expand in New York City.**

Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.

SBS issued 747 total financial awards to 681 businesses in Fiscal 2026, increasing the number of financial awards by 33 percent (up from 563 in Fiscal 2025) and number of businesses awarded by 40 percent (up from 488 in Fiscal 2025). This is attributed to the launch of the NYC Future Fund, a revenue-based financial product designed with flexible repayment terms based on business revenue. The impact of the NYC Future Fund, as well as the continued operations of other capital access services, are reflected in the increase in value of financial awards to businesses, up 47 percent from $47 million in Fiscal 2025 to $69 million in Fiscal 2026. SBS saw a decline in the number of Customized Training Grants awarded to businesses, from 15 to 11 grants year over year. This is attributed to the phasing in of new eligibility requirements.

In Fiscal 2026, SBS increased the number of government navigation services provided, from 11,864 to 12,016. Government navigation services include curated regulatory, licensing, permitting, and inspection preparedness assistance. The number of businesses receiving government navigation assistance remained steady, with 9,226 businesses assisted in Fiscal 2026, compared with 9,348 in Fiscal 2025. Similarly, SBS supported 242 business openings in Fiscal 2026, compared with 232 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Customers and businesses served	26,688	24,312	24,663	28,121	28,487	*	*	Up	Up
★ Businesses receiving financial awards (facilitated or disbursed)	10,627	1,232	610	488	681	400	400	Down	Up
★ Financial awards to businesses (facilitated or disbursed)	10,942	1,312	669	563	747	450	450	Down	Up
Dollar value of financial awards to businesses (facilitated or disbursed) ($000)	$261,123	$109,277	$61,552	$46,890	$68,738	*	*	Down	Up
Customers served by programs that help navigate government	4,301	7,991	8,035	9,348	9,226	*	*	Up	*
Services provided to help businesses navigate government	5,876	9,813	10,339	11,864	12,016	*	*	Up	*
★ Businesses opened with assistance from SBS	164	184	218	232	242	⇧	⇧	Up	Up
Businesses awarded funding for employer-based training	15	12	12	15	11	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Administer incentive programs that support facility renovation.

The Energy Cost Savings Program (ECSP) helps retain and attract eligible businesses by reducing energy costs associated with relocation or capital improvements. Lower energy costs of up to 45 percent is a significant incentive to promote business retention for firms and facilities seeking to move, modernize, and/or expand in New York City across all boroughs.

In Fiscal 2026, 31 businesses were approved to receive ECSP, up 24 percent from 25 in the previous fiscal year. As a result of the program, 3,174 jobs were retained, up 92 percent from 1,657 in Fiscal 2025. The total value of ECSP savings for businesses decreased by 21 percent from $873,000 to $689,000, following several particularly large renovations in Fiscal 2025. ECSP figures will continue to fluctuate year to year as businesses navigate shifting financing costs that alter project sizes.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Estimated dollar value of energy savings for businesses approved for Energy Cost Savings Program benefits ($000)	$518	$308	$481	$873	$689	*	*	Up	*
Jobs retained by Energy Cost Savings Program for approved businesses	1,138	1,275	1,311	1,657	3,174	*	*	Up	*
Businesses approved for Energy Cost Savings Program benefits	48	36	26	25	31	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Meet businesses' talent demands by connecting New Yorkers to good jobs.

Goal 2a Match or train New Yorkers to meet the qualifications local employers require.

In Fiscal 2026, Workforce1 systemwide hires and promotions saw an increase for the second consecutive year, with jobseeker visits to Workforce1 Career Centers and unique customers served also recording increases. Jobseeker visits to Workforce1 Career Centers rose by 14 percent to 327,428 due to expanded outreach efforts and an increased general interest in workforce services. Customers served also increased from 100,682 in Fiscal 2025 to 105,115 in Fiscal 2026, reflecting a steady increase in total individuals served by the system.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Workforce1 systemwide hires and promotions	22,324	23,599	22,270	22,502	22,523	25,000	25,000	Neutral	*
Jobseekers registered through the Workforce1 Career Center system for the first time	33,403	38,318	43,399	49,899	49,297	*	*	Up	*
Workforce1 jobseeker visits	245,605	233,964	249,479	286,338	327,428	*	*	Up	*
✹ Customers enrolled in training	6,948	7,218	7,089	8,149	8,302	*	*	Up	Up
Customers served	81,338	87,085	90,241	100,682	105,115	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SBS oversees the largest network of BIDs in the country, providing BID formation assistance and support services for existing BIDs. SBS also administers grants and assistance to CBDOs that support merchant organizing, district marketing, beautification, and small business support.

The number of CBDOs receiving financial support increased by 16 percent in Fiscal 2026, up to 107 from 92 in Fiscal 2025. This increase reflects the inclusion of a Fiscal 2026 grant for organizations that support the nightlife industry, which also contributed to an increase in the value of financial awards to CBDOs. Following the creation of new BIDs and the expansion of existing BIDs, the total frontage feet receiving supplemental sanitation services increased from 1,631,687 in Fiscal 2025 to 1,698,223 in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Frontage feet receiving supplemental sanitation services through BIDs	1,531,377	1,552,401	1,552,401	1,631,687	1,698,223	*	*	Up	*
Value of all financial awards to community-based development organizations	$5,834,796	$13,181,864	$9,645,000	$9,618,000	$10,016,476	*	*	Up	*
Community-based development organizations receiving financial awards	62	96	102	92	107	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Help Minority and Women-owned Business Enterprises (M/WBE) identify and compete for City contracts.

Goal 4a Increase the number of M/WBEs that obtain City contracts.

The total number of certified M/WBEs increased from 11,382 in Fiscal 2025 to 11,639 in Fiscal 2026, exceeding the fiscal year target of 10,800 by eight percent. During Fiscal 2026, SBS certified and recertified a total of 2,468 M/WBEs and reached a recertification rate of 61.4 percent. SBS continues working to support certified firms to compete for and perform on government contracts through outreach, education, and technical assistance.

SBS also continued to administer and manage the Online Directory of NYC Certified Businesses and connect M/WBEs to capacity building services through contract financing, bonding assistance, mentoring, and a range of other resources. In Fiscal 2026, the number of M/WBES awarded contracts after receiving SBS services increased by eight percent from 1,383 to 1,487.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ M/WBEs certified	10,768	10,799	11,115	11,382	11,639	10,800	10,800	Neutral	Up
★ ✹ M/WBEs awarded City contracts	1,605	1,903	1,809	1,844	1,959	1,223	1,223	Up	Up
★ M/WBEs awarded City contracts after receiving procurement and capacity building assistance	1,182	1,390	1,334	1,383	1,487	891	891	Up	Up
Annual M/WBE recertification rate (%)	61.3%	60.6%	61.2%	60.2%	61.4%	*	*	Neutral	Up
✹ Newly certified and recertified businesses in M/WBE Program	2,319	2,819	2,701	2,523	2,468	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
CORE facility rating	99	99	99	98	100	*	*	Neutral	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	97%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	8,405	8,442	15,807	29,999	14,710	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$513.2	$364.1	$284.4	$277.0	$331.3	$366.7	$275.2	Neutral
Revenues ($000,000)	$0.4	$0.2	$0.8	$0.2	$0.3	$0.2	$0.2	Up
Personnel	253	288	320	313	318	433	419	Up
Overtime paid ($000)	$96	$85	$82	$59	$92	$65	$65	Neutral
Human services contract budget ($000,000)	$35.5	$32.7	$39.2	$35.9	$59.5	$58.9	$33.4	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$31.4	$36.5	
001 - Department of Business	$18.9	$20.1	All
004 - Contract Compliance and Bus. Opportunity	$3.9	$4.4	1a, 1b, 2a, 4a
010 - Workforce Investment Act	$8.5	$12.0	1a, 4a
Other Than Personal Services - Total	$245.6	$294.8	
002 - Department of Business	$41.5	$46.8	All
005 - Contract Compliance and Bus. Opportunity	$4.3	$5.1	1a, 1b, 2a, 4a
006 - Economic Development Corporation	$80.0	$92.8	Refer to table in EDC chapter
011 - Workforce Investment Act	$79.7	$101.0	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	$40.2	$49.1	1b
Agency Total	$277.0	$331.3	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Kenny Minaya was appointed Commissioner of Small Business Services in March 2026.
- The indicator 'Walk-in traffic at Workforce1 Centers' in Goal 2a has been renamed to 'Workforce1 jobseeker visits' to align with formatting for other indicators in the chapter and reflect current program terminology.

ADDITIONAL RESOURCES

For additional information go to:

- Businesses:
  https://nyc.gov/business
- Careers:
  https://www.nyc.gov/getwork
- Neighborhoods:
  https://www.nyc.gov/neighborhoods
- For more information on the agency, please visit: www.nyc.gov/sbs.

DEPARTMENT OF VETERANS' SERVICES **Yesenia Mata, Commissioner**

WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors, and families. DVS works with City, New York State, and federal agencies, as well as regional private and nonprofit partners, to improve the lives of all New York City Veterans and those close to them. The Department seeks to ensure that homeless Veterans have permanent housing and access to the support services needed to find and maintain their homes; expands education and career opportunities for Veterans; and provides the human and technological infrastructure for Veterans and their families to gain citywide access to benefits, resources, and care through the nation's leading coordinated service network.

FOCUS ON EQUITY

DVS strives to connect with New York City Veterans regardless of discharge status or branch of service in the U.S. Armed Forces, including the Reserves and National Guard. DVS serves as a critical hub for Veterans' advancement by informing the Veteran community of available resources, connecting Veterans and their families to services, and addressing gaps that the City is uniquely positioned to fill across the private, nonprofit, federal, and State sectors.

DVS recognizes and honors Veterans of all protected classes and is committed to ensuring that its programs, services, and outreach reflect the diversity of New York City's Veteran community. As part of the Agency's equity initiatives, DVS works to strengthen relationships with Veteran service organizations and trusted community-based organizations, particularly those embedded in local communities across the five boroughs. Through these partnerships, DVS seeks to expand its reach, reduce barriers to accessing services, and better engage Veterans and families who may be underserved, underrepresented, or less connected to traditional Veteran-serving systems.

DVS also serves family members, caregivers, and survivors, recognizing their essential role in the health, well-being, and overall stability of Veterans and the broader military-affiliated community.

OUR SERVICES AND GOALS

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

Goal 1b Provide Veterans with mental health support and ensure they are referred to appropriate mental health service providers as needed.

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Inform Veterans and their families about services, benefits, and resources available to them.

Goal 2b Connect Veterans to eligible resources and services.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

In Fiscal 2026, the DVS Peer Coordinator Program facilitated permanent housing placements for 209 Veterans. This exceeds the target of 92, and is a 37 percent increase compared to the Fiscal 2025 total of 153. DVS attributes the increase to additional staffing and additional housing vouchers received. DVS continues to collaborate closely with Department of Social Services to ensure that Veterans receive permanent housing and support for long-term housing stability.

DVS provided homelessness prevention and aftercare assistance to 1,599 Veterans in Fiscal 2026. This is a substantial increase from Fiscal 2025, which had a total of 509 Veterans assisted. This increase is due to greater awareness of available services following the launch of VetConnectNYC and increased need for homelessness prevention services. Of those served, 336 requested housing assistance. This is an increase from Fiscal 2025, where 250 Veterans requested this assistance. Additionally, the Agency's Housing Support and Services has staff members whose primary focus is aftercare assistance. This is to ensure that Veterans are not experiencing any issues in their current housing placement. Of the 1,599 requests from Veterans, aftercare assistance requests accounted for 1,263. This represents an increase from Fiscal 2025, when 259 veterans received aftercare assistance.

In Fiscal 2026, DVS had 114 Collaborative Case Management (CCM) housing vouchers available and utilized 41, compared with 37 available and 27 utilized in Fiscal 2025. The increase in available vouchers reflects 77 additional vouchers acquired from the New York City Housing Authority (NYCHA) in August 2025. This led to the number of vouchers utilized increasing by 52 percent, while the utilization rate declined from 73 percent to 36 percent because of the number of available vouchers. Utilizing CCM vouchers requires significant staff coordination and case management to move Veterans from initial intake through housing placement. DVS is strengthening its internal tracking and monitoring of CCM vouchers and working to increase housing staff capacity to support more efficient utilization. Even with this, the Fiscal 2026 utilization rate remained slightly above the target of 35 percent.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	52	123	126	153	209	92	92	Up	Up
Veterans and their families who received homelessness prevention and aftercare assistance from DVS	517	217	227	509	1,599	190	190	Up	Up
★ Collaborative Case Management housing vouchers available	14	49	45	37	114	27	27	Up	Up
★ Collaborative Case Management housing vouchers utilized	14	4	35	27	41	10	10	Up	Up
★ Collaborative Case Management housing vouchers utilization rate (%)	100%	8%	78%	73%	36%	35%	35%	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Provide Veterans with mental health support and ensure they are referred to appropriate mental health service providers as needed.

DVS utilizes VetConnectNYC as its primary platform for connecting Veterans to mental health resources, as DVS is not a direct mental health care provider. Through the platform, Veterans can independently access a wide range of mental health services offered by trusted community partners. VetConnectNYC also incorporates the Columbia Suicide Severity Rating Scale. Veterans whose responses indicate an elevated level of risk are immediately connected to crisis support, including the 988 Suicide & Crisis Lifeline and other appropriate intervention resources.

The implementation of VetConnectNYC has significantly expanded access to mental health screening and referral services. In Fiscal 2026, mental health referral requests increased to 131 from 33 in Fiscal 2025, an increase of 297 percent. This substantial growth is largely attributable to the expanded capabilities and accessibility of the VetConnectNYC platform.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Mental health referral requests	202	312	129	33	131	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Inform Veterans and their families about services, benefits, and resources available to them.

In Fiscal 2026, DVS continued its commitment to engaging the City's diverse Veteran and military community through both in-person outreach and digital engagement. The Agency participated in 294 public engagement events across the five boroughs, compared with 304 in Fiscal 2025 and above the target of 200. In Fiscal 2026, 51,409 Veterans and their family members attended DVS public engagement events, compared with 67,204 in Fiscal 2025. The events expanded opportunities to connect Veterans, service members, military families, caregivers, and survivors with available programs, benefits, and support services.

DVS also continued to leverage multiple digital platforms to increase awareness of and access to its services. The DVS website received 165,331 page views in Fiscal 2026, remaining consistent with the 165,808 page views recorded in Fiscal 2025. While overall website traffic remained stable, visits to VetConnectNYC rose, reflecting growing awareness of the platform and the resources available through it.

The Agency also experienced continued growth in its digital communications. Social media impressions increased by 41 percent, reaching 614,959 in Fiscal 2026, above the target of 575,000. Additionally, DVS expanded its newsletter audience by 19 percent, growing to 11,603 subscribers, above the target of 10,500. These metrics demonstrate continued engagement with DVS communications and support the Agency's efforts to provide timely information and connect Veterans with available services.

While digital engagement continues to expand, DVS recognizes that no single outreach method reaches every member of the Veteran community. The Agency will continue refining its outreach strategies by combining digital communications with in-person engagement and partnerships with community organizations to ensure Veterans, service members, military families, caregivers, and survivors across New York City are aware of and able to access available resources.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Public engagement events attended by DVS to promote Veteran resources	149	243	277	304	294	200	250	Up	Up
Veterans and their families who attended DVS public engagement events	NA	NA	58,109	67,204	51,409	*	*	NA	*
★ Online site visits	28,592	125,457	161,931	165,808	165,331	160,000	160,000	Up	Up
★ Social media impressions	245,539	362,469	474,075	434,907	614,959	575,000	575,000	Up	Up
Average newsletter subscribers	11,062	10,616	10,022	9,720	11,603	10,500	10,500	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Connect Veterans to eligible resources and services.

DVS continued to support Veterans through Mission: VetCheck, a partnership with New York Cares that provides supportive check-in calls and connects Veterans with resources such as mental health services, housing, and employment assistance. The Agency also continued its partnership with the HelloFresh Food Program, distributing fresh meal kits each week to Veterans and military families across New York City.

In Fiscal 2026, DVS served 8,056 Veterans and family members through walk-in visits, phone calls, digital requests, outreach events, Mission: VetCheck, and the HelloFresh Food Program. While this represents a 10 percent decrease from 8,920 in Fiscal 2025, it remained above the target of 5,000. DVS recognizes that many Veterans engage with the Agency multiple times as their needs evolve over time.

During Fiscal 2026, DVS managed 31,803 service requests from Veterans and family members through the VetConnectNYC platform compared to 31,291 in Fiscal 2025. These requests included housing assistance, benefits navigation, employment services, and referrals to partner organizations for income support, legal assistance, and discharge upgrade reviews. To expand access to benefits, DVS increased the number of Veteran Service Officers from six to seven, strengthening the Agency's capacity to assist Veterans and their families with claims, supplemental claims, and appeals.

In Fiscal 2026, DVS expanded employment services by providing individualized career counseling to Veterans and military spouses. The Agency also strengthened pathways to entrepreneurship through the Veterans Business Leadership Alliance (VBLA), connecting aspiring Veteran business owners with resources and technical assistance provided in partnership with the New York City Department of Small Business Services and other public and private sector partners.

These initiatives contributed to strong service outcomes, with 93.9 percent of referrals recorded in the Agency's case management system reported as resolved by DVS staff. This is down from 96.2 percent in Fiscal 2025 but above the target of 90 percent.

In Fiscal 2026, DVS assisted 130 indigent deceased Veterans with burial benefits, up from 44 in Fiscal 2025. The increase was due to an additional full-time staff member assigned to burial services and referrals midway through Fiscal 2026, which increased DVS's capacity to provide burial assistance and submit reimbursement requests to New York State. DVS also packed 99,750 food kits for distribution to Veterans and their families, down from 105,300 in Fiscal 2025. The decrease in food kits was largely due to Thanksgiving distributions in November 2025, when DVS provided turkeys in place of some food kits; those distributions were not counted toward the food kit total.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Veterans and their families served by DVS	1,068	3,338	10,701	8,920	8,056	5,000	5,000	Up	Up
★ ✹ Requests from Veterans and their families	7,198	2,918	31,232	31,291	31,803	13,500	20,000	Up	Up
Requests from Veterans and their families fulfilled (%)	96.3%	83.9%	91.7%	96.2%	93.9%	90.0%	90.0%	Neutral	Up
Indigent deceased Veterans assisted with burial benefits	NA	NA	14	44	130	*	*	NA	*
Food kits packed for distribution to Veterans and their families	NA	NA	108,300	105,300	99,750	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$5.7	$5.5	$5.1	$6.1	$7.3	$7.7	$7.7	Up
Personnel	34	34	36	36	45	50	50	Neutral
Overtime paid ($000)	$24	$24	$18	$19	$0	$0	$0	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$3.8	$4.5	All
002 - Other Than Personal Services	$2.3	$2.7	All
Agency Total	$6.1	$7.3	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Yesenia Mata was appointed as Commissioner of the Department of Veterans' Services in January 2026.
- The previously published Fiscal 2025 data for 'Veterans and their families who received homelessness prevention and aftercare assistance from DVS' in Goal 1a was revised from 492 to 509 after a review of historical data.
- The indicator 'Veterans and their families who attended DVS public outreach events' was added to Goal 2a to provide additional information on DVS outreach activities.
- The Fiscal 2027 target for 'Public engagement events attended by DVS to promote Veteran resources' in Goal 2a was revised from 200 to 250 because previously published targets were exceeded.
- The indicators 'Indigent deceased Veterans assisted with burial benefits' and 'Food kits packed for distribution to Veterans and their families' were added to Goal 2b to provide additional information on services and resources provided to Veterans and their families.
- The Fiscal 2027 target for 'Requests from Veterans and their families' in Goal 2b was revised from 13,500 to 20,000 because previously published targets were exceeded.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/veterans.

Infrastructure and Sustainability

Infrastructure and Sustainability

DEPARTMENT OF ENVIRONMENTAL PROTECTION **Lisa F. Garcia, Commissioner**

WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, mitigating storm and coastal flooding, and reducing air, noise, and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State. It builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems, and Bluebelt and green infrastructure systems. The Department also manages 14 wastewater resource recovery facilities in the City, as well as seven in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 838,000 water and sewer accounts, and manages citywide water conservation programs.

FOCUS ON EQUITY

Most of DEP's funds for operations and capital projects come from revenues collected through water and wastewater bills. While water and wastewater billing rates in New York City are significantly lower than the average for the largest cities in the United States, some property owners have difficulty paying. DEP has implemented a series of programs to help such customers. In Fiscal 2026, DEP committed to increasing these programs by $25 million over the next five years including expansion of the Home Water Assistance Program (HWAP) and the Multi-family Water Assistance Program (MWAP). Single-family homeowners may qualify for HWAP based on their income. In Fiscal 2026, nearly 61,000 customers received expanded HWAP credits totaling nearly $10 million. MWAP provides a bill credit to apartment building owners who demonstrate efficient water usage and keep rents affordable. In Fiscal 2026, multi-family buildings, with an expanded total of around 75,000 units, received approximately $19 million in MWAP credits.

In October 2024, DEP began replacing privately-owned water service lines made of lead or galvanized steel at eligible Bronx properties at no cost to homeowners. The program targets homeowners in environmental justice communities with high concentrations of lead service lines and a median household income below $47,600. In addition to the public health and environmental impact of the program, it helps DEP integrate, refine, and expand the lead service line inventory. To carry out this work, DEP received a total of $72 million in grants and zero-interest loans over three years under the federal Bipartisan Infrastructure Law (BIL), which designated $15 billion nationally for lead service line replacements, and anticipates another $48 million in future allocations. By July 2026, more than 1,966 households had agreed to participate, and 813 lead service lines were replaced.

DEP expanded the program in November 2025 by introducing three new grant-funded contracts worth a total of $24 million and extending future eligibility to additional areas in Queens and Brooklyn. However, participation has been lower than anticipated, with only about 50 percent of owners choosing to receive a free lead service line replacement. This underscores the challenge of advancing lead service line replacements on private property without requiring property owners to take action. DEP has proposed legislative reforms requiring replacement at the time of property sale, during major renovations, or when a no-cost replacement is available. It also establishes no-cost replacements when City construction disturbs a lead service line and includes outreach and exploration of financing options to help low-income homeowners manage associated costs.

OUR SERVICES AND GOALS

SERVICE 1 **Ensure the sufficiency, quality and security of the City's drinking water supply.**

Goal 1a Comply with all federal and State drinking water quality standards and monitor and respond to customer-reported aesthetic issues.

Goal 1b Assure the integrity of the drinking water supply and distribution systems.

SERVICE 2 **Maintain the City's water delivery and sewer collection systems.**

Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

SERVICE 3 **Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

Goal 3a Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

SERVICE 4 **Bill and collect revenue for water and sewer usage.**

Goal 4a Ensure that customer billing is accurate, transparent and fair.

Goal 4b Meet revenue targets established by the NYC Water Board.

SERVICE 5 **Enforce City laws relating to air pollution, noise pollution and hazardous materials.**

Goal 5a Investigate complaints in a timely manner.

Goal 5b Inspect facilities that store, use or handle hazardous materials within the five boroughs.

SERVICE 6 **Implement green infrastructure to improve water quality and resiliency with a focus on flood-vulnerable and environmental justice areas.**

Goal 6a Meet NYC and NYS combined sewer overflow targets for green infrastructure.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.

Goal 1a Comply with all federal and State drinking water quality standards and monitor and respond to customer-reported aesthetic issues.

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of quality, the Department ensures that all federal and State standards for drinking water, including those for coliform bacteria, are consistently met. In Fiscal 2026, DEP collected over 22,000 samples from the City's distribution system, performed nearly 300,000 analyses and recorded more than 333,000 discrete automated measurements. Additionally, over 300,500 analyses were performed on over 12,000 samples, and over 2.5 million robotic monitoring measurements were recorded from the upstate New York water supply watershed. In Fiscal 2026, NYC311 water quality complaints for taste and odor increased four percent from 296 in Fiscal 2025 to 309 in Fiscal 2026 but are below the prior five-year average. The majority of the complaints are for unspecified taste and odor issues. The Department continues to diligently optimize treatment to ensure New York City's water continues to meet all applicable standards.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Taste and odor complaints	703	264	250	296	309	*	*	Down	Down
Samples testing positive for coliform bacteria (%)	0.35%	0.50%	0.98%	0.43%	0.36%	*	*	Neutral	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Water supply - Critical equipment out of service (%)	0.5%	0.4%	0.3%	0.5%	0.7%	*	*	Up	Down
Deficiency reports as percent of security checks (%)	0.2%	0.2%	0.2%	0.2%	0.3%	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Assure the integrity of the drinking water supply and distribution systems.

The vacancy rate for DEP Police exceeded 30 percent for most of Fiscal 2026. As a result, the bureau concentrated its efforts on core enforcement activities to protect watershed areas, as these responsibilities cannot be performed by non-police staff. Because facility security is a shared responsibility across multiple bureaus, DEP Police leadership collaborated with the bureaus and conducted internal education efforts to remind staff to secure facilities, follow established protocols, and contact DEP Police when necessary. While the staffing shortage contributed to a 19 percent decrease in routine security checks, from 289,094 in Fiscal 2025 to 233,698 in Fiscal 2026, overall enforcement activity increased by over 66 percent, from 464 to 772 during the same reporting period. With new recruits joining at the end of the fiscal year, DEP Police will continue routine security checks across all areas of responsibility and expects improvements in coverage as staffing levels stabilize.

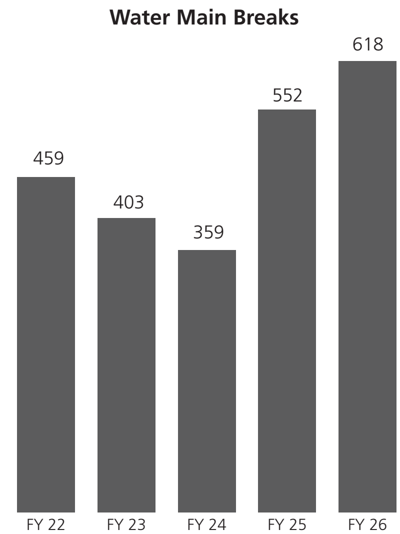
Total violations issued decreased 20 percent, from 115,004 in Fiscal 2025 to 92,326 in Fiscal 2026.This decrease is due to staffing constraints.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Facility security checks	304,189	303,993	298,123	289,094	233,698	285,000	285,000	Down	Up
Overall enforcement activity	620	827	441	464	772	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Maintain the City's water delivery and sewer collection systems.

Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.



Although the City had less rain in Fiscal 2026, the precipitation was more localized and intense compared to Fiscal 2025. The number of catch basin complaints received increased by 59 percent, from 6,835 in Fiscal 2025 to 10,891 in Fiscal 2026, driven by more intense rainstorms. Due to increased operational focus, the resolution time improved from 2.7 days to 2.2 days during the same reporting period, and remained within the target of eight days. Similarly, the number of sewer backup complaints received increased 21 percent, from 7,345 complaints in Fiscal 2025, to 8,901 complaints in Fiscal 2026. This increase in complaints contributed to a slower resolution time, from two hours and twenty-four minutes in Fiscal 2025 to three hours and twenty-four minutes in Fiscal 2026, yet still below the target of seven hours.

Catch basin inspections exceeded the Fiscal 2026 target, reaching 105 percent of target compared with 94 percent in Fiscal 2025. The inspection program is designed to allow inspections beyond the target level. A catch basin cleaning is when DEP uses specialized equipment to remove debris that is trapped under the surface of the catch basin. DEP relies on the partnership of the public and other City agencies to clear surface debris like leaves and trash from the metal grate at the top of the catch basin. A catch basin cleaning complaint or inspection may not result in a sub-surface catch basin cleaning by DEP, though clearing of the top of the grate may still be needed. Total catch basins cleaned declined 17 percent, from 43,699 in Fiscal 2025 to 36,118 in Fiscal 2026. Prolonged periods of inclement winter weather contributed to the decrease as catch basins were inaccessible due to being covered in snow and ice and therefore not able to be cleaned.

In Fiscal 2026, the Department received 4,567 street cave-in complaints, a 28 percent increase compared to Fiscal 2025. Despite the higher volume of complaints, the Department resolved them in an average of 0.8 days, down from 0.9 days in Fiscal 2025 and maintained an average response time under one day.

In Fiscal 2026, the number of water main breaks and the corresponding water main breaks per 100 miles in the last 12 months both increased 12 and 10 percent compared to Fiscal 2025, respectively. The 618 water main breaks and 8.7 water main breaks per 100 miles are among the highest figures recorded by the Department. Despite these increases, the time to restore water for customers remained under four hours. Most water main breaks happen during the winter months when freeze and thaw cycles drive the number of breaks, and variability on breaks from year to year is increasingly more apparent. While DEP expects fluctuations in the number of water main breaks year to year due to weather and other factors, the Department makes efforts to reduce the potential for water main breaks through pressure management, programmatic pressure regulator maintenance, using predictive modeling for guidance, and prioritizing replacement of mains with the highest history of breakage.

In Fiscal 2026, lead service replacements completed increased 14 percent to 1,839, compared to the 1,612 completed in Fiscal 2025. In October 2024, DEP launched a program to replace privately-owned lead service lines at eligible properties, at no cost to the homeowner.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Sewer backup complaints received	16,652	11,705	11,421	7,345	8,901	*	*	Down	*
– Confirmed (on City infrastructure)	4,795	2,164	2,851	1,401	1,843	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	11,858	9,543	8,567	5,946	7,054	*	*	Down	*
★ Sewer backup resolution time (hours:minutes)	15:42	3:23	3:12	2:24	3:24	7:00	7:00	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	2.2%	1.0%	1.3%	0.6%	0.8%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.5%	0.2%	0.3%	0.2%	0.2%	0.6%	0.6%	Down	Down
Catch basin complaints received	11,447	8,585	11,064	6,835	10,891	*	*	Down	Down
Clogged catch basin resolution time (days)	3.7	2.9	2.2	2.7	2.2	8.0	8.0	Down	Down
Catch basins inspected (% of target)	NA	103.3%	105.3%	93.6%	104.7%	100.0%	100.0%	NA	Up
Catch basins cleaned	29,511	42,214	42,443	43,699	36,118	*	*	Up	*
★ Backlog of catch basin repairs (% of system)	2.4%	2.9%	2.9%	2.9%	2.5%	1.0%	1.0%	Neutral	Down
Street cave-in complaints received	3,905	3,617	3,745	3,573	4,567	*	*	Up	Down
Average time to respond to street cave-in complaints and make safe (days)	0.8	0.8	1.0	0.9	0.8	*	*	Neutral	Down
Water main breaks	459	403	359	552	618	*	*	Up	Down
Water main breaks per 100 miles of main in the last 12 months	6.6	5.8	5.1	7.9	8.7	*	*	Up	Down
★ Average time to restore water to customers after confirming breaks (hours:minutes)	4:18	4:34	3:47	3:47	3:54	6:00	6:00	Down	Down
Leak complaints received	3,491	3,528	3,139	3,766	3,802	*	*	Up	*
– City infrastructure	546	626	607	756	761	*	*	Up	Down
★ Leak resolution time (days) (City infrastructure only)	6.7	9.7	8.8	7.9	9.8	12.0	12.0	Up	Down
★ Broken and inoperative hydrants (%)	0.26%	0.39%	0.31%	0.31%	0.49%	0.80%	0.80%	Up	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.1	2.2	1.7	1.6	1.7	5.0	5.0	Down	Down
Lead service replacements completed	1,669	1,422	1,557	1,612	1,839	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

In Fiscal 2026, DEP maintained a high degree of compliance with wastewater plant discharge standards. Overall, DEP reached 99.7 percent compliance with all aspects of the State Pollutant Discharge Elimination Standards permit, for the second consecutive year. This degree of compliance spotlights the extraordinary efforts of staff throughout the year to remain in compliance, even during periods of unexpected equipment downtime.

The Department utilizes a robust maintenance program across all its facilities that includes predictive maintenance methods, such as vibration analysis and thermographic imaging, to better identify maintenance and replacement cycles and increase equipment reliability on wastewater resource recovery facilities. Due to these maintenance practices, in Fiscal 2026, the Department kept sufficient critical equipment in service to treat wastewater as required. The percent of critical equipment necessary for wet weather event operations that was out-of-service remained well below the target of 3.5 percent at 1.0 percent.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.7%	99.9%	99.9%	99.7%	99.7%	100.0%	100.0%	Neutral	Up
WRRFs - Critical equipment out-of-service (% below minimum)	1.8%	0.9%	0.7%	0.9%	1.0%	3.5%	3.5%	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

Despite continuing to exceed the Department's revenue plan in Fiscal 2026, the balance of accounts receivable more than 180 days has grown to over $1.2 billion. This growth is concentrated among fewer accounts, however, as the average number of accounts delinquent more than 180 days declined from 92,853 in Fiscal 2025 to 91,376 in Fiscal 2026 — indicating rising balances among existing delinquent customers rather than a growing base of non-paying customers. DEP is expanding efforts to bring long-term non-paying customers back into good standing via enhanced, data-driven outreach and the expansion of DEP's Key Accounts Group, a specialized unit within the Bureau of Customer Services that manages relationships, billing, and service issues for high-use, complex, or major municipal water and wastewater customers.

The Department continues to take action to improve meter reading rates and reduce reliance on estimated bills. The proportion of estimated bills increased from 17.5 percent in Fiscal 2025 to 28.3 percent in Fiscal 2026. DEP expects this to be the high point of estimated billing as the Department continues its initiative to replace hundreds of thousands of Automated Meter Reading (AMR) devices across the City to reduce reliance on estimated billing and maintain consistent water use readings. As of July 2026, DEP has replaced over 300,000 AMR devices and is replacing approximately 30,000 additional devices per month.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Average daily in-City water consumption (millions of gallons)	981	1,004	997	998	1,006	*	*	Neutral	Down
Balance of accounts receivable delinquent more than 180 days ($000,000)	$823	$852	$1,036	$1,087	$1,239	*	*	Up	Down
Accounts receivable delinquent more than 180 days	110,459	92,776	90,093	92,853	91,376	*	*	Down	Down
★ Estimated bills (%)	3.5%	4.8%	7.9%	17.5%	28.3%	4.0%	4.0%	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Meet revenue targets established by the NYC Water Board.

In Fiscal 2026, the Department collected over $4.8 billion, surpassing the revenue target by nearly five percentage points. The percentage of billed amounts collected within 30 days has increased for a fifth consecutive year, reaching 71.2 percent in Fiscal 2026. Continued strong collections were driven by DEP's service shut-off program and by progress resolving balances with its most long-term delinquent customers.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total revenue collected ($000,000)	$3,772.0	$4,095.0	$4,188.0	$4,746.0	$4,806.0	$4,615.0	$4,945.0	Up	Up
★ Total revenue as percent of target (%)	107.0%	106.7%	100.8%	109.6%	104.5%	100.0%	100.0%	Neutral	Up
Billed amount collected in 30 days (%)	61.2%	67.7%	69.6%	70.2%	71.2%	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

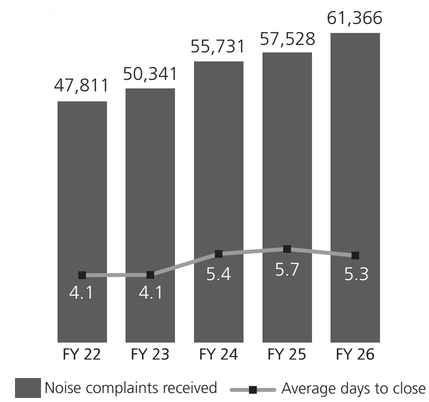
SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

DEP received 31 percent more asbestos complaints, from 995 in Fiscal 2025 compared to 1,305 in Fiscal 2026. The average days to close asbestos complaints increased from 0.57 to 0.67 days during the same reporting period. In some cases, inspectors were unable to enter because no one was home; in others, complainants requested that inspections occur specifically when work was underway, which may not align with the time the complaint was filed. For example, a complaint may be submitted after normal working hours, but the related activity may occur the following day or later in the evening. Inspectors generally contact complainants to determine the most appropriate time for a site visit, which can affect the overall close-out time. All complaints were closed within set targets.

In Fiscal 2025 compared to Fiscal 2026, hazardous materials complaints received increased eight percent, from 3,293 to 3,560. The proportion of hazardous materials complaints responded to within three hours increased from 93 percent to 98 percent during the same reporting period. DEP has implemented a triage system with other City agencies to prioritize urgent calls. This refined intake process allowed staff to more efficiently identify complaints within the Department's purview and prioritize them appropriately, resulting in sustained progress toward responding to hazardous materials complaints within three hours. Continued refinement of triage methods is expected to support ongoing improvements in overall response timeliness. The average time to respond to hazardous materials complaints and complete mitigation remained within established targets, with most responses occurring within one day and more complex cleanups completed within three days. Enhanced triage has helped ensure that higher-priority complaints are addressed first, enabling more effective deployment of staff and resources. Additionally, the registration of new mitigation contracts for hazardous lithium-ion battery incidents, an area of increasing demand, strengthened the Division of Emergency Response and Technical Assessment's ability to respond to and resolve incidents efficiently. The Department will continue adjusting response and triage procedures to optimize operational effectiveness.

Noise Complaints Received and Average Days to Close



	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Air quality complaints received	12,326	12,306	10,761	9,723	9,687	*	*	Down	*
★ Average days to close air quality complaints	2.8	2.4	2.9	3.3	3.2	7.0	7.0	Up	Down
★ Air quality complaints responded to within seven days (%)	99%	99%	99%	98%	98%	88%	88%	Neutral	Up
Noise complaints received	47,811	50,341	55,731	57,528	61,366	*	*	Up	*
★ Average days to close noise complaints	4.1	4.1	5.4	5.7	5.3	7.0	7.0	Up	Down
Noise complaints not requiring access to premises responded to within seven days (%)	99%	98%	97%	98%	97%	88%	88%	Neutral	Up
Asbestos complaints received	1,070	1,048	1,057	995	1,305	*	*	Up	*
★ Average days to close asbestos complaints	0.62	0.53	0.43	0.57	0.67	1.00	1.00	Up	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Hazardous materials complaints received	2,640	2,961	3,033	3,293	3,560	*	*	Up	*
★ Average time to respond to hazardous material complaints and make safe (days)	0.8	0.3	1.0	2.5	2.1	1.5	1.5	Up	Down
Hazardous materials complaints responded to within three hours (%)	98%	96%	95%	93%	98%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 5b Inspect facilities that store, use or handle hazardous materials within the five boroughs.

As required by local law, the Department's Right-to-Know program regulates the storage, use, and handling of hazardous materials that pose a threat to the City's public health and the environment. The Department increased the number of facility inspections completed under the program by 18 percent, from 5,458 in Fiscal 2025 to 6,442 in Fiscal 2026. This increase is due to DEP assigning additional in-office technical review duties to emergency response staff during periods when no service requests were pending. Emergency response activities remained the priority; however, allocating this downtime to technical reviews allowed field inspectors, who previously performed both tasks, to dedicate more time to inspections.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Right-to-Know inspections completed	8,135	4,111	5,659	5,458	6,442	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 6 Implement green infrastructure to improve water quality and resiliency with a focus on flood-vulnerable and environmental justice areas.

Goal 6a Meet NYC and NYS combined sewer overflow targets for green infrastructure.

In Calendar 2025, the cumulative number of green infrastructure assets implemented in combined sewer areas increased by nearly eight percent from Calendar 2024, rising from 16,321 to 17,583. Similarly, the cumulative number of greened acres managed by green infrastructure increased over seven percent in Calendar 2025 to 3,063. This contributes to an annual Combined Sewer Overflows (CSO) volume reduction of 839 million gallons per year, which improved four percent in Calendar 2025. This progress shows the DEP's commitment to the reduction of CSO to improve harbor water quality.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Green infrastructure assets implemented (CY)	11,553	12,781	13,723	16,321	17,583	*	*	Up	Up
Green infrastructure greened acres managed (CY)	2,094	2,299	2,363	2,853	3,063	*	*	Up	Up
★ Green infrastructure combined sewer overflow reduction (CY) (MGY)	NA	NA	680	807	839	⇧	⇧	NA	Up
Green infrastructure financial incentive projects completed on private property	0	1	5	7	8	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Payout ($000)	NA	$16,173	$15,464	$20,917	NA	*	*	NA	Down
Total violations issued	31,006	74,356	80,801	115,004	92,326	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	88.9%	93.9%	92.3%	92.5%	92.7%	*	*	Neutral	Up
Workplace injuries reported	402	346	434	425	436	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	98%	100%	99%	100%	100%	95%	95%	Neutral	Up
Letters responded to within 14 days (%)	66%	97%	100%	100%	100%	95%	95%	Up	Up
Calls answered within 30 seconds (%)	16%	28%	46%	28%	19%	76%	76%	Up	Up
Average customer in-person wait time (minutes:seconds)	2:15	2:15	1:52	3:56	3:12	5:00	5:00	Up	Down
Completed customer requests for interpretation	8,327	18,312	17,841	17,655	17,863	*	*	Up	*
Visitors rating customer service at borough centers as good or better (%)	95.0%	94.0%	93.0%	91.0%	88.0%	90.0%	90.0%	Neutral	Up
CORE facility rating	100	99	100	95	100	90	90	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	88%	92%	94%	94%	95%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	75%	92%	91%	96%	90%	85%	85%	Up	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	82%	82%	83%	83%	80%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	78%	79%	76%	79%	78%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	85%	89%	88%	84%	84%	85%	85%	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$1,449.9	$1,535.9	$1,622.7	$1,678.1	$1,911.9	$1,890.3	$1,832.5	Up
Revenues ($000,000)[4]	$23.8	$22.3	$22.2	$21.0	$21.1	$20.6	$20.6	Neutral
Personnel	5,592	5,761	5,759	5,813	5,811	6,547	6,609	Neutral
Overtime paid ($000,000)	$55.0	$63.4	$65.4	$62.1	$48.2	$48.2	$47.1	Up
Capital commitments ($000,000)	$1,609.6	$2,402.5	$2,501.2	$3,221.9	$2,859.1	$4,840.0	$5,077.2	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available * None [4]DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$659.2	$721.9	
001 - Executive and Support	$55.6	$67.9	All
002 - Environmental Management	$32.0	$32.4	5a
003 - Water Supply and Wastewater Collection	$257.5	$277.8	1a, 1b, 2a, 3a, 5a
007 - Central Utility	$89.8	$93.7	1a, 4a, 4b
008 - Wastewater Treatment	$224.3	$250.1	2a, 3a
Other Than Personal Services - Total	$1,018.9	$1,190.0	
004 - Utility	$905.2	$1,067.4	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	$37.1	$38.3	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	$76.5	$84.3	All
Agency Total	$1,678.1	$1,911.9	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lisa F. Garcia was appointed as Commissioner of the NYC Department of Environmental Protection in January 2026.
- Previously published Fiscal 2025 actual figure for the indicator 'Taste and odor complaints' in Goal 1a was revised from 264 to 296.
- The indicator 'Lead service replacements completed' was added in Goal 2a. In October 2024, DEP launched a program to replace privately-owned lead service lines at eligible properties, at no cost to the homeowner. This indicator will track this effort.
- The indicator 'Accounts receivable delinquent more than 180 days' was added in Goal 4a. This indicator tracks the total number of accounts with charges due for water and sewer use that are delinquent for more than 180 days. It provides context alongside the existing balance indicator, showing that the growth in the delinquent balance is concentrated among a smaller number of accounts rather than a growing base of non-paying customers.
- The Fiscal 2027 target for 'Total revenue collected ($000,000)' in Goal 4b was added to reflect previous and anticipated performance. The added target of $4,945.0 million reflects continued anticipated revenue growth consistent with recent collection trends.
- Service 6 was renamed from 'Implement green infrastructure to improve water quality and resiliency' to 'Implement green infrastructure to improve water quality and resiliency with a focus on flood-vulnerable and environmental justice areas' to better align with DEP's scope of work.
- The indicator 'Green infrastructure combined sewer overflow reduction (CY)' in Goal 6a has been renamed 'Green infrastructure combined sewer overflow reduction (CY) (MGY)' to clarify the metric's unit of measure.
- The indicator 'Green infrastructure financial incentive projects completed on private property' was added in Goal 6a. DEP provides financial incentives covering up to 100 percent of costs for green infrastructure on private property. This indicator tracks the uptake of these programs and measures both outreach effectiveness and the expansion of stormwater management capacity beyond City-owned land.
- The value for 'Payout' in Agency-wide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For additional information go to:

- Home Water Assistance Program (HWAP):
  https://www1.nyc.gov/site/dep/pay-my-bills/home-water-assistance-program.page
- Multi-family Water Assistance Program (MWAP):
  https://www1.nyc.gov/site/dep/pay-my-bills/multi-family-water-assistance-program.page
- Rainfall Ready NYC:
  https://www1.nyc.gov/site/dep/whats-new/rainfall-ready-nyc.page
- Citizens Air Complaint Program:
  https://www.nyc.gov/site/dep/environment/idling-citizens-air-complaint-program.page

For more information on the agency, please visit: www.nyc.gov/dep.

DEPARTMENT OF TRANSPORTATION **Michael Flynn, Commissioner**

WHAT WE DO

The Department of Transportation is responsible for the condition and operation of 6,300 miles of streets, highways, and public plazas, 809 bridges and four vehicular tunnels, and 11 Staten Island Ferry vessels. DOT operates more than 13,500 signalized intersections, 315,000 street lights, and 15,000 on-street parking meters, and maintains more than 350 million linear feet of street and highway markings. DOT also manages a network of more than 2,600 automated enforcement cameras, including speed, red light, and bus lane cameras.

Safety for all users of the City's streets, bridges, and ferries is DOT's top priority. To support mobility, DOT oversees the City's bike share system and maintains the majority of the City's more than 1,550 lane miles of bicycle network, including more than 220 protected bike lane miles installed since the start of Vision Zero.

DOT's infrastructure programs include bridge capital investment and life-cycle maintenance, roadway resurfacing and pothole repair, ferry vessel and terminal upgrades and maintenance, and street and sidewalk reconstruction. DOT also manages pedestrian ramp and sidewalk repair programs and the Joint Traffic Management Center in Queens. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol, and electricity in the public and private sectors.

FOCUS ON EQUITY

New York City DOT's mission is to provide for the safe, equitable, and sustainable movement of people and goods, and to create public spaces that strengthen communities. DOT's vision is a transportation system that offers mobility for all, is environmentally sustainable and resilient to climate change, and is driven by human power and clean energy.

Equity guides DOT's work, from internal culture to street-level operations. In Fiscal 2022, DOT introduced Priority Investment Areas through the NYC Streets Plan to focus resources where they can have the greatest impact. Priority Investment Areas use demographics, density, and prior investments to identify historically underserved neighborhoods and prioritize projects accordingly. These areas generally have higher population density, more residents of color, lower incomes, and fewer past infrastructure investments. Prioritizing investments in these communities helps address historic disparities in access to safe and reliable transportation infrastructure.

DOT also prioritizes accessibility in its streets, programs, and services for all New Yorkers, including people with disabilities. Guided by *Accessible Streets: NYC DOT's Proposed Five-Year Accessibility Plan*, the Agency works to improve physical access, workforce inclusion, and communication for individuals who are blind, have low vision, or have mobility, hearing, or cognitive disabilities. DOT integrates accessibility design standards into public spaces, upgrades pedestrian ramps, installs Accessible Pedestrian Signals, and makes pedestrian signal information more usable. DOT has installed more than 4,000 Accessible Pedestrian Signals citywide and incorporates community feedback through commissioner-led quarterly meetings and monthly discussions with the Mayor's Office for People with Disabilities.

DOT advances equity in the public realm through initiatives such as Summer Streets, which has been citywide since summer 2023, opening nearly 20 miles of car-free streets across all five boroughs over five Saturdays and reaching more than 500,000 attendees. These events celebrate cultural diversity and make active streets accessible to more New Yorkers. The DOT Art program has produced more than 475 public art installations, beautifying corridors and plazas while providing paid opportunities for local artists, particularly in underserved communities. DOT also manages and maintains more than 20 permanent artworks.

DOT promotes equitable economic opportunity by meeting its goal of awarding approximately 30 percent of contracts to Minority and Women-Owned Business Enterprises, reaching that target in Fiscal 2026, and supporting diverse firms through outreach and technical assistance. Internally, DOT supports inclusion through nine active Employee Resource Groups, which promote cultural connection, professional development, and workforce diversity, including groups centered on Black/African American, Women, Hispanic/Latin, and LGBTQ issues.

Together, these initiatives demonstrate DOT's commitment to embedding equity in all its operations, including people, places, programs, and procurement so that all New Yorkers benefit from safe, accessible, and vibrant streets.

OUR SERVICES AND GOALS

SERVICE 1	**Maintain the City's transportation infrastructure.**
Goal 1a	Maintain a state of good repair for the City's bridges and tunnels.
Goal 1b	Maintain a state of good repair for the City's streets, sidewalks, and highways.
Goal 1c	Repair the City's street lights, traffic signs, and signals in a timely manner.
SERVICE 2	**Foster a safe and secure transportation environment.**
Goal 2a	Improve safety for pedestrians, motorists, ferry, and bike riders.
SERVICE 3	**Develop alternative and inclusive transportation solutions.**
Goal 3a	Increase mobility options and sustainable modes of transportation.
Goal 3b	Build and maintain an accessible network throughout the City.
SERVICE 4	**Create public spaces to facilitate livability.**
Goal 4a	Enhance quality of life through streetscape improvements.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a Maintain a state of good repair for the City's bridges and tunnels.

In April 2016, New York State began inspecting and rating bridges using the American Association of State Highway and Transportation Officials protocol, which rates individual bridge elements rather than assigning one overall structure rating. During the transition period, some bridge rating indicators remained unreportable because no industry standard or best practice existed for translating element-level ratings into a single overall bridge rating. Calendar 2023 was the first year DOT fully used the new system to assign a single comparative bridge condition rating, leaving bridge rating indicators for Calendar 2019 through Calendar 2022 not available. As of Calendar 2025, 31.5 percent of City bridges were rated very good or good, 67.6 percent were rated fair, and nearly one percent were rated poor. The 31.5 percent rated good or very good represents structures in stronger condition, while the 67.6 percent rated fair generally reflects bridges that remain serviceable but may require continued monitoring, maintenance, rehabilitation, or future capital investment. DOT uses these condition ratings, along with more detailed engineering assessments, to prioritize work and address deficiencies before they become more significant. DOT continues to focus on preventative maintenance and targeted rehabilitation to preserve the bridge network, extend asset life, and minimize the number of structures that deteriorate into poor condition. DOT views the bridge ratings as generally stable and reflective of the agency's continued inspection, maintenance, and capital investment efforts.

Bridge inspection procedures from the New York State Department of Transportation require flags to be issued for unsafe or hazardous conditions. Flags are classified as Red, Yellow, or Safety, in order of urgency: Red and Yellow Flags report conditions that pose a clear and present danger, or conditions that, if left unattended for an extended period, would likely become a clear and present danger, while Safety Flags address other hazardous conditions requiring attention. In Fiscal 2026, DOT addressed and eliminated 849 flags, 12 percent more than the previous year. This increase was primarily driven by a 39 percent increase in yellow flag eliminations, from 90 to 125.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Bridges rated good or very good (%) (CY)	NA	NA	35.3%	34.5%	31.5%	⇧	⇧	NA	Up
Bridges rated fair (%) (CY)	NA	NA	63.8%	64.5%	67.6%	*	*	NA	Down
Bridges rated poor (%) (CY)	NA	NA	0.9%	1.0%	0.9%	*	*	NA	Down
Bridge flags eliminated	630	594	463	760	849	*	*	Up	*
– Safety	541	523	379	617	665	*	*	Up	*
– Yellow	53	50	51	90	125	*	*	Up	*
– Red	36	21	33	53	59	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Maintain a state of good repair for the City's streets, sidewalks, and highways.

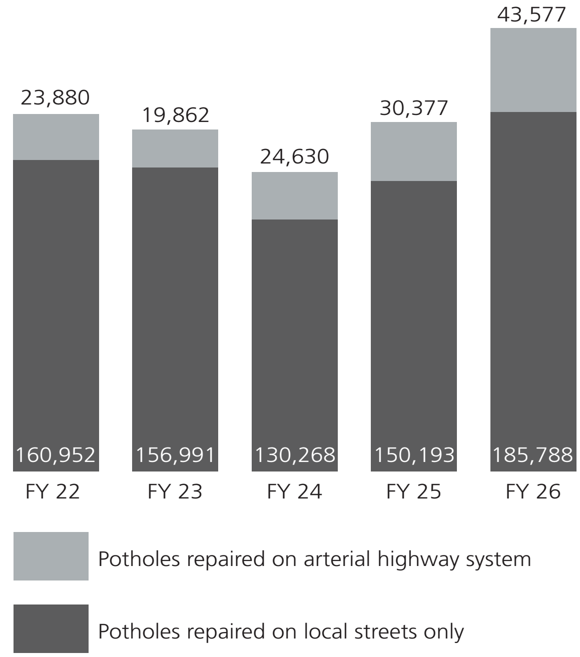
DOT adopted a new methodology in 2018 for inspecting and rating New York City streets, converting to the nationally recognized Pavement Condition Index (PCI). The PCI methodology rates pavement condition based on the extent and severity of six distress types and reflects the unique profile of City streets and recent changes to the street network. In Fiscal 2026, nearly 74 percent of streets received a Good pavement rating, above the 71 percent target. Nearly 26 percent of streets were rated Fair, and half of one percent were rated Poor.

In Fiscal 2026, DOT repaired 229,365 total potholes on local streets (185,788) and arterials (43,577), a 27 percent increase from Fiscal 2025. Local street pothole repairs increased 24 percent, driven by temperature fluctuations and winter weather events that created additional freeze-thaw cycles. Arterial pothole repairs increased 43 percent due to higher volume of

311 complaints, additional response needs associated with citywide special events, and heavy vehicular traffic. Overall, pothole work orders increased 21 percent (from 34,440 to 41,532). The average time to close a pothole service request submitted via 311 more than doubled to 4.0 days but remained under the target of 5.0 days. Notably, this excludes pothole repairs conducted during the four proactive pothole repair blitzes conducted in March and April 2026 which largely drove the overall uptick in total potholes repaired in Fiscal 2026. DOT's in-house crews resurfaced 1,169 lane miles of roadway, relatively unchanged from Fiscal 2025. The Mayor's Office of Management and Budget approved funding for DOT to resurface 1,150 lane miles annually through Fiscal 2031.

DOT inspectors completed 490,910 initial inspections in Fiscal 2026, a three percent increase from 474,617 in Fiscal 2025, and 262,814 post-audit inspections, a four percent decrease from 273,492 in Fiscal 2025. Combined, DOT completed 753,724 initial and post-audit inspections in Fiscal 2026, an increase of 5,615 inspections compared to Fiscal 2025. Initial inspections verify that worksites are safe and ready for operations, while post-audit inspections confirm that construction activities were completed in accordance with approved plans and code requirements. DOT issued 33,120 violations in Fiscal 2026, consistent with an average of roughly 33,600 violations over the past three fiscal years. Continued full staffing with experienced inspectors has helped the program keep pace with enforcement demands.

Potholes Repaired Citywide



	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Streets maintained with a pavement rating of good (%)	77.5%	76.9%	77.5%	72.7%	73.8%	71.0%	71.0%	Neutral	Up
Streets maintained with a pavement rating of fair (%)	21.9%	22.3%	22.0%	26.8%	25.8%	*	*	Up	Down
Streets maintained with a pavement rating of poor (%)	0.6%	0.7%	0.5%	0.5%	0.5%	*	*	Down	Down
★ Average calendar days to close a pothole repair	NA	2.63	2.47	1.99	4.00	5.00	5.00	NA	Down
Pothole work orders	36,121	34,563	31,947	34,440	41,532	*	*	Up	Down
Potholes repaired on arterial highway system	23,880	19,862	24,630	30,377	43,577	*	*	Up	*
Potholes repaired on local streets only	160,952	156,991	130,268	150,193	185,788	*	*	Up	*
Lane miles resurfaced citywide by in-house staff	1,193.0	1,200.6	1,176.9	1,167.8	1,169.4	*	*	Neutral	Up
Average cost per lane mile resurfaced citywide ($)	$180,423	$191,855	$198,498	$221,693	$244,291	*	*	Up	Down
Average in-house cost of asphalt per ton ($)	$55.22	$51.39	$61.56	$60.85	$61.02	*	*	Up	Down
Average vendor cost of asphalt per ton ($)	$68.24	$73.32	$71.90	$72.35	$72.81	*	*	Neutral	Down
Construction permits issued	552,009	581,004	603,411	604,199	644,933	*	*	Up	Up
Inspections of permitted street work	586,462	494,435	494,112	474,617	490,910	*	*	Down	Up
– Permitted jobs passing inspection (%)	70%	85%	86%	88%	83%	80%	80%	Up	Up
Post-audit inspections for completed street work	330,469	287,481	296,384	273,492	262,814	*	*	Down	Up
– Completed street work that passed inspection (%)	71%	88%	88%	88%	87%	*	*	Up	Up
Adopt-A-Highway adoption rate (%)	82.4%	81.9%	81.1%	81.3%	84.2%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	98.4%	94.7%	95.0%	97.6%	98.1%	*	*	Neutral	Up
★ Parking meters that are operable (%)	99.7%	99.7%	99.0%	95.6%	95.9%	98.0%	98.0%	Neutral	Up
Total violations issued	32,898	27,441	33,968	33,679	33,120	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c — Repair the City's street lights, traffic signs, and signals in a timely manner.

Average response time to high priority traffic signal defects rose 37 minutes from 2 hours and 4 minutes to 2 hours and 41 minutes in Fiscal 2026, exceeding its target of two hours for the second year in a row. Increasingly heavy storms and intensity of flash flooding across the five boroughs, specifically in February and March 2026, resulted in longer travel times and additional traffic signal repairs.

Repair time for priority regulatory signs increased a few hours to 1.7 business days, well below its target of three business days. In Fiscal 2026, the average time for DOT to repair street lights rose to its highest level in 15 years due to weather-related outages, equipment failures, and coordination delays with utilities during ongoing underground infrastructure work (up from 5.3 days to 8.5 days). At the same time, the average time for ConEd to repair street lights improved by three and a half days and finished Fiscal 2026 at 18.5 days.

DOT took first action to repair broken street lights within 10 days just 75.5 percent of the time in Fiscal 2026, down from 94 percent in Fiscal 2025. This is the lowest rate on record, and first instance below 90 percent, with data going back to Fiscal 2008. The decline in first-action performance is driven by a combination of increased demand and repair complexity. Street light 311 cases increased 16 percent, from 31,238 in Fiscal 2025 to 36,291 in Fiscal 2026. In addition, streetlight repairs vary by case. Some repairs are straightforward, such as replacing a luminaire or changing a fuse, while more complex cases may involve electrical issues at the base of a pole, foundation work, utility obstructions, or ConEd coordination to restore power. Similarly, DOT's rate of taking first action to repair traffic signal controllers within 0.1 days dropped 68 percent to 65 percent.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defects requiring a two-hour response time and make safe (hours:minutes)	1:41	2:07	1:57	2:04	2:41	2:00	2:00	Up	Down
★ Average business days to repair priority regulatory signs after notification	1.4	1.4	1.5	1.5	1.7	3.0	3.0	Up	Down
Average calendar days to repair street lights by DOT	3.5	3.4	4.4	5.3	8.5	*	*	Up	Down
Average calendar days to repair street lights by ConEd	15.0	14.6	18.7	22.0	18.5	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Foster a safe and secure transportation environment.

Goal 2a — Improve safety for pedestrians, motorists, ferry, and bike riders.

There were 218 traffic fatalities in Fiscal 2026, a two percent increase from 214 in Fiscal 2025. Fatalities among motor vehicle occupants decreased eight percent, from 37 to 34, and pedestrian fatalities decreased five percent, from 110 to 105. Fatalities among riders of traditional bicyclists increased from four to six and fatalities among riders of motorized two-wheel vehicles increased 16 percent from 63 to 73. These increases continue to underscore the vulnerability of these riders. This category includes electric transport devices such as e-scooters, e-bikes, and hoverboards. Injury crashes decreased five percent, from 36,884 in Fiscal 2025 to 35,185 in Fiscal 2026.

During Fiscal 2026, the Staten Island Ferry customer accident injury rate improved to 0.94 per million passengers, the lowest rate on record. DOT reported 14 passenger injuries, down from 24 in Fiscal 2025, with falls and slips remaining the primary injury event type. The rate includes all passenger injuries where professional medical treatment was requested and does not necessarily indicate that treatment was required.

In Fiscal 2026, DOT advanced the Vision Zero Action Plan by continuing to install street improvement projects. As part of this work, DOT constructed 25 percent more speed humps and cushions (up from 228 to 286) and installed more than 6 million more linear feet of pavement safety markings (up from 53.2 million linear feet to 59.5 million linear feet). However, DOT installed just 87 Leading Pedestrian Intervals (LPIs) in Fiscal 2026, down from 316 in Fiscal 2025. This decrease is attributed to an overall decrease in requests and fewer remaining high-crash locations and corridors suitable for installation. DOT has installed LPIs at over 7,000 intersections citywide, and many remaining signalized intersections are less suitable because they may have no pedestrian vehicle conflict, multiple signal phases, or short signal cycles. Building on this work and responding to persistent traffic fatalities, the City's recently released Vision Zero Action Plan outlines additional actions to improve street safety and reduce serious injuries and deaths.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ Total traffic fatalities	266	270	277	214	218	⇩	⇩	Down	Down
— Pedestrians	115	121	119	111	105	*	*	Neutral	Down
— Traditional bicyclists	10	10	4	4	6	*	*	Down	Down
— Motorized two-wheel vehicles	73	86	100	63	73	*	*	Down	Down
— Motor vehicle occupants	68	53	54	36	34	*	*	Down	Down
★ ✹ Injury crashes	38,770	38,248	39,844	36,884	35,185	⇩	⇩	Neutral	Down
★ Staten Island Ferry customer accident injury rate (per million passengers)	1.75	1.97	1.48	1.46	0.94	2.00	2.00	Down	Down
★ Speed humps and cushions installed	262	231	443	228	286	250	250	Neutral	Up
★ Pavement safety markings installed (000,000 linear feet)	48.6	64.2	65.9	53.2	65.0	⇧	⇧	Up	Up
Street Ambassador deployments completed	141	132	147	157	166	*	*	Up	Up
✹ Leading Pedestrian Intervals installed	801	320	313	316	87	*	*	Down	Up

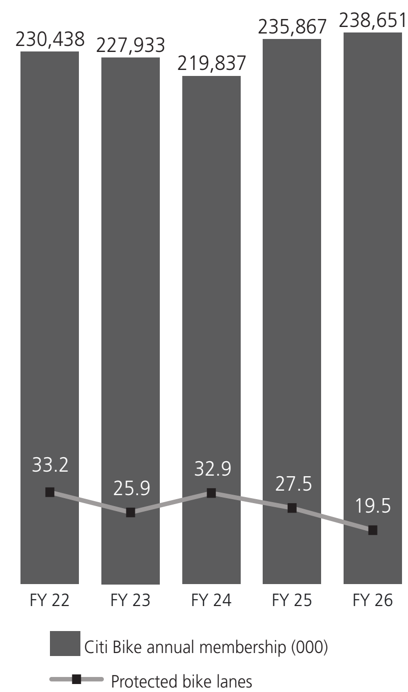
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Develop alternative and inclusive transportation solutions.

Goal 3a Increase mobility options and sustainable modes of transportation.

Staten Island Ferry ridership remained relatively flat at 16.7 million riders in Fiscal 2026. The average cost per passenger per trip increased nine percent to $13.09, primarily due to flat ridership at the same time as higher operating costs, including fuel, maintenance, and personnel services. Severe weather and continued changes in commuter travel patterns also affected operations. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island, generally operating every 15 minutes during weekday rush hours and every 30 minutes during nights and weekends. On-time service and weekday peak-hour on-time service both increased by roughly a percentage point, to 96.0 percent and 97.2 percent, respectively.

Citi Bike annual membership



Private ferry ridership dropped by four percent to 14.7 million riders. The decrease in ridership can be attributed, in part, to continued hybrid work patterns and an increase in inclement weather days. Over the fiscal year, several heat waves, heavy rain events, and a cold and snowy winter season likely contributed to lower ridership. Ferry service helps reduce overcrowding on subways and buses, offer reliable transportation to underserved communities, and expand the use of waterways as an essential component of the City's transportation network.

During Fiscal 2026, Citi Bike annual memberships increased slightly to 238,651, marking a second consecutive year of growth after two years of decline. This total includes renewals and Lyft Pink All Access members. Total trips declined slightly to 45.5 million, with pedal-assist bike trips increasing four percent to more than 32 million and classic bike trips decreasing 10 percent to more than 13 million. Citi Bike continued its Phase 3.5 expansion, installing 136 new stations in Brooklyn neighborhoods, including Bay Ridge, Kensington, Brownsville, and East New York; Bronx neighborhoods, including Norwood and Riverdale; and Forest Hills in Queens. As part of its infill plan, Citi Bike also added 451 docks at new and existing stations to increase capacity in high-demand areas.

DOT added 33.6 lane miles to the City's bicycle network in Fiscal 2026, including 19.5 miles of protected bike lanes, representing a 36 and 30 percent decrease, respectively, from Fiscal 2025. Bike lane projects typically move through a planning and design phase in the fall and winter months, followed by a construction season that typically begins in the spring and peaks between July and December. In Fiscal 2026, an early start to winter brought the prior construction season to a close earlier than usual, and significant snow accumulation through March delayed the start of the following construction season. Other implementation barriers have remained consistent over the last two years, including project delays due to community and political concerns, contractor and material availability, signal implementation timelines, limited design staff capacity, and expanded project scope related to concrete, sidewalk, and accessibility requirements. DOT has continued installation work through the summer of 2026 and expected improved production going forward.

Completed bicycle projects included extending the protected bike lane on 3rd Avenue from 24th Street to 125th Street in Manhattan; installing a protected bike lane on Court Street connecting Downtown Brooklyn to the Hamilton Avenue/3rd Avenue bike path; adding two-way protected bike lanes on Bailey Avenue in the Bronx, 19th Avenue/81st Street in Queens, and Review Avenue in Queens; and installing protected bike lanes on Mason Avenue in Staten Island. These projects improved bicycle connectivity to major destinations, including Van Cortlandt Park, the Queens Waterfront Greenway, the Kosciuszko Bridge, and Staten Island University Hospital. Lastly, bike parking space production increased 19 percent to 4,046, compared to 3,414 in Fiscal 2025, reflecting DOT's transition from the 10,000 bike racks initiative to the Streets Plan goal of installing 2,000 bike racks annually.

DOT installed 12.0 miles of bus lanes in Fiscal 2026, more than doubling production from Fiscal 2025. This growth was primarily driven by work on Hillside Avenue in Queens, where DOT completed nearly eight miles of new and upgraded bus lanes. In addition, DOT and the Metropolitan Transportation Authority (MTA) added bus lane camera enforcement to 12.2 miles of bus lanes in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Staten Island Ferry trips that are on time (%)	95.4%	94.1%	93.4%	94.9%	96.0%	90.0%	90.0%	Neutral	Up
Staten Island Ferry weekday peak hour trips that are on time (%)	96.2%	95.4%	94.5%	96.3%	97.2%	*	*	Neutral	Up
Staten Island Ferry ridership (000)	12,119	14,715	16,215	16,705	16,679	*	*	Up	Up
Staten Island Ferry average cost per passenger per trip ($)	$15.99	$10.52	$11.72	$12.01	$13.09	*	*	Down	Down
Private ferry service ridership (000)	10,061	11,684	13,190	15,410	14,737	*	*	Up	Up
Private ferry service routes	22	21	21	21	23	*	*	Neutral	Up
Citi Bike annual membership	230,438	227,933	219,837	235,867	238,651	*	*	Neutral	Up
Citi Bike trips (000)	28,487	32,151	38,622	45,621	45,531	*	*	Up	Up
— Classic bicycles	19,618	18,186	15,844	14,436	13,044	*	*	Down	Up
— Pedal-assist bicycles	8,870	13,967	22,778	31,184	32,487	*	*	Up	Up
Annual cost for Citi Bike membership	$179.00	$185.00	$219.99	$219.99	$239.00	*	*	Up	Up
★ NYC adults who bike regularly (CY)	888,000	902,000	762,000	680,000	NA	⇧	⇧	NA	Up
Bicycle lane miles installed	62.3	47.7	63.7	52.3	33.6	50.0	50.0	Down	Up
— Protected	33.2	25.9	32.9	27.9	19.5	*	*	Down	Up
Bike parking spaces added	7,442	3,734	6,928	3,414	4,046	*	*	Down	Up
Bus lane miles installed	12.9	7.8	15.7	5.5	12.0	*	*	Down	Up
Average vehicular travel speed in the Manhattan Central Business District	8.4	7.8	6.9	6.9	6.5	*	*	Down	Up
Electric vehicles charging stations installed	140	189	189	207	258	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Build and maintain an accessible network throughout the City.

DOT installed Accessible Pedestrian Signals (APS) at 652 intersections, a 16 percent decrease compared to Fiscal 2025. APS are wired to signal poles and provide audible and vibrotactile indications when pedestrians push a button installed at the crosswalk. The decrease was directly related to a lapse in contract capacity and additional restrictions imposed by a Federal Court Order. The lapse in contract capacity refers to a gap or limitation in available contract resources needed to complete APS installations. The Court Order requires DOT to equip 10,000 intersections with APS by the end of Calendar 2031. The annual installation requirements are 900 intersections in Calendar 2026, 1,000 to 1,200 intersections annually from Calendar 2027 through Calendar 2031, and earlier required targets beginning in Calendar 2022. In Fiscal 2026, DOT continued to exceed the installation pace required by the Court Order.

The number of new pedestrian crossing points (corners) installed in Fiscal 2026 increased by 26 percent to 6,224. DOT also upgraded 16 percent more existing corners in Fiscal 2026 than Fiscal 2025, surpassing 70,000 corners. DOT continues to increase production in pedestrian ramp construction as mandated by law and to ensure that every corner of the City is accessible.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Intersections with accessible pedestrian signals installed (CY)	273	605	950	772	652	900	900	Up	Up
Existing corners upgraded (cumulative)	32,889	39,729	49,351	60,876	70,892	*	*	Up	Up
New corners installed (cumulative)	2,350	2,793	3,870	4,940	6,224	*	*	Up	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 4 Create public spaces to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

The pedestrian volume index of 84.4 in Fiscal 2026 is the highest recorded since the COVID-19 pandemic. In Fiscal 2026, the pedestrian volume index rose to 84.4, up from 79.3 in Fiscal 2025. This index is a sampling of the number of pedestrians traveling on the sidewalk at 50 sample locations around the City. Sampling is conducted during one week of May and one week of September at consistent times of day and days of the week. The figure shown is a ratio using the May 2007 as a baseline with a starting value of 100.

The NYC Plaza Program continues to thrive, helping to ensure all New Yorkers live within a ten-minute walk of high-quality open spaces. Plazas enhance local economic vitality, pedestrian mobility, access to public transit and safety for all street users. There are currently 93 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 90 plazas are now open to the public.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Pedestrian volume index	76.5	82.4	77.7	79.3	84.4	*	*	Neutral	*
Pedestrian space installed (square feet)	199,679	554,032	486,440	404,139	456,120	*	*	Up	Up
WalkNYC Wayfinding elements installed	25	35	6	11	10	*	*	Down	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,165	2,424	2,305	2,822	2,733	*	*	Up	*
Payout ($000)	$109,411	$79,759	$119,445	$141,280	NA	*	*	NA	Down
Workplace injuries reported	541	619	644	724	749	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Average time to process a permit application for customers (calendar days)	1.63	1.87	2.24	2.37	2.44	*	*	Up	Down
E-mails responded to within 14 days (%)	99%	97%	99%	99%	100%	95%	95%	Neutral	Up
Letters responded to within 14 days (%)	97%	95%	99%	99%	100%	95%	95%	Neutral	Up
Calls answered within 30 seconds (%)	73%	43%	3%	1%	31%	*	*	Down	Up
Requests for language interpretations and translations received	270	414	373	471	349	*	*	Up	*
CORE facility rating	100	99	100	95	99	95	95	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	100%	100%	98%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98%	98%	95%	94%	75%	98%	98%	Down	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	77%	66%	66%	68%	65%	80%	80%	Down	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	90%	100%	100%	100%	100%	85%	85%	Neutral	*
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	100%	100%	100%	100%	100%	90%	90%	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$1,235.4	$1,385.4	$1,471.1	$1,565.4	$1,583.8	$1,569.6	$1,636.7	Up
Revenues ($000,000)	$388.6	$485.7	$472.4	$479.0	$471.4	$465.5	$457.4	Up
Personnel	5,481	5,707	5,891	5,903	5,905	6,260	6,338	Neutral
Overtime paid ($000,000)	$63.9	$70.9	$92.4	$99.5	$64.8	$61.0	$52.4	Up
Capital commitments ($000,000)	$918.8	$1,489.5	$1,128.3	$1,440.3	$2,096.6	$2,502.1	$2,491.2	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$688.9	$700.1	
001 - Exec. Admin. and Planning Management	$91.5	$96.3	All
002 - Highway Operations	$262.1	$256.3	1b, 2a, 3a, 4a
003 - Transit Operations	$98.2	$102.3	2a, 3a, 4a
004 - Traffic Operations	$149.8	$155.6	1b, 1c, 3a, 3b, 4a
006 - Bureau of Bridges	$87.3	$89.6	1a
Other Than Personal Services - Total	$876.5	$883.7	
007 - Bureau of Bridges	$25.1	$32.8	1a
011 - Executive and Administration	$132.9	$128.0	All
012 - Highway Operations	$162.0	$162.1	1b, 2a, 3a, 4a
013 - Transit Operations	$56.3	$56.9	2a, 3a, 4a
014 - Traffic Operations	$500.0	$504.0	1b, 1c, 3a, 3b, 4a
Agency Total	$1,565.4	$1,583.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Michael Flynn was appointed Commissioner of the Department of Transportation in January 2026.
- Previously published figures related to traffic fatalities was amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the date of the crash.
  - The Fiscal 2024 data for 'Total traffic fatalities' was changed from 276 to 277.
  - The Fiscal 2025 data for 'Total traffic fatalities' was changed from 211 to 214.
  - The Fiscal 2025 data for 'Pedestrian fatalities' was changed from 110 to 111.
  - The Fiscal 2024 data for 'Motorized two-wheel vehicle fatalities' was changed from 99 to 100.
  - The Fiscal 2025 data for 'Motorized two-wheel vehicle fatalities' was changed from 60 to 63.
  - The Fiscal 2025 data for 'Motor vehicle occupant fatalities' was change from 37 to 36.
- The Fiscal 2026 data for 'NYC adults who bike regularly (CY)' in Goal 3a is unavailable from DOT and is marked as NA.
- The value for 'Payout' in Agencywide Management is not available because starting in Fiscal 2026, values will only be reported annually as final audited data in the Preliminary Mayor's Management Report (PMMR) rather than as an initial estimate in the Mayor's Management Report (MMR). Historically, initial figures for this indicator were provided by the Law Department in the MMR, while final audited data was provided by the Office of Management and Budget (OMB) in the following PMMR. OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City, prompting this change to clarify reporting.

ADDITIONAL RESOURCES

For additional information go to:

- NYC Citi Bike Share:
  https://nycdotbikeshare.info/
- Street Ambassador Program:
  https://equity.nyc.gov/equity-stories/street-ambassador-program
- Mobility Management Program:
  https://www1.nyc.gov/html/dot/html/about/mobility_management.shtml
- NYC Streets Plan (2021):
  https://www.nyc.gov/html/dot/downloads/pdf/nyc-streets-plan.pdf
- NYC Streets Plan Update (2026):
  https://www.nyc.gov/html/dot/downloads/pdf/nyc-streets-plan-update.pdf
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/dot.

DEPARTMENT OF BUILDINGS **Ahmed Tigani, Commissioner**

WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and nearly 42,000 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution, Energy Conservation Code, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these laws and promotes public safety through its review of building plans, issuance of construction permits, and inspections.

FOCUS ON EQUITY

The Department of Buildings is committed to delivering its services in an equitable manner that supports compliant building development, while improving quality of life, promoting sustainability, and strengthening public safety for all New Yorkers in communities across the five boroughs. The Department is focused on maintaining strong service levels and improving the customer experience, especially for small property owners, small business owners, and tenants who conduct business or interact with the Department.

The Department is committed to enhancing quality of life elements for those who live in, work in, and visit New York City, notably by reducing the presence of sidewalk sheds. The City's plan to reform sidewalk shed regulations, announced in Calendar 2023, is intended to improve public safety and quality of life by compelling property owners to make necessary building repairs so that sidewalk sheds can be removed more quickly, and updating current pedestrian protection designs with more aesthetically pleasing or less intrusive alternatives where possible. Since the launch of the initiative, Department actions have helped to remove more than 2,250 sheds across the City which had previously been up for over three years—over 550 of which were up for more than five years. Overall, the City has seen an over 15 percent net decrease in sidewalk sheds since the plan was first announced. The Department is also finalizing rules to implement new enforcement tools and has unveiled new pedestrian protection designs, which will be made available for use in Fiscal 2027.

Building on this progress to promote safety and quality of life for all New Yorkers, the Department has recently increased staffing levels for several enforcement units that focus on proactive enforcement, parking structure safety, gas safety, and sidewalk shed enforcement. The efforts of these inspectors and other personnel will help to compel property owners to make needed building repairs to resolve hazardous conditions that endanger the public, including those living in traditionally disinvested areas of the City where neglected buildings can be more common.

OUR SERVICES AND GOALS

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

Goal 1b Promptly review construction plans.

Goal 1c Promptly schedule development inspections.

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a Promptly address complaints.

Goal 2b Rigorously enforce building and zoning laws.

Goal 2c Prevent construction-related fatalities and injuries.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

The Department is in the process of replacing the Building Information System (BIS) with its public-facing application portal DOB NOW. When fully implemented, it will allow industry professionals, licensees, owners, and the general public to conduct business with DOB fully online. Since implementation began in 2016, DOB NOW has successfully moved the processing of a significant percentage of transactions to DOB NOW. DOB NOW volumes are reported separately from their BIS counterparts. Although reported by job type, the Department can also classify DOB NOW filings by work type (such as plumbing, sprinkler, antenna, and supported scaffold). Separating filings by work type in DOB NOW allows construction applications to be reviewed and approved more quickly, eventually creating a much better service experience for customers.

In Fiscal 2026, total DOB NOW job filings increased by about two percent from Fiscal 2025, from 259,086 to 265,012. Total BIS filings decreased by 18 percent from Fiscal 2025, down from 16,420 to 13,509. Filings are expected to continue to increase in DOB NOW as volume shifts to that system from BIS; filings in BIS now account for approximately five percent of total filing volume. Though applicants are required to use DOB NOW for most filings, as of Fiscal 2026, not all job filings have been phased out of BIS and jobs that are in BIS will remain there until completed. Those jobs may receive subsequent or post approval amendment filings as well, which are accounted for in the BIS indicators. Total work permits issued in BIS continue to trend down as job volume shifts to DOB NOW. Total work permits issued in DOB NOW decreased three percent in Fiscal 2026, totaling 155,696 initial and renewal permits.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Jobs filed – All applications (DOB NOW)	240,005	248,446	253,548	259,086	265,012	*	*	Up	*
Jobs filed – All applications (BIS)	37,670	40,926	26,873	16,420	13,509	*	*	Down	*
Work permits issued – Initial (DOB NOW)	104,512	106,458	108,668	114,771	108,911	*	*	Neutral	*
Work permits issued – Renewals (DOB NOW)	34,571	41,422	41,499	45,017	46,785	*	*	Up	*
Work permits issued – Initial (BIS)	13,391	12,775	6,149	705	433	*	*	Down	*
Work permits issued – Renewals (BIS)	29,787	19,657	12,418	8,847	6,665	*	*	Down	*
★ Average customer in-person transaction time (minutes)	5	6	6	7	7	⇩	⇩	Up	Down
Average customer in-person wait time (minutes)	9	6	6	7	6	*	*	Down	Down
Certificates of occupancy issued (permanent and initial temporary)	13,958	15,412	15,007	15,932	15,922	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Promptly review construction plans.

The total number of completed first plan reviews for DOB NOW filings increased by two percent from 153,551 in Fiscal 2025 to 156,389 in Fiscal 2026. The total number of completed first plan reviews for BIS filings increased by 13 percent from 2,344 to 2,637.

The average number of days to complete first plan review through DOB NOW for all applications increased from 3.7 days in Fiscal 2025 to 5.4 days in Fiscal 2026. For jobs filed through DOB NOW, the average time to complete first plan reviews for new buildings increased from 6.3 days to 9.4 days, for major renovations increased from 6.0 days to 8.4 days, and for minor renovations increased from 3.2 days to 4.4 days.

For initial jobs filed through BIS, the average time to complete first plan reviews for major renovations decreased from 20.1 days to 17.5 days and for minor renovations increased from 9.6 days to 15.2 days. As initial applications continue to be processed mostly in DOB NOW, the volume processed through BIS has continued to reduce significantly. With that reduction, outliers in time to first review are very few, but more prominent in impact to the overall average.

The average number of days from filing to approval through DOB NOW for all applications increased from 20.3 days in Fiscal 2025 to 25.4 days in Fiscal 2026. The time taken for a filing to reach approval is largely driven by how long the applicant is holding the filing while making corrections necessary to achieve approval, and is not under Department control. This time with the applicant is typically three times as long as the time the filing is with the Department for review. Resubmission plan reviews completed in DOB NOW increased five percent, from 106,759 in Fiscal 2025 to 111,842 in Fiscal 2026, driven by new building and major renovation applications. Increased volume, and the associated review time, contributes to longer average time from filing to approval.

In Fiscal 2026, the Department audited 5,954 professionally certified applications before their approval, which is up 14 percent from 5,234 in Fiscal 2025. Additionally, the Department audited nearly 25 percent of professionally certified applications post-approval, up from about 23 percent in Fiscal 2025. Although Zoning Audits and Special Audits continue, program audits will be on hold until the audit module is implemented in DOB NOW.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
First plan reviews completed – All applications (DOB NOW)	136,720	142,061	149,991	153,551	156,389	*	*	Up	*
First plan reviews completed – Initial applications (BIS)	11,262	13,197	6,952	2,344	2,637	*	*	Down	*
Average days to complete first plan review – All applications (DOB NOW)	2.9	2.7	3.3	3.7	5.4	*	*	Up	Down
★ Average days to complete first plan review – New Buildings – All applications (DOB NOW)	7.7	6.5	6.5	6.3	9.4	⇩	⇩	Up	Down
★ Average days to complete first plan review – Major Renovations (Alteration CO) – All applications (DOB NOW)	5.7	5.0	5.5	6.0	8.4	⇩	⇩	Up	Down
★ Average days to complete first plan review – Minor Renovations (Alteration) – All applications (DOB NOW)	2.5	2.2	2.8	3.2	4.4	⇩	⇩	Up	Down
★ Average days to complete first plan review – Major Renovations (Alteration I) – Initial applications (BIS)	18.7	16.1	15.0	20.1	17.5	10.0	10.0	Neutral	Down
Average days to complete first plan review – Minor Renovations – Initial applications (BIS)	2.1	3.5	4.1	9.6	15.2	4.0	4.0	Up	Down
Average days from filing to approval – All applications (DOB NOW)	14.7	18.1	20.2	20.3	25.4	*	*	Up	Down
★ Resubmission plan reviews completed – All applications (DOB NOW)	75,128	88,252	102,342	106,759	111,842	⇩	⇩	Up	Down
★ Resubmission plan reviews completed – All applications (BIS)	12,789	10,387	10,086	7,128	6,009	⇩	⇩	Down	Down
Jobs professionally certified	117,753	114,779	107,288	104,939	103,865	*	*	Down	Up
Jobs professionally certified that were audited (pre-approval)	3,388	4,595	5,322	5,234	5,954	*	*	Up	Up
Jobs professionally certified that were audited (post-approval) (%)	21.9%	23.8%	23.7%	23.3%	24.7%	*	*	Neutral	Up
Of eligible audited jobs (post-approval), the percent of audits that failed (%)	5.1%	3.6%	2.5%	2.3%	2.2%	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Promptly schedule development inspections.

Average wait times for construction, plumbing, and electrical inspections all decreased slightly in Fiscal 2026, from 5.4 to 5.2 days, 5.0 to 4.8 days, and 12.8 to 12.6 days, respectively, though inspection response time across all categories remained impacted by budgetary constraints and reduced staff capacity through Fiscal 2026. In June 2026, DOB graduated 78 new employees from the Inspector Academy, an intensive 16-week training program in code enforcement, zoning regulations, building regulations, and DOB policies. These new inspectors will be assigned to the Department's Enforcement and Development units, with expected improvements in response times in Fiscal 2027. Further, the Department has proposed the implementation of a fee for incomplete or no-show inspections. These scheduled inspections that developers request, yet are unprepared for, lead to misuse of Department resources. The Department anticipates the fee will encourage greater preparation ahead of scheduled inspections, helping to reduce wasted visits and improve overall response times.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average days between construction inspection request and inspection	1.2	1.5	4.4	5.4	5.2	⇩	⇩	Up	Down
★ Average days between electrical inspection request and inspection	2.8	3.3	4.6	12.8	12.6	⇩	⇩	Up	Down
★ Average days between plumbing inspection request and inspection	2.4	2.2	2.6	5.0	4.8	⇩	⇩	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a Promptly address complaints.

The Department received 21,471 Priority A complaints in Fiscal 2026, an 8 percent increase, or 1,602 more, from 19,869 in Fiscal 2025. The average time to respond to Priority A complaints in Fiscal 2026 remained at 0.3 days, satisfying the target of 1.0 day or less. Consistent response time for these complaints is attributable to daily tracking of reports and notifications that aid in a more prompt triage to the proper unit within the Department.

Priority B complaints increased by 4,653 from Fiscal 2025 to Fiscal 2026, up to 78,294. The average time to respond to Priority B complaints increased from 17.4 days to 21.5 days, with the target of 40.0 days or less being satisfied. Consistent with Fiscal 2025, the increase in Priority B response time again concerned elevator complaints.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Priority A (emergency) complaints received	20,204	19,867	21,516	19,869	21,471	*	*	Neutral	*
Priority B (nonemergency) complaints received	63,279	68,480	73,547	73,641	78,294	*	*	Up	*
Priority A complaints responded to	19,699	19,398	20,757	19,416	20,937	*	*	Neutral	*
Priority B complaints responded to	54,954	57,847	61,013	55,882	59,591	*	*	Neutral	*
★ Average time to respond to Priority A complaints (days)	0.2	0.2	0.3	0.3	0.3	1.0	1.0	Up	Down
★ Average time to respond to Priority B complaints (days)	10.0	10.3	12.5	17.4	21.5	40.0	40.0	Up	Down
★ Residential illegal conversion complaints where access was obtained (%)	41.4%	30.9%	29.7%	26.9%	27.8%	44.0%	44.0%	Down	Up
– Access obtained and violations were written (%)	18.3%	21.4%	24.5%	25.3%	22.9%	*	*	Up	*
Work without a permit complaints where access was obtained and violations were written (%)	33.4%	30.4%	28.8%	36.9%	36.3%	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Rigorously enforce building and zoning laws.

The Department completed 415,481 inspections in Fiscal 2026, a nine percent increase from 379,691 inspections in Fiscal 2025, and issued 60,422 Office of Administrative Trials and Hearings (OATH)/Environmental Control Board (ECB) violations up from 52,891 issues in the prior year. Of the violations heard, more than 78 percent were upheld, which is down from more than 81 percent in the prior fiscal year. In Fiscal 2026, DOB violations issued increased from 39,901 in Fiscal 2025 to 143,725. The largest component of this increase is due to roughly 40,000 more violations being issued in Fiscal 2026 for failure to submit gas piping periodic inspection certification pursuant to Local Law 152 of 2016.

In Fiscal 2026, the Department issued 7,882 stop work orders (comprised of both full and partial stop work orders), a 19 percent increase from Fiscal 2025. The increase reflects the work of the Strategic Enforcement Division (created by Local Law 74 of 2024), which conducts proactive inspections with a particular focus on work without a permit and unlicensed activity. When a stop work order is necessary, the Department has prioritized reducing full stop work order issuance in favor of partial stop work orders so the Department does not halt all work on a site unless absolutely necessary.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ All inspections completed	353,648	373,838	416,290	379,691	415,481	⇧	⇧	Up	Up
★ All development inspections completed	188,291	193,791	212,575	190,410	177,801	*	*	Neutral	*
★ All enforcement inspections completed	165,357	180,147	203,715	189,281	233,988	*	*	Up	*
Enforcement inspections resulting in violations (%)	10%	11%	13%	13%	13%	*	*	Up	*
DOB violations issued	45,171	138,431	172,567	39,901	143,725	*	*	Up	*
Office of Administrative Trials and Hearings violations issued	66,662	46,330	44,240	52,891	60,422	*	*	Neutral	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	77.5%	79.8%	81.2%	81.5%	78.3%	80.0%	80.0%	Neutral	Up
★ Stop work orders issued	9,400	7,644	5,932	6,639	7,882	*	*	Down	*
★ Stop work orders rescinded	12,895	9,831	7,080	7,074	8,069	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Prevent construction-related fatalities and injuries.

Construction-related incidents causing serious or fatal injuries decreased 45 percent, from 557 in Fiscal 2025 to 308 in Fiscal 2026. Construction-related injuries related to these incidents decreased 12 percent from 363 to 320. There were eight construction-related fatalities in Fiscal 2026.

A critical component of the Department's work is promoting building and construction work site safety, through the administration of the City's Construction Codes—regulations that dictate how buildings and structures must be designed and constructed within New York City. The Department continues to implement multiple initiatives to support this mission, which have led to a decrease in construction-related injuries in Fiscal 2026 compared to Fiscal 2025. To further address this issue, in fall 2026, the Mayor's Committee on Construction Safety will convene for the first time under the leadership of the Deputy Mayor for Housing & Planning, the Deputy Mayor for Economic Justice, and DOB. The Committee will convene relevant stakeholders and will seek to identify the root causes of persistent construction injuries and fatalities, and recommend changes to local laws, agency resources, enforcement practices, and contractor accountability standards to prevent injuries and fatalities.

The Department continues to visit permitted sites to discuss safety and distribute safety materials, with a particular emphasis on fall protection. The Department remains committed to enforcing Local Law 196 of 2017, ensuring that workers on construction sites complete the mandated 40 hours of safety training. Additionally, the reduction of allowable construction sites overseen by an individual Construction Superintendent from five to three began at the start of Calendar 2024. This decision continues to have a positive impact on reducing construction-related injuries.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Construction-related incidents	653	787	741	468	430	*	*	Down	Down
– Construction-related incidents with injury	477	623	575	557	308	*	*	Down	Down
★ Construction-related injuries	487	658	625	363	320	⇩	⇩	Down	Down
★ – Construction-related fatalities	6	8	7	8	8	⇩	⇩	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Workplace injuries reported	12	10	8	5	18	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	57%	50%	61%	64%	65%	57%	57%	Up	Up
E-mails responded to within 14 days (%)	81%	87%	85%	88%	80%	57%	57%	Neutral	Up
Calls answered within 30 seconds (%)	70%	61%	81%	82%	68%	*	*	Neutral	Up
CORE facility rating	91	98	95	99	99	85	85	Neutral	Up
Completed requests for interpretation	269	51	86	342	91	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to first action – Elevator – Defective/Not Working (40 days)	84.9%	97.7%	77.1%	70.6%	75.2%	*	*	Down	*
Percent meeting time to first action – Work Contrary/Beyond Approved Plans/Permits (40 days)	99.8%	96.8%	97.6%	97.7%	97.9%	*	*	Neutral	*
Percent meeting time to first action – Failure to Maintain (40 days)	89.7%	84.8%	75.1%	39.6%	83.0%	*	*	Down	*
Percent meeting time to first action – Illegal Conversion of Residential Building/Space (40 days)	99.9%	96.0%	96.3%	97.5%	97.3%	*	*	Neutral	Down
Percent meeting time to first action – Work Without Permit (40 days)	98.6%	99.2%	99.9%	99.8%	98.6%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$196.4	$192.1	$190.3	$179.5	$202.3	$233.1	$233.1	Neutral
Revenues ($000,000)	$336.3	$319.5	$353.8	$391.9	$481.3	$387.7	$358.3	Up
Personnel	1,560	1,569	1,563	1,605	1,695	1,883	1,885	Neutral
Overtime paid ($000,000)	$7.7	$9.3	$4.6	$3.7	$3.0	$3.0	$3.3	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$145.6	$162.9	
001 - Agencywide Operations	$73.2	$69.5	All
003 - Enforcement and Development	$65.2	$82.8	All
005 - Sustainability	$7.2	$10.6	*
Other Than Personal Services - Total	$34.0	$39.4	
002 - Agencywide Operations	$27.9	$32.6	All
004 - Enforcement and Development	$5.4	$4.5	All
006 - Sustainability	$0.6	$2.3	*
Agency Total	$179.5	$202.3	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Ahmed Tigani was appointed Commissioner in January 2026.
- Previously published figures for Priority A and Priority B complaint indicators in Goal 2a were updated to remove complaint instances that are internally generated for tracking or agency referrals.
  - 'Priority A (emergency) complaints received' Fiscal 2022 figure was updated from 20,410 to 20,204; Fiscal 2023 from 21,012 to 19,867; Fiscal 2024 from 21,691 to 21,516; and Fiscal 2025 from 20,028 to 19,869.
  - 'Priority B (nonemergency) complaints received' Fiscal 2022 figure was updated from 64,791 to 63,279; Fiscal 2023 from 69,603 to 68,480; Fiscal 2024 from 75,554 to 73,547; and Fiscal 2025 from 75,932 to 73,641.
  - 'Priority A complaints responded to' Fiscal 2022 figure was updated from 19,849 to 19,699; Fiscal 2023 from 19,489 to 19,398; Fiscal 2024 from 20,861 to 20,757; and Fiscal 2025 from 19,729 to 19,416.
  - 'Priority B complaints responded to' Fiscal 2022 figure was updated from 56,413 to 54,954; Fiscal 2023 from 58,965 to 57,847; Fiscal 2024 from 62,962 to 61,013; and Fiscal 2025 from 58,160 to 55,882.
  - 'Average time to respond to Priority B complaints (days)' Fiscal 2022 figure was updated from 10.4 to 10.0; Fiscal 2023 from 10.8 to 10.3; Fiscal 2024 from 12.9 to 12.5; and Fiscal 2025 from 17.6 to 17.4.
- Previously published Fiscal 2025 figure for 'All enforcement inspections completed' in Goal 2b was updated from 190,410 to 189,281 after data review.

ADDITIONAL RESOURCES

For additional information go to:

- Building One City:
  http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf
- Data and Reporting:
  https://www1.nyc.gov/site/buildings/dob/dob-metrics.page

For more information on the agency, please visit: www.nyc.gov/buildings.

DEPARTMENT OF DESIGN AND CONSTRUCTION **Paul A. Ochoa, Commissioner**

WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies and non-profit institutions receiving City funding to deliver high-quality public buildings and infrastructure for New Yorkers in every corner of the five boroughs. Projects are managed with safety, efficiency and cost effectiveness always in mind, while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects, such as providing new and upgraded libraries, firehouses and police precincts, and infrastructure including porous pavement, water mains, sewers, roads, public plazas and coastal resiliency projects. DDC's total active portfolio for Fiscal 2026, including the Borough-Based Jails Program (BBJ), consists of 582 active projects (not including projects in the planning or closeout phases) valued at $33.5 billion.

FOCUS ON EQUITY

In keeping with DDC's commitment to equity and efficiency for all its projects, DDC remains highly focused on streamlining design and construction processes internally. The Agency continues to successfully expand its alternative delivery program based on New York State legislation which allows for the use of CM-Build for library and cultural institution projects, as well as progressive design-build for resiliency projects. In Fiscal 2026, DDC continued construction of its first design-build infrastructure project on Lexington Avenue in midtown Manhattan which will enhance pedestrian safety. Following the successful completion of the Shirley Chisholm Recreation Center in Brooklyn using alternative delivery methods, DDC's commitment to building community space faster and more efficiently remains unchanged. The Mary Cali Dalton Recreation Center on Staten Island continued construction in Fiscal 2026 and is expected to be completed by the end of Calendar 2026, two and a half years faster than if using traditional contracting methods.

All DDC projects share the same foundational purpose of enhancing neighborhoods, promoting economic growth and improving critical infrastructure. In Fiscal 2026, those projects included the Corona Health Center in Queens, and infrastructure projects such as Phase II of the Gravesend Bay Combined Sewer Overflow and the 4th Avenue Street Reconstruction in Brooklyn, and the Del Valle Square Reconstruction in the Bronx. The Agency also celebrated the restoration of the historic Hunterfly Houses at Weeksville Heritage Center in Brooklyn with the Department of Cultural Affairs, and the completion of the Van Dyke Boxing Gym and Community Center in Brooklyn with the New York City Housing Authority.

DDC remains a leading agency in contract awards and payments to Minority and Women-owned Business Enterprises (M/WBEs) and through the first three quarters of Fiscal 2026, the Agency's M/WBE participation was 32.6 percent for contracts subject to Local Law 1 of 2013, with over $342 million in contract awards.

DDC also works to increase entry-level job opportunities in the construction industry for women and minorities from underrepresented communities, and to address barriers into City work by M/WBEs. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating access to City contracts to build prosperity of M/WBEs, and the Agency structures its procurements to take advantage of new tools authorized by New York State to create additional opportunities for M/WBEs. Additionally, DDC is the first City agency to set disaggregated M/WBE goals on procurements and continues to lead this effort across projects, including under alternative delivery.

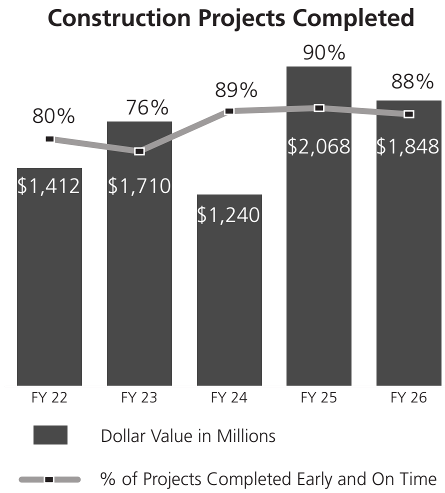
OUR SERVICES AND GOALS

SERVICE 1	**Design and build quality public buildings and infrastructure.**
Goal 1a	Complete projects on time and within budget.
Goal 1b	Meet quality assurance and site safety standards for all active projects.
Goal 1c	Improve customer satisfaction ratings.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a Complete projects on time and within budget.



DDC completed the Front-End Planning (FEP) process for 72 projects in Fiscal 2026, down from 74 in Fiscal 2025. The number of projects entering FEP is dependent upon the number of capital projects sent to DDC by the sponsor agencies. In Fiscal 2026, the overall number of projects managed by DDC declined while the cost and complexity of a typical project went up, often due to the need to provide extra stormwater drainage to manage the effects of climate change. Increased project cost and project complexity make it more likely that a proposed project will be returned to the sponsor agency and will need further study to complete the FEP process. FEP ensures that each project has the necessary scope and funding to achieve success before it officially enters the DDC project pipeline.

In Fiscal 2026, DDC completed 90 total design projects across the Infrastructure and Public Buildings portfolios, surpassing the Agency's target of 74 and an increase of 14 percent from Fiscal 2025. This increase was driven by an expanded Public Buildings portfolio. Eighty-two percent of the completed design projects were early or on time. Notably, DDC's Infrastructure Division surpassed its goal of 88 percent, reaching 90 percent on time completion. The Agency completed 68 construction projects in Fiscal 2026, short of the target of 73 projects. Eighty-eight percent of completed construction projects were early or on time, exceeding the Agency's target goal of 82 percent. The Agency also installed 4,235 Americans with Disabilities Act-compliant pedestrian ramps as part of the City's effort to upgrade ramps citywide with the proper slopes and identifiers.

In the Infrastructure Division's more traditional portfolio of street above and below ground projects, DDC reconstructed 15.4 miles of roadway lanes meeting the target of 15.0 miles in Fiscal 2026, but about half the mileage reconstructed in Fiscal 2025.The Agency installed 8.8 miles of water mains (compared 13.4 miles in Fiscal 2025) and 7.3 miles of sewers (compared to 6.5 miles). DDC's portfolio is dynamic, reflecting the changing priorities of the project sponsor agencies.

Initiatives related to climate change continue to be a large part of the Infrastructure Division's overall portfolio. DDC constructed 6,171 linear feet of coastal protection in Fiscal 2026, continuing significant progress on both the East Side Coastal Resiliency and Brooklyn Bridge-Montgomery Coastal Resiliency projects, as well as Red Hook Coastal Resiliency which broke ground in September 2025. The Agency is advancing green infrastructure installations around the City that will help alleviate local flooding from cloudbursts, including porous pavement, which are road sections made from concrete that allows rainwater to pass through, taking advantage of natural drainage in neighborhoods with a large amount of impervious surfaces. DDC installed 96,853 square feet of porous pavement in Fiscal 2026, while not achieving the target of 100,492 square feet, still a 44 percent increase over Fiscal 2025. DDC installed zero rain gardens or infiltration basins in Fiscal 2026, though 19 and 36 were targeted, respectively. This reflects the citywide shift toward more porous pavement use because it has proven to be more efficient at managing stormwater than either rain gardens or infiltration basins.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Front-End Planning phase completed	109	106	110	74	72	*	*	Down	*
Designs completed	81	101	89	79	90	74	64	Neutral	*
Construction completed	64	75	61	78	68	73	70	Neutral	*
Roadway lane miles reconstructed	41.5	33.6	20.3	29.8	15.4	15.0	46.4	Down	*
Sewers (new and replaced) (miles)	13.3	11.7	7.3	6.5	7.3	5.0	3.3	Down	*
Water mains (new and replaced) (miles)	22.0	18.7	17.3	13.4	8.8	9.0	10.5	Down	*
Rain gardens installed	NA	NA	153	113	0	19	22	NA	*
Infiltration basins installed	NA	NA	1,096	378	0	36	20	NA	*
Porous pavements installed (square feet)	NA	NA	20,478	67,257	96,853	100,492	98,970	NA	*
Pedestrian ramp corners installed	NA	NA	5,488	3,822	4,235	4,035	3,843	NA	*
Coastal protection constructed (linear feet)	NA	NA	3,102	4,427	6,171	5,750	4,702	NA	*
Completed designs early/on time (%)	85%	81%	91%	85%	82%	88%	88%	Neutral	Up
★ – Infrastructure (%)	93%	91%	98%	88%	90%	88%	88%	Neutral	Up
★ – Public buildings (%)	77%	71%	83%	82%	76%	88%	88%	Neutral	Up
★ Active designs — Early/on time (%)	75%	71%	89%	86%	83%	88%	88%	Up	Up
Completed construction early/on time (%)	80%	76%	89%	90%	88%	82%	82%	Up	Up
★ – Infrastructure (%)	90%	87%	92%	94%	93%	82%	82%	Neutral	Up
★ – Public buildings (%)	70%	65%	86%	86%	84%	82%	82%	Up	Up
★ Active construction — Early/on time (%)	79%	73%	91%	88%	83%	82%	82%	Up	Up
★ Construction cost variance (%)	NA	NA	NA	0.66%	0.39%	15.00%	15.00%	NA	Down

★ Critical Indicator ✹ Equity Indicator “NA” Not Available ⇧⇩ Directional Target * None

Goal 1b Meet quality assurance and site safety standards for all active projects.

In Fiscal 2026, there were 27 construction-related accidents at DDC jobsites, a 50 percent increase from 18 in Fiscal 2025, with zero fatalities. The increase can be associated with the complexity and nature of the work being performed, as the Agency is managing more large-scale and complex construction projects with higher levels of concurrent construction activities, with varying and continuously changing site conditions as projects progress through different phases. Incidents may increase during higher-risk phases of a project, as multiple trades are working simultaneously in the same or nearby work areas. Accidents and injuries have moved in lockstep across all five fiscal years, indicating that reported accidents typically result in at least one injury. Per established protocol, contractors are required to report all safety-related accidents and incidents to DDC within one hour. A formal construction accident report must then be submitted to the Agency's Office of Construction Safety within 24 hours. Each incident is thoroughly investigated to identify root causes and implement corrective actions to try to avoid reoccurrence.

In Fiscal 2026, the Agency continued to issue safety advisories including environmentally focused best practices, such as for extreme heat or dangerous air quality, and observations gathered during inspections. These efforts were further strengthened by the introduction of regular environmental site visits, now a key component of the Agency's efforts to ensure compliance. The Safety & Site Support division also remained active in pre-construction meetings and site walkthroughs to ensure compliance with safety, environmental, and quality protocols and to assist contractors in developing project-specific safety plans.

To further enhance safety awareness, the Safety & Site Support division conducted regular outreach efforts throughout the year, including monthly jobsite visits engaging contractors and project teams. These visits foster open discussions on safety and quality and have been expanded to incorporate dedicated conversations around environmental topics. DDC also hosted its annual Safety Summit, bringing together project staff, construction managers, and contractors for presentations and training sessions focused on hazard recognition and accident prevention. Throughout the year, the Agency also conducted numerous additional sessions to further reinforce safety awareness and best practices.

DDC audited 100 percent of projects and completed over 3,000 safety, environmental, and quality compliance audits and inspections in Fiscal 2026. The implementation of Scorecard Plus (SCP), a mobile auditing application, has transformed the inspection process, allowing auditors to capture field observations, annotate photos, and submit paperless reports directly from their devices. These reports are shared in near real-time with supervisors and project staff, significantly improving responsiveness to emerging issues. When high-risk deviations are identified that pose a threat to life or property, DDC auditors remain onsite until the hazard is resolved. The stop work order policy continues to be a preventive tool used to address imminent hazards identified during audits, enhancing the impact of field inspections and evaluations.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Construction-related accidents	24	12	27	18	27	*	*	Up	Down
★ Construction-related injuries	24	12	27	18	27	⇩	⇩	Up	Down
★ Construction-related fatalities	0	0	2	0	0	⇩	⇩	Neutral	Down
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Improve customer satisfaction ratings.

To gauge how DDC's projects are being received, DDC issues Post-Construction Satisfaction surveys to many of the stakeholders affected by infrastructure projects and to the agencies that sponsor public buildings projects. In Fiscal 2026, DDC received 18 survey responses representing seven percent of eligible projects, down from 584 responses across 49 percent of the portfolio in Fiscal 2025. Of the responses, 67 percent rated DDC's completed projects as adequate or better, a 30 percentage-point decrease from 97 percent in Fiscal 2025, and below the target of 90 percent for the first time since Fiscal 2022. These declines are due in part to a drop in the number of eligible projects surveyed. An eligible project is large in scope within a defined geographic location, has a designated Community Construction Liaison, and has reached substantial completion—24 projects were surveyed in Fiscal 2026 compared to 51 in Fiscal 2025. DDC is undergoing a review of its survey procedures to better capture feedback before a project reaches substantial completion to boost survey returns. In addition to the survey feedback, DDC responds to concerns from NYC 311 and is in constant communication with field construction staff on-site to mitigate issues.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	48%	21%	18%	49%	7%	*	*	Down	Up
Post-construction satisfaction — Surveys returned	98	71	33	584	18	*	*	Up	Up
Respondents rating a completed project as adequate or better (%)	81%	100%	90%	97%	67%	90%	90%	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	99%	90%	90%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$201.6	$228.4	$171.9	$162.2	$175.8	$178.9	$164.4	Down
Revenues ($000)	$6.6	$26.3	$0.0	$0.7	$0.1	$50.0	$50.0	Down
Personnel	1,131	1,076	1,099	1,159	1,165	1,217	1,225	Neutral
Overtime paid ($000,000)	$1.4	$1.7	$1.5	$1.2	$1.1	$1.1	$1.1	Neutral
Capital commitments (capital projects managed for client agencies) ($000,000)	$2,193.7	$2,441.6	$2,548.0	$4,657.4	$4,196.3	$3,862.0	NA	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$121.7	$127.65	
001 - Design and Engineering	$113.9	$118.4	All
003 - Executive, Administrative, and Capital Planning	$7.8	$9.3	1a
Other Than Personal Services - Total	$40.5	$48.2	
002 - Design and Engineering	$24.4	$33.9	All
004 - Executive, Administrative, and Capital Planning	$16.15	$14.3	1a
Agency Total	$162.2	$175.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Paul A. Ochoa was appointed Commissioner of the Department of Design and Construction in April 2026.
- Previously published Fiscal 2027 targets were adjusted based on updated portfolio estimates as follows: 'Design completed' was changed from 74 to 64, 'Construction completed' from 73 to 70, 'Roadway lane miles reconstructed' from 15.0 to 46.4, 'Sewers (new and replaced)(miles)' from 5.0 to 3.3, 'Water mains (new and replaced)(miles)' from 9.0 to 10.5, 'Pedestrian ramp corners installed' from 4,035 to 3,843, and 'Coastal protection constructed (linear feet)' from 5,750 to 4,702. The target for 'Rain gardens installed' was adjusted from 19 to 22, 'Infiltration basins installed' from 36 to 20, and 'Porous pavements installed (square feet)' from 100,492 to 98,970.

ADDITIONAL RESOURCES

For additional information go to:

- Strategic Blueprint 2025, Capital Project Delivery Progress Update:
  https://www.nyc.gov/assets/ddc/downloads/publications/2025_Strategic_Blueprint.pdf

For more information on the agency, please visit: www.nyc.gov/ddc.

Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING Sideya Sherman, Director

WHAT WE DO

The Department of City Planning (DCP) plans for the future of New York City, working to create equitable, thriving and dynamic neighborhoods with access to housing, jobs, resilient infrastructure, and a vibrant public realm. The Agency seeks to leverage the City's greatest strengths, its unparalleled diversity and resilient spirit, and helps to ensure that investments, including private investments, benefit the City as a whole.

DCP's work is guided by five strategic pillars. First, the Agency emphasizes inclusive planning by engaging communities to develop plans and studies that reflect diverse perspectives, address local and citywide needs, enhance public spaces, and tackle historic inequities. Second, sustainability is a key focus in all areas of DCP's work, with efforts to prepare for climate change, economic shifts, and disasters at the forefront of planning for long-term resilience and adaptability. Third, the Agency seeks to expand housing access by encouraging growth, dismantling exclusionary barriers, and supporting the creation of housing for all New Yorkers. Fourth, DCP fosters economic opportunity through promoting job creation, meeting evolving business needs, and encouraging accessible commercial activity. Lastly, DCP promotes informed decision-making by supporting land use applications, conducting policy research, and creating open data and civic engagement tools.

DCP supports the City Planning Commission (CPC) in its annual review of hundreds of land use applications. Additionally, the Agency works closely with the Office of Management and Budget (OMB) in developing the City's Ten-Year Capital Strategy.

FOCUS ON EQUITY

DCP is strongly focused on equity and supporting fair housing to help create a City that works for everyone. Through citywide and neighborhood plans, streamlined rules, and faster development processes, the Agency supports the City's affordability agenda while working to ensure that communities are inclusive and thriving, and that opportunity is more evenly shared among New Yorkers.

DCP is working to ensure that its staff reflects the City's diversity and that the Agency is an inclusive workplace that pursues equitable planning practices, including building trust and increasing transparency through thorough public engagement. DCP's Community Planning and Civic Engagement division conducts in-depth, collaborative conversations with New Yorkers of all ages to incorporate community voices and broaden public participation in the Agency's planning efforts.

DCP is deeply committed to advancing Block by Block, the Administration's comprehensive strategy to address New York City's housing crisis and make the City more affordable for working people. The Agency's work toward this goal includes using new voter-approved public review fast tracks to speed up affordable housing development, collaborating closely with communities to develop ambitious neighborhood plans that prioritize local needs, and updating outdated or exclusionary zoning to build more income-restricted and transit-accessible housing across the City.

DCP is utilizing innovative new tools to accelerate housing delivery including the Expedited Land Use Review Procedure (ELURP), a fast-track review process for modest affordable housing and climate resiliency proposals passed by voters in November 2025. ELURP speeds up public review for many affordable housing projects and unlocks housing opportunities that were difficult or virtually impossible to advance through the Uniform Land Use Review Process (ULURP). The Agency is also a partner of the Land Inventory Fast Track (LIFT) and Streamlining Procedures to Expedite Equitable Development (SPEED) Task Forces, which identify bureaucratic barriers to development and provide recommendations to accelerate and expand housing production.

DCP has moved swiftly to implement these new tools. In the second half of Fiscal 2026, the Agency began advancing qualifying housing projects through ELURP. DCP also launched the rulemaking process for the Affordable Housing Fast Track, a process that will make it easier to build affordable housing in the 12 Community Districts that produced the least affordable housing over the prior five years.

In addition, DCP continues to work with New Yorkers on neighborhood plans that spur housing and job growth and guide community investments. Recent examples include the Midtown South Mixed-Use Plan in Manhattan as well as the Jamaica Neighborhood Plan and the OneLIC Neighborhood Plan in Queens, all approved by City Council in Fiscal 2026. In May 2026, DCP launched new planning efforts along White Plains Road in the Bronx and in neighborhoods south of Prospect Park in Brooklyn. Both initiatives are in the early stages of community outreach.

To support equitable capital investment across neighborhoods in the City's budget process, DCP works with the Mayor's Office of Management and Budget and all 59 Community Boards to produce annual Statements of Community District Needs and Budget Requests. These materials are posted on DCP's Community District Profiles webpage, along with results of a 12-language survey. DCP also provides Community Board training on planning principles, initiatives, and more.

OUR SERVICES AND GOALS

SERVICE 1 Shape the use and development of New York City to make it more equitable, prosperous, resilient, and sustainable citywide.

Goal 1a Advance land use proposals for public review that have a positive, citywide impact and help improve equity and/or quality of life for all New Yorkers.

Goal 1b Advance the creation of market rate and income-restricted housing to tackle the housing crisis and make sure all New Yorkers have access to affordable, safe homes.

SERVICE 2 Foster growth and resiliency through holistic neighborhood planning efforts.

Goal 2a Advance community-focused land use proposals for public review that promote housing and affordability, economic development, enhanced infrastructure, and sustainability.

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a Conduct timely and thorough review of simple zoning actions, subject to City Planning Commission review.

Goal 3b Conduct timely and thorough review of zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Assessment Statement (EAS), subject to City Planning Commission review.

Goal 3c Conduct timely and thorough review of zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Impact Statement (EIS), subject to City Planning Commission review.

Goal 3d Conduct timely and thorough review of non-zoning City projects, subject to City Planning Commission review.

Goal 3e Conduct timely and thorough review of renewals, subject to City Planning Commission review.

SERVICE 4 Prepare information and policy analysis for the public, other government agencies, and elected officials.

Goal 4a Provide quality technical and strategic planning expertise to the public, other City agencies, and elected officials to support decision-making.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Shape the use and development of New York City to make it more equitable, prosperous, resilient, and sustainable citywide.

Goal 1a Advance land use proposals for public review that have a positive, citywide impact and help improve equity and/or quality of life for all New Yorkers.

In Fiscal 2026, DCP advanced citywide proposals and studies through 14 information sheets, presentations, and videos, a slight decline from the 18 advanced in Fiscal 2025. Among the vital citywide policy materials published was the NYC Industrial Plan. This comprehensive framework by DCP, the Department of Small Business Services (SBS), and the New York City Economic Development Corporation (EDC) looks to bolster the development and adaptation of a modern, sustainable industrial economy. Other materials released included videos regarding the voter-approved City Charter land use reforms that are cutting red tape for modest affordable housing projects, the Agency's support of changes to the State Environmental Quality Review Act (SEQRA) while it was being debated in the New York State Legislature, and ongoing work to lower storefront vacancies citywide.

In Fiscal 2026, DCP also advanced materials pertaining to Sprint, a new, expedited pre-certification pathway for certain housing projects that are exempt from environmental review under recently approved reforms to SEQRA. Implementing Sprint is a key piece of the City's Streamlining Procedures to Expedite Equitable Development (SPEED) report, a sweeping set of reforms to deliver affordable housing faster across New York City. While Sprint is in its early stages, it is expected to help the Agency deliver affordable housing faster by reducing the pre-certification timeline for eligible projects.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Citywide proposals and studies advanced	9	26	91	18	14	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Advance the creation of market rate and income-restricted housing to tackle the housing crisis and make sure all New Yorkers have access to affordable, safe homes.

Land use actions advanced into the public review process by DCP and reviewed by the City Planning Commission (CPC) change the existing rules and regulations for how land is zoned and used, such as residential, commercial, and manufacturing districts. One of DCP's main goals is to promote land use actions that create new housing.

In Fiscal 2026, the CPC reviewed land use actions from public and private applications that are projected to create a total of 13,730 homes across all five boroughs—enough to house over 30,000 New Yorkers. Of these homes that entered public review, 5,138 would be income-restricted and affordable, either through DCP's Mandatory Inclusionary Housing (MIH) requirement or from a City agency or non-profit funding source, an 85 percent decrease from the 35,181 affordable homes projected in Fiscal 2025. The 13,730 homes projected in Fiscal 2026 marks a 79 percent decrease from the 64,523 homes projected in Fiscal 2025. The exceptional Fiscal 2025 numbers were driven by four neighborhood plans, which alone accounted for over 40,000 new homes. These plans were the culmination of multiyear planning and community engagement efforts, similar to those now underway on White Plains Road and south of Prospect Park.

By contrast, the homes reviewed in Fiscal 2026 all came from individual projects, which are inherently smaller than neighborhood plans. Notable Fiscal 2026 projects include 395 Flatbush Avenue Extension and Monitor Point in Brooklyn, which together would create over 2,300 new homes; DeWitt Clinton Park North, a project on Manhattan's West Side with 1,200 new homes, 147-14 Northern Boulevard, which could bring 400 new homes to Flushing, Queens, and a new development along Hamilton Avenue in St. George, Staten Island which would create 370 homes.

In Fiscal 2026, the CPC also approved 50,227 new homes, enough to house over 120,000 New Yorkers, nearly double the 27,746 homes approved last fiscal year. The number of homes approved differs from the number of homes reviewed by the Commission as it captures homes that may have started public review in the previous fiscal year but were approved in this fiscal year. Namely, the same four neighborhood plans that started public review in Fiscal 2025 were approved by the CPC in Fiscal 2026.

In March 2026, DCP issued its Housing Production Snapshot to inform New Yorkers about how many homes were built in Calendar 2025 and where they are located. This report will continue to offer insight into housing production both at the citywide and neighborhood levels each year.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Homes projected through land use actions reviewed by the City Planning Commission	NA	NA	20,748	64,523	13,730	*	*	NA	*
Affordable homes projected through land use actions reviewed by the City Planning Commission	NA	NA	8,559	35,181	5,138	*	*	NA	*
Homes approved by the City Planning Commission	7,809	12,473	19,872	27,746	50,227	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Foster growth and resiliency through holistic neighborhood planning efforts.

Goal 2a Advance community-focused land use proposals for public review that promote housing and affordability, economic development, enhanced infrastructure, and sustainability.

In Fiscal 2026, DCP advanced neighborhood proposals and studies through 31 information sheets, presentations, videos and other public-facing materials, a slight decrease from the 39 presented in Fiscal 2025. This is due to the approval of multiple neighborhood plans in the first half of the fiscal year, with most of the materials related to them being generated during that time.

Approved by the New York City Council in August 2025, the Midtown South Mixed-Use Plan will create over 9,500 new homes across 42 blocks of Manhattan where housing was previously not allowed. This plan will ensure that over 2,800 of those homes are permanently affordable, in accordance with Mandatory Inclusionary Housing (MIH) regulations that require 20 to 30 percent of new residential floor area to be dedicated as permanently income-restricted affordable housing.

The Jamaica Neighborhood Plan, approved by the City Council in October 2025, will spur the construction of 12,000 new homes, including 4,000 permanently income-restricted affordable homes, in a 230-block area of this transit-accessible neighborhood. The plan also includes new commercial and industrial space, creation of 7,000 jobs, over $400 million in infrastructure including sewer upgrades to reduce flooding, new and improved public spaces, and safer streets. It was quickly followed by the approval of the OneLIC Long Island City Neighborhood Plan in November 2025, which will generate around 14,700 new homes, including 4,350 permanently income-restricted affordable homes, the greatest amount of housing generated by a neighborhood-specific rezoning in at least 25 years. The plan will also facilitate 14,400 more jobs, create a connected waterfront between Gantry Plaza State Park and Queensbridge Park, and deliver other significant investments.

DCP continues to prioritize neighborhood plans that create new and affordable housing, better jobs, more economic activity, and infrastructure improvements. The White Plains Road Neighborhood Plan aims to bolster housing opportunities along a key, transit-accessible corridor in the North Bronx and intersecting commercial streets that are currently dominated by one- and two-story strictly commercial buildings and have seen little new housing or affordable housing. The South of Prospect Plan will look to support more transit-oriented, mixed-use development with permanent affordable housing, expand jobs and services, and support investments in the public realm along portions of Coney Island and McDonald Avenues in Brooklyn below Prospect Park.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Neighborhood proposals and studies advanced	14	20	73	39	31	⇧	⇧	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a Conduct timely and thorough review of simple zoning actions, subject to City Planning Commission review.

DCP reviews all zoning actions that go before the City Planning Commission. Zoning actions are split by type. Simple zoning actions, which can include one or more land use applications, often include authorizations and certifications. In Fiscal 2026, more projects entered public review as simple zoning actions than in previous years, and they moved through review faster than before. This is primarily due to the implementation of DCP's Green Fast Track program and recent SEQRA reforms, which have streamlined environmental review and accelerated the production of modest affordable housing projects, saving staff time and reducing costs for applicants.

In Fiscal 2026, DCP began public review for 68 projects with simple zoning actions, an increase from 53 such projects in Fiscal 2025. It took these projects a median of 258 days to enter public review in Fiscal 2026, down seven percent from Fiscal 2025. The share of projects able to start public review within 12 months improved to 69 percent, up from 64 percent in Fiscal 2025, but still just below the 70 percent target. This improvement can be attributed to the filling of the previously vacant Pipeline Manager role and the implementation of new pre-certification processes—both of which strengthened oversight of projects during the early stages and kept them advancing through the pipeline.

DCP set a target for all zoning applications to spend 65 percent or less of the time it takes for the projects to enter public review with the Agency, allowing the rest of the time to be spent with the applicant to update their proposal as needed. In Fiscal 2026, simple zoning projects were under DCP review for 58 percent of the time and with applicants for 42 percent of the time before entering public review, an improvement on the previous year's proportion of 64 percent in DCP review and 36 percent with the applicant.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Simple zoning action projects that entered public review	76	53	69	53	68	*	*	Neutral	*
★ Simple zoning action projects that entered public review within 12 months (%)	78%	57%	61%	64%	69%	70%	70%	Neutral	Up
Median days for projects to enter public review	NA	NA	307	278	258	365	365	NA	Down
Time that projects spent with DCP under review before entering public review (%)	NA	NA	61%	64%	58%	65%	65%	NA	Down
Time that projects spent with applicant before entering public review (%)	NA	NA	39%	36%	42%	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Conduct timely and thorough review of zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Assessment Statement (EAS), subject to City Planning Commission review.

Zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Assessment Statement (EAS) are complex projects that can include one or more land use applications and their associated environmental review. This includes zoning map changes, amendments to the zoning resolution, and zoning special permits. As a result of Green Fast Track, some of these projects can now be filed as simple zoning actions, which was not possible in prior years.

DCP began public review on 56 projects that require an EAS in Fiscal 2026, nearly equal to the 52 projects in Fiscal 2025. The percentage of these projects that started public review within 15 months of submission decreased from 43 percent in Fiscal 2025 to 38 percent in Fiscal 2026, remaining below the 70 percent target. It took a median of 572 days for projects with an EAS to enter public review, longer than the 482 days in Fiscal 2025 and falling short of the 456-day target. In Fiscal 2026, these projects were with DCP for 58 percent of the time ahead of public review and with applicants for 42 percent of the time, surpassing the target.

These numbers reflect DCP's continued efforts to work through the backlog of already-delayed projects in the pipeline. More than 30 percent of the projects in this category entered DCP's pipeline between Fiscal 2019 and Fiscal 2023, contributing to the longer review timelines.

DCP is implementing several reforms specifically designed to address these persistent delays. Green Fast Track reduces environmental review requirements for eligible projects, recent SEQRA reforms exempt additional qualifying projects from environmental review, and the new Sprint pathway is designed to reduce pre-certification review for eligible housing projects to six months. Together, these initiatives are intended to simplify requirements, reduce unnecessary review time, prevent new backlogs, and improve performance.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Zoning actions with CEQR (EAS) that entered public review	58	44	53	52	56	*	*	Neutral	*
★ Zoning actions with CEQR (EAS) that entered public review within 15 months (%)	48%	34%	32%	43%	38%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	527	482	572	456	456	NA	Down
Time that projects spent with DCP under review before entering public review (%)	NA	NA	61%	65%	58%	65%	65%	NA	Down
Time that projects spent with applicant before entering public review (%)	NA	NA	39%	35%	42%	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c Conduct timely and thorough review of zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Impact Statement (EIS), subject to City Planning Commission review.

Zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Impact Statement (EIS) are complex projects that can include one or more land use applications that must be more deeply analyzed for significant adverse impacts in their associated environmental review.

In Fiscal 2026, there were five projects requiring an EIS that started public review, down from 11 in Fiscal 2025. The number of projects with an EIS that started public review within 22 months decreased from 91 percent in Fiscal 2025 to 40 percent in Fiscal 2026. Since this measure is based on a small number of highly complex projects, individual cases can significantly affect the annual result. The longer review period can be attributed to lengthy environmental reviews that involved complicated development sites spanning multiple blocks, projects involving multiple applicants, and coordination with numerous agencies whose input was required throughout the environmental review process. As DCP implements more streamlined processes, the Agency anticipates that these numbers will improve in the near future.

In Fiscal 2026, it took a median of 659 days for projects with CEQR requiring an EIS to enter public review. Although this was longer than the 369-day median in Fiscal 2025, it remains below DCP's 669-day target. DCP is continuing to implement reforms to improve the consistency and timeliness of reviews for these complex projects.

EIS projects were under DCP review for 90 percent of the time ahead of public review and with non-DCP applicants for 10 percent of the time. This reflects the fact that many of these complex applications were City-led initiatives with DCP as the lead applicant, and as such, there was no external applicant involved in the review process.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Zoning actions with CEQR (EIS) that entered public review	7	3	9	11	5	*	*	Up	*
★ Zoning actions with CEQR (EIS) that entered public review within 22 months (%)	86%	33%	89%	91%	40%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	148	369	659	669	669	NA	Down
Time that projects spent with DCP under review before entering public review (%)	NA	NA	90%	86%	90%	65%	65%	NA	Down
Time that projects spent with applicant before entering public review (%)	NA	NA	10%	14%	10%	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3d Conduct timely and thorough review of non-zoning City projects, subject to City Planning Commission review.

Non-zoning City projects are land use actions submitted by public agencies or EDC. They can include individual sitings of City facilities, acquisition of property or office space by the City, housing approvals, business improvement districts, franchises, landmarks, and concessions. In Fiscal 2026, DCP began public review on 30 non-zoning City projects, slightly more than the 25 in Fiscal 2025. Of these projects, 62 percent of entered public review within six months, a decrease from 100 percent in Fiscal 2025. Median days for non-zoning City projects to enter public review continued to out-perform the 182-day target at 106 days in Fiscal 2026, though this is nearly double the 41 days in Fiscal 2025.

These numbers are primarily due to lengthy environmental reviews led by partner agencies rather than DCP. Because the timing of those reviews was largely outside the Agency's control, several projects remained in the pipeline longer than they otherwise would have, lowering the percentage that entered public review within six months.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
City projects (non-zoning) that entered public review	32	9	34	25	30	*	*	Up	*
★ City projects (non-zoning) that entered public review within 6 months (%)	84%	89%	74%	100%	62%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	50	41	106	182	182	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3e Conduct timely and thorough review of renewals, subject to City Planning Commission review.

Project renewals include special permits for use (i.e. residential, commercial, manufacturing) or bulk (which determines the maximum size and placement of a building on a zoning lot), subject to terms of expiration. DCP reviewed four projects in this category in Fiscal 2026, up from three in Fiscal 2025.

The percentage of renewal actions that began public review within six months in Fiscal 2026 was 50 percent, lower than the 67 percent in Fiscal 2025. This was due to two of the four renewals missing the target timeframe. The median number of days for these types of projects to enter public review decreased from 205 days in Fiscal 2025 to 135 days in Fiscal 2026, below the 182-day target. Since only four renewals entered public review in Fiscal 2026, variations in the timeline of any one project can affect the number of median days for all projects.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Renewals that entered public review	71	56	19	3	4	*	*	Down	*
★ Renewals that entered public review within 6 months (%)	92%	89%	89%	67%	50%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	89	205	135	182	182	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Prepare information and policy analysis for the public, other government agencies, and elected officials.

Goal 4a Provide quality technical and strategic planning expertise to the public, other City agencies, and elected officials to support decision-making.

In Fiscal 2026, DCP publicly presented 392 materials, including planning reports, presentations, datasets, and digital tools, related to land use, housing and zoning issues in New York City, down slightly from the 425 presented in Fiscal 2025. These materials include *Principles in Place*, which shows how the Agency's *Principles of Good Urban Design* inform a diverse range of recent development projects; the latest edition of *Newest New Yorkers*, a comprehensive portrait of the City's foreign-born residents; and the *2025 Zoning Handbook*, which demystifies land use rules and regulations.

DCP also fulfilled 1,569 requests for zoning verification letters in Fiscal 2026, a 35 percent increase over the 1,160 requests fulfilled in Fiscal 2025. These formal letters provide information about a property's zoning designation and can be requested by building owners for any number of reasons including building financing, redevelopment, or sales. The number of zoning verification letters varies year-to-year based on the needs of individual site owners. Also in Fiscal 2026, DCP completed 1,370 requests made to the Zoning Help Desk, a service where members of the public can call with a land use or zoning-related question and receive a response from a zoning specialist within two business days. This marks a 38 percent decline from the 2,194 fulfilled in Fiscal 2025. Like zoning verification letters, Zoning Help Desk requests can vary year-to-year depending on the needs of site owners, developers, or members of the public.

During Fiscal 2026, DCP staff met with New York City Community Boards 282 times, offering assistance in all matters related to land use and zoning, through project presentations, Q&As, training seminars, and more—28 percent lower than the 393 meetings in Fiscal 2025, which included multiple sessions related to DCP's four neighborhood plans that were advancing. During Fiscal 2026, most of the neighborhood plans were already beyond the Community Board stage of the public review process.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Planning information and policy analysis initiatives presented to the public	331	469	435	425	392	⇧	⇧	Neutral	Up
Zoning verification letter requests fulfilled	NA	NA	753	1,160	1,569	*	*	NA	*
Zoning Help Desk requests fulfilled	NA	NA	2,454	2,194	1,370	*	*	NA	*
Community Board engagement requests fulfilled	NA	NA	869	393	282	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	76%	97%	96%	93%	100%	85%	85%	Up	Up
Letters responded to within 14 days (%)	58%	100%	77%	100%	100%	50%	50%	Up	Up
Completed requests for interpretation	18	15	18	9	7	*	*	Down	*
CORE facility rating	99	99	100	99	100	90	90	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$36.4	$39.7	$45.7	$49.1	$52.6	$58.2	$58.8	Up
Revenues ($000,000)	$3.3	$3.4	$4.2	$3.5	$4.1	$2.7	$2.7	Down
Personnel	290	320	318	337	324	388	429	Up
Overtime paid ($000)	$36	$39	$38	$38	$32	$32	$32	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$32.6	$36.9	
001 - Personal Services	$29.9	$34.0	All
003 - Geographic Systems	$2.6	$2.8	2a
Other Than Personal Services - Total	$16.6	$15.8	
002 - Other Than Personal Services	$16.3	$15.5	All
004 - Geographic Systems	$0.3	$0.3	2a
Agency Total	$49.1	$52.6	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Sideya Sherman was appointed as Chair of the City Planning Commission and Director of the Department of City Planning in February 2026.
- Goal 3e was renamed from 'Conduct timely and thorough review of renewals and South Richmond land use and zoning actions, subject to City Planning Commission review' to 'Conduct timely and thorough review of renewals, subject to City Planning Commission review.' Indicators in this goal were renamed from 'Renewals and South Richmond action projects that entered public review' to 'Renewals that entered public review' and from 'Renewals and South Richmond action projects that entered public review within 6 months (%)' to 'Renewals that entered public review within 6 months (%).' The South Richmond Zoning Relief Plan, adopted in Fiscal 2023, simplified the approval process and removed red tape for small properties and individual homeowners. These actions are now as-of-right, not subject to CPC approval.

- Service 4 'Prepare information and policy analysis for the public, other government agencies, and elected officials.' and Goal 4a 'Provide quality technical and strategic planning expertise to the public, other City agencies, and elected officials to support decision-making.' were renamed to include the Oxford comma to maintain grammatical consistency across the chapter.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Block by Block: The Housing Plan for a New Era:
  https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/block-by-block-report.pdf
- Expedited Land Use Review Procedure:
  https://www.nyc.gov/content/planning/pages/planning/public-review
- Affordable Housing Fast Track:
  https://codelibrary.amlegal.com/codes/newyorkcity/latest/NYCcharter/0-0-0-7598
- Midtown South Mixed-Use Plan:
  https://www.midtownsouthplan.nyc/
- Jamaica Neighborhood Plan:
  https://www.jamaicaplan.nyc/
- OneLIC Long Island City Neighborhood Plan:
  https://www.licplan.nyc/
- White Plains Road Neighborhood Plan:
  https://www.nyc.gov/whiteplainsroad
- South of Prospect Neighborhood Plan:
  http://nyc.gov/southofprospect
- Community District Profiles:
  https://communityprofiles.planning.nyc.gov
- Community District Needs Survey:
  https://www.nyc.gov/assets/planning/downloads/pdf/planning/capital-planning/community-district-needs/english-survey-for-gathering-input.pdf
- NYC Industrial Plan:
  https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/nyc-industrial-plan
- SPEED Report:
  https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/speed_report_051326.pdf
- Recent Charter Revisions Info Session Video:
  https://www.youtube.com/watch?v=xrPUdFvtVLk&t
- Streamlining SEQR Video:
  https://www.youtube.com/shorts/owyn8FIeyf0
- Storefront Vacancies Video:
  https://www.youtube.com/shorts/bTod5TajXbk
- City Planning Commission:
  https://www.nyc.gov/content/planning/pages/commission

- Mandatory Inclusionary Housing:
  https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/mandatory-inclusionary-housing
- 2025 Housing Production Snapshot:
  https://storymaps.arcgis.com/stories/1c9138dc24064b2e8142ff156345a719
- Principles in Place—Design of a Sustainable Street:
  https://www.nyc.gov/assets/planning/downloads/pdf/planning/urban-design/principles-in-place/design-sustainable-street.pdf
- Principles in Place—Design of a Civic Building:
  https://www.nyc.gov/assets/planning/downloads/pdf/planning/urban-design/principles-in-place/design-of-a-civic-building.pdf
- Principles in Place—Design of a Multi-phase Development:
  https://www.nyc.gov/assets/planning/downloads/pdf/planning/urban-design/principles-in-place/design-multipurpose-development.pdf
- Newest New Yorkers (2026 Edition):
  https://www.nyc.gov/content/planning/pages/our-work/reports/newest-new-yorker
- New York City Zoning Handbook (2025 Edition):
  https://www.nyc.gov/content/planning/pages/zoning/zoning-handbook

For more information on the agency, please visit: www.nyc.gov/dcp.

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION **Anthony Shorris, President and CEO**

WHAT WE DO

New York City Economic Development Corporation (EDC) is a mission-driven, non-profit organization that works to foster a vibrant, inclusive, and globally competitive economy for all New Yorkers. EDC takes a comprehensive approach to this work through four main strategies: strengthen confidence in New York City as a great place to do business; grow innovative sectors with a focus on equity; build neighborhoods as places to live, learn, work, and play; and deliver sustainable infrastructure for communities and the City's future economy.

EDC's neighborhood investments include major infrastructure upgrades, capital projects, real estate development, and management of City-owned properties.

FOCUS ON EQUITY

EDC works to expand affordability by advancing economic justice together with economic growth, training the City's workforce in critical industries, advancing racial and gender equity in business and entrepreneurship, and investing in neighborhoods and infrastructure to ensure the benefits of economic growth are broadly shared by working-class New Yorkers across the five boroughs.

In Fiscal 2026, EDC advanced several projects to improve affordability and quality of life for New Yorkers. EDC launched N.Y.C. Groceries to expand citywide access to affordable, high-quality groceries, beginning with two sites: La Marqueta in East Harlem, Manhattan and The Peninsula in Hunts Point, Bronx. EDC issued a competitive Request for Proposals (RFP) to select store operators and established a core basket of nutritious everyday groceries to be sold at a 30 percent discount, with site selection underway in Brooklyn, Queens, and Staten Island toward the goal of one store per borough. EDC also released a Request for Expressions of Interest for a first-of-its-kind City-backed housing insurance program to lower property and liability insurance costs for affordable and rent-stabilized housing; advanced Sunset Park Solar, a 685-kilowatt project at the Brooklyn Army Terminal that will lower electricity costs for nearby renters, homeowners, and small businesses; and selected Throne Labs, Inc. in June 2026 to deliver 17 modular public restrooms expanding equitable access citywide.

EDC's entrepreneurship programs continue to expand access to capital and networks for underrepresented entrepreneurs. Now in its fifth cohort, the Founder Fellowship has helped over 400 founders across nearly 250 startups raise $170 million in capital since 2022. Women.NYC advanced gender representation in high-growth sectors through the launch of the Women.NYC Mentorship App and Scale Ready Studio, a business accelerator for women founders that graduated its first cohort this past Spring.

EDC also connects neighborhood investments with economic opportunity by aligning workforce programs, employer partnerships, and community organizations with its assets and major development projects. In Fiscal 2026, EDC released the Staten Island North Shore Workforce Fund RFP to expand workforce programs serving young adults, and supported Economic Mobility Networks in Sunset Park and Hunts Point to align training and career pathways with local needs, particularly near assets such as the South Brooklyn Marine Terminal offshore wind port and the Hunts Point Food Distribution Center. In East Brooklyn, EDC awarded $1.4 million to five organizations expanding workforce programming in construction, entrepreneurship, industrial sectors, and the green economy. In Queens, the first 880 affordable homes were delivered as part of the Willets Point redevelopment, which will also deliver public space, retail, and the City's first all-electric stadium, built through a Project Labor Agreement with the Building & Construction Trades Council of Greater New York connecting New Yorkers to union careers.

OUR SERVICES AND GOALS

SERVICE 1 Ensure businesses, investors, and employees have confidence in New York City.

Goal 1a Strengthen business confidence and the City's competitive position to help grow the City's economy.

SERVICE 2 Enable equitable growth and development of priority industries.

Goal 2a Advance projects and programs that foster inclusive innovation and economic growth.

SERVICE 3 Shape, grow, and strengthen neighborhoods where New Yorkers live, learn and work.

Goal 3a Cultivate dynamic, resilient, livable communities throughout the five boroughs.

SERVICE 4 Deliver future-forward infrastructure.

Goal 4a Develop and expand sustainable infrastructure across the City.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Ensure businesses, investors, and employees have confidence in New York City.

Goal 1a Strengthen business confidence and the City's competitive position to help grow the City's economy.

EDC works to make New York City the best city in the world for to work and do business. To strengthen the City's competitive position, EDC attracts and retains jobs in sectors critical to the City by providing the resources for businesses both big and small to stay and grow, and leverages private investment to deliver public benefits, including affordable housing and sustainable infrastructure.

In Fiscal 2026, EDC advanced 221 units of 100 percent affordable housing and community facility space as part of the broader Willets Point project by closing on a 96-year ground lease with Queens Development Group, LLC (QDG), a joint venture of The Related Companies and Sterling Equities. All units will be available to residents earning up to 60 percent Area Median Income, with 30 percent reserved for formerly homeless individuals. Also in Queens, EDC sold a City-owned parcel to Wildflower, a New York City based developer specializing in sustainable urban infrastructure, for development of what will be New York City's largest publicly accessible electric vehicle (EV) charging station, located just north of John F. Kennedy Airport. The project will feature 38 fast charging EV stations, operate 24/7, and serve all vehicle types, with a focus on the growing electric truck market. In Fiscal 2026, private investment leveraged on the sale or long-term lease of City-owned property was lower than Fiscal 2025, at $23.1 million compared to $810.0 million. The decrease was primarily attributable to ordinary variations in transaction timing and composition, the outsized impact of the Fiscal 2025 Etihad Park transaction (the upcoming Major League Soccer Stadium for the New York City Football Club), and the QDG ground lease, which was financed in large part by public subsidies that are not captured in private investment calculations.

EDC invested $282.6 million into the assets it manages in Fiscal 2026, up from $115.7 million in Fiscal 2025. Capital expenditures vary year to year depending on the size of projects during the reporting period. To expand opportunity for communities, capital expenditures in this period included improvements to several ferry landings in connection with expanded and improved ferry service as well as improvements to assets in Sunset Park such as the Brooklyn Army Terminal, including space for BATWorks, which will be an approximately 200,000 square foot climate innovation hub when completed. Capital expenditures also included MADE Bush Terminal, a hub for creative manufacturing, design, and production industries which saw several new leases, primarily with manufacturing and design-driven tenants, signed in Fiscal 2026.

EDC's industry-focused programs help businesses in the life sciences, creative, green economy, and technology industries with skills training, networking opportunities, and capital needed to grow in New York City. In Fiscal 2026, these initiatives served 3,190 businesses, a decrease from 5,553 businesses in Fiscal 2025, due to the transfer of the Small Business Resource Network from EDC to the Department of Small Business Services. In April 2026, EDC launched the first cohort of NYC AI Nexus, an initiative designed to help small- and medium-sized businesses assess how AI could affect their operations and workforce. EDC also continues to advance opportunities in the green economy through WeSource NYC, a program supporting local industrial businesses enter the emerging offshore wind (OSW) industry.

In Fiscal 2026, New York City Industrial Development Agency (NYCIDA) closed 19 contracts estimated to generate more than $1.4 billion in City tax revenue, more than $3.5 billion in private investment, and 2,754 jobs within the first three years of their respective terms, representing increases of approximately 89 percent, 77 percent, and a more than 10-fold increase, respectively, over Fiscal 2025. A major contributor to these results is the Champlain Hudson Power Express (CHPE), for which NYCIDA benefits supported the construction of a converter station in Astoria, Queens that will transmit 1,250 megawatts of hydroelectric power from Quebec to New York City, enough to provide electricity to more than one million households, advancing City and State clean energy goals. The project is expected to create 21 jobs, leverage more than $323.4 million in private investment, and generate more than $223.7 million in City tax revenue.

Build NYC closed 11 contracts in Fiscal 2026, nearly double the prior fiscal year's total. These projects are expected to generate more than $134 million in City tax revenue, leverage more than $1.4 billion in private investment, and create 516 jobs over the first three years of their respective terms representing increases of 83 percent, 120 percent, and 30 percent, respectively, over Fiscal 2025. Notable transactions include those focused on improving quality of life conditions for New Yorkers, such as financing for a 260-unit continuing care retirement community in the Bronx that will expand housing and care options for older New Yorkers. The project is expected to create 74 full-time equivalent jobs, leverage $726 million in private investment, and generate $31 million in City tax revenue. Build NYC also supported the 487 West 129th Street Transitional Housing Development Fund Corporation in obtaining financing for the development of a 91-unit facility for families transitioning out of homelessness. The project is expected to create 47 jobs, leverage over $77 million in private investment, and generate over $2.9 million in City tax revenue.

New York City Neighborhood Capital Corporation (NYCNCC) fully deployed its remaining New Market Tax Credits (NMTCs) allocation in Fiscal 2025 and did not receive a new allocation from the US Treasury's Community Development Financial Institutions (CDFI) Fund during Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)	$220.9	$140.4	$657.8	$810.0	$23.1	⇧	⇧	Up	Up
Capital expenditures on asset management ($000,000)	$56.4	$69.8	$144.1	$115.7	$282.6	*	*	Up	*
★ Businesses served by industry-focused programmatic initiatives	6,301	4,759	6,034	5,553	3,190	⇧	⇧	Down	Up
NYCIDA contracts closed	9	8	8	20	19	*	*	Up	Up
★ Projected three-year job growth associated with closed NYCIDA contracts	115	152	169	239	2,754	⇧	⇧	Up	Up
★ Projected net City tax revenues generated in connection with closed NYCIDA contracts ($000,000)	$143.1	$30.0	$151.6	$775.2	$1,464.6	⇧	⇧	Up	Up
Private investment leveraged on closed NYCIDA projects ($000,000)	$83.2	$95.0	$557.6	$1,996.2	$3,529.4	*	*	Up	Up
Build NYC contracts closed	12	13	6	6	11	*	*	Down	Up
★ Projected three-year job growth associated with closed Build NYC projects	308	332	80	396	516	⇧	⇧	Up	Up
★ Projected net City tax revenues generated in connection with closed Build NYC contracts ($000,000)	$359.9	$137.6	$58.6	$89.6	$134.0	⇧	⇧	Down	Up
Private investment leveraged on closed Build NYC projects ($000,000)	$498.3	$620.5	$197.2	$653.4	$1,440.2	*	*	Up	Up
Projected net City tax revenues generated in connection with closed NYCNCC contracts ($000,000)	NA	$12.2	$52.6	$58.3	$0.0	*	*	NA	Up
Private investment leveraged on closed NYCNCC projects ($000,000)	NA	$47.5	$73.2	$43.8	$0.0	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Enable equitable growth and development of priority industries.

Goal 2a Advance projects and programs that foster inclusive innovation and economic growth.

EDC works to make more family-sustaining quality jobs in priority industries available and accessible to all New Yorkers, and to help diverse entrepreneurs and minority-owned businesses thrive.

The number of people receiving skills training or work experience through EDC programs in Fiscal 2026 was 16,929, an increase of 68 percent compared to Fiscal 2025. Fiscal 2026 activity was driven largely by two of EDC's signature partnerships: BioBus and Civic Hall at Union Square. BioBus, a nonprofit organization known for its state-of-the-art mobile labs, provides students of all ages with free STEM educational programming and hands-on training to prepare young New Yorkers for high-quality jobs in science, technology, healthcare, and the green economy. Civic Hall, a first-of-its-kind training and events hub dedicated to the technology workforce development community, continues to help the City's tech sector grow and diversify by connecting New Yorkers to low- or no-cost training programs to ensure that all New Yorkers can pursue their education and professional goals without financial burden.

The Minority- and Women-Owned Business Enterprise (M/WBE) participation rate, the ratio of the M/WBE contract expenditures to all contract expenditures, and M/WBE award rate, the ratio of the amount of EDC contracts awarded to M/WBE firms to all firms, were both 29 percent. The decrease in participation and award rates from Fiscal 2025 is largely attributable to a difference in the timing and composition of contract awards and subcontracting activity during any given fiscal year. The completion of several projects with historically strong M/WBE utilization contributed to the decrease in amount M/WBE contract expenditures in Fiscal 2026. EDC expects both the award and participation rate to increase as subcontracting activity advances on several large-scale infrastructure and capital projects, such as the relocation of the Department of Health and Mental Hygiene's (DOHMH) Public Health Lab and repairs to the Staten Island Esplanade bulkhead.

ConstructNYC (CNYC) and Waterfront Pathways (WFP) are EDC's construction capacity-building programs that drive inclusive economic growth by building firm capacity, expanding access to project opportunities, and ensuring accountability for Minority, Women-Owned, and Disadvantaged Enterprises (M/W/DBE) participation across EDC projects. More specifically, CNYC connects small- to medium-sized M/W/DBEs to exclusive contracting opportunities on EDC projects valued up to $3 million, while WFP expands access to opportunities in the off-shore wind and waterfront sectors. These projects provide pathways to jobs that expand the pie of economic opportunities for working New Yorkers.

In Fiscal 2026, EDC awarded $50 million in contracts to program participants, 47 percent more than was awarded in Fiscal 2025, and provided training to 58 firms. The number of employees of cohort participants in Fiscal 2026 was 2,726, 70% more than Fiscal 2025. These programs help M/W/DBEs overcome barriers to competing for and securing public construction contracts, creating pathways for firms to grow and participate in larger projects. This impact is reflected in the success of program participants, who secured contracts exceeding $1 million on projects like the ones at the Brooklyn Army Terminal Building A renovations, the East 34th Street Heliport substructure rehabilitation, Staten Island Esplanade bulkhead repair, and Arthur Avenue Market renovations.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Square footage of assets actively managed by NYCEDC (000)	64,748.1	64,602.4	66,662.5	67,039.0	68,302.0	*	*	Neutral	*
Private sector jobs in innovation industries (%) (CY)	15.5%	15.5%	14.9%	14.5%	14.2%	*	*	Neutral	Up
People receiving skills training / work experience through NYCEDC programs	NA	5,660	11,876	10,090	16,929	*	*	NA	Up
M/WBE participation rate (Local Law 1) (%)	NA	31.7%	37.0%	30.0%	29.0%	*	*	NA	Up
— Minority (%)	NA	18.1%	17.0%	13.0%	14.0%	*	*	NA	Up
— Asian (%)	NA	5.4%	5.0%	5.0%	5.0%	*	*	NA	Up
— Black (%)	NA	5.1%	4.0%	3.0%	4.0%	*	*	NA	Up
— Hispanic (%)	NA	7.6%	8.0%	5.0%	6.0%	*	*	NA	Up
— Non-Minority Women (%)	NA	13.6%	20.0%	17.0%	15.0%	*	*	NA	*
★ M/WBE award rate (Local Law 1) (%)	NA	29.2%	39.0%	35.0%	29.0%	*	*	NA	*
— Minority (%)	NA	14.6%	26.0%	16.0%	12.0%	*	*	NA	Up
— Asian (%)	NA	8.3%	9.0%	7.0%	5.0%	*	*	NA	Up
— Black (%)	NA	2.7%	5.0%	2.0%	2.0%	*	*	NA	Up
— Hispanic (%)	NA	3.6%	12.0%	7.0%	5.0%	*	*	NA	Up
— Non-Minority Women (%)	NA	14.6%	12.0%	19.0%	16.0%	*	*	NA	Up
M/WBE construction capacity building programs cohort participant ethnicity - Minority (All) (%)	NA	83%	82%	91%	81%	*	*	NA	*
— Asian (%)	NA	31%	34%	30%	36%	*	*	NA	*
— Black (%)	NA	24%	26%	35%	14%	*	*	NA	*
— Hispanic (%)	NA	28%	21%	26%	31%	*	*	NA	*
— Non-Minority Women (%)	NA	17%	18%	9%	19%	*	*	NA	*
M/WBE construction capacity building programs total award value to cohort participants ($000,000)	NA	$4	$8	$34	$50	*	*	NA	Up
M/WBE construction capacity building programs - employees of cohort participants	NA	NA	762	1,603	2,726	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Shape, grow, and strengthen neighborhoods where New Yorkers live, learn and work.

Goal 3a Cultivate dynamic, resilient, livable communities throughout the five boroughs.

Every New Yorker deserves to live in neighborhoods that celebrate community, culture, and opportunity. EDC strengthens neighborhoods by investing in buildings and infrastructure, managing City-owned properties, and funding projects that support local priorities. Through these efforts, EDC creates and improves space for family-sustaining jobs, businesses, community services, and other neighborhood uses, while engaging communities to help ensure that investments respond to local needs and contribute to more affordable, vibrant, and resilient neighborhoods.

Excluding capital expenditures on asset management and funding agreements, capital expenditures for design and construction projects managed by EDC's Capital Program decreased 27 percent from $497.2 million in Fiscal 2025 to $362.5 million in Fiscal 2026. Significant drivers of EDC's capital expenditures on these projects in Fiscal 2026 included approximately $37 million for the Battery Coastal Resilience Project, which completed its first phase in June 2026 and will help protect the area against sea-level rise, about $23 million of the continued revitalization of the Tompkinsville Esplanade on the North Shore of Staten Island, about $67 million on the Manhattan Waterfront Greenway, about $28 million on the reconstruction of the Orchard Beach Pavilion in the Bronx, and about $76 million on the relocation of the DOHMH Public Health Laboratory in to West 137th Street in Harlem.

In Fiscal 2026, approximately $67.2 million in disbursements from City funding agreements helped create spaces that serve the needs of neighborhoods across the City. This represents a 28 percent decrease from the $93.4 million of disbursements in Fiscal 2025. In June 2026, EDC disbursed funding to the Kips Bay Boys' and Girls' Club, Inc. to help them transform a storage room in the Bronx into a new culinary teaching space, featuring cooking stations and a teaching kitchen to support culinary education. EDC also disbursed funding to Ohel Children's Home and Family Services, Inc. which opened its newly renovated space at its headquarters in Midwood, Brooklyn in June 2026, allowing the organization to provide additional programming for individuals with lifelong disabilities and other life cycle needs. EDC also disbursed funding to New York Immigration Coalition, Inc., to support the acquisition of a commercial condominium to expand the organization's capacity to provide critical services to immigrant and refugee rights groups across New York City.

In Fiscal 2026, there were 443 businesses located in EDC's actively managed properties, up 10 percent from 404 in Fiscal 2025. During Fiscal 2026, EDC continued efforts to attract businesses and strengthen activity at these properties. In May 2026, EDC announced four new tenants occupying more than 58,000 square feet at Brooklyn Army Terminal (BAT), bringing manufacturing, design, and technology businesses to the campus. EDC also expanded public programming at BAT, Essex Market, and Moore Street Market as community destinations through cultural events, markets, and free World Cup watch parties. These efforts complement EDC's ongoing leasing and property-management work to support businesses, activate City-owned assets, and strengthen economic activity in surrounding communities. Together, these activities bring people together in public spaces that celebrate community and opportunity for New Yorkers.

In Fiscal 2026, EDC facilitated 1,466 community engagements, a 25 percent increase from the 1,175 community engagements facilitated in Fiscal 2025. These engagements included community events, educational outreach, speaking engagements, groundbreaking events, and ribbon cuttings. EDC undertook a comprehensive planning process to shape the future of Empire Outlets and the former New York Wheel site next to the St. George Ferry Terminal in Staten Island. Community engagement began in parallel and included two public workshops, participation in more than a dozen community events, and a public survey with more than 300 responses.

In Fiscal 2026, EDC's programs and investments catalyzed the development or redevelopment of 6.22 million square feet of building space, compared to 6.97 million square feet in Fiscal 2025. The amount of building square footage reported each year varies depending on the timing of contract signings or groundbreakings. Key contributors to the Fiscal 2026 footprint include NYC Ferry Homeport II, a new homeport facility for NYC Ferry vessels at Atlantic Basin in Red Hook, Brooklyn, which will support the ferry system's growing fleet and create maritime career opportunities. EDC's financial assistance programs also supported nearly 3 million square feet of building space, including schools, clean energy storage, commercial office space, social services, and manufacturing.

Performance Indicators	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Target FY26	Target FY27	Trend 5-Year	Trend Desired Direction
Capital expenditures ($000,000) (excludes asset management and funding agreements)	$516.2	$523.2	$491.0	$497.2	$362.5	*	*	Down	*
★ Occupancy rate of NYCEDC-managed property (%)	99.2%	99.1%	99.1%	98.7%	98.7%	⇧	⇧	Neutral	Up
Portfolio revenue generated ($000,000)	$290.8	$313.2	$313.8	$342.1	$367.2	*	*	Up	Up
Value of funding disbursed pursuant to City funding agreements ($000,000)	$108.9	$169.7	$170.4	$93.4	$67.2	*	*	Down	*
Businesses operating in properties actively managed by NYCEDC	NA	378	380	404	443	*	*	NA	*
Community engagements facilitated by EDC	NA	455	626	1,175	1,466	*	*	NA	Up
Square feet of building space to be developed or redeveloped through programs and investments (000)	NA	1,417	6,471	6,969	6,224	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Deliver future-forward infrastructure.

Goal 4a Develop and expand sustainable infrastructure across the City.

EDC helps build a more efficient, affordable, and climate-resilient New York City while expanding access to the essential public goods that create opportunities and improve quality of life.

Through the implementation of rigorous analysis, public engagement, and careful considerations from the Ferry Optimization Plan, NYC Ferry offered a more accessible, efficient, and resilient public transportation system in Fiscal 2026. This is evidenced through an average of 612,273 riders per month, 7.3 million total riders, and an on-time performance of 94 percent, a less than one percent change for all metrics from Fiscal 2025, despite an unprecedented 15-day systemwide suspension during extreme cold weather in January and February. NYC Ferry continued to advance affordability, workforce development, and public transit access goals by providing discounted fares to students and Fair Fares recipients, maritime career pathways through workforce development events, and exploration of new routes to more communities.

In Fiscal 2026, to contribute to public space for New Yorkers, EDC catalyzed the development or redevelopment of 14.63 acres of public space, including greenspace, open space, and park space, compared to 23.12 acres in Fiscal 2025. The amount of public space reported each year varies based on the timing of projects reaching groundbreakings on public space capital projects. Notable projects include the design and construction of Bush Terminal Pier 6 in Brooklyn as a public waterfront amenity; the conversion of the former FDR Drive bypass structure into a waterfront bikeway and pedestrian esplanade in Manhattan; infrastructure improvements along the Tompkinsville and New Stapleton esplanades in Staten Island; and restoration of the Vale of Cashmere in Brooklyn's Prospect Park. In May 2026, the iconic Orchard Beach Pavilion in the Bronx reopened following a restoration project of its landmarked historic architecture and ADA accessibility upgrades led by NYC Parks and EDC. Together, these efforts expanded access to high-quality public amenities, improved neighborhood connectivity, and enhanced quality of life across the five boroughs.

Performance Indicators	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Target FY26	Target FY27	Trend 5-Year	Trend Desired Direction
Average monthly NYC Ferry ridership	447,782	549,705	593,019	616,498	612,273	*	*	Up	Up
★ Total NYC Ferry ridership	NA	6,596,463	7,116,233	7,397,980	7,347,281	*	*	NA	*
NYC Ferry on time performance (%)	NA	96%	91%	94%	94%	*	*	NA	Up
Acres of open space to be developed or redeveloped through programs and investments	NA	21.78	81.24	23.12	14.63	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Personnel	502	518	545	606	599	625	579	Up
Capital commitments ($000,000)	$488.9	$434.0	$529.2	$387.7	$341.0	$1,152.9	$918.2	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY25[2] ($000,000)	Modified Budget FY26[3] ($000,000)	Applicable MMR Goals[4]
006 - Economic Development Corporation (OTPS)[1]	$80.0	$92.8	All

[1]EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC. [2]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [3]Includes all funds. [4]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Anthony Shorris was appointed President and CEO in July 2026.
- Two previously published figures for the indicator 'People receiving skills training/work experience through EDC programs' in Goal 2a were revised downwards following a review of program data provided by a third-party survey administrator, which identified participants in EDC programs that did not meet EDC's criteria for inclusion in this indicator. The Fiscal 2024 figure was revised from 12,477 to 11,876. The Fiscal 2025 figure was revised from 25,616 to 10,090.

ADDITIONAL RESOURCES

For additional information go to:

- NYC Groceries:
  https://edc.nyc/program/nyc-groceries
- Affordable Housing Insurance Program RFEI:
  https://edc.nyc/press-release/mamdani-admin-takes-on-rising-insurance-costs-with-new-housing-insurance-program
- Modular Public Restrooms:
  https://edc.nyc/press-release/nycedc-selects-throne-labs-pilot-high-quality-modular-public-restrooms-citywide
- Founder Fellowship:
  https://edc.nyc/founder-fellowship
- Women.NYC:
  https://edc.nyc/program/womennyc
- Willets Point:
  https://edc.nyc/project/willets-point
- Hunts Point:
  https://edc.nyc/project/hunts-point-peninsula

- State of the Economy Report:
  https://edc.nyc/sites/default/files/2026-02/NYCEDC-2025-State-of-NYC-Economy_2-12-2026.pdf
- Incentives Portfolio Annual Report:
  https://edc.nyc/sites/default/files/2025-11/NYCEDC-Incentives-Portfolio-Annual-Report-FY25_11-21-2025.pdf
- NYCEDC Impact Report:
  https://edc.nyc/sites/default/files/2025-04/NYCEDC-Impact-Report-2024-Digital-Accessible.pdf
- Brooklyn Army Terminal (BAT):
  https://brooklynarmyterminal.com/
- NYC Ferry:
  https://ferry.nyc
- New York City Industrial Development Agency:
  https://edc.nyc/nycida
- Build NYC Resource Corporation:
  https://edc.nyc/build-nyc
- New York City Neighborhood Capital Corporation:
  https://edc.nyc/nycncc
- NYCEDC Opportunity M/W/DBE:
  https://edc.nyc/opportunity-mwdbe
- NYC AI Nexus:
  https://edc.nyc/program/nyc-ai-nexus
- WeSource NYC:
  https://wesource.nyc/
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/edc.

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT **Dina Levy, Commissioner**

WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) promotes quality and affordability of the City's housing, and diversity and strength in the City's neighborhoods. The Agency carries out its mission through the following objectives:

1. Maintaining building and resident safety and health.

2. Creating opportunities for New Yorkers through housing affordability.

3. Engaging New Yorkers to build and sustain neighborhood strength and diversity.

FOCUS ON EQUITY

HPD strives to improve the availability, affordability, and quality of housing in all New York City neighborhoods while also creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. Through the development, preservation, and marketing of affordable housing, and the administration of rental subsidy programs, HPD seeks to ensure that New Yorkers of all incomes can access stable housing and choose the homes and neighborhoods that best fit their needs. Through neighborhood planning, HPD engages communities to combine new housing opportunities with the schools, healthcare facilities, retail, parks, community space, commercial space, open space, and other assets that neighborhoods need to thrive.

In May 2026, the City published its housing plan, *Block by Block: The Housing Plan for a New Era*, an ambitious blueprint to tackle New York City's housing crisis with the urgency and scale the moment demands. *Block by Block* represents an "all-of-the-above" strategy to tackle housing affordability, using every tool available. HPD is leveraging all aspects of the agency's work to advance equitable housing outcomes—by building more affordable housing, protecting tenants from displacement and exploitation, expanding pathways to homeownership, preserving existing housing, and creating safe, well-paying jobs in the process.

In 2026, the administration also released the Streamlining Procedures to Expedite Equitable Development (SPEED) report, which details strategies to accelerate housing development; the Rental Ripoff Report, which outlines 23 tenant protection and code enforcement policy priorities; and the Land Inventory Fast Track (LIFT) Tracker, which identifies City-owned land where the administration is advancing affordable housing. In October 2025, the City released *Where We Live 2025*, a comprehensive set of commitments to overcome barriers to fair housing in New York City and a required component of the Fair Housing Framework (FHF) required by City Council legislation enacted in 2023. Together, these plans advance strategies that strengthen HPD's and the City's commitment to advancing a comprehensive set of housing policies grounded in equity.

OUR SERVICES AND GOALS

SERVICE 1 Ensure that housing throughout New York City is physically safe and habitable.

Goal 1a Respond to reported housing maintenance complaints efficiently.

Goal 1b Track and promote the resolution of housing maintenance violations.

Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

SERVICE 2 Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

Goal 2a Increase the quantity of affordable housing in New York City.

Goal 2b Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents.

Goal 2c Increase the quantity of affordable housing for low-income and senior households.

Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

SERVICE 3 Efficiently offer New Yorkers housing-related subsidies and support.

Goal 3a Connect New Yorkers to affordable housing.

Goal 3b Optimize rental subsidies for low-income New Yorkers.

Goal 3c Increase the quantity of housing for people experiencing homelessness.

Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

SERVICE 4 Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.

Goal 4b Support wage growth and workforce growth in New York City through housing-related City contracting.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Ensure that housing throughout New York City is physically safe and habitable.

Goal 1a Respond to reported housing maintenance complaints efficiently.

HPD protects the quality of New York City's housing stock by enforcing the City's Housing Maintenance Code. Members of the public log complaints primarily through 311, which creates a record of housing quality problems reported. HPD closes complaints A) when a tenant verifies the condition is corrected before an inspection is attempted or B) after HPD attempts an inspection. If an HPD inspector verifies the existence of a condition, HPD may issue a violation. Reasons for complaint closures are available via HPDONLINE or HPD's Open Data problem dataset. Note that HPD must observe a condition in order to issue a violation and may close a complaint if it is unable to observe the condition.

In Fiscal 2026, the total number of reported housing maintenance problems increased by 14 percent compared to Fiscal 2025, with more than 950,000 problems reported. The number of unique housing maintenance problems requiring HPD response increased by 11 percent to more than 772,000. Emergency housing maintenance problems requiring an Agency response increased by 13 percent to 402,457, driven by a 17 percent increase in heat and hot water-related problems (nearly 189,000 problems in Fiscal 2026) and a 10 percent increase in other emergency problems. Immediate emergency problems also increased by 13 percent to 29,198, while non-emergency problems requiring HPD response rose by 10 percent to 296,595. The overall increase in complaints required HPD to respond to higher volumes across all categories.

Compared to Fiscal 2025, HPD closed 14 percent more housing maintenance problems across all major categories, up to 780,192 compared to 686,137 in Fiscal 2025. Specifically, HPD closed 15 percent more emergency problems (405,691 compared to 352,869 in Fiscal 2025), including 17 percent more heat and hot water-related closures and 14 percent more emergency closures of other types. Overall, the growth in closures outpaced the increase in unique problems requiring HPD response; this increase in responses was driven mainly by the increase in complaints.

During the year, HPD prioritized inspection resources for increased heat and hot water complaints and fire vacate responses while responding to higher complaint volume overall. Although response times increased for some categories, this is likely due to the higher volume of overall complaints that HPD received and closed in Fiscal 2026. Response times remained stable for the most urgent categories, while increasing for several other types of complaints. HPD's median time from reported problem to first inspection remained unchanged at 1.0 days for immediate emergency problems and rose slightly for heat and hot water inspections (1.9 days in Fiscal 2025, 2.0 in Fiscal 2026). HPD's median time from reported problem to first inspection increased by 18 percent (from 4.9 to 5.8 days) for other emergency problems, by 32 percent (from 2.5 to 3.3 days) for lead-based paint hazard inspections, and by 18 percent (from 6.0 to 7.1 days) for non-emergency problems. The median time to close emergency problems remained stable at 3.0 days, though the median time to close non-emergency problems increased from 10.0 to 12.0 days. Timely closure rates remained relatively stable for emergency complaints, with 76 percent closed within 12 days and 84 percent within 21 days. The share of non-emergency problems closed within 20 days declined from 71 percent to 65 percent. HPD continues to adapt its operations to ensure timely and adequate responses to all types of complaints received.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total housing maintenance problems reported	694,975	706,738	812,238	835,011	950,750	*	*	Up	*
Unique housing maintenance problems requiring HPD response	583,312	597,620	702,132	694,831	772,415	*	*	Up	*
Unique immediate emergency housing maintenance problems requiring HPD response	21,786	22,564	25,720	25,811	29,198	*	*	Up	*
★ Unique emergency housing maintenance problems requiring HPD response	300,662	303,305	350,720	357,028	402,457	*	*	Up	*
— Heat and hot water	131,603	133,274	144,134	161,773	188,559	*	*	Up	*
— Other emergency	169,059	170,031	206,586	195,255	213,898	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections	39,784	38,753	48,763	42,774	44,164	*	*	Up	*
Unique non-emergency housing maintenance problems requiring HPD response	221,080	232,998	276,929	269,218	296,595	*	*	Up	*
Housing maintenance problem inspections attempted	613,403	636,209	784,225	746,402	852,777	*	*	Up	*
Median time to first inspection (days) — Immediate emergency problems	1.0	1.0	0.9	1.0	1.0	*	*	Neutral	Down
Median time to first inspection (days) — Heat and hot water problems	2.1	2.0	1.6	1.9	2.0	*	*	Neutral	Down
Median time to first inspection (days) — Other emergency problems	5.3	6.0	5.2	4.9	5.8	*	*	Neutral	Down
Median time to first inspection (days) — Lead-based paint problems	4.8	3.9	3.0	2.5	3.3	*	*	Down	Down
Median time to first inspection (days) — Non-emergency problems	7.0	7.9	7.1	6.0	7.1	*	*	Neutral	Down
Unique housing maintenance problems closed	577,134	571,703	707,232	686,137	780,192	*	*	Up	*
Unique emergency housing maintenance problems closed	298,644	301,326	353,239	352,869	405,691	*	*	Up	*
— Heat and hot water	131,658	133,247	144,106	161,766	188,537	*	*	Up	*
— Other emergency	166,986	168,079	209,133	191,103	217,154	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections closed	39,791	39,073	48,859	42,630	44,122	*	*	Up	*
★ Median time to close emergency problems (days)	4.0	4.0	3.0	3.0	3.0	⇩	⇩	Down	Down
★ Median time to close non-emergency problems (days)	13.0	13.0	12.0	10.0	12.0	⇩	⇩	Down	Down
★ Unique emergency housing maintenance problems closed within 12 days of receipt (%)	74%	74%	75%	79%	76%	⇧	⇧	Neutral	Up
Unique emergency housing maintenance problems closed within 21 days of receipt (%)	85%	84%	84%	88%	84%	*	*	Neutral	Up
Unique non-emergency problems closed within 20 days of receipt (%)	68%	65%	66%	71%	65%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Track and promote the resolution of housing maintenance violations.

Overall violation issuance remained stable in Fiscal 2026, though violation activity varied by category, reflecting changes in the types of complaints received. Though the number of Class C (immediately hazardous) violations issued remained relatively stable, decreasing by three percent to 278,252, the makeup of these violations varied widely compared to Fiscal 2025. Within Class C, the number of heat violations issued increased by 31 percent (to 11,883 compared to 9,055 in Fiscal 2025), and the number of hot water violations issued increased by 19 percent (to 18,118 compared to 15,190 in Fiscal 2025), reflecting the higher volume of related complaints received during the year. In contrast, the number of lead-based paint hazard violations issued declined by 15 percent, continuing a downward trend. HPD conducted fewer inspections in apartments with children under six, potentially contributing to this trend. (One of the preconditions for the issuance of a lead-based paint violation is that a child under six resides in the apartment.)

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total violations issued	730,537	722,597	895,457	878,481	874,522	*	*	Up	*
Class A non-hazardous violations	242,459	217,167	228,273	217,595	215,818	*	*	Neutral	*
Class B hazardous violations	298,835	287,550	379,303	372,811	380,452	*	*	Up	*
★ Class C immediately hazardous violations	189,243	217,880	287,881	288,075	278,252	*	*	Up	*
— Heat	4,875	6,211	9,204	9,055	11,883	*	*	Up	*
— Hot Water	8,198	10,395	14,199	15,190	18,118	*	*	Up	*
— Lead-based paint hazard	15,715	18,112	21,854	20,380	17,238	*	*	Up	*
— Self-closing doors	30,680	49,897	73,325	72,714	68,660	*	*	Up	*
— Other Class C	129,775	133,265	169,299	170,736	162,353	*	*	Up	*
Class C violations certified as corrected (%)	37%	41%	42%	43%	41%	*	*	Up	Down
Class C violations for which HPD initiated the emergency repair process (%)	58%	60%	61%	62%	63%	*	*	Neutral	Up
Class C emergency repair violations corrected by owner (%)	53%	50%	49%	49%	52%	55%	55%	Neutral	Up
Class C emergency repair violations corrected by HPD (%)	9%	7%	7%	7%	8%	*	*	Neutral	Down
★ Class C violations closed (%)	56%	56%	57%	60%	60%	⇧	⇧	Neutral	Up
Violations closed	554,558	596,736	782,576	847,206	800,112	*	*	Up	Up
Inspection visits per team per day	9.4	10.5	11.8	11.4	11.9	*	*	Up	Up
Ratio of completed inspections to attempted inspections (%)	81%	82%	83%	84%	83%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

HPD enforces the Housing Maintenance Code through inspections, litigation, emergency repairs, and targeted enforcement programs designed to improve building conditions and hold owners accountable. HPD expanded its enforcement activity across several key programs in Fiscal 2026. The number of distinct units affected by HPD's emergency repair work increased by 13 percent to 200,631, driven primarily by an increase in self-closing door repairs in public areas. The number of units discharged from the Alternative Enforcement Program (AEP) increased by 11 percent, from 4,592 to 5,078 units, due to an increase in the number of units associated with the 250 buildings selected annually for this enhanced enforcement program. Units discharged from Underlying Conditions (UC) more than quadrupled from 234 to 1,216 units, reflecting the successful resolution of more housing court cases requiring compliance with UC orders. Meanwhile, the number of 7A units discharged increased 68 percent, from 31 to 52 units, due to larger buildings exiting the program. HPD also increased its proactive building visits for Fire Vacate Monitoring by 27 percent to 5,162 visits, in response to a 37 percent increase in vacate orders issued by the Fire Department after buildings experienced fire damage.

Overall, Fiscal 2026 reflects HPD's continued commitment to strengthening housing code enforcement through a combination of litigation, proactive inspections, emergency repair work, and targeted enforcement programs. Increased compliance across AEP, UC, and 7A initiatives, together with expanded emergency repair and monitoring activities, demonstrate HPD's ongoing efforts to improve housing conditions and ensure safer homes for New Yorkers.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	5,541	6,007	5,335	3,805	3,546	*	*	Down	*
★ Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	31,787	35,480	36,181	21,934	21,573	*	*	Down	*
Distinct units affected by emergency repair work completed pursuant to HPD emergency repair generating violations	53,687	71,075	164,271	177,416	200,631	*	*	Up	*
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	4,133	2,810	3,374	4,592	5,078	*	*	Up	*
Units in buildings discharged from the Underlying Conditions program due to owner compliance	223	173	27	234	1,216	*	*	Up	*
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	36	18	6	31	52	*	*	Up	*
Proactive Building Visits — Heat Sensor Program	906	1,738	1,648	1,768	1,937	*	*	Up	*
Proactive Building Visits — Fire Vacate Monitoring	3,934	3,667	3,814	4,075	5,162	*	*	Up	*
Proactive Building Visits — Anti-Harassment Unit	1,053	973	872	1,079	1,168	*	*	Up	*
Proactive Building Visits — Self-closing Door Survey	NA	NA	354	338	339	*	*	NA	*
Proactive Building Visits — Division of Neighborhood Preservation	3,791	3,322	3,734	3,809	3,897	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

Goal 2a Increase the quantity of affordable housing in New York City.

In Fiscal 2026, the City financed the creation and preservation of 26,913 affordable units, exceeding its target by 35 percent, or more than 6,000 units. New construction production accounted for approximately 49 percent of this total, with 13,121 units, the fourth highest number of new construction units for a fiscal year in the City's history. Preservation made up approximately 51 percent of production, with 13,792 units.

In Fiscal 2026, the Agency financed 25,370 rental units (94 percent of total affordable housing starts), the third-highest number of rental units in Agency history and in line with last year's production. These production levels reflect HPD's commitment to investing in the creation and preservation of as many affordable housing units as possible. The share of homeownership units financed decreased by two percentage points in Fiscal 2026, from 8 percent to 6 percent of total affordable housing starts, largely because HPD had preserved a particularly large number of existing Housing Development Fund Corporation (HDFC) and Mitchell-Lama co-op units in Fiscal 2025. However, HPD financed more Open Door units (new construction homeownership) than ever last year, and HPD has committed to further increasing new construction homeownership production for Fiscal 2027 and Fiscal 2028 as part of *Block by Block*, released in June 2026.

In Fiscal 2026, the City also completed 26,971 affordable housing units, exceeding its completions target of 18,500 by nearly 46 percent, the second-highest total in the Agency's history. The share of homeownership units completed dropped by 12 percentage points to 1 percent, reflecting the mix of projects that completed in Fiscal 2026. HPD continues to work closely with development partners to keep projects on track and ensure timely completions.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Total affordable housing starts (units)	17,461	25,453	26,457	28,852	26,913	20,000	28,000	Up	*
— New construction starts (%)	63%	53%	60%	48%	49%	*	*	Down	*
— Preservation starts (%)	37%	48%	40%	53%	51%	*	*	Up	*
— Rental starts (%)	94%	96%	92%	92%	94%	*	*	Neutral	*
— Homeownership starts (%)	6%	4%	8%	8%	6%	*	*	Up	*
★ Total affordable housing completions (units)	23,744	25,685	25,450	22,418	26,971	18,500	23,500	Neutral	*
— New construction completions (%)	42%	37%	51%	56%	69%	*	*	Up	*
— Preservation completions (%)	58%	63%	49%	44%	31%	*	*	Down	*
— Rental completions (%)	66%	67%	82%	87%	99%	*	*	Up	*
— Homeownership completions (%)	34%	33%	18%	13%	1%	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b

Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents.

New Yorkers should have meaningful choice in the housing market and the opportunity to choose the neighborhood that best meets their individual and household needs. In Fiscal 2026, HPD constructed 8 percent of its new housing units in limited affordability areas (LAAs, neighborhoods with the fewest low-cost housing options), an eight percentage-point decrease from the prior year. As part of *Block by Block*, HPD will ensure that HPD is prioritizing building new housing in neighborhoods that lack low-cost options, including LAAs. In its preservation portfolio, HPD increased the number of units in LAAs; in Fiscal 2026, 16 percent of HPD's preservation units were in LAAs, an 11 percentage-point increase compared to last year. Together, these efforts demonstrate HPD's dedication to building and preserving housing in areas where affordable housing is particularly scarce.

In Fiscal 2026, HPD supported the creation of over 14,300 unrestricted housing units, a nine percent increase from the prior year. Unrestricted housing units are market rate units in mixed-income developments in which HPD provided support for the affordable portion. These non-income-restricted units play a key role in expanding the City's housing supply.

HPD also provided stabilization assistance, including direct subsidies, tax benefits, or other financial assistance, to buildings with more than 17,300 existing housing units, a 72 percent increase driven in part by increased participation in the J-51 program. (J-51 is an as-of-right tax exemption and abatement for residential rehabilitation; J-51 had lapsed by State law and then returned to accepting applications.) This investment demonstrates HPD's commitment to preserving and improving the City's housing stock for current and future residents.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ New construction in limited affordability areas (%)	8%	6%	11%	16%	8%	*	*	Up	*
★ Preservation in limited affordability areas (%)	4%	9%	2%	5%	16%	*	*	Up	*
Additional housing starts (unrestricted units)	NA	13,364	13,928	13,136	14,304	*	*	NA	*
Stabilization housing assistance starts (units)	NA	16,244	12,789	10,125	17,366	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Increase the quantity of affordable housing for low-income and senior households.

Through the production of affordable housing, HPD aims to address the lack of affordable housing options for low-income individuals and families. In Fiscal 2026, HPD designated 85 percent of all housing starts for extremely low-income, very low-income, and low-income households earning less than 80 percent of the Area Median Income (AMI), or up to $108,560 for a family of two. In Fiscal 2026, 29 percent of all housing starts were designated for extremely low-income households, defined as those earning up to $40,710 for a family of two (a 10 percentage-point increase from the previous year) and 27 percent of all housing starts were for very low-income households, defined as those earning between $40,711 and $67,850 for a family of two (a nine percentage-point increase from the previous year). Senior unit completions grew 49 percent to 1,884, reflecting higher Fiscal 2023 and 2024 senior units started. HPD continues to prioritize and commit additional resources to serve the most vulnerable households including extremely low-income, very low-income, and senior households.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Extremely low income (0-30% Area Median Income) starts (%)	22%	22%	20%	19%	29%	*	*	Up	*
★ Very low income (31-50% Area Median Income) starts (%)	19%	22%	22%	18%	27%	*	*	Up	*
Low income (51-80% Area Median Income) starts (%)	30%	30%	25%	32%	29%	*	*	Neutral	*
Extremely low income (0-30% Area Median Income) completions (%)	17%	14%	17%	17%	21%	*	*	Up	*
Very low income (31-50% Area Median Income) completions (%)	36%	33%	28%	24%	16%	*	*	Down	*
Low income (51-80% Area Median Income) completions (%)	26%	32%	29%	28%	28%	*	*	Neutral	*
Units started that serve senior households	1,051	1,842	2,875	1,904	1,951	*	*	Up	*
Units completed that serve senior households	1,291	1,660	2,944	1,262	1,884	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

The Division of Asset Management is responsible for ensuring the longevity and affordability of units the Agency has created and preserved. In Fiscal 2026, the number of rental projects in HPD's asset management portfolio remained the same at approximately 2,400 projects. The number of co-op projects in the Agency's portfolio also remained steady when compared to last year. Further housing production is expected to lead to resumed growth of the asset management portfolio over the next few years.

The division tracks information on the physical and financial condition of properties, monitors compliance with regulatory requirements, and proactively identifies at-risk buildings and portfolios to stabilize struggling assets. In Fiscal 2026, 16 percent of rental projects and 34 percent of co-op projects in the Asset Management portfolio were considered high risk of physical deterioration, financial distress, or noncompliance with federal requirements (approximately the same as in Fiscal 2025). However, the composition of the high-, medium-, and low-risk categories changed throughout the year as individual projects' conditions improved or deteriorated. Tracking these changes over time allows staff to distinguish projects experiencing temporary or isolated issues from those that remain at elevated risk and may require sustained intervention.

Staff used these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes, and ownership changes, the Agency works to proactively identify and address at-risk projects before physical or financial distress escalates.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Asset management — Rental projects in portfolio	1,758	1,868	2,090	2,454	2,455	*	*	Up	*
★ Asset management — High risk rental projects in portfolio (%)	9%	12%	14%	16%	16%	⇩	⇩	Up	Down
Asset management — Co-op projects in portfolio	1,022	1,034	1,036	1,038	1,041	*	*	Neutral	*
Asset management — High risk co-op projects in portfolio (%)	27%	28%	28%	32%	34%	*	*	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Efficiently offer New Yorkers housing-related subsidies and support.

Goal 3a Connect New Yorkers to affordable housing.

Beyond developing and financing housing, HPD helps connect New Yorkers to housing as efficiently as possible. In line with the commitments in *Block by Block* and Streamlining Procedures to Expedite Equitable Development (SPEED), HPD is streamlining access to affordable housing and reducing administrative burden for housing-seekers. HPD is working to increase the speed and ease with which housing applicants become connected to affordable homes through a fair, equal-opportunity lottery process.

For affordable housing units distributed through the housing lottery, marketing agents review and determine applicant eligibility, and HPD or the New York City Housing Development Corporation (HDC) signs off on an approval for move in. In Fiscal 2026, HPD and HDC approved 10,633 applicants (households) for newly constructed units through the affordable housing lotteries available on Housing Connect, the City's online portal for affordable rental and homeownership opportunities. This eight percent increase from Fiscal 2025 occurred because a large number of units that HPD/HDC financed in previous years became officially ready for occupancy in 2026.

In Fiscal 2026, the median time from unit availability to HPD/HDC approval of an applicant decreased by six days to 136 days. However, the share of applicants approved within three months decreased by seven percentage points, and the share of applicants approved within six months decreased by one percentage point. The steadily decreasing median applicant approval time may be related to HPD's recent tech improvements and process updates, such as audit-style eligibility review and a shorter appeal period. The decreasing share of applicant approvals in the two fastest categories (three and six months) may be associated with the fact that a record number of units were being leased up in Fiscal 2026.

In Fiscal 2026, the median time for HPD/HDC to complete applicant approvals for a lottery project increased by 12 percent to 236 days. The share of lottery projects for which HPD and HDC completed applicant approvals within three months decreased by nine percentage points, the share completed within six months decreased by 15 percentage points, and the share taking more than two years increased from 9 percent in Fiscal 2024 to 16 percent in Fiscal 2025. The longer timeframes for HPD/HDC approvals may be due to an increase in the average number of units per project and/or the fact that a record number of units were being leased up in Fiscal 2026.

HPD is committed to streamlining and expediting access to affordable housing. Further tech and process changes designed to support ongoing efficiency gains for lease-up staff are described in the *Block by Block* and SPEED reports. HPD anticipates that implementing these initiatives will reduce lease-up timelines for affordable housing in future fiscal years.

The City finances the creation of homeless set-aside units each year. In addition, developers may "volunteer" other affordable units, not originally set aside for homeless individuals and families, into HPD's homeless placement process. Department of Homeless Services (DHS) data on shelter exits complements HPD data to provide a more holistic picture of homeless households moving into City-financed affordable housing. In Fiscal 2026, HPD moved 3,833 homeless households into newly constructed units, up two percent from Fiscal 2025. This temporary shift occurred because more units were voluntarily made available for homeless placements. In Fiscal 2026, HPD moved 748 homeless households into re-rental units, down 18 percent over the same period. Re-rentals are largely driven by the number of units that become available because a tenant moves out.

In Fiscal 2026, HPD's median time to lease-up a new construction voluntary homeless placement unit was 20 percent slower (32 days) than in Fiscal 2025. This overall slower lease-up time reflects the increase in volume of projects and units that were voluntarily made available for homeless placements.

In Fiscal 2026, the median time to lease up new construction homeless set-aside units decreased by 19 percent, to 190 days. Leasing homeless set-aside units requires coordination across multiple City agencies and involves several eligibility, documentation, and approval steps. To further reduce placement times, the City is implementing more automated technology systems, strengthening inter-agency coordination, and making process and policy changes to reduce administrative burden.

As the City continues to implement its goals of increasing efficient access to services and shaping government processes to prioritize the resident experience, HPD gathers feedback from applicants, housing-seekers, and development and marketing agent partners to complement its ongoing data analysis. These findings will continue to inform policy and process changes to expedite and streamline the process to connect New Yorkers to City-financed affordable housing.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Applicants approved for a new construction unit through the lottery	6,585	8,903	9,305	9,869	10,633	*	*	Up	*
★ ✹ Homeless households moved into a newly constructed unit	1,574	1,989	3,371	3,743	3,833	*	*	Up	*
Homeless households moved into a re-rental unit	601	548	642	908	748	*	*	Up	*
Lottery projects — Completed applicant approvals within three months (%)	23%	15%	18%	16%	7%	*	*	Down	*
Lottery projects — Completed applicant approvals within six months (%)	42%	32%	37%	41%	26%	*	*	Down	*
Lottery projects — Completed applicant approvals after two years (%)	26%	13%	9%	16%	NA	*	*	NA	*
Lottery projects — Median time to complete applicant approvals (days)	171	262	202	210	236	*	*	Up	*
Lottery units — Applicants approved within three months (%)	32%	21%	24%	32%	25%	*	*	Neutral	*
Lottery units — Applicants approved within six months (%)	51%	41%	45%	57%	56%	*	*	Up	*
Lottery units — Applicants approved after two years (%)	5%	5%	5%	6%	NA	*	*	NA	*
★ Lottery units — Median time to approve an applicant (days)	163	192	191	142	136	*	*	Down	*
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	203	243	196	235	190	*	*	Neutral	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	214	142	156	162	194	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Optimize rental subsidies for low-income New Yorkers.

The Section 8 program (Housing Choice Vouchers and Project-Based Vouchers, or PBVs) provides housing stability and mobility for low-income households. Section 8 funds provide subsidies for low-income households, allowing them to pay 30 percent of their income toward rent to live in housing that meets federal Housing Quality Standards. HPD maintained an overall Section 8 voucher utilization rate of 86 percent at the end of Fiscal 2026, consistent with Fiscal 2025 but below the target of 98 percent. The number of vouchers HPD issued decreased by 66 percent in Fiscal 2026 compared to Fiscal 2025, to 1,792. The federal Department of Housing and Urban Development (HUD) recaptured federal subsidy reserves in both Calendar 2024 and 2025, leaving HPD with vouchers but no funding, which significantly reduced the voucher utilization rate starting in Fiscal 2024 and has prevented the Agency from issuing new vouchers recently. In Fiscal 2025, a combination of existing PBV commitments, as well as a small number of already-issued vouchers, allowed HPD to maintain utilization despite pausing new voucher issuance.

In Fiscal 2026, HPD reduced the median time from completed Section 8 voucher application to voucher issuance by 24 days, to 53 days (compared to 77 last year). Similarly, HPD reduced the median time from voucher issuance to lease-up to 71 days, down from 142 days the prior year. This change was partly due to a shift in the types of vouchers issued: in Fiscal 2025, HPD was still able to issue Tenant-Based Vouchers for the first part of the year, while in Fiscal 2026, HPD issued PBVs exclusively. PBVs typically have faster processing and leasing times because eligible households are matched directly with available units and do not need to identify housing on their own. By contrast, Tenant-Based Voucher holders must search for and secure a rental unit on the private market, which adds time and complexity.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Section 8 — Housing choice voucher utilization rate	99%	98%	89%	86%	86%	98%	98%	Down	Up
Section 8 — Housing choice vouchers issued	1,367	1,311	2,289	5,341	1,792	*	*	Up	Up
Section 8 — Housing choice voucher households assisted	37,502	37,444	37,394	37,444	36,188	*	*	Neutral	Up
★ Section 8 — Median time from completed application to voucher issuance (days)	26	57	44	77	53	*	*	Up	*
★ Section 8 — Median time from voucher issuance to lease up (days)	101	99	81	142	71	*	*	Neutral	*
Section 8 — Subsidized units in abatement (%)	6%	6%	6%	7%	7%	*	*	Up	Down
Households assisted through other programs	4,914	6,878	7,838	8,059	7,811	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c Increase the quantity of housing for people experiencing homelessness.

HPD is committed to prioritizing the creation of affordable housing for individuals and families who are experiencing homelessness, including supportive housing for formerly unhoused New Yorkers who need ongoing services and support to remain stably housed. In Fiscal 2026, HPD created or preserved 4,742 units for formerly homeless individuals and families, including 2,546 supportive housing units. This represents HPD's highest number of units on record for formerly homeless New Yorkers and for supportive units, reflecting a 12 percent increase and a 31 percent increase, respectively, compared to Fiscal 2025. In the same year, HPD completed 3,311 units for homeless households, including 1,419 supportive units, a 14 percent and 69 percent increase, respectively, from the previous fiscal year. HPD has strategically prioritized the creation of homes for unhoused New Yorkers.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Units started for homeless individuals and families	2,305	3,581	4,154	4,244	4,742	*	*	Up	*
Supportive units started	1,216	2,004	2,147	1,941	2,546	*	*	Up	*
Units completed for homeless individuals and families	2,058	2,864	2,426	2,893	3,311	*	*	Up	*
Supportive units completed	907	1,346	960	840	1,419	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

The Division of Emergency Housing Services (EHS) provides emergency relocation services and rehousing assistance to households who have been displaced from their homes because of fires or vacate orders. In Fiscal 2026, the emergency shelter census, which measures the number of individuals and households who stayed at least one night in emergency shelters, increased across all household types compared to Fiscal 2025. The census increased by four percent for single adults, 23 percent for adult families, and 13 percent for families with children. The unpredictable nature of fires and vacate orders drive these fluctuations, which can vary significantly from year to year. The total census for Fiscal 2026 was 769 for single adults, 440 for adult families, and 684 for families with children. The average length of stay in shelters decreased across all household types, falling by 14 percent for single adults to 486 days, 18 percent for adult families to 357 days, and 16 percent for families with children to 268 days. The shorter average lengths of stay are in part the result of the recent increase in people entering EHS shelters in Fiscal 2026 as a result of recent emergency events. Recent arrivals have shorter shelter stays so far, which reduces the overall average.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Census for single adults	697	754	664	739	769	*	*	Neutral	*
Census for adult families	268	298	314	357	440	*	*	Up	*
Census for families with children	389	456	486	607	684	*	*	Up	*
Average length of stay — Single adults (days)	673	617	573	564	486	*	*	Down	*
Average length of stay — Adult families (days)	421	462	447	436	357	*	*	Down	*
Average length of stay — Families with children (days)	350	340	283	318	268	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.

HPD is committed to expanding opportunities for Minority- and Women-Owned Business Enterprises (M/WBEs) in the development of affordable housing through its M/WBE Build Up program. Under the program, developers receiving HPD or HDC financing of $2 million or more are required to allocate at least 25 percent of applicable project costs to M/WBE firms, helping ensure that the economic benefits of affordable housing development are shared more equitably. In Fiscal 2026, 75 percent of financed affordable housing projects were subject to the M/WBE Build Up program, a nine percentage-point decrease from Fiscal 2025. However, these projects are expected to award more than $359 million to M/WBE contractors, a nine percent increase from Fiscal 2025, which is driven by total development costs associated with housing production. All completed affordable housing projects continued to meet or exceed their M/WBE Build Up goals. However, the total dollar amount awarded to M/WBE contractors for completed projects declined by 50 percent to approximately $123 million. This decrease reflects fewer M/WBE Build Up project closeouts in Fiscal 2026 relative to Fiscal 2025. Fiscal 2024 and 2025 were outliers, with an unusually high number of Build Up project closeouts, driven in part by COVID-related delays that extended project timelines and resulted in a concentration of project closeouts in Fiscal 2024 and 2025. Since the inception of the program, 276 projects with approximately 100,000 units have been subject to the M/WBE buildup program with M/WBE utilization totaling almost $3 billion.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Financed affordable housing projects with an M/WBE Build Up goal (%)	75%	75%	86%	84%	75%	*	*	Neutral	*
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program ($)	$142,872,610	$240,458,397	$328,206,342	$328,412,938	$359,144,559	*	*	Up	*
★ Completed affordable housing projects that met or exceeded their M/WBE Build Up goal (%)	100%	86%	100%	100%	100%	*	*	Neutral	*
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program ($)	$146,090,650	$130,734,287	$454,898,226	$249,061,610	$123,480,530	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Support wage growth and workforce growth in New York City through housing-related City contracting.

City investment in the preservation and new construction of affordable housing drives economic growth and creates jobs. In Fiscal 2026, the City invested $2.5 billion in subsidies through HPD affordable housing programs, a 21 percent increase from Fiscal 2025. This significant increase helped drive a 75 percent increase in temporary construction jobs, from 23,297 in Fiscal 2025 to 40,847 in Fiscal 2026. The number of permanent jobs in residential employment (which includes jobs in operations of new residential, commercial, or community spaces) associated with housing production in Fiscal 2026 decreased minimally, down nine percent, from 700 to 638.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total direct city subsidy investment	$927,093,643	$1,600,051,239	$1,989,072,193	$2,099,566,065	$2,539,342,229	*	*	Up	*
Employment impacts — Temporary jobs associated with housing production	25,420	33,194	37,834	23,297	40,847	*	*	Up	*
Employment impacts — Permanent jobs associated with housing production	519	629	713	700	638	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Human services contracts	NA	NA	NA	8	NA	*	*	NA	*
Human services contract registration within 30 days of the contract start date (%)	NA	NA	NA	25%	NA	*	*	NA	Up
Total dollars disbursed for human services contracts ($000,000)	NA	NA	NA	$215.35	NA	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	40%	28%	23%	25%	42%	58%	58%	Neutral	Up
Letters responded to within 14 days (%)	42%	9%	29%	30%	28%	52%	52%	Neutral	Up
Average customer in-person wait time (minutes)	13	13	21	24	21	29	29	Up	Down
Visitors to the Division of Tenant and Owner Resources (DTOR) rating customer service as good or better (%)	NA	NA	100%	96%	80%	95%	95%	NA	Up
Completed requests for interpretation	NA	127	182	195	319	*	*	NA	*
CORE facility rating	NA	94	97	98	97	85	85	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Percent meeting time to close - Heating (5 days)	91%	94%	99%	99%	97%	90%	90%	Neutral	*
Percent meeting time to close - Pests (30 days)	59%	59%	61%	66%	58%	60%	60%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	78%	77%	78%	80%	77%	70%	70%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	62%	64%	67%	70%	64%	69%	69%	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	62%	60%	62%	66%	60%	68%	68%	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$1,194.4	$1,324.1	$1,871.8	$1,978.5	$2,041.8	$2,023.1	$1,843.8	Up
Revenues ($000,000)	$94.7	$92.3	$110.1	$123.8	$160.5	$96.9	$39.4	Up
Personnel	2,251	2,410	2,433	2,424	2,498	2,891	2,915	Neutral
Overtime paid ($000,000)	$3.4	$3.8	$3.7	$4.1	$4.3	$4.3	$4.3	Up
Capital commitments ($000,000)	$915.7	$1,410.9	$2,400.4	$2,742.8	$3,129.4	$5,930.3	$4,930.4	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.)

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$216.0	$240.9	
001 - Office of Administration	$56.8	$62.5	All
002 - Office of Development	$34.3	$40.8	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	$24.5	$27.8	2a, 4a
004 - Office of Housing Preservation	$76.7	$82.9	1a, 1b
006 - Housing Maintenance and Sales	$23.7	$26.9	2a, 3a, 4b
Other Than Personal Services - Total	$1,762.5	$1,800.9	
008 - Office of Administration	$14.4	$18.3	All
009 - Office of Development	$58.1	$94.4	1b, 2a, 4a, 4b
010 - Housing Management and Sales	$68.6	$11.7	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	$72.6	$69.2	1a, 1b, 4b
012 - City Assistance to NYC Housing	$435.1	$516.6	All
013 - Rental Subsidy Program	$791.1	$934.5	2a, 4a
014 - Emergency Shelter Operations	$322.7	$156.1	1b
Agency Total	$1,978.5	$2,041.8	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Dina Levy was appointed HPD Commissioner on February 1, 2026.
- In Goal 1a, figures for some indicators were changed to reflect finalized data. These were 'Inspection visits per team per day' from 12.6 to 9.4 for Fiscal 2022, and 'Ratio of completed inspections to attempted inspections' from 82% to 81% for Fiscal 2022 and from 82% to 83% for Fiscal 2024.
- The indicator 'Violations issued and removed in the same fiscal year' under Goal 1b was retired as it no longer reflects the way HPD measures enforcement impacts.
- In Goal 2a, figures for some indicators were changed to reflect finalized data. These were: for 'Total affordable housing starts (units)' from 17,022 to 17,461 for Fiscal 2022, from 24,689 to 25,453 for Fiscal 2023, from 25,552 to 26,457 for Fiscal 2024, and from 28,281 to 28,852 for Fiscal 2025; for 'New construction starts (%)' from 62% to 63% for Fiscal 2022, from 52% to 53% for Fiscal 2023, from 59% to 60% for Fiscal 2024, and from 47% to 48% for Fiscal 2025; for 'Preservation starts (%)' from 38% to 37% for Fiscal 2022, and from 41% to 40% for Fiscal 2024, ; for 'Total affordable housing completions (units)' from 23,190 to 23,744 for Fiscal 2022, from 24,678 to 25,685 for Fiscal 2023, from 25,558 to 25,450 for Fiscal 2024, and from 20,975 to 22,418 for Fiscal 2025; for 'Preservation completions' from 61% to 63% for Fiscal 2023, from 48% to 49% for Fiscal 2024, and from 41% to 44% for Fiscal 2025; for 'Rental completions' from 65% to 67% for Fiscal 2023 and from 86% to 87% for Fiscal 2025; and for 'Homeownership completions' from 35% to 33% for Fiscal 2023 and from 14% to 13% for Fiscal 2025.
- In Goal 2b, figures for some indicators were changed to reflect finalized data. 'New construction in limited affordability areas' was updated from 7% to 8% for Fiscal 2022; 'Preservation in limited affordability areas' was updated from 6% to 5% for Fiscal 2025; 'Additional housing starts (unrestricted units)' was updated from 13,193 to 13,364 for Fiscal 2023, from 14,516 to 13,928 for Fiscal 2024, and from 13,593 to 13,136 for Fiscal 2025; and 'Stabilization housing assistance starts (units)' was updated from 15,060 to 16,244 for Fiscal 2023, from 12,566 to 12,789 for Fiscal 2024, and from 8,650 to 10,125 for Fiscal 2025.
- In Goal 2c, figures for some indicators were changed to reflect finalized data. These were: 'Extremely low income (0–30% Area Median Income) starts (%)' from 23% to 22% for Fiscal 2023, from 21% to 20% for Fiscal 2024, and from 20% to 19% for Fiscal 2025; 'Very low income (31–50% Area Median Income) starts (%)' from 20% to 19% for Fiscal 2022 and from 24% to 22% for Fiscal 2024; 'Low income (51–80% Area Median Income) starts (%)' from 31% to 30% for Fiscal 2023, from 26% to 25% for Fiscal 2024, and 'Extremely low income (0–30% Area Median Income) completions (%)' from 15% to 14% for Fiscal 2023, from 19% to 17% for Fiscal 2024, and from 16% to 17% for Fiscal 2025; 'Very low income (31–50% Area Median Income) completions' from 25% to 24% for Fiscal 2025; 'Low income (51–80% Area Median Income) completions (%)' from 31% to 32% for Fiscal 2023 and from 28% to 29% for Fiscal 2024; and 'Units completed that serve senior households' from 1,290 to 1,291 for Fiscal 2022, from 1,631 to 1,660 for Fiscal 2023, from 2,906 to 2,944 for Fiscal 2024, and from 950 to 1,262 for Fiscal 2025.
- In Goal 3a, figures for two indicators were added as data became available. These were: 'Lottery projects—Completed applicant approvals after two years (%)' from NA to 16% for Fiscal 2025, and 'Lottery units—Applicants approved after two years (%)' from NA to 6% for Fiscal 2025.
- In Goal 3b, figures for two indicators were changed to reflect finalized data for Fiscal 2025. These were 'Section 8—Housing choice vouchers issued' from 2,126 to 5,341, and for 'Section 8—Housing choice voucher households assisted' from 36,263 to 37,444.
- In Goal 3c, figures for some indicators were changed to reflect finalized data. These were: 'Units started for homeless individuals and families' from 4,126 to 4,154 for Fiscal 2024 and from 4,178 to 4,244 for Fiscal 2025; 'Supportive units started' from 1,962 to 1,941 for Fiscal 2025; 'Units completed for homeless individuals and families' from 2,794 to 2,864 for Fiscal 2023, from 2,377 to 2,426 for Fiscal 2024, and from 2,324 to 2,893 for Fiscal 2025; and 'Supportive units completed' from 886 to 960 for Fiscal 2024 and from 738 to 840 for Fiscal 2025.

- In Goal 4b, figures for some indicators were changed to reflect finalized data. These were: 'Total direct city subsidy investment' from $927,004,191 to $927,093,643 for Fiscal 2022, from $1,580,501,114 to $1,600,051,239 for Fiscal 2023, from $1,988,701,575 to $1,989,072,193 for Fiscal 2024, and from $2,067,625,413 to $2,099,566,065 for Fiscal 2025; 'Employment impacts—Temporary jobs associated with housing production' from 23,412 to 23,297 for Fiscal 2025; and for 'Employment impacts—Permanent jobs associated with housing production' from 674 to 700 for Fiscal 2025.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Block by Block: The Housing Plan for a New Era:
  nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/block-by-block-report.pdf
- Rental Ripoff Report:
  https://www.nyc.gov/assets/tenantprotection/downloads/pdf/rental-ripoffs-hearing-report-072026.pdf
- Streamlining Procedures to Expedite Equitable Development (SPEED) Report:
  https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/speed_report_051326.pdf
- Where We Live:
  wherewelive.cityofnewyork.us/
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/
- The Mayor's Office of Contract Services' Citywide Indicators Report:
  https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page

For more information on the Agency, please visit: www.nyc.gov/hpd.

NEW YORK CITY HOUSING AUTHORITY Lisa Bova-Hiatt, Chief Executive Officer

WHAT WE DO

The New York City Housing Authority (NYCHA), also referred to as the Authority, provides affordable housing to 497,649 authorized residents in 177,565 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 275,546 authorized residents in 145,347 apartments within 216 housing developments through the conventional public housing program (Section 9) and 56,164 authorized residents in 32,218 units within 119 developments that were converted to the Permanent Affordability Commitment Together (PACT) program. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 82,970 families in locating and renting units in the private market.

NYCHA, which was established in 1934, is pursuing innovative ways to generate the funding its properties desperately need. Its buildings, the majority of which are more than a half century old, need $78 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. In addition to an over $5 billion capital projects portfolio, through PACT, the New York City Public Housing Preservation Trust (the Trust), and Comprehensive Modernization (the Authority's large-scale renovation program of its public housing developments), NYCHA is undertaking comprehensive renovations to dramatically improve residents' quality of life while preserving resident rights and protections and providing economic opportunities. Through its Transformation Plan, NYCHA is strengthening as an organization and fundamentally changing how it operates. And through compliance with the 2019 federal Department of Housing and Urban Development (HUD) Agreement, NYCHA is improving how it delivers services to residents in key areas, including heat and elevator services, lead, mold, and pest/waste management.

FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for low-income New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility for its residents. NYCHA develops programs, policies, and partnerships to support residents with employment, training, education, and health.

In Fiscal 2026, NYCHA engaged 76,522 residents in the design and implementation of key initiatives, including planning for PACT conversions and the Trust. NYCHA completed 61 resident association leadership elections during Fiscal 2026, all of which required extensive engagement of residents. Resident engagement is central to NYCHA's efforts to deliver better services, reorganize in order to meet residents' needs, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come.

NYCHA continues to facilitate an engagement plan for planning the future of the Trust. Over 3,200 residents live at properties that will be converted to the Trust. As part of the Trust's Modernization and Preservation (Trust Mod) program, the Trust has engaged residents through visioning sessions to understand their priorities for building repairs and provided opportunities for resident members to participate in the evaluation process for selecting the Design-Builders responsible for managing the relocation. The Trust has also held meetings to keep residents informed about the Section 8 conversion, the Design-Build process, and lease signings. In addition, once a Design-Build team is onboard, the Design-Build team works directly with residents through design workshops, meetings, surveys, and other activities to refine project design, gather feedback, and provide project progress.

As of July 2026, the Trust has four developments with 1,776 units in its pipeline at various project stages. Over the past year, the Trust selected Design-Build partners for Bronx River Addition, Nostrand Houses, Unity Towers, and Hylan Houses. Following procurement, the Design-Build teams at Bronx River Addition and Nostrand Houses partnered with residents through design workshops, resident meetings, model unit tours, apartment finish selections, and Construction Council meetings to refine project designs and prepare for construction. The Trust also supported lease signings at Bronx River Addition and Nostrand Houses as part of the transition to the Section 8 funding platform and conducted the public comment period on the draft Trust leases for Unity Towers and Hylan Houses. At Hylan Houses, the Trust established a Resident Review and Advisory Committee (RRAC) to partner with the Design-Build team throughout project planning and design.

OUR SERVICES AND GOALS

SERVICE 1	**Operate as an efficient and effective landlord.**
Goal 1a	Improve rent collection.
Goal 1b	Expedite maintenance and repairs.
Goal 1c	Optimize apartment usage and ensure rental equity.
Goal 1d	Improve safety and security.
SERVICE 2	**(Re)build, expand, and preserve public housing and affordable housing stock.**
Goal 2a	Preserve the public and affordable housing asset.
Goal 2b	Optimize access to affordable housing in public housing developments to income-eligible families.
Goal 2c	Increase access to affordable housing in privately owned units.
SERVICE 3	**Engage residents and connect them to best-in-class social services.**
Goal 3a	Connect all residents to critical services in their communities.
Goal 3b	Increase employment opportunities for NYCHA residents.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

NYCHA's rent collection efforts have been severely impacted by the effects of the COVID-19 pandemic, which left many NYCHA residents struggling to pay their arrears. The Emergency Rental Assistance Program (ERAP), the NYS Funded COVID-19 Rental Assistance Program (CRA), and the federally funded HOME American Rescue Plan Program (HOME-ARP) brought relief to some residents, but have now had their funding exhausted, and many challenges continue to hamper NYCHA's rent collection efforts. As of June 2026, cumulative rent collection dropped nine percentage points from 68.6 percent in Fiscal 2025 to 59.8 percent in Fiscal 2026. NYCHA did not meet the target of 97.5 percent. However, the cumulative 12-month rent collection percentage excluding arrears and rental assistance was 84 percent as of June 2026. Rent delinquency increased two percentage points from 44.3 percent to 46.0 percent. There were 61,970 households in rent arrears during the reporting period, a slight drop compared to last year (62,144). In addition to an awareness campaign aimed at residents about how and why to pay rent and access assistance such as payment plans, NYCHA continues to monitor the rent collection trends through monthly rent collection meetings, which bring departments from across the Authority together to review performance and identify areas for improvement.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Rent collection (%)	66.8%	62.2%	69.2%	68.6%	59.8%	97.5%	97.5%	Neutral	Up
Rent delinquency rate (%)	44.5%	45.3%	44.2%	44.3%	46.0%	*	*	Neutral	Down
Households in rent arrears	68,459	68,609	64,711	62,144	61,970	*	*	Down	Down
Rent collection without arrears (%)	NA	NA	NA	NA	84%	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Expedite maintenance and repairs.

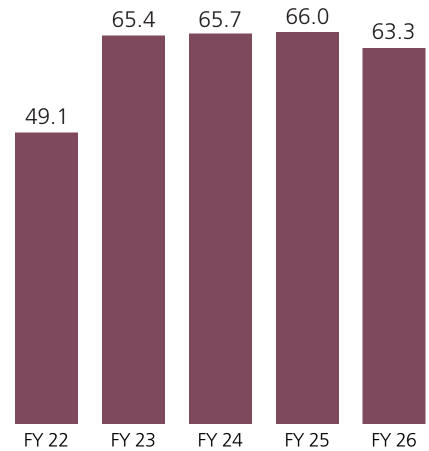
NYCHA continued to show an overall positive trend in its repair metrics. The average time to resolve emergency repair requests remained steady at 16 hours and 57 minutes in Fiscal 2026 compared to 17 hours 1 minute in Fiscal 2025 and remained below the 24-hour target. The average time to resolve non-emergency repair requests decreased by four percent from 66.0 days in Fiscal 2025 to 63.3 days in Fiscal 2026. The percent of non-emergency repair requests resolved within 15 days remained steady at 76 percent and exceeded the target of 75 percent. The percent of non-emergency repair requests resolved within 60 days also held steady at 86 percent in Fiscal 2026 compared to 85 percent in Fiscal 2025.

The average days to complete maintenance work orders dropped by two percent from 4.06 days in Fiscal 2025 to 3.98 days in Fiscal 2026 and was below the target of seven days. The average days to complete skilled trades and vendor work orders dropped by eight percent from 129.65 days in Fiscal 2025 to 119.14 days in Fiscal 2026. While still facing incredible challenges with the aging infrastructure and staggering capital needs, NYCHA has continued to improve repair times through stronger coordination and sequencing of work orders with Neighborhood Planners and Skilled Trade Teams. This includes better planning and scheduling, improved communication with residents, increased worker accountability and productivity, systems enhancement, and better data tools to increase transparency and facilitate performance monitoring. Most notably, NYCHA has placed greater emphasis on reducing missed appointments for skilled trades by collaborating with its Federal Monitor on a new dashboard system that enables detailed insight into each skilled trade appointment and has allowed NYCHA to reduce the rate of missed appointments. (The Federal Monitor was established pursuant to a 2019 agreement with the federal Department of Housing and Urban Development (HUD) to enforce standards for NYCHA apartments.) NYCHA also regularly holds detailed reviews with its Neighborhood Planners and Skilled Trade Supervisors to improve their overall performance and remove bottlenecks from their workstreams.

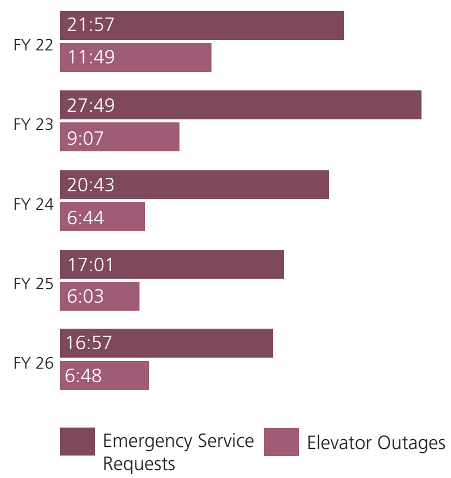
Heat outage figures are reported for the heating season, which began on October 1, 2025, and ended on May 31, 2026. The average time to resolve heat outages increased by five percent from 6 hours 50 minutes to 7 hours and 12 minutes but remained under the target maximum of 12 hours required in the 2019 HUD Agreement, and 17 hours less than the 24-hour requirement for New York City's private landlords. New York City experienced a much colder winter season than in recent years, which increased the number of outages and impacted the resolution time. During this heating season, NYCHA continued to use a dedicated heating team to resolve service interruptions 24/7 and activated the NYCHA Emergency Operations Center during periods of extreme cold.

The average time to resolve elevator outages rose by 45 minutes, from 6 hours and 3 minutes in Fiscal 2025 to 6 hours and 48 minutes in Fiscal 2026 but remained below the 10-hour target. The overall duration was primarily impacted by the higher number of low voltage elevator outages. These were precipitated by voltage reductions imposed in certain areas by Con Edison during heat waves. NYCHA resolved 90.39 percent of elevator outages within 10 hours, exceeding the target of 85 percent. NYCHA's buildings experienced four percent fewer average outages of elevators per month in Fiscal 2026 (0.67) compared to Fiscal 2025 (0.70). The elevator service uptime was 99.4 percent in Fiscal 2026, exceeding the target of 97 percent and consistent with Fiscal 2025. NYCHA's Elevator Department continues to use the 90-Minute Report, which prioritizes difficult elevator repairs for supervisor or specialized assistance to cut down on outage time and to track progress on repairs. There was one fewer alleged elevator injury in Fiscal 2026 (10) compared to Fiscal 2025 (11). No elevator-related fatalities were reported. NYCHA offers ongoing training and safety communication to field staff and residents to help reduce these occurrences. NYCHA's Elevator Department also works with NYCHA's Environmental Health and Safety Department and Compliance Department to identify and resolve hazards and potential safety risks.

Average Time to Resolve Non-Emergency Service Requests (days)



Average Time to Resolve Emergency Service Requests and Elevator Outages (hours:minutes)



NYCHA continues to make significant progress towards compliance with the 2019 HUD Agreement, especially in the areas of pests and mold. NYCHA continues to make systems enhancements and diligently use analytical tools to closely monitor performance and identify areas needing attention. NYCHA continues to work with its Federal Monitor to improve its compliance with these requirements. The HUD Agreement commits NYCHA to invest in capital upgrades for its outdated pest and waste management infrastructure. These efforts have included the installation of new rat slabs that help to prevent mice and rats from entering crawl spaces, containers, and recycling infrastructure. In Fiscal 2026, the percentage of rat complaints responded to within two business days was 90.8 percent, up slightly from 90.1 percent in Fiscal 2025. The percentage of rat complaints responded to within five days increased by two percentage points from 93.3 percent to 95.4 percent.

For other pests (bedbugs, mice, and roaches), the continued focus on thoroughness of response and on identifying the root cause of infestations has also led to faster response times. NYCHA made reporting enhancements to better query the resident complaint data and improve monitoring. NYCHA also holds daily close-of-business meetings with all Borough Exterminator Supervisors to review scheduled work orders that are pending a response and continues the mentorship program within the Pest Control Department to facilitate cross-training and uniformity in processes. NYCHA also periodically shifts exterminators' schedules to divert resources as needed. In Fiscal 2026, the percentage of complaints from other pests responded to within seven days increased by 14 percentage points, from 76.2 percent in Fiscal 2025 to 90.0 percent in Fiscal 2026. Similarly, the percentage of other pest complaints responded to within 10 days increased by six percentage points, from 92.1 percent to 98.3 percent, less than two percentage points shy of achieving full compliance with the HUD Agreement at 100 percent. NYCHA will continue to focus on these areas to ensure a timely response.

NYCHA is moving closer to meeting its HUD Agreement goals using dashboards and analytics tools (such as the Mold and Leak Scorecard) to identify high-need areas and by deploying operational resources (such as specialized teams through its Mold and Leaks Restore and Renew Program) to expedite mold inspections, mold removal and associated skilled trade repairs. Although NYCHA has significantly improved its mold inspection and remediation process and response times, more progress is needed to meet HUD Agreement targets. Specifically, the percentage of mold removed within five business days improved by 16 percentage points, from 11.5 percent in Fiscal 2025 to 27.0 percent in Fiscal 2026. Simple mold cases completed within seven days improved significantly by 32 percentage points, from 28.0 percent to 59.5 percent. NYCHA also improved its handling of complex mold cases. The percentage of complex mold cases resolved within 15 days increased from 7.6 percent in Fiscal 2025 to 16.6 percent in Fiscal 2026. These complex cases involve multiple skilled trade visits to address mold's root cause and perform restoration and cosmetic repairs. Mold issues are exacerbated by aging buildings and growing capital needs. The percentage of mold cases without recurrence declined from 87.9 percent in Fiscal 2025 to 85.2 percent in Fiscal 2026 but still exceeds the compliance target of 85 percent. The improved performance in mold removal and associated repairs is due to NYCHA Operations' prioritization of mold work Authority-wide, as well as to NYCHA's Mold and Leaks Restore and Renew Program, launched in August 2025. NYCHA's targeted mold and leak work order backlog reduction initiatives have improved NYCHA's compliance with HUD Agreement goals. Also aiding compliance is the Operations Daily Summary Dashboard, created in January 2025, which NYCHA Operations uses to quickly identify and address aging mold inspections and work orders. NYCHA will continue to work diligently towards meeting the HUD Agreement goals.

In Fiscal 2026, NYCHA substantially increased its lead abatement efforts, completing work in 6,063 units, which was 15 percent more units compared to Fiscal 2025 (5,295) and exceeded the annual target of 3,000. NYCHA plans to sustain this level of activity in the upcoming fiscal year to continue advancing the program's objectives and to ensure that NYCHA meets the lead abatement goals outlined in the HUD Agreement.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours:minutes)	21:57	27:49	20:43	17:01	16:57	24:00	24:00	Down	Down
★ Average time to resolve non-emergency service requests (days)	49.1	65.4	65.7	66.0	63.3	⇩	⇩	Up	Down
Non-emergency service requests resolved within 15 days (%)	74%	71%	75%	77%	76%	75%	75%	Neutral	Up
Non-emergency service requests resolved within 60 days (%)	85%	82%	85%	85%	86%	100%	100%	Neutral	Up
Average time to complete maintenance work orders (days)	8.10	6.23	5.03	4.06	3.98	7.00	7.00	Down	Down
Average time to complete skilled trades and vendor work orders (days)	77.40	109.04	133.37	129.65	119.14	*	*	Up	Down
★ Average time to resolve heat outages (hours:minutes)	8:16	7:30	6:37	6:50	7:12	12:00	12:00	Down	Down
★ Average time to resolve elevator outages (hours:minutes)	11:49	9:07	6:44	6:03	6:48	10:00	10:00	Down	Down
★ Elevator outages resolved within 10 hours (%)	71.80%	77.78%	87.12%	89.65%	90.39%	85.00%	85.00%	Up	Up
★ Average outage per elevator per month	1.07	0.93	0.78	0.70	0.67	1.01	1.01	Down	Down
★ Elevator service uptime (%)	97.8%	98.0%	99.3%	99.4%	99.4%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	6	6	1	11	10	⇩	⇩	Up	Down
★ Elevator-related fatalities	0	0	0	0	0	⇩	⇩	Neutral	Down
★ Rat complaints responded within 2 business days (%)	44.2%	40.7%	73.6%	90.1%	90.8%	90.0%	90.0%	Up	Up
★ Rat complaints responded within 5 days (%)	52.7%	53.0%	80.2%	93.3%	95.4%	100.0%	100.0%	Up	Up
★ Other pest complaints responded within 7 days (%)	30.0%	17.9%	32.4%	76.2%	90.0%	90.0%	90.0%	Up	Up
★ Other pest complaints responded within 10 days (%)	35.5%	26.4%	52.4%	92.1%	98.3%	100.0%	100.0%	Up	Up
★ Mold removed within 5 business days (%)	2.9%	6.6%	9.2%	11.5%	27.0%	95.0%	95.0%	Up	Up
Simple mold repairs completed within 7 days (%)	17.9%	28.1%	30.2%	28.0%	59.5%	95.0%	95.0%	Up	Up
★ Complex mold repairs completed within 15 days (%)	2.1%	3.6%	3.7%	7.6%	16.6%	95.0%	95.0%	Up	Up
★ Mold cases without recurrence (%)	87.9%	86.7%	83.6%	87.9%	85.2%	85.0%	85.0%	Neutral	Up
★ Units abated for lead	621	3,267	5,037	5,295	6,063	3,000	3,000	Up	Up
Management cost per dwelling unit per month ($)	$1,197	$1,372	$1,345	$1,419	$1,493	$875	$875	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Optimize apartment usage and ensure rental equity.

The turnaround time to re-occupy apartments dropped by four percent from 371.1 days in Fiscal 2025 to 357.6 days in Fiscal 2026. Though the turnaround time remains above the target of 300 days, NYCHA has made significant progress through improved coordination between the environmental, trade, and developments teams to rehab and rent units more promptly and has received and used additional City funding for supplies and environmental work. There were nine percent more move ins in Fiscal 2026 (5,059) compared to last year (4,630). The number of vacant units with turnover in process in Fiscal 2026 (6,172) increased by three percent compared to Fiscal 2025 (5,986). This is primarily due to the return to the rent roll of units that were previously held for activities such as relocation for the comprehensive modernization projects at some NYCHA developments and other resident relocation efforts.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average turnaround time for vacant units (days)	160.8	370.0	424.4	371.1	357.6	300.0	300.0	Up	Down
New move-ins (units)	NA	2,104	3,251	4,630	5,059	*	*	NA	*
Vacant units - turnover in process	NA	NA	5,087	5,986	6,172	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Improve safety and security.

The felony crime rate in NYCHA developments reported by the New York City Police Department (NYPD) dropped 14 percent from 19.4 per 1,000 residents to 16.7. The number of major felony crimes dropped seven percent from 5,818 in Fiscal 2025 to 5,431 in Fiscal 2026. NYCHA continues to strengthen its relationship with law enforcement agencies and takes safety measures such as assigning security guards to 43 senior buildings, conducting weekly homeless initiatives with the NYPD and the Department of Homeless Services (DHS), and running the Resident Watch as well as an anonymous tip line. The weekly homeless outreach initiatives with the NYPD have been expanded from one day per week to three days per week.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	17.6	17.9	19.4	19.4	16.7	*	*	Neutral	Down
★ Major felony crimes in public housing developments	5,859	6,062	6,117	5,818	5,594	⇩	⇩	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 (Re)build, expand, and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

The percentage of active capital projects on schedule or with minor delays increased from 75.4 percent in Fiscal 2025 to 80.0 percent in Fiscal 2026, exceeding the target of 75 percent that was set in line with industry practice. This is a five percent increase in completing work within the forecasted schedule and is the result of improvements in project control measures implemented by NYCHA Asset & Capital Management department in late 2025.

The percentage of active capital projects in construction phase on track or with minor delays dropped from 82.1 percent to 77.0 percent. This represents a five percent decrease, primarily due to delays in regulatory agency signoffs, construction closeout activities performed after most physical work was completed, and vendor performance issues encountered during the construction phase. NYCHA is actively working on improvements in those areas, through regular senior coordination meetings with regulatory agencies, improved asset turnover coordination with property management in key areas, and active vendor management measures that use qualitative and quantitative assessments to evaluate vendor performance.

The PACT program leverages public-private partnerships to complete comprehensive repairs in NYCHA developments. NYCHA's goal is to convert 62,000 apartments to PACT. Through PACT, developments are included in the federal Rental Assistance Demonstration (RAD) program, which converts them to a more stable, federally funded program called Project-Based Section 8. This allows NYCHA to unlock funding to complete comprehensive repairs, while also ensuring homes remain permanently affordable, and ensuring that residents have the same basic rights as they possess in the public housing program. In Fiscal 2026, through the PACT program, NYCHA preserved 18 developments consisting of 56 buildings and 5,033 units. There were 3,906 units rehabbed in Fiscal 2026 and nearly 17,000 cumulative since the inception of the program. The public housing portfolio has decreased as more developments are converting to PACT. NYCHA's conventional Section 9 program now consists of about 145,000 units across 216 developments and 1,802 buildings.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Active capital projects on track or with minor delays (%)	NA	NA	67.2%	75.4%	80.0%	75.0%	75.0%	NA	Up
★ Active capital projects in construction phase on track or with minor delays (%)	NA	NA	85.1%	82.1%	77.0%	85.0%	85.0%	NA	Up
★ Public Housing Portfolio — Unit Inventory (000)	162	160	156	150	145	*	*	Down	*
Public Housing Portfolio — Buildings	2,106	2,063	1,934	1,858	1,802	*	*	Down	*
Public Housing Portfolio — Developments	277	273	248	234	216	*	*	Down	*
PACT Portfolio — Developments preserved	8	4	25	14	18	*	*	Up	*
PACT Portfolio — Buildings preserved	79	43	128	76	56	*	*	Neutral	*
PACT Portfolio — Units preserved	5,909	2,597	3,728	5,434	5,033	9,000	6,000	Up	*
PACT Portfolio — Units rehabbed	2,625	0	3,039	4,191	3,906	*	*	Up	Up
PACT Portfolio — Cumulative developments preserved	58	62	87	101	119	*	*	Up	*
PACT Portfolio — Cumulative buildings preserved	305	348	476	552	608	*	*	Up	*
PACT Portfolio — Cumulative units preserved	15,426	18,023	21,751	27,185	32,218	*	*	Up	*
PACT Portfolio — Cumulative units rehabbed	5,830	5,830	8,869	13,060	16,966	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

NYCHA's occupancy rate remained steady at 95.1 percent in Fiscal 2026. The number of applicants placed in public housing increased three percent from 2,077 in Fiscal 2025 to 2,147 in Fiscal 2026 due to increased apartment turnover and availability. Overall, the number of homeless applicants placed in housing decreased by eight percent. Homeless placements in public housing increased by two percent from 1,021 to 1,045 but dropped by 17 percent from 1,097 to 908 for Section 8, due to notification from HUD that funding would end for the Emergency Housing Voucher (EHV) program, a program created by federal COVID-19 pandemic response legislation, in Calendar 2026. As such, effective August 1, 2025, NYCHA paused active outreach, including activities related to the application process, and voucher issuance for applicants on the general Section 8 voucher waitlist, impacting the number of homeless families placed in this housing.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Apartment attrition rate (%)	3.2%	3.0%	3.4%	4.1%	4.5%	*	*	Up	*
★ Occupancy rate (%)	97.5%	96.8%	96.3%	95.5%	95.1%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	1,362	1,029	1,215	2,077	2,147	*	*	Up	Up
Homeless applicants placed in housing — Total	1,842	4,425	2,635	2,118	1,953	*	*	Down	*
– NYCHA housing	668	650	510	1,021	1,045	*	*	Up	*
– Section 8	1,174	3,775	2,125	1,097	908	*	*	Down	*
Working families residing in public housing (cumulative) (%)	42.8%	38.2%	38.5%	38.3%	38.4%	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Increase access to affordable housing in privately owned units.

As of June 2026, there were about 202,000 families on the Section 8 waiting list, an uptick of three percent compared to the last fiscal year. In Fiscal 2026, the maximum allowable vouchers increased by six percent from 116,671 to 123,276 due to PACT conversions. Funded vouchers increased eight percent from 101,943 to 109,807. The Section 8 housing assistance payments funding utilization rate dropped five percentage points, from 105 percent to 100 percent, due to program efforts to align expenses with the program's budget authority. The number of Section 8 occupied units remained steady at about 111,000 units. The percentage of biennial inspections and the percentage of annual Section 8 recertifications completed were stable at 98 percent and 99 percent, respectively. The number of applicants placed through Section 8 vouchers increased 19 percent, from 6,320 in Fiscal 2025 to 7,546 in Fiscal 2026, due to PACT conversions.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Section 8 — Families on waiting list (000)	17	16	5	197	202	*	*	Up	Down
Section 8 — Maximum allowable vouchers	108,410	109,823	112,346	116,671	123,276	*	*	Up	*
Section 8 — Funded vouchers	93,570	97,070	98,947	101,943	109,807	*	*	Up	*
Section 8 — Funded vouchers occupied units (%)	99.0%	97.0%	98.0%	101.0%	100.0%	97.0%	97.0%	Neutral	Up
★ Section 8 — Utilization rate for authorized vouchers (%)	84.0%	85.0%	85.0%	89.0%	88.0%	86.0%	86.0%	Neutral	Up
Section 8 — Housing Assistance Payments funding utilization rate (%)	100.0%	93.0%	98.0%	105.0%	100.0%	*	*	Neutral	*
★ Section 8 — Occupied units	93,028	98,414	104,040	111,164	111,538	87,000	87,000	Up	Up
Section 8 — Biennial inspections	85.0%	97.0%	96.0%	98.0%	98.0%	*	*	Up	Up
Section 8 — Annual recertifications	99.0%	99.0%	99.0%	99.0%	99.0%	*	*	Neutral	Up
Section 8 — Applicants placed through vouchers	6,660	2,974	6,358	6,320	7,546	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual assault victims, as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The emergency transfer priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development.

The number of residents approved for this category of emergency transfer dropped by 17 percent, from 1,084 in Fiscal 2025 to 901 in Fiscal 2026. The reduction in the number of approved emergency transfers is due to approximately 15 percent fewer overall emergency transfers requested year-over-year. The processing time for emergency transfers increased by five percent from 11.68 days to 12.31 days due to staff turnover but remained well below the 45-day target.

The percentage of initial social service tenant contacts conducted within five days remained steady at 98 percent in Fiscal 2026. Referrals to supportive services for senior residents declined by 17 percent from 30,530 in Fiscal 2025 to 25,460 in Fiscal 2026. Two contributing factors were the reduction in Elderly Safe at Home sites from 14 to 12 in an effort to prevent duplicating services from an onsite Older Adult Center, as well as staff turnover and long-term absences. To mitigate this downward turn, supervisory staff were hired to provide support and guidance on increasing services.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Residents approved for emergency transfers	1,783	1,552	1,207	1,084	901	*	*	Down	*
★ Emergency transfer disposition time (days)	12.20	13.34	10.09	11.68	12.31	45.00	45.00	Neutral	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	91%	92%	95%	97%	98%	76%	76%	Neutral	Up
Referrals to supportive social services for senior residents	34,263	38,083	39,684	30,530	25,460	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b Increase employment opportunities for NYCHA residents.

Resident job placements include direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department, as well as partner placements. Overall placements decreased 19 percent from 2,361 in Fiscal 2025 to 1,915 in Fiscal 2026.

Direct placements dropped 34 percent from 914 to 606, and the percentage of job placements to program graduates declined by three percentage points from 83 percent in Fiscal 2025 to 80 percent in Fiscal 2026, due in part to graduates of the NYCHA Resident Training Academy (NRTA) Janitorial Track experiencing longer placement times, creating a bench of residents awaiting placement. NRTA Janitorial cohorts graduating in the latter part of Fiscal 2026 will be placed in Fiscal 2027. Partner placements decreased by 10 percent from 1,447 to 1,309. This is a result of a decrease of 140 placements reported by Jobs-Plus sites, as well as a lag in data reporting from REES partners on residents who may have completed programming in the current quarter. This data may not be reported by partners until future quarters.

The youth placed in jobs through youth employment programs rose 26 percent from 4,248 in Fiscal 2025 to 5,334 in Fiscal 2026. In addition to the youth directly hired through its seasonal program and other positions, NYCHA continues its collaboration with Department of Youth and Community Development and their providers on the Summer Youth Employment Program Career FIRST and MAP to $uccess programs.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Resident job placements — Total	1,663	2,652	2,531	2,361	1,915	⇧	⇧	Neutral	Up
– Direct placements	1,110	1,031	854	914	606	1,593	1,593	Down	Up
– Program and partner placements	553	1,621	1,677	1,447	1,309	*	*	Up	*
– Job training graduates placed (%)	71%	84%	78%	83%	80%	*	*	Neutral	Up
– Youth placed through youth employment programs	3,516	3,630	4,325	4,248	5,334	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

The number of completed customer requests for interpretation decreased three percent from 158,052 in Fiscal 2025 to 153,936 in Fiscal 2026. The average wait time to speak with a customer service agent dropped by 64 percent from 33 minutes and 8 seconds in Fiscal 2025 to 12 minutes and 2 seconds in Fiscal 2026. The introduction of a Virtual Agent as well as staff reassignment have reduced wait times significantly. The percentage of calls answered within 30 seconds dipped slightly from 27.1 percent to 25.4 percent. New staff learning to navigate the system impacted the percentage of calls answered within 30 seconds. The customers' rating from the survey was three percentage points lower than in Fiscal 2025, at 91 percent, after surveys of more than double the customers that were surveyed in Fiscal 2025. This measure still remained higher than the previous years.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Completed requests for interpretation	167,095	152,274	131,289	158,052	153,936	*	*	Neutral	*
E-mails responded to within 14 days (%)	98.4%	82.4%	NA	NA	NA	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes:seconds)	40:54	28:42	44:42	33:08	12:02	*	*	Down	Down
CORE facility rating	99	95	98	92	94	*	*	Neutral	Up
Calls answered within 30 seconds (%)	67.5%	63.8%	32.5%	27.1%	25.4%	*	*	Down	Up
Agency customers surveyed for overall customer satisfaction	25,167	27,148	11,135	9,698	23,120	*	*	Down	Up
Customers rating service good or better (%)	73.0%	79.0%	84.0%	94.0%	91.0%	71.0%	71.0%	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$4,035.3	$4,652.0	$4,052.5	$4,454.6	$5,600.9	$5,568.8	$5,765.7	Up
Revenues ($000,000)	$3,948.4	$4,704.1	$4,170.1	$4,414.9	$5,559.5	$5,568.8	$5,502.4	Up
Personnel	11,772	11,891	11,896	11,998	11,612	12,265	12,228	Up
Overtime paid ($000,000)	$155.7	$198.0	$178.6	$161.0	$195.7	$179.8	$178.4	Up
Capital commitments ($000,000)	$235.1	$416.6	$862.2	$593.1	$755.1	$1,302.5	$840.8	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds [4] Includes funds authorized in the City budget only, and excludes federal, State and other capital funds utilized by NYCHA. "NA" - Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lisa Bova-Hiatt continues to serve as Chief Executive Officer of the New York City Housing Authority.
- The indicator 'Rent collection without arrears (%)' was added to Goal 1a to provide more context on current rent collection efforts on a rolling 12-month basis, in addition to the existing indicator on the rent collection rate, which includes historical arrears in its total.
- Fiscal 2026 data for 'Emails responded to within 14 days (%)' is NA as NYCHA no longer collects this data.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- NYCHA's Transformational Plan:
  https://www1.nyc.gov/assets/nycha/downloads/pdf/NYCHA_Transformation_Plan_Final.pdf
- NYCHA's Federal Monitor:
  https://www.nychamonitor.com/
- PACT Project Progress & Compliance Oversight:
  https://my.nycha.info/publicsite/pactprogress
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/nycha.

LANDMARKS PRESERVATION COMMISSION Lisa Kersavage, Chair

WHAT WE DO

The Landmarks Preservation Commission (LPC) is responsible for protecting New York City's architecturally, historically, and culturally significant buildings and sites by granting them landmark or historic district status and regulating them after designation. LPC was established by the New York City Landmarks Law, passed in 1965, which aims to safeguard the buildings and places that represent New York City's cultural, social, economic, political, and architectural history. As of the end of Fiscal 2026, the Commission has designated 38,550 buildings and sites, including 1,473 individual landmarks and 159 historic districts and extensions across all five boroughs.

LPC helps protect the City's landmark properties by regulating changes made to these buildings and sites. The Commission reviews applications for work on designated properties, issues permits, provides technical guidance and education on preservation, investigates complaints of illegal work, and initiates action to ensure compliance with the Landmarks Law. The Agency works closely with property owners and other City agencies on projects that help landmarks adapt to meet New York City's evolving needs, including work that supports housing creation, increases accessibility, and improves climate resiliency and energy efficiency. LPC also administers the federally-funded Historic Preservation Grant Program that provides financial assistance to low- to moderate-income landmark property owners to help fund restoration work on their designated properties.

FOCUS ON EQUITY

For over 60 years, LPC has seen the power of preservation to revitalize communities, support economic development, drive investment into existing buildings, enhance attractions for tourists, and foster pride in neighborhoods. LPC is committed to advancing equity across all aspects of the Commission's work, prioritizing landmark designations that tell the stories of all New Yorkers, particularly those whose histories have been underrepresented or overlooked, and integrating fairness, transparency, and efficiency into regulation and outreach.

In Fiscal 2026, LPC designated three buildings linked to New York City's rich immigration history: Public School 15 Annex in Downtown Brooklyn, the Church of Saint Mary on Manhattan's Lower East Side, and the Lithuanian Alliance Building in Manhattan's Chelsea neighborhood. Public School 15 Annex was once home to the Girls' Continuation School which pioneered opportunities for women, many of whom were first- and second-generation Americans. The Church of Saint Mary was central to welcoming the City's earliest Catholics from Ireland and continues to support recent immigrants from Spanish-speaking communities. The Lithuanian Alliance Building has been the headquarters of the nation's oldest continually operating Lithuanian organization since 1910, continuously providing services for immigrants.

Also in Fiscal 2026, in coordination with the Department of City Planning's Midtown South Mixed-Use Plan, LPC designated five individual landmarks in Manhattan's Garment District, including the Lefcourt Clothing Center, which served as home to the International Ladies' Garment Workers' Union. The designations and rezoning will facilitate the adaptive reuse of these buildings and enable the transfer of expanded air rights for additional housing creation.

In Fiscal 2026, as part of the Block by Block Housing Plan, LPC launched a suite of tools to help owners of designated buildings to create more housing. The new resources make it easier for homeowners to build Ancillary Dwelling Units (ADUs) and for landmark property owners to use Transferable Development Rights (TDRs), supporting housing creation while generating revenue for owners to help preserve the character and integrity of the City's historic districts and individual landmarks. LPC launched an interactive map showing where homeowners can create ADUs in historic districts and created a dedicated team of staff to help owners navigate the approval process.

LPC prioritizes direct support for property owners and accessibility and transparency in the Agency's regulation and funding opportunities. In Fiscal 2026, LPC introduced rules that will expedite the application and review process by expanding the range of projects eligible for staff-level approval, reducing the number that requires a public hearing. These measures allow homeowners and small business owners to obtain permits more quickly and reliably, reducing costs and the timeframe to undertake work.

Also in Fiscal 2026, staff led presentations in two historic districts in Staten Island and six historic districts in Upper Manhattan and presented to leaders of faith-based organizations about affordable housing development at landmarked religious properties. These in-person engagements make information more accessible by connecting property owners directly with LPC staff who can answer questions and provide continued guidance to owners as they prepare permit and grant applications.

OUR SERVICES AND GOALS

SERVICE 1 **Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

Goal 1a Identify and designate eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Goal 1c Increase landmark regulations compliance.

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

Goal 1a Identify and designate eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

In Fiscal 2026, the Commission completed 10 designations, including eight individual landmarks and two historic districts, comprising a total of 436 buildings and sites. Fiscal 2026 designations include the Beverly Square West and Ditmas Park West historic districts in Brooklyn, five individual landmarks associated with the historic development of the Garment District in Manhattan, and three buildings linked to New York City's immigration history in both Brooklyn and Manhattan. There is not an annual target for the number of landmark designations, which are subject to fluctuations year-to-year as designations are the outcome of an organic process with many steps, including extensive research and survey work and outreach with stakeholders.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Individual, interior, and scenic landmarks, and historic districts designated	3	12	11	4	10	*	*	Up	*
– Individual, interior, and scenic landmarks designated	1	10	10	4	8	*	*	Up	*
– Historic districts designated	2	2	1	0	2	*	*	Down	*
★ Total buildings designated	147	81	164	4	436	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

LPC helps preserve the City's designated landmark properties by regulating changes made to these buildings and sites. All applications to make changes to designated buildings are reviewed, approved, and tracked by the Commission. Actions can include issuing Certificates of No Effect (CNEs) when work requires a permit from the Department of Buildings but will not affect the significant architectural features of the building; Permits for Minor Work (PMWs) for minor exterior changes such as painting, window or door replacement, or brick repointing; and Expedited Certificates of No Effect (XCNEs) for interior work.

In Fiscal 2026, there were 11,766 permit applications submitted to LPC for review and 11,578 actions taken on those permit applications, with the number of work permit applications remaining constant and the number of actions taken on these applications increasing two percent over Fiscal 2025. In Fiscal 2026, approximately 90 percent of CNEs were issued within 10 business days, down two percentage points from Fiscal 2025; 95 percent of XCNEs were issued within two business days, down three percentage points; and 90 percent of PMWs were issued within 10 business days, down two percentage points. Permit issuance time is informed by many factors, and fluctuations are standard and expected.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Work permit applications received	12,378	12,211	11,436	11,748	11,766	*	*	Neutral	*
★ Actions taken on work permit applications	11,423	11,489	11,120	11,324	11,578	*	*	Neutral	*
Certificates of No Effect issued within 10 business days (%)	84%	83%	86%	92%	90%	85%	85%	Neutral	Up
Expedited Certificates of No Effect issued within two business days (%)	99%	98%	98%	98%	95%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	82%	84%	86%	92%	90%	85%	85%	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Increase landmark regulations compliance.

LPC's Enforcement Department investigates every complaint received about illegal work or disrepair. In Fiscal 2026, the Enforcement Department received 774 complaints and investigated 747 complaints and 519 properties, all reflecting slight declines from Fiscal 2025. Because some complaints are received late in the fiscal year, the number investigated within the same reporting period will not always match the number received.

There is no correlation between the number of complaints received and the number of enforcement actions taken. While some complaints result in multiple violations, others do not warrant enforcement action after investigation. Enforcement actions can include Warning Letters, Summonses, and Stop Work Orders. All Summonses are returnable to the Office of Administrative Trials and Hearings (OATH). There were 566 enforcement actions taken in Fiscal 2026, a 21 percent increase from the 468 taken in Fiscal 2025. Enforcement actions are influenced by external factors, including citywide economic activity and new business development. As a result, fluctuations in annual violation totals are standard and expected. 100 percent of violations were admitted to or upheld at OATH, the same level as last year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Complaints received	393	572	672	785	774	*	*	Up	*
Complaints investigated	397	711	1,000	766	747	*	*	Up	*
Properties investigated	382	555	748	531	519	*	*	Up	*
★ Enforcement actions taken: Total Warning Letters, Summonses, and Stop Work Orders issued	387	427	468	468	566	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100%	100%	100%	100%	100%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

Archaeological applications involve the review of proposed subsurface work subject to environmental review regulations and, for some sites, the Landmarks Law. The Commission oversees any ensuing archaeology, and, if important archaeological resources are discovered, determines and supervises appropriate mitigation. The percentage of applications reviewed within 10 business days remained at 97 percent, the same rate as Fiscal 2025, well exceeding the target of 85 percent.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Archaeology applications reviewed within 10 business days (%)	98%	97%	97%	97%	97%	85%	85%	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	96%	88%	87%	74%	43%	*	*	Down	Up
E-mails responded to within 14 days (%)	98%	94%	98%	90%	82%	*	*	Down	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$6.5	$7.2	$8.0	$7.7	$9.0	$9.0	$8.1	Up
Revenues ($000,000)	$7.9	$7.6	$8.5	$10.4	$11.4	$7.3	$7.3	Up
Personnel	73	76	73	69	73	81	78	Neutral
Overtime paid ($000)	$13	$24	$21	$14	$7	$7	$7	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$6.7	$7.1	All
002 - Other Than Personal Services	$1.0	$1.8	All
Agency Total	$7.7	$9.0	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lisa Kersavage was appointed as Chair of the Landmarks Preservation Commission in April 2026.

ADDITIONAL RESOURCES

For additional information, go to:

- New York City Administrative Code, Title 23, Chapter 3: Landmarks Preservation and Historic Districts:
  https://codelibrary.amlegal.com/codes/newyorkcity/latest/NYCadmin/0-0-0-133896
- Press Releases:
  https://www1.nyc.gov/site/lpc/about/news.page
- ADU Eligibility in Historic Districts Map:
  https://t.co/WV9uCcUMOD
- ADU Fact Sheet:
  https://www.nyc.gov/assets/lpc/downloads/pdf/pubs/LPC-ADU-Fact-Sheet.pdf
- Applicant Guidance for Transfer of Development Rights from Landmarks:
  https://www.nyc.gov/assets/lpc/downloads/pdf/pubs/LPC-TDR-Guidance-for-Applicants.pdf
- Sixty Years of LPC Story Map:
  https://storymaps.arcgis.com/stories/981732666b194d63ab291a64b9543080

- Discover NYC Landmarks Interactive Map:
  https://www1.nyc.gov/site/lpc/designations/maps.page
- LPC Permit Guidebook:
  https://www.nyc.gov/site/lpc/applications/permit-application-guide.page
- Archaeology Report Finder:
  https://www.nyc.gov/site/lpc/about/archaeology-reports.page
- Portico Permit Portal:
  https://portico.lpc.nyc.gov

For more information on the agency, please visit: www.nyc.gov/landmarks.

Administrative Services

Administrative Services

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES **Yume Kitasei, Commissioner**

WHAT WE DO

The Department of Citywide Administrative Services (DCAS) makes City government work for all New Yorkers. DCAS' commitment to equity, effectiveness, and sustainability guides the work to provide City agencies with the resources and support needed to succeed. DCAS' duties include recruiting, hiring, and training employees; managing 56 public buildings; acquiring, selling, and leasing City property; purchasing more than $1 billion in supplies and equipment each year; overseeing the greenest municipal vehicle fleet in the country; and leading the City's efforts to reduce carbon emissions from government operations.

FOCUS ON EQUITY

Equity is central to DCAS' mission to enable a more effective, equitable, and sustainable City government. DCAS is bringing renewed energy to building a workforce, workplace, and asset portfolio that reflects and serves every New Yorker, in step with the current Administration's citywide equity priorities. Equity remains inseparable from its broader mission: smarter asset use, better service, a modern workforce and workplace, and climate leadership working together to build a City government that works for everyone.

A modern workforce starts with access. In Fiscal 2026, DCAS participated in 268 career outreach events, reaching more than 15,500 participants, while partnering with 66 agencies and mayoral offices to train staff and field 339 inquiries on the City's Equal Employment Opportunity (EEO) Policy and related City Charter obligations. To support data-informed workforce planning, DCAS offers agencies several services including consultations and tools for interpreting workforce metrics, and review of annual EEO plans and a quarterly report tracking progress on training, recruitment, and retention goals required by local law and the City Charter. DCAS also produces the New York City Government Workforce Profile Report, a data-driven look at demographic and workforce trends across agencies, and manages the 55-a Program, which lets qualified people with disabilities join municipal government without taking a civil service exam, expanding access to opportunities across City government.

DCAS' equity work extends to the City's physical footprint. As DCAS advances the City's climate leadership goals, it has pledged that at least 50 percent of new fast-charging infrastructure will be installed in New York State-designated disadvantaged communities (DACs), areas that experience a disproportionate burden of negative environmental and public health effects, as well as socioeconomic disadvantages. DCAS is applying that same equity lens to its evolving real estate portfolio, including its role in the City's ongoing effort to close facilities on Rikers Island, ensuring that decisions about City-owned space serve New Yorkers more fairly.

More equitable procurement also remains a priority. DCAS continues to expand contracting opportunities for City-certified Minority and Women-owned Business Enterprises (M/WBEs) in support of the City's goal of awarding $60 billion in M/WBE contracts by 2030. In Fiscal 2026, DCAS awarded 61 contracts totaling nearly $16.6 million to M/WBEs through the M/WBE Small Purchase Method. DCAS also participated in 25 M/WBE networking events and hosted 298 one-on-one meetings with potential M/WBE partners, a 16.9 percent increase over the prior year, connecting more underrepresented vendors to the full range of services DCAS provides.

OUR SERVICES AND GOALS

SERVICE 1	**Help City agencies fulfill their workforce needs.**
Goal 1a	Increase the public's access to information about employment opportunities in City government.
Goal 1b	Ensure a competitive and diverse candidate pool for City employment opportunities.
Goal 1c	Ensure timely administration of civil service exams.
Goal 1d	Provide a wide range of training opportunities.
SERVICE 2	**Manage and operate properties owned and leased by the City.**
Goal 2a	Improve cleanliness and maintenance ratings for non-court DCAS-managed facilities.
Goal 2b	Meet timeliness standards for in-house trade shop construction and repair work.
Goal 2c	Consolidate and reduce City office space.
SERVICE 3	**Manage the City's surplus real and personal property.**
Goal 3a	Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.
SERVICE 4	**Procure goods and select services for City agencies.**
Goal 4a	Maximize competition in the procurement process.
Goal 4b	Use citywide buying power to achieve and maximize best value for goods and services.
Goal 4c	Promote equitable contracting and procurement opportunities.
SERVICE 5	**Manage energy use by City agencies.**
Goal 5a	Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
Goal 5b	Reduce the energy-related carbon footprint of City buildings.
Goal 5c	Increase the City's renewable energy capacity.
SERVICE 6	**Manage the City's fleet and fuel resources.**
Goal 6a	Reduce fuel use and emissions.
Goal 6b	Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Help City agencies fulfill their workforce needs.

Goal 1a Increase the public's access to information about employment opportunities in City government.

Applications for civil service exams decreased by 28 percent, from 166,000 in Fiscal 2025 to 119,117 in Fiscal 2026. This reflects the types of exams included in the Fiscal 2026 exam schedule rather than a decline in demand from the public. Application volume for civil service exams fluctuates annually based on which exams are offered. In Fiscal 2026, DCAS administered a greater number of promotional and licensed professional exams, like physical therapist and public health nurse, which typically attract smaller applicant pools. By comparison, the Fiscal 2025 exam schedule included a higher number of open-competitive exams for entry-level positions in public safety, IT, and administrative professional titles, which generally attract larger applicant pools than the aforementioned exams.

DCAS Career Pathways team is responsible for conducting outreach to the public to increase awareness of City jobs, examinations, and the application process. Outreach is done year-round through in-person informational events, virtual events, career fairs, social media, and partnerships with educational institutions, community-based organizations, elected officials, and faith-based institutions. Additionally, DCAS provides information about exams and career mobility internally with City employees through citywide career counseling sessions and bi-monthly informational sessions. Over 15,500 individuals participated in such events. NYC Jobs received 1,775,665 employment applications, an increase from the previous record of 1,770,614 applications in Fiscal 2025, which indicates continued public interest in City jobs.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
✹ Applications received for all DCAS civil service exams	164,942	119,599	112,944	166,000	119,117	*	*	Down	*
Employment applications received via Jobs NYC	604,373	736,011	1,373,696	1,770,614	1,775,665	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

The proportion of male new hires increased by three percentage points, from 58.0 percent in Fiscal 2025 to 61 percent in Fiscal 2026. Correspondingly, the proportion of female hires declined from 40.6 percent to 37.3 percent during the same reporting period. The higher proportion of male hires reflects continued recruitment in historically male-dominated job titles, such as police officer, city park worker, and sanitation worker, which remained among the most frequently hired titles in Fiscal 2026 and accounted for a significant share of overall hiring. At the same time, in Fiscal 2026, nearly two-thirds of new hires at mayoral City agencies identified as people of color, reflecting continued progress towards a more inclusive municipal workforce. DCAS continues to support City agencies in recruiting a workforce that reflects the diversity of New York City. Beyond recruitment, DCAS assists agencies in analyzing employee demographic trends by providing timely, actionable metrics to inform EEO efforts. These efforts include quarterly demographic reports summarizing incumbents, new hires, promotions, separations, and areas of underrepresentation by race/ethnicity and gender. DCAS also offers training to help agencies interpret these reports and apply best practices in identifying, recruiting, and hiring diverse talent aligned with their stated diversity goals.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ ✹ New hires — Asian/Pacific Islander (%)	11.5%	10.5%	12.8%	11.7%	14.2%	*	*	Up	*
★ ✹ New hires — Black (%)	25.1%	30.2%	29.6%	28.8%	24.8%	*	*	Neutral	*
★ ✹ New hires — Hispanic (%)	22.6%	21.4%	21.5%	20.7%	24.8%	*	*	Neutral	*
★ ✹ New hires — Some other race (%)	2.2%	3.0%	2.9%	2.8%	2.9%	*	*	Up	*
★ ✹ New hires — White (%)	26.5%	22.6%	19.7%	20.4%	19.9%	*	*	Down	*
★ ✹ New hires — Race/ethnicity: Prefer not to say or unknown (%)	12.1%	12.3%	13.5%	15.5%	13.3%	*	*	Up	*
★ ✹ New hires — Female (%)	45.1%	46.2%	47.5%	40.6%	37.3%	*	*	Down	*
★ ✹ New hires — Male (%)	54.2%	52.7%	51.4%	58.0%	61.0%	*	*	Up	*
★ ✹ New hires — Other gender (%)	0.2%	0.4%	0.5%	0.4%	0.3%	*	*	Up	*
★ ✹ New hires — Gender: Prefer not to say or unknown (%)	0.6%	0.8%	0.6%	1.0%	0.9%	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Ensure timely administration of civil service exams.

DCAS improved the timeliness of civil service exam administration in Fiscal 2026. Median time from exam administration to exam results was 101 business days, over 50 business days faster than in Fiscal 2025, driven by 57 exams that took fewer than 100 days for completion. This improvement reflects DCAS's ongoing work to assess internal processes, align procedures, and implement efficiencies aimed at reducing exam completion times. However, median completion time will vary year to year, depending on the mix of exams administered. Single-part exams are quicker to grade than multi-part exams, and investigation-before-appointment (IBA) exams take longer due to the added investigative stage. Exams with a greater number of takers also tend to take a longer time, since more takers generally means more appeals.

The civil service exams open for filing by DCAS went up by 12 percent, from 186 in Fiscal 2025 to 208 in Fiscal 2026 due to many of the exams being for promotional titles. The exam schedule is largely determined by Agency hiring and workforce development needs and is released at the beginning of each fiscal year. Active employees in competitive title on exam schedule decreased from 53.4 percent to 44.8 percent during the same reporting period.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Median time from exam administration to exam results completion for DCAS-administered exams (business days)	167	149	139	158	101	197	197	Down	Down
Civil service exams open for filing by DCAS	178	200	205	186	208	185	185	Neutral	*
Active employees in competitive title on exam schedule (%)	44.0%	58.2%	55.4%	53.4%	44.8%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1d Provide a wide range of training opportunities.

DCAS recognizes that training is essential in increasing employee performance and enhancing workplace culture. As a result, DCAS provided a rich and high-quality set of training opportunities in Fiscal 2026. Managerial and professional development program participation increased by 14 percent, from 18,769 in Fiscal 2025 to 21,312 in Fiscal 2026. This was driven by increased completions in the City-specific and technology trainings.

In Fiscal 2026, equity and inclusion trainings completed increased 21 percent to 440,632, and mandatory equity and inclusion trainings completed increased 23 percent to 429,126. This increase reflects DCAS' successful expansion of access to equity and inclusion training, streamlined onboarding through NYCityLearn, ongoing communication and engagement with agencies to support employee participation, and the availability of Train-the-Trainer sessions. These sessions enabled agencies to deliver mandatory equity and inclusion content directly to their own staff and improve completion rates. Additionally, the growing interest in non-mandatory Disability Awareness and Etiquette training increased completion rates.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Average rating for professional development training sessions (%)	94%	93%	92%	90%	89%	92%	92%	Neutral	Up
✹ Trainings completed by City employees/participants in managerial and professional development	8,629	12,161	13,208	18,769	21,312	10,377	10,377	Up	Up
✹ Trainings completed by City employees/participants in equity and inclusion	282,562	421,969	435,996	364,333	440,632	284,995	407,433	Up	Up
– Mandatory trainings completed by City employees/participants in equity and inclusion	276,779	410,104	410,653	349,481	429,126	268,429	390,079	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Manage and operate properties owned and leased by the City.

Goal 2a Improve cleanliness and maintenance ratings for non-court DCAS-managed facilities.

In Fiscal 2026, the average satisfaction rating for non-court DCAS-managed space slightly decreased to 67 percent due to staffing constraints. The survey rates most items on a three-point scale, Adequate (highest), Marginal, and Inadequate (lowest), with overall performance calculated as a percentage.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	72%	62%	59%	68%	67%	72%	72%	Neutral	Up
CORE facility rating	100	99	100	100	99	95	95	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Meet timeliness standards for in-house trade shop construction and repair work.

In Fiscal 2026, DCAS completed 8,682 trade shop work orders with an average time to complete work orders for minor repairs within four business days. In-house trade shop work orders completed within 30 days remained at 96 percent, over 20 percentage points above the target. DCAS trade shop service levels for maintenance and repair work remain consistent year after year, even as the team takes on increasingly complex priority projects, such as upgrading and implementing project management software for DCAS work orders and construction projects.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ In-house trade shop work orders completed within 30 days (%)	NA	95%	96%	96%	96%	75%	80%	NA	Up
Average time to complete in-house trade shop work orders (days)	5.9	6.1	4.5	4.3	4.0	7.0	7.0	Down	Down
Completed in-house trade shop work orders	7,513	7,698	7,971	8,516	8,682	7,000	7,000	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Consolidate and reduce City office space.

In Fiscal 2026, the City entered into, renewed, or amended 48 leases, an increase from 33 in Fiscal 2025, occupying 2.6 million square feet of private space. Approximately 31 percent of this fiscal year's agreements were the result of new leasing needs, and approximately 69 percent were the result of either renewals, relocations, or amendments of existing programs. In Fiscal 2026, DCAS' activity was largely focused on modernizing the City's office portfolio, which consists of reducing the square footage associated with new leasing needs and consolidating use of existing office space. This work has driven an almost 11 percent reduction in square footage associated with lease-in agreements from 2,938 in Fiscal 2025 to 2,629 in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Lease-in agreements executed	29	32	35	33	48	*	*	Up	*
Square footage associated with executed lease-in agreements (000)	1,136	2,535	2,884	2,938	2,629	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Manage the City's surplus real and personal property.

Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Surplus-goods revenue totaled approximately $11.1 million in Fiscal 2026, exceeding the target of about $7.9 million, while auto-auction revenue reached approximately $9.2 million, above the target of about $5.7 million. Revenue from surplus inventory increased in Fiscal 2026 primarily due to the successful transition to a new auction platform and vendor. The new vendor's broader reach and enhanced marketing efforts increased auction visibility, resulting in greater bidder participation and stronger competitive bidding. In addition, several high-value auctions contributed significantly to overall revenue, including the sale of a Department of Transportation oil barge ($203,000), multiple large lots of IT assets from DCAS (up to $57,000), thermal printers from the Board of Elections ($55,500), and various specialized equipment and materials from the Departments of Environmental Protection and Sanitation. These higher-value sales, combined with increased auction exposure, resulted in an increase in surplus inventory revenue.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Lease revenue generated ($000)	$38,818	$46,606	$44,193	$42,021	$41,014	$38,794	$39,783	Neutral	*
★ Revenue generated from the sale of surplus goods ($000)	$8,617	$13,740	$10,392	$7,192	$11,087	$7,893	$9,032	Neutral	*
– Revenue generated from auto auctions ($000)	$6,538	$11,818	$9,046	$5,859	$9,207	$5,692	$6,831	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Procure goods and select services for City agencies.

Goal 4a Maximize competition in the procurement process.

The average number of bidders per bid decreased from 4.4 in Fiscal 2025 to 3.5 in Fiscal 2026. The decrease reflects reduced vendor participation due to market conditions, including tariffs, and the increasing specialization of procurement requirements such as various motor vehicles, which has slightly narrowed the pool of qualified vendors. During the same reporting period, cost avoidance increased 22 percent, from $5.2 million to $6.4 million.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average number of bidders per bid	3.2	3.5	4.4	4.4	3.5	3.4	3.4	Up	*
Mayoral agency spending on goods against DCAS master contracts (%)	67%	87%	90%	87%	87%	*	*	Up	*
Mayoral agency spending on services against DCAS master contracts (%)	13%	16%	17%	15%	13%	*	*	Neutral	*
Inspections deemed non-compliant	460	557	718	526	493	*	*	Neutral	*
Inspections deemed non-compliant (%)	1.13%	1.39%	1.84%	1.15%	0.99%	*	*	Down	*
Value of cost avoidance ($000)	$6,157	$4,973	$4,633	$5,207	$6,366	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

The average time to fulfill an agency requisition increased by one day, from three days in Fiscal 2025 to four days in Fiscal 2026. There are two contributing factors to this increase, one is back-ordered commodities, which delay deliveries, and the second is the use of third-party trucking services due to the existing storehouse fleet requiring mechanical repairs or replacements.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Value of goods and services purchased ($000,000)	$1,141	$1,272	$1,884	$1,718	$1,889	*	*	Up	*
Average time to fulfill an agency requisition (days)	3	4	3	3	4	*	*	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 4c Promote equitable contracting and procurement opportunities.

The number of M/WBE Small Purchase Awards decreased, from 70 in Fiscal 2025 to 61 in Fiscal 2026. However, the total value of these contracts increased by 19 percent, from $13.9 million to $16.6 million during the same reporting period. This is due to the M/WBE threshold for the award amount for M/WBE contracts rising in the past years, yielding higher-value contracts awarded.

Driven by the commitment of DCAS' M/WBE Program to expand vendor participation and supported by inter-agency networking events and increased peer-to-peer referrals within the vendor community, M/WBE one-on-one vendor engagement sessions rose by 17 percent, from 255 in Fiscal 2025 to 298 in Fiscal 2026—substantially surpassing the performance target of 180.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
M/WBE Small Purchase awards	54	50	59	70	61	*	*	Up	Up
Value of M/WBE Small Purchase awards ($000)	$4,222	$7,599	$7,945	$13,983	$16,592	*	*	Up	Up
M/WBE one-on-one vendor engagement sessions	176	141	218	255	298	180	180	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Manage energy use by City agencies.

Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

The City purchased a total of 28.9 trillion British Thermal Units (BTUs) of energy from utilities and other energy providers over Fiscal 2026, consisting of electricity, natural gas, and steam. The total energy increase can be partly attributed to the weather; Fiscal 2026 experienced more cooling degree days and heating degree days (a measure used to estimate energy requirements for cooling or heating) than in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Electricity purchased (billions of kilowatt hours)	4.0	3.9	3.9	3.9	3.9	*	*	Neutral	*
Total energy purchased (trillions of British thermal units)	28.9	27.5	27.9	28.6	28.9	*	*	Neutral	Down
– Electricity (%)	47.0%	48.4%	47.8%	47.1%	46.0%	*	*	Neutral	*
– Natural gas (%)	46.8%	45.1%	46.1%	46.3%	47.0%	*	*	Neutral	*
– Steam (%)	6.3%	6.5%	6.1%	6.6%	7.0%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 5b Reduce the energy-related carbon footprint of City buildings.

The Climate Mobilization Act (CMA) of 2019 requires the City to reduce its overall greenhouse gas (GHG) emissions by 40 percent by Fiscal 2025 and by 50 percent by Fiscal 2030, versus a Fiscal 2006 baseline. Those are key milestones on the path to achieving citywide carbon neutrality by 2050 and to demonstrate the City's commitment to leading the fight against climate change. Over the past five fiscal years, DCAS completed more than 3,100 energy efficiency projects in over 1,600 unique facilities, resulting in estimated GHG reductions of approximately 192,000 metric tons annually. In Fiscal 2026, DCAS completed 748 energy efficiency projects, which are estimated to reduce 41,095 metric tons of GHG emissions annually, the equivalent of removing over 8,900 cars from the road. This represents the second largest annual emissions reduction DCAS has achieved over the past five fiscal years.

While Fiscal 2026 performance did not achieve the ambitious stretch target of 50,000 Metric Tons of Carbon Dioxide Equivalent (MTCO2e) reduction, the City continues to make significant progress toward the overarching decarbonization goal set by Local Law 97 of 2019. Several large energy retrofit projects expected to be completed in Fiscal 2026 experienced construction delays due to procurement and contract issues, as well as Agency staff vacancies, which slowed the pace of project completion. DCAS is actively working to address these challenges in Fiscal 2027 while sustaining the progress achieved this fiscal year. Notably, the estimated avoided energy cost from all energy projects was up 23 percent during the same reporting period, surpassing the Fiscal 2026 target.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Annual estimated reduction in greenhouse gas emissions from all energy projects (MTCO2e)	33,290	29,096	28,344	60,213	41,095	50,000	50,000	Up	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (MTCO2e)	333,908	363,004	391,348	451,561	492,657	512,559	542,657	Up	Up
Annual estimated avoided energy cost from all energy projects ($000,000)	$8.88	$7.16	$11.83	$14.41	$17.78	$12.80	$12.80	Up	*
Cumulative estimated avoided energy cost from all energy projects ($000,000)	$119.23	$126.39	$138.22	$152.63	$170.41	$165.17	$183.21	Up	Up
Annual energy retrofit/conservation projects completed	550	502	589	715	748	*	*	Up	*
Cumulative energy retrofit/conservation projects completed	4,424	4,926	5,515	6,230	6,978	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 5c Increase the City's renewable energy capacity.

An essential element to reaching the City's goal for GHG emission reduction is the installation of clean energy technologies at City facilities. The 35.30 megawatts (MW) of solar capacity installed at the end of Fiscal 2026 represents a 13 percent increase from Fiscal 2025 and a remarkable 111 percent increase from Fiscal 2022. Additionally, DCAS has over 37.8 MW of solar projects currently in development. DCAS will continue to expedite the planning, procurement, and implementation of new solar projects in Fiscal 2027.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Cumulative installed solar capacity (megawatts)	16.76	21.94	24.17	31.32	35.30	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

DCAS demonstrates its commitment to fleet sustainability through the NYC Clean Fleet Plan, which set a goal to reduce GHG from the City fleet by 50 percent by Calendar 2025, a promise kept. Moreover, DCAS currently operates the largest electric fleet in New York State and is working to implement Local Law 140 of 2023, which calls for the full electrification of the City fleet by 2038, subject to commercial availability and reliability. The proportion of electric vehicles in the citywide fleet rose by seven percent and by 11 percent within the DCAS-managed fleet. Hybrid and alternative-fuel vehicles hit record highs, making up 79 percent of the citywide fleet and 92 percent of the DCAS-managed fleet. The remaining traditional gas-powered vehicles are mostly police and emergency response units for which suitable alternatives are not available. However, since Fiscal 2020, most newly purchased police patrol and utility vehicles have been hybrid models. In accordance with Local Law 38 of 2005, every vehicle acquired in Fiscal 2026 earned the highest possible emissions rating for both the citywide and DCAS-managed fleets.

To advance fleet electrification, DCAS installed 293 electric vehicle charging ports in Fiscal 2026, up 33 percent from 221 in Fiscal 2025. Considering staffing limitations, DCAS continued to prioritize Level 3 fast charger deployment during Fiscal 2026, reducing the scope of Level 2 overnight charger installations. This strategic shift ensures efficient charging access for pickup trucks, vans, and law enforcement electric vehicles (EVs), which depend more heavily on fast charging than standard sedans.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	68%	71%	75%	77%	79%	79%	82%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	82%	86%	88%	91%	92%	91%	93%	Up	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	99%	100%	100%	100%	100%	100%	Neutral	Up
Electric vehicles in the citywide fleet	3,477	4,646	5,198	5,569	5,970	6,000	6,500	Up	Up
– Electric vehicles in the DCAS-managed fleet	612	909	975	1,082	1,206	1,120	1,250	Up	Up
Biofuel used in diesel (%)	11%	11%	68%	94%	95%	95%	95%	Up	Up
Electric vehicle charging ports installed	158	507	346	221	293	250	300	Neutral	Up
Cumulative electric vehicle charging ports installed	1,094	1,538	1,865	2,072	2,371	2,250	2,650	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 6b Optimize fleet resources to meet agency needs.

In Fiscal 2026, the City achieved an in-service rate of 87 percent citywide and 99 percent for the DCAS-managed fleet. While the DCAS-managed fleet exceeded its performance target, the citywide fleet fell short by three percentage points. Several factors contributed to this static percentage, including ongoing supply chain disruptions that delayed new vehicle procurement and reduced expense funding for EV replacements, contributing to an older fleet. The impact of the fleet's age on vehicle availability was compounded by staffing reductions in mechanic roles, which limited the capacity to maintain and repair older vehicles and negatively affected the overall in-service rate.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Fleet in-service rate citywide (%)	90%	88%	88%	87%	87%	90%	90%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	97%	98%	98%	99%	98%	98%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Workplace injuries reported	33	28	31	38	31	*	*	Neutral	Down
Accidents involving the public in DCAS-managed properties	17	25	12	12	8	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	85%	100%	100%	100%	100%	*	*	Up	Up
E-mails responded to within 14 days (%)	90%	97%	96%	96%	96%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes:seconds)	NA	4:56	5:30	2:00	2:00	*	*	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$1,532.7	$1,623.6	$1,823.5	$1,987.5	$1,981.4	$1,845.9	$1,988.9	Up
Revenues ($000,000)	$63.3	$73.4	$72.3	$65.2	$69.3	$61.0	$63.9	Neutral
Personnel	2,063	2,068	2,111	2,097	2,139	2,598	2,603	Neutral
Overtime paid ($000,000)	$28.0	$28.7	$30.0	$32.4	$23.3	$22.7	$22.6	Neutral
Capital commitments ($000,000)	$48.5	$168.7	$101.6	$148.0	$106.9	$311.9	$257.2	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$230.5	$246.2	
001 - Human Capital	$25.4	$27.7	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.4	$2.8	*
100 - Executive and Operations Support	$35.9	$36.7	All
200 - Division of Administration and Security	$14.0	$15.8	All
300 - Asset Management – Public Facilities	$110.6	$116.1	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$11.4	$11.7	3a, 4a, 4b
500 - Division of Real Estate Services	$14.5	$15.4	3a
600 - External Publications and Retailing	$3.2	$3.4	*
700 - Energy Management	$8.6	$11.2	5a, 5b, 5c
800 - Citywide Fleet Services	$4.6	$5.3	3a, 6a, 6b
Other Than Personal Services - Total	$1,757.0	$1,735.3	
002 - Human Capital	$9.1	$14.6	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.1	$0.3	*
190 - Executive and Operations Support	$6.8	$13.6	All
290 - Division of Administration and Security	$45.5	$30.0	All
390 - Asset Management – Public Facilities	$240.7	$279.5	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	$341.6	$94.6	3a, 4a, 4b
590 - Division of Real Estate Services	$5.1	$5.2	3a
690 - External Publications and Retailing	$0.5	$0.8	*
790 - Energy Management	$1,019.9	$1,198.9	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$87.8	$97.6	3a, 6a, 6b
Agency Total	$1,987.5	$1,981.4	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Yume Kitasei was appointed as Commissioner of the Department of Citywide Administrative Services in February 2026.
- The indicator 'Active employees in competitive title on exam schedule (%)' was added in Goal 1c to provide transparency on the extent to which the City's annual civil service exam schedule reports the hiring needs of the workforce for titles that require examinations to fill vacancies. This indicator offers insight into the share of active employees whose titles are represented on the exam schedule by demonstrating how the City aligns examination planning with Agency hiring priorities and workforce needs. Since the exam schedule is developed annually based on changing operation demands, this indicator serves as a measure of workforce coverage rather than performance.

- The following figures in Goal 3a were updated:
  - Fiscal 2027 target for 'Lease revenue generated ($000)' was revised from $38,794 to $39,783.
  - Fiscal 2027 target for 'Revenue generated from the sale of surplus goods ($000)' was revised from $7,893 to $9,032.
  - Fiscal 2027 target for 'Revenue generated from auto auctions ($000)' was revised from $5,692 to $6,831.
- The indicator 'Inspections deemed non-compliant (%)' was added to Goal 4a to ensure the City is purchasing products that meet specification requirements and are safe to use for City agencies. If DCAS Quality Assurance sees there is a significant increase in non-compliant items, that should be a cause for concern as it could mean the City needs to review its contract and/or specification requirements to ensure the City is receiving products that can be safely used.
- The following figures in Goal 4c were updated:
  - The indicator 'M/WBE Small Purchase Contracts' was renamed to 'M/WBE Small Purchase Awards' to align with the nomenclature used for the indicator 'Value of M/WBE Noncompetitive Small Purchase Awards.'
  - The indicator 'M/WBE one-on-one vendor meeting' was renamed to 'M/WBE one-on-one vendor engagement sessions' to reflect the goal and purpose of the meetings with vendors.
- Previously published Fiscal 2022 figure for the indicator '—Natural gas (%)' in Goal 5a was revised from 46.7 percent to 46.8 percent.
- Previously published Fiscal 2023 figures for the following indicators in Goal 5a were revised after internal data review:
  - 'Total energy purchased (trillions of British thermal units)' was revised from 27.8 to 27.5.
  - '—Electricity (%)' was revised from 47.8 percent to 48.4 percent.
  - '—Natural gas (%)' was revised from 46.1 percent to 45.1 percent.
  - '—Steam (%)' was revised from 6.1 percent to 6.5 percent.
- Previously published Fiscal 2024 figures for the following indicators in Goal 5a were revised after internal data review:
  - 'Total energy purchased (trillions of British thermal units)' was revised from 27.8 to 27.9.
  - '—Electricity (%)' was revised from 47.1 percent to 47.8 percent.
- Previously published Fiscal 2025 figures for the following indicators in Goal 5a were revised after internal data review:
  - 'Total energy purchased (trillions of British thermal units)' was revised from 28.5 to 28.6.
  - '—Natural gas (%)' was revised from 46.2 percent to 46.3 percent.
  - '—Steam (%)' was revised from 6.7 percent to 6.6 percent.
- The following figures in Goal 5b were updated:
  - The indicator 'Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)' was renamed 'Annual estimated reduction in greenhouse gas emissions from all energy projects (MTCO2e)' to better reflect the measurement used for this indicator.
  - The indicator 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)' was renamed 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (MTCO2e)' to better reflect the measurement used for this indicator.
  - Fiscal 2027 target for 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (MTCO2e)' was revised from 562,559 to 542,657.

- Fiscal 2027 target for 'Cumulative estimated avoided energy cost from all energy projects ($000,000)' was revised from $177.97 to $183.21.
- Previously published figures for the indicators 'Annual Estimated Reduction in GHG Emissions from All Energy Projects (MTCO2e),' 'Cumulative Estimated Reduction in GHG Emissions from All Energy Projects,' 'Annual Estimated Avoided Energy Cost from All Energy Projects,' and 'Cumulative Estimated Avoided Energy Costs from All Energy Projects,' were revised for several reasons. First, updated greenhouse gas emission coefficients from the Mayor's Office of Climate and Environmental Justice were applied retroactively to all past fiscal years. These coefficients measure the "carbon intensity" of the electricity grid, i.e., the amount of CO2 emitted per unit of electricity consumed. Moreover, the final closeout of certain energy retrofit projects prompted revisions in both the estimated energy and GHG reductions, while updates to project substantial completion dates caused some metrics to shift to different fiscal years. Third, DCAS improved its data collection methods for legacy projects, increasing the accuracy and completeness of project reporting. Fiscal 2027 target for 'Hybrid or alternative fuel vehicles in the citywide fleet (%)' in Goal 6a was revised from 81 percent to 82 percent. Additionally, the final closeout of certain energy retrofit projects led to adjustments in estimated energy and GHG reductions, as well as adjustments to project substantial completion dates, which in some cases led to project metrics being attributed to different fiscal years than previously reported.

- The following figures in Goal 6a were updated:
  - Fiscal 2027 target for 'Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)' was revised from 91 percent to 93 percent.
  - Fiscal 2027 target for '—Electric vehicles in the DCAS-managed fleet' was revised from 1,180 to 1,250.
  - Fiscal 2027 target for 'Electric vehicle charging ports installed' was revised from 250 to 300.
  - Fiscal 2027 target for 'Cumulative electric vehicle charging ports installed' was revised from 2,500 to 2,650.
- The following figures in Goal 6b were updated:
  - Fiscal 2027 target for 'Fleet in-service rate citywide (%)' was revised from 98 percent to 90 percent.
  - Fiscal 2027 target for 'Fleet in-service rate for DCAS-managed fleet (%)' was revised from 89 percent to 98 percent.

ADDITIONAL RESOURCES

For additional information go to:

- 55-a Program:
  http://www.nyc.gov/site/dcas/employment/55-a-program.page
- CityStore: The Official Store of the City of New York:
  061e33-3.myshopify.com/
- DCAS Data Sets on the NYC Open Data Portal:
  bit.ly/DCASOpenData
- DCAS Electric Vehicle Charging Network:
  www.nyc.gov/site/dcas/agencies/fleet-sustainability.page
- DCAS Energy Management Reports and Publications:
  www1.nyc.gov/site/dcas/agencies/energy-reports-and-publications.page
- DCAS M/WBE Program:
  www.nyc.gov/site/dcas/business/m-wbe-program.page

- DCAS Newsletter Sign-Up:
  www.nyc.gov/site/dcas/about/citywide-administrative-services-newsletter-sign-up.page
- DCAS Office of Citywide Recruitment Upcoming Outreach Events:
  www1.nyc.gov/site/dcas/agencies/office-of-citywide-recruitment.page
- DCAS Surplus Goods Auctions:
  www.publicsurplus.com/sms/nycdcas,ny/list/current?orgid=195212
- Fleet Vehicle Auctions:
  www.nyc.gov/site/dcas/business/vehicle-auction.page
- Follow DCAS on Facebook:
  www.facebook.com/NYCDCAS
- Follow DCAS on Instagram:
  www.instagram.com/nycdcas
- Follow DCAS on LinkedIn:
  www.linkedin.com/company/801129
- Follow DCAS on X (formerly known as Twitter):
  x.com/NYCDCAS
- Follow DCAS on YouTube:
  www.youtube.com/@dcasnyc
- Inside Citywide Podcast:
  www.nyc.gov/site/dcas/about/inside-citywide-podcast.page
- Jobs NYC:
  www1.nyc.gov/jobs/index.page
- NYC Clean Fleet Plan Update:
  https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc-dcas-clean-fleet-update-report-2024.pdf
- NYC Demand Response Program:
  www.nyc.gov/site/dcas/agencies/demand-response.page
- NYC Equal Employment Opportunity Policy:
  www.nyc.gov/assets/dcas/downloads/pdf/agencies/nyc_eeo_policy.pdf
- NYC Fleet Newsletter:
  www1.nyc.gov/site/dcas/agencies/fleet-news.page
- NYC Workforce Profile Reports:
  www1.nyc.gov/site/dcas/reports/workforce-reports.page
- Private Space Leased by the City:
  www.nyc.gov/site/dcas/business/private-space-leased-by-the-city.page
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/
- Working for the City:
  https://www.nyc.gov/site/dcas/employment/why-you-should-work-for-the-city.page

For more information on the agency, please visit: www.nyc.gov/dcas.

DEPARTMENT OF RECORDS & INFORMATION SERVICES

Shawn(ta) Smith-Cruz, Commissioner

WHAT WE DO

The mission of the Department of Records and Information Services (DORIS) is to preserve and provide access to the historical and contemporary archives, publications, and records of New York City government, maintaining City records in accordance with professional archival and record management practices and making materials available across City agencies and the public, both online and in person.

The Department's websites provide the public with access to more than 11.3 million digitized items, including historical photographs, maps, and documents. The Municipal Library hosts the Government Publications Portal, a growing online collection of more than 74,000 reports and publications issued by City agencies, and the Historical Vital Records (HVR) platform provides free online access to 10.5 million high-quality copies of historical birth, death, and marriage records. The Municipal Archives and Municipal Library staff annually respond to more than 28,000 reference requests and provide access to approximately 185,000 cubic feet and more than 400 terabytes of historical city records and archival material, including more than 400,000 books, government reports, studies and other publications. Approximately 77 percent of the archival holdings require preservation work, which the Conservation Unit oversees through rehousing, conservation treatments, and other specialized measures. The Municipal Records Management Division develops and administers records management policies, operates records storage facilities, provides records management services to 65 government entities, and oversees City government's transition to digital records management.

The Department also manages the Electronic Records Management System (ERMS), launched in Fiscal 2022. Its RecordPoint tool enables agencies to retrieve and dispose of records in electronic format and is being implemented across all agencies; to date, 31 agencies use the system, which manages more than 215 million records and now lets empowered agencies enforce retention and disposal to their mapped data repositories, properly managing records across their lifecycle.

FOCUS ON EQUITY

The records of New York City's government serve critical functions—recording government decisions, showing interactions between residents and policymakers, and documenting the lives of individual New Yorkers. A focus on identifying previously hidden collections, repairing such records, inventorying, and digitizing, allows the Department to equitably and thoroughly document the history of City governance.

DORIS focuses on projects that showcase the relevance and diversity of City government's records. In Fiscal 2026, the Department continued to promote its storytelling initiative, "Neighborhood Stories". The project gathers and permanently preserves the stories of New York City community members. In May 2026, the Department launched a new public platform featuring the first 50 Neighborhood Story interviews. The Department's on-site exhibition, NYC's Story: The City on Record, opened in April 2026. Organized by borough, it features photographs documenting both defining historical events and everyday moments in the lives of New Yorkers. A companion online exhibition, *RememberNYC.nyc*, features more than 100 iconic items from the Municipal Archives collections.

The Department strives to advance equity not only through the preservation and accessibility of the historical and contemporary records of City government, but also through its public programming and educational initiatives. The Department's Lunch & Learn Series highlights the breadth and diversity of City history through conversations with leading authors, scholars, and historians whose work draws upon the collections of the Municipal Archives and Library. Recent programs have explored topics ranging from the Board of Education's anti-communist investigations during the McCarthy era and the surveillance of Black freedom activists through the Police Department's Bureau of Special Services and Investigation (BOSSI) records, to the origins of New York's nineteenth-century Cuban community and the pioneering photography of George Bradford Brainerd. By connecting archival collections with original scholarship and personal narratives, the Lunch & Learn Series demonstrates how historical records continue to deepen public understanding of the people, movements, and events that have shaped New York City.

The Department further expanded public engagement by offering guided tours of NYC's Story: The City on Record, the Industry City records storage facility, and the historic lobby at 31 Chambers Street to community organizations and through partnerships such as Jane's Walk. In May 2026, the Department published a new online curriculum resource aligned with New York State learning standards for students in grades 8–12 titled The Mayor's Commission Report: Inside 1930s Harlem. The curriculum examines a 1936 report prepared by the Mayor's Commission investigating conditions in Harlem and the causes of the 1935 Harlem riot inviting students to examine how the Commission's findings reveal racial discrimination in Harlem, New York City, and beyond. The report has since become an important resource in academic, community, and policy discussions about race, inequality, and urban history.

The Department continues to share knowledge of the histories and cultures of the City's extraordinarily diverse population as reflected in the collections of the Municipal Archives and Municipal Library.

OUR SERVICES AND GOALS

SERVICE 1 Preserve and provide access to historical and contemporary New York City government records.

Goal 1a Increase the volume and availability of historical and contemporary New York City government records.

Goal 1b Promptly reply to information and reproduction service requests.

Goal 1c Ensure historical records are preserved according to archival standards.

SERVICE 2 Provide City agencies, non-federal courts and district attorneys with record storage, retrieval and record management services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

Goal 2b Promptly transfer eligible agency records to off-site storage.

Goal 2c Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Preserve and provide access to historical and contemporary New York City government records.

Goal 1a Increase the volume and availability of historical and contemporary New York City government records.

The Municipal Library acquired 20,180 digital publications during Fiscal 2026, an increase of 125 percent from the 8,961 items added in Fiscal 2025. The greater volume is attributable to digitized copies of the City Record dated from 1899 to 1943 that have been added to the Government Publications Portal. A non-government entity digitized the periodical and provided copies of the digital files to the Department for publication in the Portal.

In Fiscal 2026, the Municipal Archives accessioned 32 terabytes of records in electronic format, a substantial increase over the zero terabytes accessioned in Fiscal 2025. They comprise records from the Office of former Mayor Bill de Blasio, spanning 2014 to 2021. Although the volume of hard-copy records accessioned by the Archives in Fiscal 2026 decreased 35 percent to 1,063 cubic feet compared to 1,624 cubic feet acquired in Fiscal 2025, the quantity is still substantially greater than the volume added in Fiscals 2022, 2023 and 2024 which averaged about 240 cubic feet. The records accessioned in 2026 included a significant series of historical photographs from the Department of Parks and Recreation.

The Department's digital laboratory digitized 159,718 items in Fiscal 2026, compared to 457,846 in Fiscal 2025, a decrease of 65 percent. The diminished volume is attributable to the lack of staff resources. Among the records scanned, a major project was the digitization of 145,000 marriage licenses, 5,900 on-demand items, and 48,000 programmatic collections, including collections that have been published online for public use, such as the NYC Commission on Human Rights Collection, Tax Assessments from Brooklyn, Queens, Bronx, Staten Island 1937, Murder Inc. Investigation, and Bronx marriage licenses (1938–1948).

The Department published two Resource Records in Fiscal 2026, compared to 14 in Fiscal 2025. Resource Records provide the public with detailed information about Municipal Archives collections. Production of Resource Records is a labor-intensive task and has been temporarily paused due to the lack of staff resources.

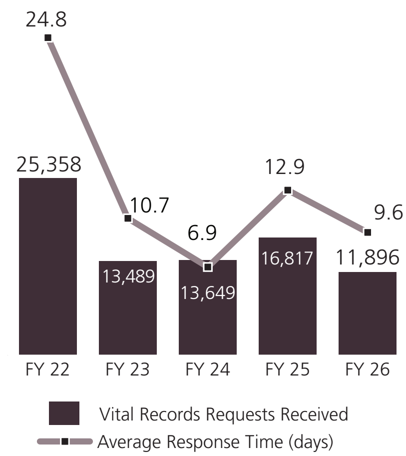
	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Municipal library items available	394,542	397,272	402,615	411,576	427,667	*	*	Neutral	Up
Municipal Archives resource records	NA	5	5	14	2	*	*	NA	Up
Publications and reports acquired	5,353	4,677	5,497	8,961	20,180	*	*	Up	Up
Required agency reports submitted to the Municipal Library publications portal (%)	67%	54%	62%	62%	63%	80%	80%	Neutral	Up
Records accessioned by Municipal Archives (cubic ft.)	330	280	117	1,624	1,063	*	*	Up	Up
Digital archival records accessioned (terabytes)	44.5100	0.1000	0.0000	0.0000	32.0000	*	*	Down	Up
★ Records digitized	187,329	126,505	103,499	457,846	159,718	⇧	⇧	Up	Up
Attendees at DORIS public programs	2,088	1,803	1,687	3,144	3,646	*	*	Up	Up
Visits made to agency walk-in facilities	1,333	1,653	2,036	2,158	2,493	*	*	Up	*
Unique visitors to agency website and related online platforms (000)	745.63	824.28	692.88	1,216.74	1,146.27	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Promptly reply to information and reproduction service requests.

The average time to respond to requests for copies of vital records improved by 3 days to 9.6 days in Fiscal 2026, down from 12.9 days during Fiscal 2025. Similarly, the percentage of vital record requests responded to within 12 business days improved 11 percentage points in Fiscal 2026 to 85 percent, compared to 74 percent in Fiscal 2025. The improved performance is due to re-assignment of staff from photo reproductions to vital record processing. It is also attributed to a continuing decrease in the volume of vital record copy requests submitted by the public. In Fiscal 2026 the volume of requests decreased 29 percent to 11,896, from 16,817 in Fiscal 2025. The staff reassignment also resulted in the average processing time for photograph production requests to slow from 4.4 days to 6.1 days in Fiscal 2026.

Vital Records Requests and Time to Respond



Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Vital record requests received	25,358	13,489	13,649	16,817	11,896	*	*	Down	*
★ Average response time to vital record requests (days)	24.8	10.7	6.9	12.9	9.6	10.0	10.0	Down	Down
★ Vital record requests responded to within 12 business days (%)	46%	77%	91%	74%	85%	75%	75%	Up	Up
Photographic reproduction requests received	3,238	1,746	1,988	1,193	1,170	*	*	Down	Up
★ Average response time to historical photo requests (days)	5.4	5.4	2.0	4.4	6.1	12.0	12.0	Neutral	Down
Information requests received	37,971	29,891	31,130	34,636	28,961	*	*	Down	Up
Municipal Archives and Municipal Library patron services (hours)	1,778	2,208	2,217	2,186	2,588	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Ensure historical records are preserved according to archival standards.

The 11,298 preservation actions performed in Fiscal 2026 represent a slight decrease from the 12,497 actions completed in Fiscal 2025. Procurement challenges prevented completion of a grant-funded conservation project. Conservators continued preserving Manhattan building plans and records of towns and villages in Brooklyn and Queens dating from the 1600s to 1900.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Preservation actions performed	8,145	20,262	17,151	12,497	11,298	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Provide City agencies, non-federal courts and district attorneys with record storage, retrieval and record management services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

The Department's retrieval rate for records from the off-site facilities upon owner-agency request, and the proportion of requests for stored records processed within 48 hours remained fairly consistent at 1.6 days and 83 percent, respectively, in Fiscal 2026, compared to 1.5 days and 80 percent in Fiscal 2025.

The total quantity of records disposed by City government entities increased significantly from 74,968 cubic feet in Fiscal 2025, to 99,510 cubic feet in Fiscal 2026. The 33 percent volume increase is due to the Department's continuing efforts to streamline the disposal process.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	1.0	1.4	1.5	1.5	1.6	2.0	2.0	Up	Down
Requests for stored records processed within 48 hours (%)	92%	96%	85%	80%	83%	*	*	Down	Up
Agencies managing records in electronic format using the Electronic Records Management System (cumulative)	NA	32	32	30	31	*	*	NA	Up
Records disposed by City government entities (cubic ft.)	6,563	10,720	10,237	74,968	99,510	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Promptly transfer eligible agency records to off-site storage.

During Fiscal 2026, the quantity of records transferred into the Municipal Records Center increased over 300 percent to 3,079 cubic feet compared to 706 cubic feet in Fiscal 2025. The Records Center had reduced transfers during Fiscal 2024 and 2025 in anticipation of planned alterations to the facility. They resumed record intakes during Fiscal 2026 when it became clear that the alteration project would not start in the near future.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Records transferred into Municipal Records Center (cubic ft.)	7,820	4,624	5,634	706	3,079	*	*	Down	Up
★ Storage capacity available for new accessions in Municipal Records Center (%)	19%	19%	19%	21%	21%	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2c Dispose of all records according to their scheduled retention period.

The average time between records disposal eligibility and application to the Law Department rose slightly, from 0.6 months in Fiscal 2025 to 0.8 months in Fiscal 2026. Despite the increase, this timeframe is still below the two-month target. The average time for the Law Department to approve records disposal applications remained consistent at 2.0 months, as did the volume of records disposed by DORIS from the Municipal Records Center and other storage sites.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.2	0.7	1.3	0.6	0.8	2.0	2.0	Up	Down
★ Average time for Law Department to approve records disposal application (months)	NA	1.3	3.7	2.1	2.0	3.0	3.0	NA	Down
Records disposed by DORIS from Municipal Records Center and its other storage sites (cubic ft.)	3,540	4,322	19,430	14,036	14,036	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE facility rating	100	100	100	100	100	*	*	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$12.4	$14.2	$13.5	$14.5	$16.5	$16.1	$17.1	Up
Revenues ($000,000)	$0.7	$0.6	$0.7	$0.7	$0.6	$0.9	$0.9	Neutral
Personnel	58	58	58	58	55	53	52	Down
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$5.0	$5.4	All
200 - Other Than Personal Services	$9.5	$11.1	All
Agency Total	$14.5	$16.5	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Shawn(ta) Smith-Cruz was appointed Commissioner of the Department of Records and Information Services in May 2026.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/records.

DEPARTMENT OF FINANCE Richard Lee, Commissioner

WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of approximately $56 billion in revenue annually for the City and the valuation of over one million properties worth a total of more than $1.6 trillion in Fiscal 2026. DOF administers property tax exemption and abatement programs, collects City business and excise taxes, adjudicates parking and camera violations, records property-related documents, administers the City's bank accounts, and assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate.

Through the Office of the Sheriff, DOF enforces court mandates and orders, warrants of arrest, property seizures, and a wide variety of New York State and City civil enforcement mandates. The Sheriff's Office investigates deed fraud, combats the trafficking of illegal and untaxed tobacco products, and enforces against illegal cannabis retail stores.

Through the Mayor's Office of Pensions and Investments, DOF advises the administration on the management of the City's five pension systems.

Additionally, the City announced the creation of the Mayor's Office of Deed Theft Prevention in April of 2026. This office, housed within DOF, will work alongside partner agencies and entities to reach homeowners who have been or are at risk of being victimized by deed theft.

DOF continuously strives to provide exceptional customer service, and the Agency has implemented many programs and initiatives to improve the customer's experience and ensure that New Yorkers have the opportunity to receive all DOF-administered benefits and savings for which they are eligible.

FOCUS ON EQUITY

DOF's programs and benefits touch the lives of seniors, people with disabilities, veterans, people with low or no English language proficiency, low-income households, and other vulnerable constituencies. DOF is committed to ensuring that eligible individuals and families can access the benefits to which they are entitled. The Agency is committed to enforcing the tax codes justly so that all New Yorkers pay their fair share.

DOF programs that promote equity include those that help New Yorkers remain in their homes and in their communities. These include the Rent Freeze Program, including the Senior Citizen Rent Increase Exemption (SCRIE) and the Disability Rent Increase Exemption (DRIE), which protects New Yorkers from rent increases. It also includes property tax exemptions like the Senior Citizen Homeowners' Exemption (SCHE) and the Disabled Homeowners' Exemption (DHE), which help homeowners remain in their homes by reducing their property taxes. DOF also offers veterans, clergy, and other property tax exemptions.

The Agency's Office of the Taxpayer Advocate (OTA) and the Office of the Parking Summons Advocate (OPSA) help New York City taxpayers with limited resources resolve challenging and potentially costly tax or parking and camera violation issues with the City. Each year, OTA reviews DOF's operations and makes recommendations to help more New Yorkers get the services and resources they need.

The newly formed Mayor's Office of Deed Theft Prevention is working with City, State, and law enforcement partners to assist those impacted by deed theft or fraud. The office also aims to close loopholes in communication, processes, and legislative frameworks to reduce instances of deed theft in the future.

DOF is committed to making it as convenient as possible for customers to interact with the Agency. Over the past several years, DOF has introduced new programs and payment options to ensure that customers get clear and accurate information as well as prompt and professional service. While most DOF transactions can be conducted online, the Agency provides options for customers to access DOF's services in the manner they prefer. DOF's five borough-based business centers provide residents and businesses with an in-person option to make payments, apply for benefits, or receive general assistance.

OUR SERVICES AND GOALS

SERVICE 1 Bill and collect property and other taxes.

Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Goal 1b Promptly review requests for refunds.

SERVICE 2 Bill, adjudicate and collect on parking violations.

Goal 2a Increase the proportion of parking and camera violation summonses that are resolved.

Goal 2b Assure that all respondents are offered convenient options for paying and challenging violations.

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

SERVICE 5 Record property-related documents.

Goal 5a Increase the percentage of online property recording transactions.

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Bill and collect property and other taxes.

Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

In Fiscal 2026, the average completion time for field audits was three percent faster, decreasing to 493 days from 510 days in Fiscal 2025. DOF hired a significant number of both early-career and experienced auditors at the beginning of Fiscal 2026 and assigned the more experienced auditors to work on field audits. The new auditors were able to complete a significant number of incoming and backlogged cases, which reduced the turnaround time on field audits. The faster turnaround time for field audits directly contributed to the increase in tax liability from field audits to 34.6 percent. Because cases were closed more quickly, DOF was able to take on higher-complexity audits.

The average turnaround time for non-field audits was 192 days in Fiscal 2026, two days faster than in Fiscal 2025. However, the increase in tax liability as a result of non-field audits dropped by about 12 percentage points, from 43.5 percent in Fiscal 2025 to 31.6 percent in Fiscal 2026. This decrease was primarily due to more cases being assigned to less experienced, early-career auditors, as well as a larger share of lower-complexity audits, which generally result in lower tax liability. DOF is working to improve auditing efficacy through retention and experience-building efforts aimed at new auditors.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	98.1%	97.8%	97.7%	98.0%	97.8%	98.0%	98.0%	Neutral	Up
– Paid on time (%)	94.9%	94.7%	94.4%	94.4%	94.4%	*	*	Neutral	Up
Average turnaround time for field audits (days)	452	528	519	510	493	*	*	Neutral	Down
Average turnaround time for non-field audits (days)	230	197	190	194	192	*	*	Down	Down
Average amount collected from a closed audit ($000)	$87	$133	$113	$112	$119	*	*	Up	*
Increase in tax liability as a result of audits (%)	29.4%	25.3%	29.1%	29.5%	34.2%	*	*	Up	Up
Increase in tax liability as a result of field audits (%)	28.0%	24.9%	27.8%	28.3%	34.6%	*	*	Up	Up
Increase in tax liability as a result of non-field audits (%)	43.0%	33.2%	47.9%	43.5%	31.6%	*	*	Down	Up
Originally noticed properties sold in lien sale (%)	25%	NA	NA	15%	NA	*	*	NA	Down
Properties in final lien sale	2,841	NA	NA	4,545	NA	*	*	NA	Down
★ Field audits closed within a year (%)	51.4%	51.3%	57.0%	60.0%	56.0%	*	*	Up	*
★ Non-Field audits closed within a year (%)	83.7%	87.6%	87.0%	91.0%	92.0%	*	*	Neutral	*

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Promptly review requests for refunds.

In Fiscal 2026, the average time to process requested business tax refunds was 8 days, down from 12 days in Fiscal 2025, while the average time to process non-requested business refunds remained steady at 12 days. DOF saw a significant improvement in property refund processing time, as average processing time dropped from 35 days to 25 days. This 28-percent decrease was a result of new fraud safeguards being better integrated into normal processing. Operational enhancements such as streamlined workflows, encouraging electronic payments, and continuous training have contributed to faster processing times and improved customer service.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Property tax refunds and adjustments processed	26,037	21,939	20,172	10,031	10,065	*	*	Down	*
Business tax refunds processed	60,544	60,660	62,122	61,969	60,117	*	*	Neutral	*
★ Average time to issue a property tax refund (days)	13	13	25	35	25	20	20	Up	Down
★ Average time to issue a business tax refund (requested or non-requested) (days)	12	12	11	12	11	25	25	Down	Down
Average time to issue a requested business tax refund (days)	12	12	12	12	8	17	17	Down	Down
★ Average time to issue a non-requested business tax refund (days)	14	12	12	12	12	17	17	Down	Down

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Bill, adjudicate and collect on parking violations.

Goal 2a Increase the proportion of parking and camera violation summonses that are resolved.

In Fiscal 2026, about 15.7 million parking summonses were received, five percent fewer than Fiscal 2025's approximately 16.6 million. This year's volume falls slightly below the five-year average of approximately 16.2 million summonses received annually since Fiscal 2022, reflecting typical year-to-year fluctuation rather than a sustained trend in either direction. Summons volume has ranged from a low of roughly 15.4 million in Fiscal 2022 to a high of about 17.3 million in Fiscal 2023, with Fiscal 2026 landing within that established range.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Parking and camera summonses received (000)	15,437	17,314	16,101	16,559	15,692	*	*	Neutral	*
Parking and camera summonses resolved within 90 days (000)	10,767	12,470	11,748	12,079	NA	*	*	NA	*
★ Parking and camera summonses paid within 90 days (%)	66.2%	69.0%	69.0%	69.6%	NA	65.0%	65.0%	NA	Up
Parking and camera summonses dismissed within 90 days (%)	3.3%	3.4%	3.7%	2.9%	NA	*	*	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Assure that all respondents are offered convenient options for paying and challenging violations.

DOF's Adjudication Division continues to fulfill its mission by providing fair, consistent, and efficient hearings. In Fiscal 2026, the division adjudicated approximately 2.1 million summonses, a nearly three percent increase from Fiscal 2025. In-person hearings decreased by 13 percent and hearings by mail decreased by 15 percent, while hearings by web rose four percent, reflecting a continued shift toward online services. These changes, along with operational improvements and the experience of trained administrative law judges, reduced average wait times for live hearings in the business centers from 11.2 minutes to 7.3 minutes. Turnaround times for online parking hearings also improved, decreasing from approximately five days to approximately four days.

In Fiscal 2026, the division also automated the appeals intake process, improving processing efficiency for DOF staff, who had previously had to manually process appeals applications, including conducting necessary research. As a result of this, as well as an increase in commercial appeals submitted by brokers, administrative law judges adjudicated approximately 81 percent more appeals hearings than in the prior year.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Parking summonses adjudicated (000)	1,959	2,247	2,004	2,087	2,145	*	*	Neutral	*
★ Parking summons hearings	1,047,121	1,277,636	1,014,990	1,070,881	1,049,250	*	*	Neutral	*
– In-person hearings	205,862	341,533	210,624	222,060	193,311	*	*	Down	*
– Hearings-by-mail	206,256	190,708	138,999	134,075	114,411	*	*	Down	*
– Web hearings	635,003	745,395	665,367	714,746	741,530	*	*	Up	*
Parking summons "Pay or Dispute" app transactions	2,037,385	2,524,746	2,489,701	2,646,336	2,746,650	*	*	Up	*
★ Average turnaround time for in-person parking summons hearings (minutes)	1.3	3.3	5.3	11.2	7.3	12.0	12.0	Up	Down
★ Average turnaround time to issue decision for parking summons hearing-by-web (days)	4.0	5.9	4.2	5.0	3.9	8.5	8.5	Neutral	Down
★ Average turnaround time to issue decision for parking summons hearing-by-mail (days)	6.9	7.8	6.6	6.7	6.8	14.0	14.0	Neutral	Down
Parking summons appeals reviewed	30,073	54,671	130,576	132,758	240,342	*	*	Up	*
Parking summons appeals granted a reversal (%)	23.0%	11.0%	7.0%	6.0%	5.0%	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

In Fiscal 2026, the Property Exemption Administration (PEA) experienced an increase in cycle time for Rent Freeze and homeowners' exemption applications. The Senior and Disabled Programs Unit, which administers these benefits, had critical vacancies in Fiscal 2026, including the director and senior director positions, which are in the process of being filled. In addition, during the approximately seven-week annual window when nearly all staff are assigned to exemption application processing ahead of the March 15 deadline, the staff was simultaneously working to address a backlog of applications previously placed on hold due to missing information. Still, 95 percent of applications were completed before DOF issued the first quarter property tax bills for Fiscal 2027.

In most years, this busy season has a small impact on Rent Freeze application processing times, but the impact was more pronounced this year. The effect was most noticeable for initial applications: initial SCRIE processing time rose from 12.2 to 31.2 days, initial DRIE processing time rose from 12.7 to 33.8 days, and initial SCHE processing time rose from 3.5 to 8.4 days. Renewal processing times also increased across most programs, most notably for DHE renewals, which rose from 3.2 to 12.1 days, and for SCRIE and DRIE renewals, which rose to 15.1 and 14.5 days, respectively. DHE initial applications and SCHE renewals saw comparatively modest increases.

Another factor that affected processing times was the high level of incomplete SCRIE and DRIE applications. These incomplete applications are not factored into the average processing cycle time, but every incomplete application requires multiple comprehensive reviews (initial review, renewal review, and review of additional documentation submitted), which increases staff workload. PEA continues to leverage existing technology and explore new technology to automate processing. Automation will reduce staffing challenges and improve cycle times.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Initial applications received — Senior Citizen Rent Increase Exemption	5,024	7,154	7,823	7,266	5,219	*	*	Neutral	*
★ Average time to process initial Senior Citizen Rent Increase Exemption applications (days)	11.1	25.8	16.2	12.2	31.2	10.0	10.0	Up	Down
Renewal applications received — Senior Citizen Rent Increase Exemption	32,064	22,959	26,380	23,402	25,308	*	*	Down	*
★ Average time to process Senior Citizen Rent Increase Exemption renewal applications (days)	10.2	25.3	9.0	9.4	15.1	10.0	10.0	Down	Down
Initial applications received — Disability Rent Increase Exemption	1,031	1,472	1,648	1,606	1,132	*	*	Up	*
★ Average time to process initial Disability Rent Increase Exemption applications (days)	10.0	22.7	15.6	12.7	33.8	10.0	10.0	Up	Down
Renewal applications received — Disability Rent Increase Exemption	7,464	5,810	6,238	5,622	5,975	*	*	Down	*
★ Average time to process Disability Rent Increase Exemption renewal applications (days)	9.8	22.4	8.3	8.5	14.5	10.0	10.0	Down	Down
Initial applications received — Senior Citizen Homeowners' Exemption	6,094	7,312	8,433	7,241	6,743	*	*	Neutral	*
★ Average time to process initial Senior Citizen Homeowners' Exemption applications (days)	10.3	14.5	21.6	3.5	8.4	⇩	⇩	Down	Down
Renewal applications received — Senior Citizen Homeowners' Exemption	12,759	33,141	13,117	22,579	19,986	*	*	Neutral	*
★ Average time to process Senior Citizen Homeowners' Exemption renewal applications (days)	8.5	19.3	25.2	5.5	6.3	⇩	⇩	Down	Down
Initial applications received — Disability Homeowners' Exemption	603	728	321	300	542	*	*	Down	*
★ Average time to process initial Disability Homeowners' Exemption applications (days)	5.9	10.0	27.0	4.9	5.3	⇩	⇩	Down	Down
Renewal applications received — Disability Homeowners' Exemption	2,242	2,997	2,223	1,966	2,048	*	*	Down	*
★ Average time to process Disability Homeowners' Exemption renewal applications (days)	8.6	12.8	13.9	3.2	12.1	⇩	⇩	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

The Office of the Taxpayer Advocate (OTA) continues to support customers who are unable to resolve their issues through standard DOF channels. Inquiries received by OTA declined 16 percent in Fiscal 2026, from 1,608 in Fiscal 2025 to 1,343 in Fiscal 2026, while OTA opened 883 cases, about 13 percent fewer than the 1,013 cases opened in Fiscal 2025, due in part to receiving fewer inquiries that fiscal year. OTA experienced a surge in both inquiry and case volumes in Fiscal 2025 due to the tax lien sale. Average case resolution time increased 37.2 percent, from 36.7 to 50.4 days, exceeding the 45-day target. This increase is due to carryover cases from the previous report year, mostly stemming from the first citywide property tax lien outreach and sale in more than three years; such cases tend to be complicated, multifaceted, and time intensive.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Inquiries received	1,177	1,201	1,231	1,608	1,343	*	*	Up	*
★ Average time to address inquiries (days)	1.9	5.9	8.5	4.1	5.0	10.0	10.0	Up	Down
Cases opened	706	1,045	1,045	1,013	883	*	*	Up	*
Cases closed	774	1,073	1,090	1,091	1,054	*	*	Up	*
★ Average time to close a case (days)	48.6	33.0	41.5	36.7	50.4	45.0	45.0	Neutral	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Record property-related documents.

Goal 5a Increase the percentage of online property recording transactions.

As a result of a significant increase in document submissions, driven by a surge in commercial real estate transactions in New York City, the average time required to record property documents increased from 1.2 days in Fiscal 2025 to 1.4 days in Fiscal 2026, but remains under two days and well below levels recorded in past years. Despite this year's uptick, processing time has trended down over the last five years. This increase in processing time came even as the share of property recording transactions conducted online continued to rise, reaching 88.4 percent in Fiscal 2026, up from 87.4 percent in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Property recording transactions online (%)	86.0%	83.9%	86.8%	87.4%	88.4%	*	*	Neutral	Up
★ Average time to record and index property documents citywide (days)	4.5	1.3	1.1	1.2	1.4	⇩	⇩	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

From June 2025 to June 2026, the Sheriff's Office experienced a 29 percentage point decrease in property seizure orders successfully executed and a five percentage point decrease in arrest warrants successfully executed. During the same period, orders of protection successfully served increased by 11 percentage points, and child support orders successfully served increased by 11 percentage points.

The decreases in property seizure orders and arrest warrants may be attributed to a significant increase in overall workload that affected the timely execution of court orders. These circumstances may have hindered efforts to locate assets, account for changes in ownership, or execute orders when the information provided to the Sheriff's Office by judgment creditors was incomplete or inaccurate.

The increases in orders of protection and child support orders successfully served reflect stronger performance by deputies in those areas. The Sheriff's Office continues to adapt to evolving operational demands by implementing more efficient strategies and enforcement practices to effectively meet changing public safety needs.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Arrest warrants successfully executed (%)	79%	65%	59%	57%	52%	*	*	Down	Up
★ Orders of protection successfully served (%)	61%	58%	56%	53%	64%	⇧	⇧	Neutral	Up
Property seizure orders successfully executed (%)	50%	51%	49%	67%	38%	*	*	Neutral	Up
★ Child support orders successfully served (%)	59%	56%	56%	50%	61%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Total revenue collected ($000,000)	$45,341	$47,768	$49,120	$52,432	$54,754	*	*	Up	*
– Property taxes collected ($000,000)	$29,622	$31,502	$32,820	$34,607	$35,500	*	*	Up	*
– Business taxes collected ($000,000)	$9,800	$10,494	$11,383	$12,665	$13,400	*	*	Up	*
– Property transfer taxes collected ($000,000)	$3,238	$2,175	$1,723	$2,027	$2,528	*	*	Down	*
– Parking summons revenue ($000,000)	$847	$1,118	$998	$1,010	$1,027	*	*	Up	*
– Audit and enforcement revenue collected ($000,000)	$871	$1,337	$947	$900	$1,220	*	*	Up	*
– Other revenue ($000,000)	$962	$1,142	$1,250	$1,223	$1,579	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
E-mails responded to within 14 days (%)	81%	60%	51%	56%	63%	85%	85%	Down	Up
Letters responded to within 14 days (%)	75%	56%	68%	77%	82%	85%	85%	Up	Up
Completed requests for interpretation	3,189	6,031	7,555	7,277	10,853	*	*	Up	*
Average customer in-person wait time (minutes)	3	21	14	15	10	12	12	Up	Down
Calls answered by a Collections customer service representative (%)	66%	30%	32%	23%	34%	*	*	Down	Up
CORE facility rating	98	97	100	93	98	90	90	Neutral	Up
Number of calls answered by the Customer Contact Center	52,315	73,552	52,711	33,193	39,557	*	*	Down	*
Average time to complete calls to the Customer Contact Center (minutes:seconds)	11:35	10:59	10:47	10:11	13:13	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1] FY22	FY23	FY24	FY25	FY26	Plan[2] FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$301.2	$332.1	$341.8	$351.5	$375.4	$387.6	$380.6	Up
Revenues ($000,000)	$1,064.0	$1,298.6	$1,179.1	$1,219.8	$1,256.7	$1,148.9	$1,176.4	Up
Personnel	1,725	1,691	1,709	1,760	1,794	2,066	2,078	Neutral
Overtime paid ($000)	$7,424	$8,552	$7,920	$8,262	$1,994	$1,803	$1,803	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$175.1	$186.0	
001 - Administration and Planning	$51.4	$52.5	All
002 - Operations	$22.6	$23.6	1b, 3a
003 - Property	$30.2	$32.3	1a, 1b, 5a
004 - Audit	$30.6	$34.7	1a, 1b
005 - Legal	$6.3	$7.0	1a, 1b, 2a
007 - Parking Violations Bureau	$9.4	$10.5	2a, 2b
009 - City Sheriff	$24.6	$25.4	1a, 2a, 6a
Other Than Personal Services - Total	$176.4	$189.5	
011 - Administration	$100.3	$101.8	All
022 - Operations	$41.4	$46.1	1b, 3a
033 - Property	$4.6	$5.2	1a, 1b, 5a
044 - Audit	$0.3	$0.4	1a, 1b
055 - Legal	$0.2	$0.2	1a, 1b, 2a
077 - Parking Violations Bureau	$0.8	$1.9	2a, 2b
099 - City Sheriff	$28.8	$33.9	1a, 2a, 6a
Agency Total	$351.5	$375.4	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Richard Lee was appointed as Commissioner of the Department of Finance in March 2026.
- In Goal 1a, the indicator 'Paid on time (%)' was updated from 94.6 to 94.4 for Fiscal 2025 to reflect finalized data.
- In Goal 1a, the indicators 'Originally noticed properties sold in lien sale (%)' and 'Properties in final lien sale (%)' were NA as the lien sale was paused in Fiscal 2026.
- Service 2 was updated from 'Bill, adjudicate and collect on parking summonses' to 'Bill, adjudicate and collect on parking violations.'

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- NYC Rent Freeze Program (Senior Citizen Rent Increase Exemption and Disability Rent Increase Exemption): www.nyc.gov/rentfreeze
- Senior Citizen Homeowners' Exemption: www.nyc.gov/sche
- Disabled Homeowners' Exemption: www.nyc.gov/dhe

For more information on the agency, please visit: www.nyc.gov/dof.

OFFICE OF TECHNOLOGY AND INNOVATION

Lisa Gelobter, Chief Technology Officer and Commissioner

WHAT WE DO

The Office of Technology and Innovation (OTI) leads New York City's digital transformation by setting citywide technology and privacy policies, building and operating shared platforms, and delivering essential services that democratize access to technology and data. OTI helps New York City deliver better and more equitable services, make smarter decisions, and build a more effective, accountable, and resilient government through technology.

OTI enables agencies across City government to use technology effectively, lawfully, and responsibly to achieve their missions—supported by digital products, infrastructure, data systems, and shared expertise. Through NYC 311, Open Data, and other platforms, OTI provides inclusive, transparent access to information and government services for all New Yorkers.

OTI also collaborates with industry, academic, and civic partners to strengthen New York City's position as a global innovation leader and ensure technology deployments across government create a safer and more equitable city. OTI advances this work by setting citywide privacy standards, training employees, and ensuring responsible data practices across agencies.

FOCUS ON EQUITY

OTI is committed to making technology more equitable, accessible and affordable for New York City families, students, older adults, job seekers and business owners.

In April 2026, OTI expanded digital equity efforts through the launch of the "Get Online NYC" campaign. This effort featured a new website, logo, and promotional materials designed to make it easier for New Yorkers to find free digital resources at more than 450 locations across the City. "Get Online NYC" materials included downloadable flyers that will be produced in various languages, a computer center directory, and a resource survey, all of which are available at nyc.gov/getonline. OTI's efforts to bridge the digital divide focuses on four key areas: access to the internet, access to computer devices, digital skills training, and building capacity among City agencies.

Also in Fiscal 2026, the City launched the first-of-its-kind child care website and interactive map at nyc.gov/childcare. This application helps families find and compare child care options across all five boroughs. It includes a personalized questionnaire to match families with the right programs. The site allows users to filter by location (boroughs using a single platform), age group and cost, and provides key details about providers, including services offered, eligibility requirements and contact information. The new tool advances the commitment to universal, accessible child care.

Finally, in June 2026 OTI funded and internally launched the creation of New York City's Public Interest Technology (PIT) Crew, with a public announcement in July. This new team will rapidly build public facing digital solutions, products, and services needed to help residents access services more easily. OTI will deploy five PIT Crews citywide including one with support from The Rockefeller Foundation through the Mayor's Fund to Advance New York City. The first PIT Crew will build an online complaint portal to enforce nation's first "Click to Cancel" protections, helping New Yorkers resolve issues more efficiently.

OUR SERVICES AND GOALS

SERVICE 1	**Deliver City IT services including hardware, software and technical support.**
Goal 1a	Provide quality service delivery and performance monitoring for OTI-managed systems.
Goal 1b	Resolve all service disruptions within targeted levels.
Goal 1c	Ensure all application development and IT infrastructure projects are delivered on time.
SERVICE 2	**Support sharing and management of citywide data and information.**
Goal 2a	Increase the public's use of City government information through NYC.gov.
Goal 2b	Increase the amount of publicly available data.
SERVICE 3	**Regulate franchised cable services.**
Goal 3a	Ensure customer complaints are resolved positively.
SERVICE 4	**Regulate provisioning of public telecommunication services on City streets.**
Goal 4a	Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.
SERVICE 5	**Arrange for free, fast, and reliable internet access to NYCHA eligible residents.**
Goal 5a	Ensure widespread adoption of broadband across eligible NYCHA developments.
SERVICE 6	**Accelerate and simplify the delivery of City services and modernize supporting technologies.**
Goal 6a	Establish and maintain an online portal for accessing all City services and benefits.

HOW WE PERFORMED IN FISCAL 2026

SERVICE 1 Deliver City IT services including hardware, software and technical support.

Goal 1a Provide quality service delivery and performance monitoring for OTI-managed systems.

In Fiscal 2026, OTI increased the total number of services it provides to 638, 38 more than were provided in Fiscal 2025. The total number of services OTI provides has grown 81 percent since Fiscal 2022.

OTI's Public Safety and Emergency Management (PSEM) division, which is responsible for managing critical 911 infrastructure, experienced one outage lasting 110 minutes impacting Text-To-911 (TT911) calls in May 2026. This is only the second outage, interruption in calls contacting 911, since Fiscal 2019. During the May 2026 incident, NYC 911 encountered a problem processing text sessions from the public. Voice calls to NYC 911 were unaffected and 12 texters received bounce back messages notifying them that the TT911service was unavailable and to call 911. Immediately following the May 2026, TT911 service interruption, OTI's Public Safety Enterprise Management (PSEM) and partner vendors conducted a comprehensive review and implemented a series of corrective actions designed to prevent similar disruptions in the future.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Services OTI provides	352	531	534	600	638	⇧	⇧	Up	Up
★ Critical public safety outages	0	0	0	1	1	⇩	⇩	Up	Down
★ Total outage time for critical public safety infrastructure (minutes)	0	0	0	420	110	⇩	⇩	Up	Down
★ Major incidents that directly impact services that OTI provides	51	163	225	171	171	⇩	⇩	Up	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Resolve all service disruptions within targeted levels.

Overall, there was an 11 percent decrease in the total number of incidents across all severity levels—critical, high, and medium/low—in Fiscal 2026 compared to Fiscal 2025. The reduction in incidents can be attributed to staff improving the reliability of hardware and software while ensuring upgrades to cloud services were enacted and installed despite an increase in external requests by agencies.

Critical and high severity incidents often require the most personnel resources to resolve. While the average resolution time for critical incidents remained steady at seven hours, the average resolution time for high incidents decreased considerably to 31 hours, or 49 percent, in Fiscal 2026. In Fiscal 2025 it was discovered that some non-active high severity incidents remained open for extended periods of time, skewing the metric to 60 hours. This issue was addressed by the OTI business units in Fiscal 2026 leading to this improvement. Time to resolve medium severity incidents reduced to 51 hours, the shortest resolution time since Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Incidents by severity level — Critical	61	163	171	146	153	⇩	⇩	Up	Down
Incidents by severity level — High	564	818	684	401	381	*	*	Down	Down
Incidents by severity level — Medium and Low	15,725	20,764	18,869	17,907	15,901	*	*	Neutral	Down
★ Average incident resolution time by SLA level (hours) — Critical	6	11	7	7	7	⇩	⇩	Neutral	Down
Average incident resolution time by SLA level (hours) — High	24	27	23	60	31	*	*	Up	Down
Average incident resolution time by SLA level (hours) — Medium	51	53	54	54	51	*	*	Neutral	Down
Average incident resolution time by SLA level (hours) — Low	27	25	16	11	11	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time.

The demand for Information Technology at City agencies is ever-increasing, OTI works to make the process of requesting and receiving services more efficient. In Fiscal 2026, the number of new service catalog submissions to support outside agencies increased by 16 percent compared to Fiscal 2025. The number of catalog items that City agency users can choose from when selecting a service, rose to 129 in Fiscal 2026, a 10 percent increase since Fiscal 2025 and a 93 percent increase since Fiscal 2021. Additional catalog items make it easier for City agency users to obtain the technology service they need and ensure these requests are directed efficiently to the correct OTI business unit. Despite the increase in demand for IT services by outside agencies, OTI improved service delivery time by one day.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ New service catalog submissions to support outside agencies	29,646	57,077	64,677	62,222	71,901	*	*	Up	*
Catalog items	67	91	109	117	129	*	*	Up	Up
Delivery time of services for external agencies (days)	8	17	13	18	17	*	*	Up	Down
Customer satisfaction rate (%)	NA	90.94%	92.18%	92.49%	93.62%	90.00%	90.00%	NA	Up
Customer survey completion rate	NA	10%	9%	7%	7%	*	*	NA	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a Increase the public's use of City government information through NYC.gov.

The number of web page views on NYC.gov increased by 40 percent and the average number of monthly unique visitors increased by 27 percent in Fiscal 2026 when compared to Fiscal 2025. The primary reason for this rapid growth was the launch of a revamped NYC.gov website in August 2025. This redesigned infrastructure for NYC.gov serves 7 million users annually. It is 100% accessible, 50% faster, increased customer satisfaction by 13 points, and will scale to all city agencies to make it easier for New Yorkers to get what they need from city government.

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
NYC.gov web page views (000)	296,892.7	274,770.7	281,120.5	276,976.1	387,776.3	*	*	Up	Up
★ NYC.gov unique visitors (average monthly) (000)	6,668	6,081	6,262	6,170	7,812	⇧	⇧	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 2b Increase the amount of publicly available data.

During Fiscal 2026, OTI worked with City agencies to increase the volume and quality of public data sets and conducted significant public outreach with NYC Open Data users. As a result, although there was a modest three percent increase in rows of data available, there was a 107 percent increase in total dataset downloads, a 57 percent increase in website views, and a 119 percent increase in NYC.gov API Dataset Views when compared to Fiscal 2025.

These increases stem, in part, from the efforts of OTI's Office of Data Strategy. This team worked with more than 20 government agencies striving to make public data more accessible, and government more transparent during the 10th Annual Open Data Week. Held in March and co-organized with BetaNYC and Data Through Design, Open Data Week is the City's premier public data showcase, featuring more than 80 free or low-cost in-person and virtual events.

Performance Indicators	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Target FY26	Target FY27	Trend 5-Year	Trend Desired Direction
Rows of data available for download on NYC.gov/OpenData (000)	4,136,674.0	4,586,343.5	5,703,296.5	6,206,470.0	6,412,981.0	*	*	Up	Up
Datasets with data dictionaries on NYC.gov/OpenData (%)	91.7%	91.9%	92.7%	93.8%	93.5%	*	*	Neutral	Up
NYC.gov/OpenData Dataset Downloads	1,621,870	1,526,703	2,999,769	5,657,778	11,691,221	*	*	Up	Up
NYC.gov/OpenData Dataset Views (Website)	4,161,744	4,909,461	5,624,596	7,352,248	11,512,817	*	*	Up	Up
NYC.gov/OpenData Dataset Views (API) (000)	892,155	613,414	989,342	897,539	1,963,699	*	*	Up	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved positively.

The total number of video cable complaints decreased slightly compared to Fiscal 2025. Complaints have fallen 75 percent since Fiscal 2022, from 2,426 to 612. This decline may reflect several factors, including the continued decrease in cable television subscriptions and the increasing popularity of streaming services, as well as factors related to building conditions and cable infrastructure and weather-related service disruptions. OTI remains committed to addressing all complaints received promptly and appropriately.

Performance Indicators	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Target FY26	Target FY27	Trend 5-Year	Trend Desired Direction
Video cable complaints citywide	2,426	1,550	1,390	639	612	*	*	Down	Down
★ Video complaints resolved citywide (%)	91%	90%	96%	94%	100%	⇧	⇧	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

Goal 4a Maximize usefulness, operability, and cleanliness of public telecommunication services on City streets.

Through OTI's collaboration with the franchisee, CityBridge, LinkNYC sidewalk digital kiosks provide the public with free high-speed Wi-Fi, nationwide phone calls, device charging, and access to City services and maps. During Fiscal 2026, cumulative subscribers to LinkNYC rose to 21.6 million, a 15 percent increase from Fiscal 2025. In Fiscal 2026, LinkNYC kiosks ran public service announcements with timely and relevant information, including notifications about cooling centers to beat the heat, the World Cup, America250, and the National Basketball Association champions, the New York Knicks.

OTI's commitment to providing quality services is also demonstrated by the continued decline in summonses for unacceptable kiosk appearance, which has decreased for three consecutive fiscal years.

Performance Indicators	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Target FY26	Target FY27	Trend 5-Year	Trend Desired Direction
★ Cumulative number of LinkNYC subscribers	11,321,069	13,597,643	16,069,742	18,713,093	21,553,970	⇧	⇧	Up	Up
Summonses issued for LinkNYC kiosks with inoperable phone service or unacceptable appearance	175	42	30	9	6	*	*	Down	*
Revenue collected from LinkNYC Franchise Fees and liquidated damages ($000)	$5,466.0	$5,892.0	$5,960.8	$6,438.0	$6,790.6	$4,500.0	$4,500.0	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Arrange for free, fast, and reliable internet access to NYCHA eligible residents.

Goal 5a Ensure widespread adoption of broadband across eligible NYCHA developments.

Big Apple Connect (BAC), the nation's largest municipally subsidized broadband program, continued to expand. In Fiscal 2026, the households served by Big Apple Connect were updated to reflect NYCHA's active unit counts and adoption of BAC grew two percentage points to 83.4 percent of eligible households due to increased outreach from the providers, OTI, NYCHA, and other partners. All NYCHA developments have used the program since Fiscal 2024, and the total number of eligible households citywide reached 152,407 in Fiscal 2026.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Eligible households adopting Big Apple Connect services (%)	NA	76.0%	80.1%	81.4%	83.4%	⇧	⇧	NA	Up
Households eligible for the Big Apple Connect program	NA	136,374	152,401	152,401	152,407	*	*	NA	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 6 Accelerate and simplify the delivery of City services and modernize supporting technologies.

Goal 6a Establish and maintain an online portal for accessing all City services and benefits.

Child care applications submitted using MyCity decreased 16 percent in Fiscal 2026, to 58,799, following record growth after the platform's Fiscal 2023 launch. Applications rose sharply from 8,624 in Fiscal 2023 to 69,856 in Fiscal 2025 before declining this year. OTI provides the technology platform for MyCity.

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
★ Child care applications submitted using MyCity	NA	8,624	41,586	69,856	58,799	⇧	⇧	NA	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	52%	43%	40%	43%	35%	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	99%	99%	94%	81%	85%	*	*	Down	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
SLA — Cable complaint — Cable TV video service (% of SRs meeting time to action)	61%	73%	78%	67%	80%	*	*	Up	*
SLA — Cable complaint — Billing (% of SRs meeting time to action)	81%	68%	84%	60%	87%	*	*	Neutral	*
SLA — Cable complaint — Miscellaneous (% of SRs meeting time to action)	76%	65%	74%	58%	86%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$924.5	$897.4	$972.6	$922.3	$982.6	$967.2	$740.2	Neutral
Revenues ($000,000)	$170.3	$155.1	$147.7	$138.0	$131.4	$131.3	$140.6	Down
Personnel	1,564	1,508	1,526	1,535	1,499	1,580	1,629	Neutral
Overtime paid ($000)	$1,049	$1,352	$2,066	$2,493	$2,724	$324	$3,324	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$173.7	$182.6	
001 - Technology Services	$84.6	$88.4	All
003 - Admin/Operations	$21.0	$21.5	All
007 - 911 Technical Operations	$21.1	$21.0	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	$9.3	$9.9	*
011 - 311	$20.9	$23.5	*
013 - New York City Cyber Command	$16.9	$18.2	*
Other Than Personal Services - Total	$748.6	$800.0	
002 - Technology Services	$457.3	$467.5	All
004 - Admin/Operations	$51.9	$55.3	All
008 - 911 Technical Operations	$95.4	$127.6	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	$12.1	$21.6	*
012 - 311	$41.3	$40.7	*
014 - New York City Cyber Command	$90.6	$87.3	*
Agency Total	$922.3	$982.6	

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds. [3]Refer to agency goals listed at front of chapter. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lisa Gelobter was appointed Chief Technical Officer and Commissioner of the Office of Technology and Innovation in February 2026.

ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:
  http://www.nyc.gov/
- NYC Artificial Intelligence (AI) Action Plan:
  https://www.nyc.gov/assets/oti/downloads/pdf/reports/artificial-intelligence-action-plan.pdf
- NYC Open Data:
  http://nyc.gov/opendata
- OTI's Strategic Plan:
  https://www1.nyc.gov/assets/oti/downloads/pdf/about/strategic-plan-2022.pdf
- The Social Indicators and Equity Report, EquityNYC:
  https://equity.nyc.gov/
- Website Redesign for NYC.gov:
  https://www.nyc.gov/main/learn-about-updated-website

For more information on the Agency, please visit: www.nyc.gov/OTI.

BOARD OF ELECTIONS **Michael J. Ryan, Executive Director**

WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of 10 commissioners, two from each of New York City's five boroughs upon recommendation by both political parties, and then appointed by the New York City Council for terms of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following: voter registration, outreach, and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; recruiting, training, and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup, and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification, and dissemination of election information; and preparation of maps of various political subdivisions.

FOCUS ON EQUITY

The Board's mission is to conduct fair and honest elections, enfranchise all eligible New Yorkers, retain official voting records, and provide voter outreach and education. This is done by providing meaningful access to over 1,200 poll sites throughout the City and working closely with all stakeholders, including various government bodies and advocacy groups. To ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process, the Board works diligently to maintain compliance with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards.

HOW WE PERFORMED IN FISCAL 2026

	Actual					Target		Trend	
Performance Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5-Year	Desired Direction
Voter turnout — General Election (000) (CY)	1,149	1,820	579	2,819	2,219	*	*	Up	*
Voter Registration forms processed (CY)	131,735	710,947	362,237	1,030,444	1,073,288	*	*	Up	*
Registered voters (000) (CY)	5,599	5,199	5,132	5,354	5,316	*	*	Neutral	Up
Active voters (000) (CY)	4,949	4,736	4,643	4,769	4,955	*	*	Neutral	Up
Absentee Ballots utilized (CY)	231,000	262,000	66,000	473,000	300,000	*	*	Up	*
Accessible Absentee Ballot requests (CY)	763	1,233	230	981	473	*	*	Down	*
Accessible Absentee Ballots requests accepted (%) (CY)	93%	100%	100%	100%	100%	*	*	Neutral	*
Accessible Absentee Ballots returned (%) (CY)	40%	48%	37%	47%	49%	*	*	Up	*
Poll worker attendance on election day (%) (CY)	93.9%	90.6%	97.3%	96.2%	96.0%	*	*	Neutral	Up
Voter complaints regarding poll workers (CY)	510	551	154	90	134	*	*	Down	Down
Voter complaints regarding poll workers — Service (CY)	355	400	117	45	66	*	*	Down	Down
Voter complaints regarding poll workers — Procedure (CY)	155	151	37	45	68	*	*	Down	Down
Voting equipment replacement rate — Ballot scanners (%) (CY)	0.8%	0.8%	0.7%	1.5%	1.6%	*	*	Up	Down
Voting equipment replacement rate — Ballot marking devices (%) (CY)	1.7%	2.2%	0.3%	3.7%	2.2%	*	*	Up	Down
Precision of unofficial election results (%) (CY)	1.1%	1.9%	0.7%	0.5%	0.7%	*	*	Down	*
Interpreters deployed on election day (CY)	6,526	6,949	7,049	7,708	8,670	*	*	Up	*
Interpreters deployed on election day — Bronx (CY)	549	582	617	667	642	*	*	Up	*
Interpreters deployed on election day — Brooklyn (CY)	2,082	2,285	2,293	2,717	2,986	*	*	Up	*
Interpreters deployed on election day — Queens (CY)	2,622	2,700	2,723	2,930	3,215	*	*	Up	*
Interpreters deployed on election day — Manhattan (CY)	1,064	1,174	1,207	1,144	1,327	*	*	Up	*
Interpreters deployed on election day — Staten Island (CY)	209	208	209	250	500	*	*	Up	*
Interpreter attendance on election day (%) (CY)	93%	92%	96%	97%	95%	*	*	Neutral	*
Interpreter attendance on General Election (%) (CY)	95%	95%	97%	95%	97%	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY22	FY23	FY24	FY25	FY26	FY26	FY27	5yr Trend
Expenditures ($000,000)[3]	$222.2	$258.0	$257.3	$273.4	$273.8	$214.4	$212.3	Up
Revenues ($000)	$46.9	$33.3	$31.7	$36.0	$32.4	$38.0	$38.0	Down
Personnel	841	860	875	898	890	652	652	Neutral
Overtime paid ($000,000)	$11.6	$11.7	$12.4	$16.1	$8.3	$8.3	$8.3	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Annual Comprehensive Financial Reports, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY25[1] ($000,000)	Modified Budget FY26[2] ($000,000)
001 - Personal Services	$126.6	$127.0
002 - Other Than Personal Services	$146.8	$146.9
Agency Total	$273.4	$273.8

[1]Annual Comprehensive Financial Reports (ACFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2]Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

For additional information go to:

- Annual Reports:
  www.vote.nyc/page/annual-reports

For more information on the agency, please visit: www.vote.nyc.

Appendix


SIGILLUM·CIVITA

Additional Tables

Table of Contents

Additional Tables

ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	FY 2026 TOTAL SICK LEAVE	FY 2026 LODI/ WC	FY 2026 TOTAL ABSENCE	FY 2025 TOTAL ABSENCE	FY 2026 EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	8.67%	2.72%	11.40%	12.14%	28.4
FDNY (U)	2.08%	6.22%	8.30%	7.45%	20.7
NYPD (U)	3.47%	0.74%	4.21%	4.28%	10.5
DSNY (U)	5.98%	1.89%	7.87%	8.35%	19.6
Uniformed Subtotal	4.06%	2.12%	6.18%	9.98%	15.4
LARGER CIVILIAN WORKFORCES					
NYPD (C)	0.87%	0.04%	0.91%	0.06%	2.3
FDNY (C)	4.08%	0.13%	4.21%	3.98%	10.5
ACS*	3.58%	1.01%	4.59%	4.71%	11.4
HRA	3.63%	0.12%	3.75%	3.80%	9.3
DHS	3.57%	1.01%	4.58%	4.52%	11.4
HPD	3.34%	0.21%	3.55%	3.62%	8.8
DOHMH	3.29%	0.03%	3.32%	3.37%	8.3
DEP*	3.39%	0.32%	3.71%	3.56%	9.2
DSNY (C)	3.82%	0.48%	4.30%	4.75%	10.7
DOF*	3.24%	0.49%	3.73%	3.39%	9.3
DOT*	3.49%	0.55%	4.04%	3.99%	10.1
DPR	2.64%	0.22%	2.86%	3.04%	7.1
LAW	3.03%	0.01%	3.04%	3.24%	7.6
DCAS	3.15%	0.13%	3.27%	3.22%	8.1
DDC	3.57%	0.00%	3.57%	3.37%	8.9
DOC (C)	3.09%	1.09%	4.18%	7.81%	10.4
DOP*	3.99%	0.42%	4.42%	4.99%	11.00
DOB	3.02%	0.08%	3.10%	3.39%	7.7
OTI	2.87%	0.01%	2.88%	2.84%	7.2
Subtotal	3.29%	0.31%	3.61%	2.60%	9.0
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.28%	0.00%	2.28%	2.35%	5.7
DCP	2.98%	0.01%	2.98%	2.87%	7.4
DOI	2.69%	0.04%	2.73%	2.72%	6.8
DFTA	3.53%	0.00%	3.53%	3.49%	8.8
DCLA	2.99%	0.01%	3.00%	2.56%	7.5
OATH	2.21%	0.00%	2.21%	2.55%	5.5
LPC	3.40%	0.40%	3.79%	4.12%	9.4
BOE	3.37%	0.00%	3.37%	4.09%	8.4
CCRB	2.84%	0.00%	2.85%	2.90%	7.1
TLC	3.19%	0.00%	3.19%	3.58%	7.9
CCHR	3.84%	0.01%	3.85%	4.16%	9.6
DYCD	3.41%	0.01%	3.41%	3.47%	8.5
SBS	2.86%	0.26%	3.12%	2.96%	7.8
DORIS	2.83%	0.00%	2.83%	2.66%	7.0
DCWP	4.43%	0.01%	4.45%	4.46%	11.1
BIC	2.63%	0.35%	2.98%	2.96%	7.4
DVS	1.85%	0.00%	1.85%	2.21%	4.6

Subtotal	3.26%	0.06%	3.33%	3.40%	8.3
Uniformed	4.18%	2.12%	6.30%	10.50%	15.7
Civilian	3.29%	0.30%	3.59%	2.64%	8.9
TOTAL	3.66%	1.16%	4.81%	3.70%	12.0
CITYWIDE	3.66%	0.16%	3.81%	3.35%	9.5

Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The Citywide Absence Rate is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

(*) Civilian agency includes both Line-of-Duty Injury absence for their uniformed employees and paid Worker's Compensation absence for their civilian employees.

VEHICLE FLEETS AND MAINTENANCE

New York City's municipal fleet—including, but not limited to, the New York City Police Department (NYPD) response vehicles, the Fire Department of the City of New York (FDNY) ambulances and fire apparatuses, and the Department of Sanitation (DSNY) garbage trucks and sweepers—supports critical and daily emergency services for all New Yorkers. Pursuant to Executive Order 161 of 2012, citywide fleet operations are led by the Department of Citywide Administrative Services (DCAS) Fleet Management line of service, which is helmed by the Deputy Commissioner for Fleet Management, who also serves as the City's Chief Fleet Officer. The Chief Fleet Officer works with more than 50 City agencies that operate fleet units. Those agencies include the 14 major fleet agencies of the Fleet Federation, which is composed of DCAS and the following agencies:

- Department of Correction (DOC)
- Department of Education (DOE)
- Department of Environmental Protection (DEP)
- Department of Health and Mental Hygiene (DOHMH)
- Department of Parks and Recreation (DPR)
- Department of Sanitation (DSNY)
- Department of Transportation (DOT)
- Fire Department of the City of New York (FDNY)
- New York City Emergency Management (NYCEM)
- New York City Housing Authority (NYCHA)
- New York City Police Department (NYPD)
- Office of Chief Medical Examiner (OCME)
- Taxi and Limousine Commission (TLC)

DCAS' role in the City fleet includes managing acquisitions, auctions, car share, the central fleet management system, collisions, driver policy, telematics reporting, fuel, parts, procurement, repairs, service contracting, sustainability efforts, internships, and training. DCAS also works in partnership with the Mayor's Office of Management and Budget (OMB) on resource authorization. Finally, DCAS leads fleet efforts in cost-efficiency, shared servicing, emergency management, safety, sustainability, compliance, and transparency. A few of the efforts undertaken over the reporting period are described below.

At the close of Fiscal 2026, the City fleet totaled 28,567 vehicles, down 890 units, or three percent, from Fiscal 2022, when a citywide fleet reduction initiative began. Although the initiative formally concluded in December 2022, DCAS continues to work to optimize fleet size, identify further downsizing opportunities, and require electric offsets, where possible, for any approved fleet increases tied to operational needs. Compared to Fiscal 2025, the City fleet decreased 201 units.

DCAS continues to roll out sustainability initiatives under the NYC Clean Fleet Plan, a City plan to cut fleet greenhouse gas emissions by 50 percent by Calendar 2025 (50x25) and by 80 percent by Calendar 2035 (80x35). As highlighted in the 2024 NYC Greenhouse Gas Inventory, fleet had achieved a 46.5 percent reduction by 2024. DCAS made significant progress in replacing fossil fuel-powered fleet vehicles with electric vehicles (EVs) during Fiscal 2026. EVs in the citywide fleet rose to a record high of 5,970 from 5,569 in Fiscal 2025, an increase of seven percent. DCAS also added 293 electric vehicle charging ports in Fiscal 2026 to support electrification, 33 percent more than the previous fiscal year. DCAS operates the largest EV charging network in New York State with over 2,300 ports. DCAS installs Level 2 overnight chargers, solar carports, and Level 3 fast chargers. Fast charging ensures sufficient charging access for pickup trucks, vans, and law enforcement EVs, which depend more heavily on fast charging than standard sedans. The momentum in fleet electrification is sustained by Local Law 140 of 2023 (LL140). Subject to commercial availability and reliability, LL140 requires the complete electrification of light- and medium-duty fleet by 2035 and heavy-duty fleet by 2038. This law codifies DCAS' and the City's commitments to aggressively and fully electrify the City's fleet.

Vision Zero remains a priority for DCAS and the City fleet. In February 2024, the City reinforced its commitment to public safety with the signing of Executive Order 39 (EO39), which strengthens safety standards for both City-operated and contractor fleets. EO39 mandates safe driver training, telematics installation, and the submission of fleet safety plans by contractors to their respective agencies. These measures, paired with high-vision trucks and surround cameras, aim to improve safety across City-owned and contractor trucks operating daily in the City. DCAS also continues to lead in Intelligent Speed Assistance (ISA) implementation and other safety upgrades through its Safe Fleet Transition Plan. ISA systems use GPS and telematics to help drivers stay within posted speed limits by sending data to the engine's computer, which limits acceleration once the driver exceeds the limit. DCAS announced in October 2025 that ISA would become a standard feature on all new civilian-personnel vehicle procurements moving forward. DCAS has now installed 1,000 units with ISA, the largest program in North America. Additionally, as of October 2025, 100 percent of authorized City drivers were trained in defensive driving, exceeding the 95 percent target. Vehicle collisions increased substantially citywide from 5,729 in Fiscal 2025 to 7,628 in Fiscal 2026. This increase is completely tied to interagency snow operations across five storm events, including winter storms Fern and Hernando, when over 2,100 collisions were recorded across 32 days of plowing and emergency operations. These were primarily vehicle body damage incidents attributable to DSNY.

The citywide daily vehicle in-service rate remained steady at 87 percent in Fiscal 2026, remaining below the target of 90 percent, while the percentage of days the target for vehicle in-service rate was met fell 12 percentage points to 52 percent, from 64 percent in Fiscal 2025. Several factors contributed to this decline, including a record high average fleet age of 100 months Fiscal 2026, driven by greatly reduced expense funding for electric vehicle replacements, and ongoing supply chain disruptions, which delayed delivery of new vehicles. Continued staffing reductions in mechanic roles also negatively affected these in-service rates. Vehicles purchased increased to 2,737 from 1,844 during the same reporting period, which will provide relief for fleet age when the vehicles arrive and are placed in service. DCAS did not purchase any buses, including alternative fuel models, in Fiscal 2026.

In October 2024, DCAS announced the full transition of all City trucks (on- and off-road and emergency and nonemergency) to renewable diesel. The shift is now complete across all in-house fuel sites, with 17.8 million gallons of biofuel (B100 equivalent) powering the fleet in Fiscal 2026. DCAS now leads the East Coast as the largest municipal fleet user of renewable fuels. This milestone marks a critical step toward fulfilling the Clean Fleet Plan's pledge to cut fleet greenhouse gas emissions by 50 percent by Calendar 2025. DCAS has also extended this initiative to the Staten Island Ferry and other City vessel programs.

VEHICLE FLEETS AND MAINTENANCE

	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Total Fleet Size	28,768	28,567	28,600	28,825
- On Road Fleet Total	23,904	23,727	23,700	23,925
- Light Duty	11,767	11,605	11,650	11,750
- Medium Duty	4,394	4,367	4,400	4,425
- Heavy Duty	7,743	7,755	7,650	7,750
- Off Road/Other Equipment	4,864	4,840	4,900	4,900
Vehicle in-service rate (%)	87%	87%	90%	90%
Daily fleet in-service targets achieved (%)	64%	52%	90%	90%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	100%	100%
Alternative fuel vehicles	21,723	22,365	22,000	23,500
Alternative fuel vehicles in City fleet (%)	77%	79%	79%	82%
Electric vehicles	5,569	5,970	6,000	6,500
- On-road electric vehicles	4,714	5,097	5,075	5,575
- Off-road electric vehicles	855	873	925	925
Vehicle fuel used (gallons)	25,607,905	27,019,396	24,000,000	24,000,000
- Biodiesel fuel used (gallons)	15,927,795	17,788,859	14,500,000	16,000,000
- B100/RD100 equivalent used (gallons)	15,927,795	17,784,827	14,500,000	16,000,000
Fleet miles per gallon (FMPG)	5.9	5.6	7.0	7.0
Electric vehicle charging ports installed	221	293	250	300
Cumulative electric vehicle charging ports	2,072	2,371	2,250	2,650
Vehicles purchased	1,844	2,737	1,700	2,200
Average age of fleet (months)	90.0	100.0	90	90
Collisions in City vehicles[1]	5,729	7,628	*	*
Collisions per 100,000 miles involving City vehicles citywide	6.2	8.0	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	2.5	3.2	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.8	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.3	*	*
Preventable collisions in City vehicles	2,344	3,024	*	*
Injuries involving collisions in City vehicles	676	743	*	*
Fatalities involving collisions in non-emergency City vehicles	2	4	*	*
Revenue from recoverable affirmative claims	$2,094,027	$2,345,011	*	*
City employees trained in defensive driving citywide	8,037	10,887	7,000	7,000
Authorized City drivers trained in defensive driving (%)	100%	100%	95%	95%
Fleet repair expenditures ($000,000)	$327.0	$358.7	*	*
Fleet fuel expenditures ($000,000)	$87.9	$98.8	*	*
Fleet acquisition expenditures (capital) ($000,000)	$415.0	$533.8	$374.0	$350.0
Fleet acquisition expenditures (expense) ($000,000)	$48.9	$102.3	$48.0	$50.0
Automotive repair personnel	1,301	1,266	1,320	1,320
Fleet support personnel	309	318	305	305

[1]The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available *None

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	2,118	2,094	*	*
- On-Road Total	1,925	1,904	*	*
- Light Duty	1,576	1,560	*	*
- Medium Duty	281	276	*	*
- Heavy Duty	68	68	*	*
- Off Road/Other Equipment	193	190	*	*
Vehicle in-service rate (%)	98%	99%	*	*
Fleet miles per gallon (FMPG)	24.6	25.3	*	*
Collisions in City vehicles	345	379	*	*
Collisions per 100,000 miles involving City vehicles	2.9	3.3	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.1	1.2	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.2	*	*
City employees trained in defensive driving	2,255	3,310	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$310,266	$182,957	*	*
"NA" Not Available *None				

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	2,027	2,039	*	*
- On Road Total	1,675	1,672	*	*
- Light Duty	844	877	*	*
- Medium Duty	412	388	*	*
- Heavy Duty	419	407	*	*
- Off Road/Other Equipment	352	367	*	*
Vehicle in-service rate (%)	86%	85%	*	*
Fleet miles per gallon (FMPG)	12.3	13.1	*	*
Collisions in City vehicles	243	338	*	*
Collisions per 100,000 miles involving City vehicles	2.3	3.0	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.0	1.6	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.2	*	*
City employees trained in defensive driving	878	2,275	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$57,078	$87,403	*	*
"NA" Not Available *None				

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	207	211	*	*
- On Road Total	205	209	*	*
- Light Duty	145	149	*	*
- Medium Duty	57	57	*	*
- Heavy Duty	3	3	*	*
- Off Road/Other Equipment	2	2	*	*
Vehicle in-service rate (%)	97%	NA	*	*
Fleet miles per gallon (FMPG)	27.3	28.3	*	*
Collisions in City vehicles	10	14	*	*
Collisions per 100,000 miles involving City vehicles	1.1	1.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.3	0.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.2	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.0	*	*
City employees trained in defensive driving	333	379	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$13,209	$9,244	*	*
"NA" Not Available *None				

DEPARTMENT OF TRANSPORTATION	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	3,473	3,456	*	*
- On Road Total	2,474	2,466	*	*
- Light Duty	980	983	*	*
- Medium Duty	530	532	*	*
- Heavy Duty	964	951	*	*
- Off Road/Other Equipment	999	990	*	*
Vehicle in-service rate (%)	90%	89%	*	*
Fleet miles per gallon (FMPG)	5.2	5.4	*	*
Collisions in City vehicles	387	424	*	*
Collisions per 100,000 miles involving City vehicles	3.6	3.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.8	1.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.7	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*
City employees trained in defensive driving	1,322	1,093	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$56,623	$186,932	*	*
"NA" Not Available *None				

DEPARTMENT OF SANITATION	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	6,108	6,089	*	*
- On Road Total	5,162	5,150	*	*
- Light Duty	845	848	*	*
- Medium Duty	328	330	*	*
- Heavy Duty	3,989	3,972	*	*
- Off Road/Other Equipment	946	939	*	*
Vehicle in-service rate (%)	78%	77%	*	*
Fleet miles per gallon (FMPG)	3.0	2.7	*	*
Collisions in City vehicles	2,354	3,724	*	*
Collisions per 100,000 miles involving City vehicles	8.2	11.8	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.6	5.5	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.8	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.4	0.4	*	*
City employees trained in defensive driving	347	914	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$102,546	$154,529	*	*
"NA" Not Available *None				

DEPARTMENT OF PARKS AND RECREATION	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	2,814	2,823	*	*
- On Road Total	1,735	1,752	*	*
- Light Duty	599	615	*	*
- Medium Duty	758	755	*	*
- Heavy Duty	378	382	*	*
- Off Road/Other Equipment	1,079	1,071	*	*
Vehicle in-service rate (%)	91%	92%	*	*
Fleet miles per gallon (FMPG)	8.8	8.8	*	*
Collisions in City vehicles	634	616	*	*
Collisions per 100,000 miles involving City vehicles	7.6	7.3	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.4	4.3	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
City employees trained in defensive driving	1,970	1,913	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$58,849	$95,964	*	*
"NA" Not Available *None				

POLICE DEPARTMENT	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	8,864	8,652	*	*
- On Road Total	7,862	7,681	*	*
- Light Duty	6,131	5,914	*	*
- Medium Duty	1,318	1,320	*	*
- Heavy Duty	413	447	*	*
- Off Road/Other Equipment	1,002	971	*	*
Vehicle in-service rate (%)	90%	89%	*	*
Fleet miles per gallon (FMPG)	9.0	8.6	*	*
Collisions per 100,000 miles involving City vehicles	6.3	5.4	*	*
Revenue from recoverable affirmative claims	$1,092,396	$1,007,620	*	*
"NA" Not Available *None				

FIRE DEPARTMENT	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	2,232	2,257	*	*
- On Road Total	2,077	2,096	*	*
- Light Duty	311	311	*	*
- Medium Duty	453	450	*	*
- Heavy Duty	1,313	1,335	*	*
- Off Road/Other Equipment	155	161	*	*
Vehicle in-service rate (%)	78%	76%	*	*
Fleet miles per gallon (FMPG)	4.0	4.2	*	*
Collisions in City vehicles	1,659	2,033	*	*
Collisions per 100,000 miles involving City vehicles	9.4	11.5	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.8	1.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	1.6	1.8	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.4	*	*
Revenue from recoverable affirmative claims	$390,127	$606,509	*	*
"NA" Not Available *None				

DEPARTMENT OF CORRECTION	Actual		Target	
INDICATORS	FY25quite	FY26	FY26	FY27
Vehicles	698	721	*	*
- On Road Total	573	587	*	*
- Light Duty	242	256	*	*
- Medium Duty	157	158	*	*
- Heavy Duty	174	173	*	*
- Off Road/Other Equipment	125	134	*	*
Vehicle in-service rate (%)	93%	91%	*	*
Fleet miles per gallon (FMPG)	7.7	7.5	*	*
Collisions in City vehicles	97	100	*	*
Collisions per 100,000 miles involving City vehicles	3.0	3.1	*	*
Preventable collisions per 100,000 miles involving City vehicles	2.5	2.2	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
City employees trained in defensive driving	587	303	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$9,553	$10,246	*	*
"NA" Not Available *None				

DEPARTMENT OF EDUCATION	Actual		Target	
INDICATORS	FY25	FY26	FY26	FY27
Vehicles	227	225	*	*
- On Road Total	216	210	*	*
- Light Duty	94	92	*	*
- Medium Duty	100	101	*	*
- Heavy Duty	22	17	*	*
- Off Road/Other Equipment	11	15	*	*
Vehicle in-service rate (%)	100%	NA	*	*
Collisions in City vehicles	NA	NA	*	*
City employees trained in defensive driving	NA	NA	*	*
Revenue from recoverable affirmative claims	$3,379	$3,607	*	*
"NA" Not Available *None				

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Several Fiscal 2027 targets for citywide fleet indicators were revised upward:
  - 'Total Fleet Size' was revised from 28,650 to 28,825.
  - '—On-Road Fleet Total' was revised from 23,750 to 23,925.
  - '— Light Duty' was revised from 11,700 to 11,750.
  - '— Medium Duty' was revised from 4,400 to 4,425.
  - '— Heavy Duty' was revised from 7,650 to 7,750.
  - '— Alternative Fuel Vehicles' was revised from 22,500 to 23,500.
  - '— Alternative Fuel Vehicles in City Fleet (%)' was revised from 79 percent to 82 percent.
  - '— Electric Vehicle Charging Ports Installed' was revised from 250 to 300.
  - '— Cumulative Electric Vehicle Charging Ports' was revised from 2,500 to 2,650.
  - '— Vehicles Purchased' was revised from 1,700 to 2,200.
- The indicator 'Vehicle in-service rate (%)' is no longer reported separately for DOHMH and DOE. It is included in the DCAS indicator as both are DCAS client agencies.

ADDITIONAL RESOURCES

- DCAS Fleet Management:
  www.nyc.gov/site/dcas/agencies/fleet-services.page
- NYC Fleet Newsletter:
  www.nyc.gov/site/dcas/agencies/fleet-news.page
- Air Pollution from City Vehicles Report (Local Law 38):
  www.nyc.gov/assets/dep/downloads/pdf/air/2024-annual-air-noise-reports.pdf
- DCAS Fleet Sustainability:
  www.nyc.gov/site/dcas/agencies/fleet-sustainability.page
- DCAS Fleet Training:
  www.nyc.gov/site/dcas/agencies/fleet-training.page
- Fleet Vehicle Auctions:
  www.nyc.gov/site/dcas/business/vehicle-auction.page
- High School Automotive Internship Program:
  www.nyc.gov/site/dcas/employment/internship-and-fellowships-high-school-automotive-internship-program.page
- Map of DCAS Public Access Charging Stations:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/public-access-charging-stations-map.pdf

- NYC Clean Fleet Plan:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/NYC-Clean-Fleet-Update-September-2021.pdf
- NYC Clean Fleet Transition Plan:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/clean-fleet-transition-plan-october-2022.pdf
- NYC Clean Fleet Update:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc-dcas-clean-fleet-update-report-2024.pdf
- NYC Greenhouse Gas Inventories:
  www.nyc.gov/content/climate/pages/initiatives/nyc-greenhouse-gas-inventories
- NYC Fleet Daily Service Report:
  www.nyc.gov/site/operations/performance/fleet-report.page
- NYC Safe Fleet Transition Plan:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf
- Safe Fleet Transition Plan Update:
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/2025/nyc-safe-fleet-transition-plan-update-2025.pdf
- Transition of the Citywide Fleet to Electric Vehicles (Local Law 140):
  https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/local-law-140-2023-on-transition-to-electric-fleet-vehicles-report-2025.pdf
- Use-Based Fuel Economy Report (Local Law 75):
  www.nyc.gov/assets/dcas/downloads/pdf/fleet/2026/local-law-77-use-based-fuel-economy-2013-2025.pdf

FLEET DEFINITIONS

Alternative fuel vehicles:
The total number of City vehicles that are using alternative fuel.

Alternative fuel vehicles in City fleet (%):
The percentage of City vehicles that are using alternative fuel.

Automotive repair personnel:
The number of City personnel assigned to repair and maintain City fleet for the year.

Average age of fleet (months):
The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/ PMMR reporting period).

B100/RD100 equivalent used (gallons):
The volume of diesel used in a year equivalent to 100% biodiesel (B100) and 100% renewable diesel (RD100). For example, 100 gallons of B20 (20% biodiesel) would equal 20 gallons of B100 equivalent.

Citywide fleet size:
The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

Collisions in City vehicles:
The number of collisions in the year as reported by City agencies.

Collisions per 100,000 miles involving City vehicles citywide:
The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

Cumulative electric vehicle charger ports:
The total number of ports available for all electric vehicle chargers. Many of the City's EV chargers are dual port and can support charging two vehicles at the same time.

Daily fleet in-service targets achieved (%):
The percentage of days the target for vehicle in-service rate was met.

Electric chargers installed:
The number of chargers installed for City electric powered vehicles.

Electric vehicles:
The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving:
The number of City employees trained in defensive driving centrally.

Fast chargers:
Also known as Level 3 or Direct Current (DC) Fast Charging. Level 3 fast chargers deliver 480V via a direct-current (DC) plug.

Fatalities involving collisions in nonemergency City vehicles:
The number of fatalities to City employees and all other parties involved in collisions that included one or more nonemergency City fleet vehicle (and no City emergency response vehicle).

Fleet acquisition expenditures (capital) ($000,000):
The amount of capital funds spent on City fleet during the year.

Fleet acquisition expenditures (expense) ($000,000):
The amount of expense funds spent on City fleet during the year.

Fleet fuel expenditures ($000,000):
The amount spent on fuel for City fleet during the year.

Fleet miles per gallon (FMPG):
This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator but offers a general view of fuel efficiency for the City fleet.

Fleet repair expenditures ($000,000):
The amount spent on repair and maintenance of City fleet during the year.

Fleet support personnel:
The number of City personnel assigned to administer and support City fleet operations for the year.

Heavy duty:
On-road vehicles over 14,000 Gross Vehicle Weight (GVW).

Injuries involving collisions in City vehicles:
The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

Injuries involving collisions in City vehicles per 100,000 miles:
The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

Injuries involving preventable collisions per 100,000 miles:
The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

Light duty:
On-road vehicles 8,500 GVW or less.

Medium duty:
On-road vehicles over 8,500 but not more than 14,000 GVW.

Off-road electric vehicles:
The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

Off road/Other equipment:
Non road vehicles and specialized equipment used for construction, agriculture, and recreation. Equipment includes front- end loaders, forklifts, generators, and tractors.

On-road electric vehicles:
The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

On-road fleet total:
The total number of on-road vehicles in the City-managed fleet and the subtotals by vehicle size.

Preventable collisions in City vehicles:
A collision in which the driver, by their own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

Preventable collisions per 100,000 miles involving City vehicles citywide:
The number of preventable collisions reports per 100,000 miles in the citywide fleet.

Purchased vehicles compliant with Local Law 38 (%):
The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light- and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

Revenue from recoverable affirmative claims:
The amount of money recovered following collisions in City vehicles.

Vehicle and biodiesel fuel used (gallons):
The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

Vehicle in-service rate (%):
The percentage of fleet in full service.

Vehicles purchased:
The number of City fleet vehicles acquired.

LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education

*"DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education
Administration of Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNY (formerly known as "Council on the Environment")
Brooklyn Borough President	Human Resources Administration
Business Integrity Commission	Landmarks Preservation Commission
Campaign Finance Board	Law Department
City Commission on Human Rights	Manhattan Borough President
City Council	Mayor's Office
Civilian Complaint Review Board	New York City Emergency Management
Department for the Aging	NYC Economic Development Corporation
Department of Buildings	Office of Administrative Trials and Hearings
Department of City Planning	Office of Chief Medical Examiner
Department of Citywide Administrative Services	Office of Labor Relations
Department of Consumer Affairs	Office of Management and Budget
Department of Cultural Affairs	Office of Payroll Administration
Department of Design and Construction	Office of the City Clerk
Department of Finance	Office of the Comptroller
Department of Homeless Services	Office of the Public Advocate
Department of Housing Preservation and Development	Queens Borough President
Department of Information Technology and Telecommunications	Sheriff's Office
Department of Investigation	Sports Commission
Department of Probation	Staten Island Borough President
Department of Records and Information Services	Tax Commission
Department of Small Business Services	Taxi and Limousine Commission

SPENDING AND BUDGET INFORMATION

FISCAL 2026 MAYOR'S MANAGEMENT REPORT (MMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2025 Annual Comprehensive Financial Reports and the planned amounts for Fiscal 2026. Figures cited reflect all funds.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311
- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation.

For more information, refer to:

- NYCHA's Annual Plan and Financial Information Webpage:
  http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page
- SCA's Proposed Five Year Capital Plan:
  http://www.nycsca.org/Community/Capital-Plan-Reports-Data

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2026

Section 12c(5) of the Charter requires that the Mayor's Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2025), categorized by the method of procurement used. This information is maintained by the Mayor's Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS' "Annual Procurement Indicators Report" upon its release in September 2026, and other information on City contracting and procurement, please visit: https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page

Accelerated				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
DCAS	58	$132,213,045	27	$499,336,686
Total	58	$132,213,045	27	$499,336,686

Amendment				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	32	($9,713,060)	45	$148,890,663
BIC	1	$103,985	0	$0
CCHR	1	$5,680	3	($19,944)
CCRB	5	$170,532	8	$101,113
DCAS	43	$40,202,218	48	($25,360,949)
DCLA	2	$61,675	0	$0
DCP	3	$387,452	1	$2,400
DCWP	0	$0	9	$4,237,413
DDC	97	($22,446,040)	105	$13,449,777
DEP	87	$61,601,799	78	$95,486,113
DFTA	81	$4,851,177	212	$37,114,446
DHS	65	$573,223,329	46	$946,510,027
DOB	5	$884,072	3	$106,849
DOC	18	$9,132,647	8	$5,085,679
DOE	283	$451,568,763	1,027	$626,740,859
DOF	8	$997,609	8	$7,462,166
DOHMH	119	($567,990,120)	167	($127,421,958)
DOI	2	$345,250	1	$22,422
DOP	2	$180,277	4	$444,866
DOT	42	$16,951,119	41	$114,796,481
DPR	48	$16,058,289	58	$6,963,213
DSNY	19	$216,547,781	9	$48,081,903
DVS	1	$55,000	0	$0
DYCD	356	$81,306,158	444	$229,482,354
FDNY	37	$9,245,650	56	$18,462,849
HPD	32	$57,793,011	74	$28,093,538
HRA	64	$145,960,131	74	($11,904,753)
Law	10	$2,444,830	14	$45,853,729
NYCEM	3	$15,095,000	2	$1,066,438

NYPD	16	$15,244,250	26	$261,940,937
OATH	1	$4,851	3	$208,716
OTI	26	$32,288,688	43	$96,313,281
SBS	86	$40,830,708	82	$113,072,355
TLC	3	$2,862,896	4	$955,361
Total	1,598	$1,196,255,608	2,703	$2,686,238,344

Amendment Extension				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	57	$37,896,434	25	$31,075,234
DCWP	18	$9,797,677	12	$8,004,424
DCAS	48	$26,695,412	31	$76,947,283
DCLA	1	$150,000	2	$530,000
DCP	3	$20,000	3	$99,000
DDC	99	$37,043,181	63	$27,870,575
DEP	73	$44,164,828	55	$28,860,257
DFTA	24	$8,931,023	14	$1,348,605
DHS	36	$530,915,569	53	$597,762,341
DOB	6	$1,062,777	4	$713,897
DOC	6	$1,212,526	9	$7,172,395
DOE	94	$165,575,757	168	$482,376,915
DOF	82	$26,276,108	3	$414,123
DOHMH	1	$208,422	38	$47,089,462
DOI	87	$37,777,468	0	$0
DOP	17	$4,962,653	16	$7,466,051
DOT	59	$155,046,545	55	$35,673,165
DPR	19	$3,512,073	26	$8,301,357
DSNY	30	$1,000,000	11	$3,151,400
DYCD	205	$93,315,495	34	$19,424,582
FDNY	11	$11,952,281	16	$2,708,491
HPD	12	$1,255,844	5	$4,102,474
HRA	74	$472,109,378	47	$292,381,582
Law	10	$52,102,489	7	$2,811,879
NYCEM	8	$1,357,338	3	$3,149,433
NYPD	18	$7,277,206	14	$6,957,579
OATH	0	$0	7	$369,890
OTI	87	$37,777,468	98	$45,311,588
SBS	16	$2,561,478	12	$3,808,807
TLC	6	$2,502,480	4	$989,639
Total	1,207	1,774,459,909	835	$1,746,872,428

Assignment				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	5	$18,522,880	1	$168,613
DCWP	0	$0	1	$39,000,000
DCAS	9	$17,403,559	6	$18,612,835
DDC	39	$79,047,624	11	$50,936,079
DEP	1	$377,352	2	$12,723,810
DFTA	0	$0	2	$14,342,832
DHS	0	$0	3	$10,358,122
DOE	15	$24,115,068	8	$7,504,624
DOHMH	4	$581,330,964	9	$155,182,939
DOT	1	$2,805,286	2	$4,594,323
DYCD	0	$0	2	$3,598,598
DSNY	2	$10,102,076	0	$0
DYCD	2	$902,755	2	$3,598,598
FDNY	1	$16,344,152	0	$0
HPD	0	$0	1	$1,400,000
HRA	3	$31,221,790	5	$43,245,910
Law	0	$0	3	$162,015
NYPD	0	$0	2	$419,034
SBS	0	$0	1	$15,653,297
Total	82	782,173,506	61	$381,501,628

Buy-Against				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
DCAS	0	$0	1	$8,834,790
Total	0	$0	1	$8,834,790

Competitive Sealed Bid				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	2	$988,141	3	$4,943,248
DCAS	62	$448,455,550	62	$747,498,411
DDC	75	$1,068,372,126	65	$1,255,991,973
DEP	49	$2,449,598,869	54	$815,580,629
DHS	2	$11,412,289	4	$16,153,212
DOC	0	$0	2	$8,950,810
DOE	6	$147,912,898	7	$120,210,706
DOF	3	$5,481,355	0	$0
DOHMH	9	$60,855,978	2	$14,648,000
DOT	12	$187,986,098	29	$480,784,142
DPR	86	$401,807,086	74	$491,395,424
DSNY	14	$108,985,079	19	$155,479,239
FDNY	3	$27,551,581	9	$65,295,776
HPD	41	$10,543,087	40	$21,081,352
HRA	2	$4,353,050	2	$8,000,000
NYPD	0	$0	4	$12,616,295
Total	366	$4,934,303,186	376	$4,218,629,217

Construction Change Order				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
DCAS	39	$62,654,190	40	$32,638,284
DDC	696	$48,008,996	668	$118,194,435
DEP	173	$23,333,891	226	$117,353,451
DHS	30	$2,347,038	15	$1,350,607
DOC	0	$0	2	$6,245,121
DOE	0	$0	4	$52,351,735
DOHMH	4	$1,016,534	1	$7,486
DOT	94	$126,674,792	96	$35,567,508
DPR	339	$76,980,936	346	$64,345,348
DSNY	28	$3,808,007	24	-$2,853,201
FDNY	28	$18,552,871	20	$2,924,575
HPD	13	$25,467,267	28	($11,922,454)
HRA	0	$0	1	$207,063
NYPD	2	$322,198	1	$767,109
SBS	10	$10,426,107	20	$14,390,064
Total	1,456	$399,592,825	1,492	$431,567,129

Demonstration Project				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
DCAS	0	$0	1	$4,338,166
DFTA	1	$1,181,250	1	$500,000
DOF	1	$2	0	$0
DOHMH	1	$1,750,000	0	$0
DOT	1	$1	0	$0
Total	4	$2,931,253	2	$4,838,166

Design Change Order				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	1	$100,000	0	$0
DCAS	2	$2,973,500	4	$214,059
DCP	12	$8,927,368	3	$4,088,065
DDC	132	$58,403,899	189	$62,360,638
DEP	38	$33,534,600	35	$59,631,748
DHS	0	$0	1	$306,900
DOB	1	$36,000	0	$0
DOC	1	$500,000	0	$0
DOT	23	$34,591,792	31	$849,104,164
DPR	47	$15,934,333	54	$8,374,282
DSNY	4	($3,548,373)	4	$1,664,097
FDNY	2	($16,344,299)	0	$0
HPD	1	($70,580)	2	($261,875)
Law	0	$0	1	($100,443)
Total	264	$135,038,241	324	$985,381,635

Emergency				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	1	$7,398,376	0	$0
DCAS	1	$56,000	1	$2,807,103
DDC	0	$0	1	$34,707,155
DEP	3	$16,909,900	6	$83,645,742
DHS	33	$492,280,924	1	$7,857,511
DOB	2	$501,878	2	$1,196,400
DOC	0	$0	1	$2,076,504
DOE	2	$5,000,000	1	$6,378,923
DSNY	0	$0	6	$52,397,508
HPD	58	$52,064,402	41	$18,149,599
HRA	3	$748,155,929	0	$0
NYCEM	2	$3,500,000	1	$3,297,120
NYPD	0	$0	5	$4,385,333
Total	105	$1,325,867,409	66	$216,898,897

Government-to-Government Purchase				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	0	$0	1	$138,981
DCAS	2	$38,070	2	$13,670,677
DEP	11	$122,193,468	9	$125,025,402
DOC	1	$10,980,000	0	$0
DOE	1	$897,600	1	$7,918,174
DOHMH	3	$954,973	3	$3,078,424
DOT	1	$78,100	2	$900,000
DPR	1	$76,177	5	$237,117
HPD	1	$13,499,567	0	$0
HRA	1	$65,500	0	$0
Total	22	$148,783,455	23	$150,968,775

Innovative				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
DCAS	0	$0	3	$22,843,430
DDC	18	$10,976,091,573	2	$349,200
DEP	0	$0	1	$185,000,000
DOE	1	$820,741	0	$0
Total	19	$10,976,912,314	6	$208,192,630

Intergovernmental				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	13	$1,199,078	4	$2,342,487
DCAS	26	$56,238,392	29	$45,711,045
DCP	3	$163,889	1	$110,386
DDC	2	$98,294	3	$3,702,512
DCWP	0	$0	1	$28,959
DEP	5	$5,029,083	7	$2,747,905
DFTA	0	$0	1	$226,520
DHS	6	$4,189,840	2	$3,983,369
DOB	0	$0	1	$1,600,000
DOC	2	$191,948	5	$3,665,787
DOE	22	$248,867,213	10	$61,190,827
DOF	3	$288,643	0	$0
DOHMH	7	$93,319,846	4	$9,712,566
DOI	1	$118,363	0	$0
DOT	2	$2,078,902	5	$30,827,714
DPR	1	$94,586	5	$228,568
DSNY	1	$40,166	0	$0
DYCD	0	$0	4	$303,027
FDNY	12	$1,272,943	14	$2,638,233
HPD	4	$37,305,168	2	$9,840,415
HRA	33	$36,950,073	68	$82,439,399
Law	0	$0	1	$487,379
NYCEM	3	$315,426	8	$1,966,261
NYPD	12	$17,434,281	14	$107,014,925
OATH	1	$3,553,939	0	$0
OTI	3	$3,977,843	2	$67,745,510
SBS	2	$46,650	0	$0
TLC	1	$50,264	0	$0
Total	165	$512,824,829	191	$438,513,792

Line-Item Appropriation				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	1	$348,750	0	$0
DCLA	2	$2,283,000	2	$3,054,048
DDC	45	$21,508,207	46	$15,020,195
DFTA	138	$41,226,814	41	$5,483,302
DHS	9	$6,006,248	2	$88,750
DOE	25	$24,295,333	16	$24,108,749
DOHMH	83	$113,460,054	27	$38,627,781
DPR	28	$9,284,375	2	$173,500
DSNY	10	$19,447,500	41	$12,561,927
DVS	2	$37,500	3	$2,090,625
DYCD	744	$312,149,250	563	$117,701,012
FDNY	21	$1,722,375	7	$327,914
HPD	49	$16,728,151	76	$41,459,242
HRA	62	$54,498,765	49	$53,509,449
OTI	0	$0	1	$34,999

SBS	120	$68,176,396	18	$5,465,693
Total	1339	$691,172,717	894	$319,707,185
Listing Application				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
DOE	22	$69,018,121	25	$26,165,906
Total	22	$69,018,121	25	$26,165,906
Micropurchase				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	454	$3,585,863	408	$3,512,944
BIC	30	$63,752	36	$83,039
CCHR	70	$534,358	94	$535,047
CCRB	40	$205,316	52	$190,406
DCWP	49	$232,345	157	$902,430
DCAS	377	$2,037,715	375	$1,857,916
DCLA	56	$229,892	73	$202,429
DCP	105	$485,032	101	$507,281
DDC	138	$882,664	122	$769,079
DEP	1750	$19,371,585	1785	$19,716,649
DFTA	193	$669,669	248	$788,051
DHS	45	$379,718	64	$671,783
DOB	183	$1,021,564	156	$751,399
DOC	702	$8,517,307	748	$8,239,853
DOF	124	$965,843	163	$1,230,383
DOHMH	910	$10,665,239	935	$8,904,889
DOI	168	$1,002,630	145	$870,541
DOP	183	$947,538	158	$926,196
DORIS	144	$498,701	102	$471,035
DOT	675	$8,157,205	676	$8,273,783
DPR	1002	$7,850,715	976	$9,000,505
DSNY	675	$4,619,289	648	$3,973,434
DVS	74	$840,669	42	$263,011
DYCD	393	$1,799,430	342	$1,586,303
FDNY	117	$1,697,270	100	$1,495,923
HPD	17339	$23,757,132	17989	$20,772,337
HRA	228	$2,138,448	155	$1,558,859
Law	303	$494,920	294	$515,916
LPC	60	$569,270	49	$399,936
NYCEM	293	$1,756,571	267	$1,508,784
NYPD	2748	$15,539,976	2473	$14,937,116
OATH	71	$301,329	90	$322,643
OTI	253	$2,001,382	241	$1,984,534
SBS	53	$441,564	50	$335,672
TLC	103	$701,856	128	$938,754
Total	30,108	$124,963,757	30442	$118,998,859

M/WBE Noncompetitive Small Purchase Method				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	57	$9,676,804	66	$10,515,085
BIC	0	$0	1	$203,460
CCHR	2	$184,071	1	$202,294
CCRB	2	$207,287	5	$957,032
DCWP	9	$1,459,740	14	$2,705,550
DCAS	70	$14,793,146	67	$18,214,767
DCLA	8	$2,820,483	6	$3,969,563
DCP	2	$322,235	5	$522,931
DDC	16	$3,865,638	16	$5,625,423
DEP	78	$22,943,401	66	$19,054,582
DFTA	6	$478,946	4	$526,320
DHS	11	$4,927,552	19	$2,627,622
DOB	5	$1,469,930	8	$715,575
DOC	39	$22,072,719	51	$25,148,274
DOE	28	$16,979,914	19	$14,489,050
DOF	22	$6,378,490	16	$4,239,607
DOHMH	75	$53,511,138	52	$31,545,921
DOI	1	$41,560	1	$222,833
DOP	6	$2,562,423	0	$0
DOT	94	$44,276,620	88	$36,964,941
DPR	44	$21,144,853	36	$13,479,792
DSNY	36	$19,049,607	37	$25,608,931
DVS	1	$29,830	0	$0
DYCD	29	$5,598,737	29	$4,268,139
FDNY	62	$21,170,765	62	$15,987,254
HPD	8	$1,387,723	10	$1,299,476
HRA	34	$6,038,211	54	$9,623,547
Law	5	$4,460,080	1	$1,447,364
LPC	1	$22,500	5	$318,518
NYCEM	16	$3,541,022	6	$767,794
NYPD	15	$5,209,010	20	$5,104,163
OATH	8	$524,185	10	$830,194
OTI	159	$43,155,118	154	$43,880,856
SBS	14	$2,386,145	16	$1,486,936
TLC	4	$1,184,451	8	$1,952,348
Total	967	$343,874,334	953	$304,506,144

Negotiated Acquisition				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	3	$17,889,632	10	$50,037,405
DCWP	1	$69,796	0	$0
DCAS	8	$114,948,000	1	$95,000
DCP	2	$150,000	0	$0
DEP	1	$17,462,654	1	$5,642,800
DFTA	0	$0	4	$17,381,673
DHS	1	$929,104,934	0	$0
DOB	1	$26,399,998	0	$0
DOC	3	$1,043,250	2	$876,373
DOE	16	$51,336,327	90	$144,411,194
DOHMH	25	$154,128,296	34	$239,292,819
DOI	2	$15,841,491	0	$0
DOP	0	$0	1	$468,750
DOT	1	$1,200,000	2	$16,864,000
DPR	2	$3,543,742	0	$0
DSNY	0	$0	3	$52,358,398
DVS	0	$0	1	$450,000
DYCD	74	$172,068,187	194	$96,576,593
HPD	3	$12,930,480	2	$86,616,988
HRA	42	$148,750,012	1	$4,257,717
Law	46	$33,008,479	64	$73,361,379
SBS	0	$0	1	$8,597,000
OTI	3	$66,794,423	1	$2,631,342
TLC	0	$0	1	$1,622,660
Total	234	$1,766,669,701	413	$801,542,090

Negotiated Acquisition Extension				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	10	$18,394,984	12	$6,329,668
DCWP	0	$0	0	$0
DCAS	3	$550,001	2	$1,500,001
DEP	1	$799,960	1	$1,271,272
DFTA	6	$4,226,932	0	$0
DHS	23	$472,213,124	16	$219,893,788
DOC	0	$0	1	$3,941,456
DOF	0	$0	1	$2,076,192
DOHMH	17	$17,464,665	29	$8,696,581
DOP	1	$4,274,907	4	$1,193,458
DYCD	501	$1,234,346,495	146	$499,292,026
FDNY	3	$19,541,190	2	$7,861,483
HPD	0	$0	1	$243,973
HRA	39	$100,875,180	81	$114,443,622
Law	19	$20,556,000	5	$5,369,825
NYPD	1	$481,066	1	$780,000
SBS	29	$57,527,918	20	$6,704,587
Total	653	$1,951,252,422	322	$879,597,933

Renewal				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	27	$109,596,502	187	$4,006,626,775
CCRB	0	$0	1	$37,080
DCWP	2	$38,139,000	2	$109,000
DCAS	18	$224,186,230	30	$253,152,084
DCP	1	$99,000	0	$0
DDC	1	$150,000	5	$11,100,000
DEP	25	$89,758,278	37	$128,162,002
DFTA	141	$486,166,757	170	$477,345,303
DHS	33	$960,928,701	57	$2,033,085,796
DOB	3	$4,030,511	1	$1,198,125
DOC	5	$2,204,287	10	$7,380,332
DOE	524	$1,035,590,190	273	$693,329,773
DOF	4	$3,574,538	8	$23,871,743
DOHMH	12	$49,805,779	14	$88,276,715
DOP	31	$14,127,080	4	$1,945,851
DOT	29	$136,105,435	21	$151,781,948
DPR	0	$0	2	$9,377,803
DSNY	6	$8,801,899	6	$36,086,492
DVS	3	$610,000	2	$500,000
DYCD	77	$200,594,058	43	$154,143,949
HPD	6	$22,740,879	12	$31,011,039
HRA	28	$250,519,632	86	$242,860,337
Law	1	$1,125,000	1	$446,000
NYCEM	7	$90,002,867	2	$70,000,000
NYPD	15	$96,601,836	14	$106,289,595
OATH	1	$371,672	0	$0
OTI	6	$34,470,366	13	$885,645,251
SBS	1	800,000	1	$599,800
TLC	1	286,250	1	$456,946
Total	1008	3,861,386,748	1003	$9,414,819,739

Request for Proposal				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	5	$27,880,010	20	$109,844,205
DCAS	2	$28,560,835	0	$0
DDC	8	$300,711,521	3	$37,013,878
DEP	19	$184,665,234	13	$159,367,342
DFTA	17	$229,726,797	12	$60,450,535
DHS	28	$2,365,365,515	31	$2,590,059,665
DOB	3	$8,998,541	0	$0
DOE	94	$98,785,200	60	$82,355,909
DOF	0	$0	4	$123,259,685
DOHMH	40	$822,591,857	44	$887,303,952
DOT	7	$47,574,459	8	$1,046,569,810
DPR	0	$0	2	$947,732
DSNY	2	$14,429,188	4	$16,970,000
DYCD	78	$195,669,566	21	$66,704,733
FDNY	3	$25,903,582	4	$119,733,687
HPD	11	$26,043,171	5	$59,044,213
HRA	76	$2,067,758,042	102	$482,773,331
Law	0	$0	0	$0
NYCEM	2	$10,750,000	0	$0
NYPD	0	$0	1	$567,000
OTI	1	$100,000	0	$0
SBS	0	$0	11	$147,252,150
Total	396	$6,455,513,518	345	$5,990,217,825

Required Source or Procurement Method				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	1	$74,619	1	$5,164,705
CCHR	0	$0	1	$42,813
DCP	1	$73,375	0	$0
DCWP	1	$60,854	1	$75,000
DEP	4	$228,292,683	5	$12,598,719
DFTA	5	$4,352,584	28	$5,894,401
DHS	2	$73,207,257	0	$0
DOE	45	$60,351,920	4	$3,973,311
DOF	3	$13,788,238	2	$114,743
DOHMH	33	$423,013,578	32	$470,632,775
DOP	0	$0	1	$91,220
DORIS	1	$347,190	0	$0
DOT	1	$4,269,859	0	$0
DPR	1	$74,999	1	$65,000
DYCD	1	$375,000	1	$75,000
FDNY	1	$52,155	1	$99,999
HPD	1	$1,509,904	1	$856,000
HRA	26	$54,619,433	16	$64,774,322
Law	1	$1,439,559	0	$0
OTI	1	$24,517	2	$115,058
Total	128	$865,903,207	97	$564,573,064

Small Purchase				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	9	$1,406,025	6	$580,000
BIC	0	$0	1	$150
CCRB	14	$163,853	15	$230,369
DCWP	3	$153,122	3	$246,948
DDC	2	$118,200	1	$21,609
DEP	23	$1,852,847	13	$982,041
DFTA	0	$0	1	$100,000
DHS	9	$771,390	7	$485,443
DOC	20	$1,812,729	16	$1,229,526
DOE	156631	$458,566,383	167,551	$499,568,197
DOF	1	$67,200	5	$225,352
DOHMH	15	$1,224,832	25	$2,102,771
DOI	16	$963,851	20	$1,032,787
DOP	19	$470,792	12	$277,132
DOT	27	$2,076,292	21	$1,692,583
DPR	75	$3,214,347	61	$3,068,207
DSNY	9	$900,000	8	$800,000
DYCD	6	$123,730	2	$99,557
FDNY	6	$339,864	4	$396,422
HPD	17	$1,524,787	17	$1,460,409
HRA	17	$1,172,813	9	$535,445
Law	1	$13,000	0	$0
NYCEM	5	$396,818	2	$158,500
NYPD	205	$10,288,238	206	$10,200,584
OTI	2	$197,750	0	$0
SBS	5	$97,912	0	$0
TLC	1	$100,000	1	$100,000
Total	157138	$488,016,775	168,007	$525,594,030

Sole Source				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	5	$3,693,460	1	$1,164,300
DCLA	31	$25,682,665	1	$313,572
DCWP	0	$0	1	$99,000
DEP	15	$13,032,526	11	$66,734,802
DHS	0	$0	1	$212,700
DOC	2	$848,188	1	$58,726
DOE	0	$0	1	$117,515,741
DOF	4	$3,591,159	2	$2,922,299
DOHMH	12	$22,771,410	10	$18,638,502
DOI	1	$57,000	1	$99,000
DOP	2	$380,000	0	$0
DORIS	0	$0	1	$107,643
DOT	2	$7,749,192	0	$0
DPR	1	$563,954	2	$1,978,463
DSNY	1	$608,649	1	$51,894
DYCD	1	$40,000	0	$0
FDNY	5	$11,298,935	5	$23,358,834
HPD	2	$188,993	4	$1,909,091
HRA	4	$394,900	6	$2,531,310
Law	1	$150,772	0	$0
NYCEM	2	$1,150,170	0	$0
NYPD	6	$45,814,497	6	$68,730,176
OTI	2	$1,802,811	1	$4,217,436
SBS	3	$1,318,049,750	5	$2,574,820,032
Total	102	$1,457,869,031	61	$2,885,463,521

Task Order				
Agency	Fiscal 2025		Fiscal 2026	
	Count	Value	Count	Value
ACS	2	$2,664,000	7	$25,285,507
CCHR	2	$130,000	1	$270,000
DCWP	3	$586,000	4	$1,271,000
DCLA	0	$0	1	$100,000
DCP	2	$1,676,251	1	$80,000
DDC	169	$296,712,452	149	$298,584,387
DEP	15	$37,189,761	12	$13,293,795
DFTA	5	$290,671	5	$1,476,000
DHS	1	$88,335	4	$236,785
DOB	0	$0	1	$20,000
DOC	19	$45,324,867	16	$55,847,370
DOF	1	$185,000	4	$17,243,109
DOHMH	9	$6,825,000	16	$14,400,000
DOP	1	$46,193	1	$50,000
DOT	41	$22,839,672	46	$64,616,344
DPR	117	$84,960,221	93	$93,720,955
DSNY	1	$2,000,000	1	$150,000
DYCD	2	$350,000	5	$609,787
FDNY	33	$18,247,541	33	$17,898,693
HPD	3	$31,035,319	3	$1,300,992
HRA	6	$5,041,622	10	$12,570,896
Law	3	$3,926,000	1	$100,000
NYCEM	4	$519,060	4	$849,511
NYPD	3	$2,275,584	6	$11,486,312
OATH	0	$0	1	$150,000
OTI	1	$523,004	13	$25,497,092
SBS	3	$610,000	3	$575,000
TLC	0	$0	1	$25,000
Total	446	$564,046,555	442	$657,708,536

MAYOR'S MANAGEMENT REPORT

STATUS OF PROPOSALS

FY 2027–2028 CITYWIDE STATEMENT OF NEEDS

Pursuant to Sections 12(c) and 204(h) of the New York City Charter, this section includes a review of the implementation of the Citywide Statement of Needs. The Citywide Statement of Needs outlines plans for the creation, expansion, or reduction of City facilities. The information contained in this review is provided by the proposing entities and the Department of Citywide Administrative Services.

STATUS DEFINITIONS

Implemented	Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing city space; or for which an expansion, reduction or closing was completed.
In Progress	ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
Ongoing	Proposal for which the City is still actively seeking a site for a facility, or a ULURP or Section 195 application has not yet been filed or a contractor has not been selected.
Modified	Proposal was modified and is included in this Statement or will be included in a later Statement.
Cancelled	City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

Agency/Proposal	Proposed Location	Status
ADMINISTRATION FOR CHILDREN'S SERVICES (ACS)		
Expansion of Horizon Juvenile Detention Center	560 Brook Ave, Bronx, NY 10455 (CD 1)	Ongoing
Expansion of Crossroads Juvenile Detention Center	17 Bristol St, Brooklyn, NY 11212 (CD 16)	Ongoing
Relocation of Division of Child Protection Offices - Queens	Queens (CD 6, 7, 1, 8, 11, 12, 13)	Ongoing
Relocation of Child Protection Services/Units	Queens (CD 1)	Ongoing
Relocation of Staten Island Division of Child Protection and Youth Family Justice	Not yet specified in Staten Island	Ongoing
Relocation from 350 St Marks Place	Not yet specified on Staten Island	Ongoing
BRONX COMMUNITY BOARD (CB) 3		
Relocation of Bronx Community Board (CB) 3 Office	Bronx (CD 3)	Ongoing
BRONX COMMUNITY BOARD (CB) 8		
Relocation of Community Board (CB) 8 Office	3128 Bailey Avenue, Bronx, NY 10463 (CD 8)	Ongoing
BRONX DISTRICT ATTORNEY (DA-BX)		
Expansion of File Storage Space	Not yet specified	Ongoing
New Space Request for Expansion of CJRI Program	Not yet specified in the Bronx	Ongoing
BROOKLYN COMMUNITY BOARD (CB) 6		
Relocation of Community Board (CB) 6 Office	Brooklyn (CD 6)	Ongoing
BROOKLYN COMMUNITY BOARD (CB) 9		
Relocation from 890 Nostrand Ave	Not yet specified in Brooklyn	Ongoing
BROOKLYN COMMUNITY BOARD (CB) 13		
Relocation of Community Board (CB) 13 Office	1919 Surf Avenue, Brooklyn, NY 11224 (CD 13)	Ongoing
BROOKLYN COMMUNITY BOARD (CB) 16		
Relocation of Community Board (CB) 16 Office	Brooklyn (CD 16)	Ongoing
BROOKLYN DISTRICT ATTORNEY (DA-BK)		
Expansion of Brooklyn DA's Office Space	335 Adams Street, Brooklyn, NY 11201 (CD 2)	Ongoing
New Space Request at 350 Jay Street, 8th floor	350 Jay St, Brooklyn, NY 11201	Ongoing
New request for IT Data Center	Not yet specified in Brookllyn	Ongoing
BROOKLYN PUBLIC LIBRARY (BPL)		
Expansion of BPL's New Lots Avenue Branch	665 New Lots Avenue, Brooklyn, NY 11207 (CD 5)	Ongoing
Expansion of BPL's Canarsie Branch	1570-80 Rockaway Parkway, Brooklyn, NY 11236 (CD 18)	Ongoing
CAMPAIGN FINANCE BOARD (CFB)		
Relocation from 80 Maiden Lane, 17th Floor	15 Metrotech Brooklyn, NY 11201	Ongoing
CITY COUNCIL (NYCC)		
Expansion of Basement for Printing Center	250 Broadway, Basement, New York, NY 10007 (CD 1)	Ongoing
DEPARTMENT FOR THE AGING (DFTA)		
Relocation of Older Adult Center from 100 Gold Street, Ground Floor - acquisition	Not yet specified in Manhattan	Ongoing
DEPARTMENT OF CULTURAL AFFAIRS (DCLA)		
New Space Request for DCLA's Studio Museum	144 West 125th Street, NY 10027 (CD 10)	Implemented
New Space Request for DCLA's Noel Printer Foundation	299 DeGraw Street, Brooklyn, NY 11231 (CD 6)	Ongoing

Agency/Proposal	Proposed Location	Status
DEPARTMENT OF DESIGN AND CONSTRUCTION (DDC)		
Additional space at 30-30 Thomson Avenue	30-30 Thomson Avenue, LIC, NY 11101 1st Floor	Ongoing
DEPARTMENT OF EDUCATION (DOE)		
Relocation from 100 Gold Street, p/o 3rd and p/o 4th floors	Not yet specified in Manhattan	Ongoing
DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP)		
New Hutchinson River CSO Retention Facility	1675 East 233rd Street Bronx, NY 10466 (CD 12)	In Progress
Relocation of BCS, BWSO, BEC Offices	345 Adams Street, Brooklyn, NY 11201 (CD 2)	Implemented
New Flushing Creek CSO Disinfection Facilities – TI-010 Dichlorination Facility	Northeast corner of Flushing Meadows Corona Park adjacent to Allied 3 Building, Queens, NY Block: 2018, Lot:1 or 131-33 Avery Avenue Queens, NY 11355 (CD 7) Block: 5066, Lot: 47	Implemented
New Stormwater Pump Stations - Rockaway HFFRRF	Queens (CD 14)	In Progress
Relocation of St. Albans Pumping Station	Borough Block Lot (BBL) 10301 28 Queens, CD 12	Ongoing
New Space Request for Newtown Creek CSO Storage Tunnel	Brooklyn, Queens	Implemented
Relocation for parking (250 Livingston Street)	2 Metrotech, Brooklyn, NY 11201	Ongoing
DEPARTMENT OF HOMELESS SERVICES (DHS)		
Relocation of Distribution and Fleet Services	Brooklyn	Ongoing
New Transitional Shelter Facilities for Homeless Individuals and Families	Not yet specified	Ongoing
Relocation from 33 Beaver Street	Not yet specified in Manhattan	Ongoing
Relocation of HVAC Unit from 116 Williams Avenue	Not yet specified in Brooklyn	Ongoing
DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT (HPD)		
Relocation of Code Enforcement and Canine Unit	Manhattan (CD 10)	Ongoing
Relocation of 3280 Broadway Upper Manhattan Code Office	Manhattan (CD 6)	Implemented
Relocation of Northern Manhattan Code Enforcement Units	Manhattan	Ongoing
Relocation from 100 Gold Street per Mayor/EDC Initiative	Not yet specified in Manhattan	Ongoing
DEPARTMENT OF MENTAL HEALTH AND HYGIENE (DOHMH)		
Closure of DOHMH Manhattanville Facility	160 West 100th Street, New York, NY 10025 (CD 7)	Ongoing
Relocation of Vector and Pest Control Services	2500 Halsey St, Bronx, NY 10461 (CD 10)	Ongoing
DEPARTMENT OF PARKS AND RECREATION (DPR)		
Relocation from 100 Gold Street, 3rd floor	Not yet specified in Manhattan	Ongoing
New request for repair facility for vehicles in Staten Island	336-346 Meredith Avenue, Staten Island 10314	Ongoing
New space request at 88-11 165th Street for lockers in HRA space	88-11 165th Street, Jamaica, NY 11432	Ongoing
DEPARTMENT OF PROBATION (DOP)		
Relocation of Bedford-Stuyvesant NeON Office	Bedford-Stuyvesant, Brooklyn, NY (CD 3)	Ongoing
Expansion of Queens Borough Office	162-24 Jamaica Avenue, Queens, NY 11432 (CD 12)	Ongoing

Agency/Proposal	Proposed Location	Status
DEPARTMENT OF SANITATION (DSNY)		
Relocation of Bronx 3A Broom Garage	Bronx (CD 3)	Ongoing
Relocation of Bronx 9/10/11 Garage	Bronx CDs (9, 10, and 11)	Ongoing
Relocation of Bronx Lot Cleaning Unit	Bronx	Ongoing
Consolidation of Garages, Broom Depot, and Manhattan Borough Command	425 East 25 Street, New York, NY 10010 (CD 6)	Ongoing
Relocation of District Garage	31-11 20th Avenue, Queens, NY 11105 (CD 1)	Ongoing
New Dual-District Garage	1323 West Service Road, Staten Island, NY 10309 (CD 3)	Implemented
Relocation of Bronx District 2 Garage	Bronx (CD 2)	Ongoing
Relocation of Greenpoint Warehouse	Brooklyn	Ongoing
Expansion request for additional ~25,000 SF for parking near M9 garage	336-346 Meredith Ave, Staten Island, NY 10314	Ongoing
Relocation from 616 Casanova Avenue	690 Casanova St, Bronx, NY 10474	Ongoing
DEPARTMENT OF TRANSPORTATION (DOT)		
Expansion and Relocation of Citywide Concrete Program - Bronx	4855 Baldwin Street, Bronx, NY 10470 (CD 12)	Ongoing
Expansion of Sidewalk Inspection Management - Fleet Support	151 South Macquesten Ave, Bronx, NY 10550 (CD 12)	Ongoing
Relocation of Bridges Preventative Maintenance Unit	4855 Baldwin Street, Bronx, NY 10470 (CD 12)	Implemented
Expansion and Relocation of Citywide Concrete Program - Brooklyn	688 Court Street, Brooklyn, NY 11231 (CD 2)	Ongoing
New Sidewalk Inspection Management Field Office - Green Wave Program	688 Court Street, Brooklyn, NY 11231 (CD 2)	Ongoing
Relocation of Brooklyn Sign Shop	688 Court Street, Brooklyn, NY 11231 (CD 2)	Ongoing
Relocation of Sidewalk Inspection Management - Concrete Crushing	46-81 Metropolitan Avenue, Queens, NY 11385 (CD 5)	Ongoing
New Field Office for Green Wave Program	31-08 Northern Blvd, Queens, NY 11101 (CD 1)	Ongoing
Relocation of Traffic Management Center	315 East 149th Street, Bronx, NY 10451 (CD 1)	Cancelled
New request for lease at 688 Court Street (Industrial Space)	Not yet specified in Brooklyn	Ongoing
Relocation from 59 Maiden Lane, 34th and 35th	1 Centre Street, New York, NY 10007	Ongoing
FIRE DEPARTMENT (FDNY)		
New request for storage space at 66-26 Metropolitan Avenue	66-26 Metropolitan Ave, Middle Village, NY 11379	Ongoing
Relocate from Queens 49 Street Lot BBL:4-2575-26	49th St, Maspeth, NY 11378	Ongoing
HUMAN RESOURCE ADMINISTRATION (HRA)		
Relocation of Bainbridge Job Center	Bronx (CD 6)	Ongoing
Relocation of Programs from 33-28 Northern Blvd.	Queens (CD 2)	Ongoing
Relocation of HASA/APS office	Not yet specified in Manhattan	Ongoing
Relocation of HRA HASA Manhattan Facililty	400 8th Avenue, New York NY 10001 (CD 5)	Ongoing
Relocation of HRA's Administrative Offices	TBD	Ongoing
Relocation from 33-00 Northern Blvd, Queens	31-00 47th Ave, LIC, NY 11101	Ongoing
Early Termination 88 3rd Avenue, Brooklyn	Not yet specified in Brooklyn	Ongoing
Relocation from 400 8th Avenue	Not yet specified	Ongoing
Relocation from 151 W Broadway, Manhattan	250 Broadway, New York, NY 10007	Ongoing
Relocation from 88-11 165th Street	Not yet specified in Queens	Cancelled
Relocation from 33-28 Northern Blvd, Queens	31-00 47th Ave, LIC, NY 11101	Ongoing
MANHATTAN COMMUNITY BOARD (CB) 7		
Relocation from 250 W 87th Street	Not yet specified in Manhattan	Ongoing
MAYORS OFFICE OF CRIMINAL JUSTICE (MOCJ)		
Request for additional space in City-owned property in Staten Island	Staten Island (CD 1)	Ongoing
Request for new space at 100 Centre Street	100 Centre St, New York, NY 10007	Ongoing
Expansion at 125-01 Queens Blvd	125-01 Queens Blvd, Kew Gardens, NY 11415	Ongoing
Expansion for additional space at 265 East 161st Street	265 E 161st St, Bronx, NY 10451	Ongoing
Expansion for additional space at 100 or 111 Centre Street	100 or 111 Centre St, New York, NY 10007	Ongoing

Agency/Proposal	Proposed Location	Status
MAYORS OFFICE OF ECONOMIC OPPORTUNITY (MOEO)		
Relocation from 1 MTC into 1 Pierrepont Plaza, 4th Floor (LAW space)	1 Pierrepont Plaza, Brooklyn, NY 11201	Ongoing
MAYORS OFFICE OF MEDIA AND ENTERTAINMENT (MOME)		
Relocation of Press Credentials Office	Lower Manhattan	Ongoing
Relocation of TV and Radio Master Control	Downtown Brooklyn	In Progress
NEW YORK CITY POLICE DEPARTMENT (NYPD)		
Relocation of Bronx Tow Pound	Fordham Landing, Bronx (CD 7)	Ongoing
Relocation of Special Victims Offices - Brooklyn	45 Nevins Street, Brooklyn, NY 11217 (CD 2)	Ongoing
Relocation of Pier 76 Tow Pound	Manhattan	Ongoing
Relocation of Service Station 8	27-10 49th Avenue, Queens, NY 11101 (CD 2)	Ongoing
Relocation of Internal Affairs Bureau Groups	Queens	Ongoing
Relocation of Citywide Units	Not yet specified	Ongoing
Relocation of K9 Unit	Not yet specified	Ongoing
Relocation of Special Operations Division/Training Bureau	Not yet specified	Ongoing
Relocation of Transit District 33	Brooklyn	Ongoing
Relocation of Manhattan North	Manhattan (CD 10)	Ongoing
Relocation of Internal Affairs Bureau	Manhattan (CD 10)	Ongoing
Consolidation of Staten Island Specialized Units	1441 South Ave (AKA Corporate Commons III), 6th Floor, Staten Island, NY 10314 (CD 2)	Ongoing
Relocation request to consolidate 3 IAB sites into 151 Maujer Street (City-owned property)	151 Maujer St, Brooklyn, NY 11206	Ongoing
New request for parking lot for Brooklyn and Queens Auto Pound System	Not yet specified	Ongoing
New request for parking in 103rd Precinct	90-01 168th St, Jamaica, NY 11432	Ongoing
OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS (OATH)		
Relocation of Hearings Center - Staten Island	Staten Island	Ongoing
OFFICE OF COURT ADMINISTRATION (OCA)		
Relocation of Department Offices	1 Pierrepont Plaza, Brooklyn, NY 11201 (CD 2)	Implemented
OFFICE OF COLLECTIVE BARGAINING (OCB)		
Relocation from 100 Gold Street, 4th floor	Not yet specified in Manhattan	Ongoing
OFFICE OF THE MAYOR		
Relocation from 100 Gold Street, Basement and 2nd floor	Not yet specified in Manhattan	Ongoing
Relocation of MOME at 1697 Broadway	120 Broadway, New York, NY 10004	Implemented
OFFICE OF TECHNOLOGY AND INNOVATION (DOITT/OTI)		
Relocation of Citywide Service Desk and NYC3	Brooklyn	In Progress
Relocation from 80 Maiden Lane into former HRA space at 15 Metrotech	15 Metrotech, Brooklyn, NY 11201	Ongoing
QUEENS DISTRICT ATTORNEY (DA-QN)		
Expansion of Office Space	111-15 Queens Boulevard, Queens, NY 11375 (CD 6)	Ongoing
New request for Lecture Hall and expansion of IT needs at 120-55 Queens Boulevard	120-55 Queens Blvd, Kew Gardens, NY 11424	Ongoing
New request for warehouse to store evidence	Not yet specified in Queens	Ongoing
TAXI AND LIMOUSINE COMMISSION (TLC)		
Relocation of Headquarters	80 Pine Street, New York, NY 10005 (CD 1)	Implemented

AGENCY INTERNAL CONTROLS

CITY CHARTER INTERNAL CONTROL REPORTING REQUIREMENT

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2025 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Risk Management and Compliance compiled these statements based upon reviews by 37 mayoral agencies. The review encompassed internal control evaluations provided by the agencies, applicable State and City Comptrollers' audit reports, and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations.

SUMMARY STATEMENTS ON THE STATUS OF INTERNAL CONTROL SYSTEMS

Agencies indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified areas that were sufficient, but with weaknesses, which are addressed below. These agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

Administration for Children's Services

The Administration for Children's Services (ACS) reports ongoing activities with respect to oversight and enhancement of its internal control environment. The agency reports continued efforts with respect to updating and strengthening systems technology including systems controls and security. ACS practice, written policies, and procedures are constantly evolving, and reports continued efforts to develop written policies and procedures with respect to child safety and welfare, under the guidance of federal, state, and local oversight. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and use of information technology systems.

Business Integrity Commission

The Business Integrity Commission (BIC) reports ongoing activities with respect to the review and oversight of its internal control environment through continued coordination with the NYC Office of Technology and Innovation and its Cyber Command to carry out the most current level of cyber-security and information technology protocols and procedures, including continued implementation of multi-factor authentication, as well as agency-wide cyber-security training. Additionally, BIC regularly monitors its internal control environment to strengthen and protect against vulnerabilities through self-assessment, management review, increased efficiency of operations, efforts to update and document policies and procedures to ensure continuity, and information technology controls as well as various reporting and training requirements.

City Commission on Human Rights

CCHR's internal control environment is adequate and sufficient to maximize the integrity of its operations. The following are additional actions CCHR has taken in Fiscal Year 2025 and 2026 to strengthen its internal control environment and systems: implementation of new policies and procedures to ensure uninterrupted workflow and strengthen internal controls.

Civilian Complaint Review Board

The Civilian Complaint Review Board (CCRB) reports ongoing oversight and activities to strengthen its system of internal controls. CCRB reports continued efforts with respect to the segregation of responsibilities as well as the implementation of compensating controls over inventory. CCRB will continue to take appropriate corrective actions and will monitor its overall system of internal controls through internal reviews.

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) reports ongoing oversight and continuation of activities to strengthen its internal control environment. These activities include maximizing the effectiveness and integrity of the agency's operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities, while adhering to all applicable rules, regulations, and laws. DCAS will continue to monitor its overall internal control environment through internal audits, corrective action initiatives, information technology and risk assessments, and external audit engagements.

Department of Cultural Affairs

The Department of Cultural Affairs (DCLA) continues to monitor its internal control environment through the ongoing evaluation of day to day operations, continuous assessment of agency processes and procedures, and through the use of information technology systems. In particular, with the assistance of OTI, DCLA continues to strengthen the security of its computing systems, increasing security and accessibility features of its Salesforce system and addressing new information technology compliance requirements.

Department of City Planning

The Department of City Planning (DCP) reports continued oversight and monitoring of its internal control environment to ensure effective and efficient agency operations. Furthermore, DCP can provide reasonable assurance that program goals and objectives were effectively met through outcomes that are measurable, such as positive customer feedback and agency targets. DCP will continue to monitor its internal control environment through risk assessments, follow-up activity on external audits, and ongoing management reviews.

Department of Consumer and Worker Protection

The Department of Consumer and Worker Protection (DCWP) reports on the continuation of oversight and activities with respect to maintaining an overall system of internal controls. The agency has continued to refine its IT applications to automate business processes, increase efficiency of operations and strengthen internal controls. DCWP will continue to monitor its internal control environment through internal process reviews and follow-up on external audits.

Department of Design and Construction

The Department of Design and Construction reports continuing oversight and activities to support and strengthen its internal control environment. Ongoing activities include inspections and audits of construction projects to further improve site safety and work quality, providing a safe and secure technology environment, and staff training. DDC will continue the present course of action and will continue to monitor its overall internal control environment through ongoing oversight, internal reviews, and external audit follow-ups.

Department of Environmental Protection

The Department of Environmental Protection (DEP) reports ongoing activities with respect to oversight and monitoring of its internal control environment, including efforts to fully implement computerized maintenance management systems with inventory control modules that support wastewater resource recovery facilities. Further, DEP reports ongoing improvements relative to asset management and inventory controls for computers and related equipment. The agency will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

Department for the Aging

The Department for the Aging (DFTA) continues to strengthen its internal control environment through enhanced fiscal oversight, risk monitoring, and process improvements. During the reporting period of Fiscal Year 2025, DFTA enhanced OIT operations, reporting, analytics, audit and compliance, and fiscal operations, including the successful transition from STARS to VIVE client tracking system. The agency expanded training and technical assistance for VIVE users and strengthened data analytics to improve program monitoring and performance. DFTA continued to strengthen its audit and compliance oversight through organizational enhancements that support monitoring, internal controls testing, and accountability. DFTA will continue to evaluate and strengthen internal controls through ongoing testing, management review, monitoring activities, and field audits to promote accountability and operational effectiveness.

Department of Buildings

The Department of Buildings (DOB) reports continued oversight and monitoring with respect to its internal control environment; specifically, DOB reports ongoing substantive reviews of current operations and implementation of procedural changes, updating technology to support data classification and encryption. The Agency's disaster recovery plan is not fully in compliance with the Comptroller's Directive, as the Agency's plan is being developed as part of the Agency's long-term infrastructure upgrade, which is currently in progress. Additionally, the department will continue to use and expand the DOB NOW online platform to improve services and reporting, including but not limited to, job filing, inspections, and licensing. The agency will continue its course of corrective action with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors, or irregularities through ongoing monitoring of its internal control systems, internal audits, and external audit follow-up activity and risk assessments.

Department of Correction

In Fiscal Year 2025, the Department of Correction continued making significant strides in strengthening its internal control environment by leveraging technology, updating policies, and modernizing procedures. Progress included emergency tabletop exercises, implementation of NYC Comptroller Audit recommendations, and centralizing oversight of all the agency's cashier operations at the court commands under the Finance Division. While work remains in areas such as IT enhancements and efforts to reduce the reliance on paper-based processes, we are steadfast in our mission to improve internal controls and mitigate risk. As DOC continues building towards the Borough-based jails system, we will monitor our internal control environment through the internal audit review unit, internal assessments, and collaboration with oversight partners to ensure we are creating a sustainable, fair, and efficient system for all.

Department of Homeless Services

The Department of Homeless Services (DHS) reports that its internal control environment is adequate, effective and designed to ensure the integrity and efficiency of operations, while minimizing the risk of Agency waste, abuse, or irregularities. DHS will maintain its current corrective action plans and continue monitoring its control environment through close collaboration with Agency partners and the DSS Office of Audit Services.

Department of Finance

The Department of Finance (DOF) reports that its systems of internal control continue to be effective in supporting and improving agency operations. DOF will continue to implement corrective action plans, including enhanced training and system improvements. In addition, the agency will continue to monitor its overall internal control environment through internal audits, follow-up of external audits, internal management reporting, and risk assessments.

Department of Health and Mental Hygiene

The Health Department continues to invest in core public health and mental hygiene work that aims to keep New Yorkers safe and improve chronic disease outcomes. To mitigate health care coverage loss, the Health Department is connecting New Yorkers to resources that enable them to realize their full health potential.

The Health Department continues to strengthen its data systems and data capabilities, enhance its internal processes and controls and implement corrective actions to address recommendations from internal and external assessments. By strengthening its internal capabilities, the Health Department will catalyze achievement of its ambitious health goals.

Department of Investigation

The Department of Investigation (DOI) reports continued oversight and monitoring of its system of internal controls, which it will continue to monitor through its internal audit group and the use of information technology.

Department of Probation

The Department of Probation (DOP) reports oversight and activities to strengthen its internal control environment, including continued focus on performance management reviews and quality assurance. Additionally, DOP added electronic personnel records which will significantly improve efficiency, security, compliance, and records management. The Department also enhanced practices to strengthen its internal control of its financial operations, by implementing technological solutions, and additional review procedures for contracts; while hiring at key positions; including a Payroll Director and an Administrative Chief Officer. DOP continues to adhere to all Office of Technology and Innovation (OTI) cybersecurity procedures and policies. The Department will continue to monitor its internal control environment.

Department of Records and Information Services

The Department of Records and Information Services (DORIS) reports that, taken as a whole, its systems of internal controls were sufficient to ensure effective and efficient agency operations in Fiscal 2025. The agency operated with a deficit staff while continuing to implement additional security controls on the computing infrastructure such as upgrades to public facing web applications, development of public tools, and supporting agency-based mandates of records management and preservation of physical and electronic records. Further, DORIS continued deployment of agencywide cyber training. DORIS will continue to monitor its overall internal control environment through cyber audits, external review and internal assessments. This includes the need to advocate for a single procurement officer, CISO, and agency attorney.

Department of Transportation

The New York City Department of Transportation (DOT) continues to report proactive measures and oversight activities regarding its overall Agency operations. DOT will continue to monitor its system of internal controls through internal assessments, external audits, and management reporting.

Department of Parks and Recreation

The following are additional actions Parks has taken in Fiscal Year 2025 to strengthen its internal control environment and systems. Parks' Internal Audit Unit has completed eight internal and external audits, reviews, and assessments. To minimize loss and recover revenue, Parks performs external audits of concessions, review procedures and practices related to M/WBE contractors and evaluate the effectiveness and delivery of the services provided by Parks' internal operation.

Department of Sanitation

The Department of Sanitation (DSNY) continues to report that all functional areas of internal controls are sufficient and that it monitors its internal control environment through internal audits, selfinspections, risk assessments, and followup on external audit activity. DSNY also reports several enhancements implemented in Fiscal 2025, including new discovery tools for tracking and monitoring IT assets, strengthened user password requirements, enhanced monitoring of the Commercial Waste Zone program, and improved logging and ongoing status monitoring of all stationary onstreet containers installed as part of the City's containerization efforts.

Department of Veterans' Services

During Fiscal Year 2025, the Department of Veterans' Services (DVS) continued to strengthen its internal control environment by reinforcing management oversight, clarifying procedures, improving documentation and recordkeeping, and enhancing monitoring across fiscal, administrative, human resources, procurement, and information technology functions. Where staffing constraints limit full segregation of duties, the Agency utilizes compensating controls, including supervisory review, documented approvals, reconciliations, and escalation procedures. Despite ongoing vacancies, staffing transitions, and budget limitations, DVS remains focused on strengthening accountability, managing operational risks, and maintaining effective controls to support service continuity and reduce the risk of waste, abuse, errors, and operational disruptions.

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) reports ongoing oversight and monitoring of its internal control environment, including continued efforts building upon existing systems designed to improve efficiency and enhance internal controls. DYCD practice, written policies, and procedures are constantly evolving, and reports continued efforts to develop written policies and procedures, under applicable guidance of federal, state, and local oversight. DYCD will continue to monitor its existing internal controls and external audit follow-ups.

Fire Department

The Fire Department (FDNY) reports continued activities with respect to oversight and enhancement of its internal control environment. These ongoing efforts include improvements with respect to further enhancing human resource allocation in the areas of audit, analyses, IT, and performance metrics. FDNY will continue to monitor its overall systems of internal controls through routine operations monitoring, audit activities and risk assessments.

Department of Housing Preservation and Development

The Department of Housing Preservation and Development (HPD) reports continuation of activities to strengthen its system of internal controls. Specifically, in 2025, HPD established a new Office of Compliance and Risk Management, led by a Chief Compliance Officer, whose mission is to ensure the agency adheres to all applicable laws, rules, regulations and contractual obligations. HPD's written policies, and procedures are constantly evolving, and the Agency reports continued efforts to develop written policies and procedures with respect to HPD's mission and adherence to federal, State, and local rules and regulations. HPD will continue to assess its systems of internal controls and take appropriate actions including through risk assessment and follow-up on external audits.

Human Resources Administration

The Human Resources Administration (HRA) reports that its internal control environment is adequate, effective and designed to ensure the integrity and efficiency of operations, while minimizing the risk of Agency waste, abuse, or irregularities. HRA will maintain its current corrective action plans and continue monitoring its control environment through close collaboration with Agency partners and the DSS Office of Audit Services.

Law Department

The Law Department continued to strengthen its internal controls and cybersecurity posture through major technology and security initiatives. A key achievement was the successful migration of approximately 2,300 desktops from a legacy domain to a modern, secure environment, improving cybersecurity while enhancing the user experience with Password Self-Service, account consolidation, and single sign-on access to cloud applications. The Department also partnered with OTI to complete a successful Proof of Concept for an advanced Security Information and Event Management (SIEM) solution and is moving forward with procurement to enhance security monitoring and incident response. In addition, the Cybersecurity team is collaborating with OTI to procure the Progress Flowmon network telemetry solution, improving network visibility and threat detection. The Department is also implementing the Forescout Security Core platform with OTI and NYC Cyber Command to strengthen threat detection, regulatory compliance, and operational resilience. Collectively, these initiatives significantly advance the Department's cybersecurity maturity and support the secure delivery of critical legal services.

Landmarks Preservation Commission

The Landmarks Preservation Commission (LPC) reports that its internal control structure is sufficient to meet the internal control objectives of ongoing review and monitoring of programs and its internal control environment, which includes assignment of authority and responsibility and development and enforcement of policies and procedures. LPC is committed to continuously improving and monitoring its internal controls environment.

Mayor's Office of Criminal Justice

Fiscal 2025 represented MOCJ's second full fiscal year operating under an independent agency code, as the Agency continued to build and formalize the staffing, systems, policies, and procedures necessary to support its standalone operations. MOCJ expanded its operational and financial capacity, including dedicated Human Resources, Payroll, Fiscal, Grants, Operations, and Information Technology functions. The Agency strengthened fiscal oversight through enhanced invoice review, monitoring of advances and grant claims, and development of standardized financial policies and procedures. MOCJ also strengthened audit and provider monitoring through a risk-based audit methodology and external audit resources, while continuing to enhance inventory controls and develop agency-specific IT policies and procedures related to access management, cybersecurity, incident response, and continuity planning. These efforts continued into Fiscal 2026 as MOCJ further institutionalized its internal control environment.

New York City Emergency Management

Based on the Financial Integrity Compliance Statement for Calendar 2025 (City Comptroller's Directive #1) and on internal audits, agency management reviews, and audit investigations conducted by external agencies, in the Agency's opinion, New York City Emergency Management's present system of internal controls over its principal operations is sufficient to meet the objective of maximizing the effectiveness and integrity of operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities that would be material to the agency.

New York City Emergency Management reviewed the agency controls on cash receipts, imprest funds, billings and receivables, expenditures and payables, inventory, payroll and personnel, IT controls & procedures, single audit, licenses/permits, violation certificates, leases, concessions, franchises, and internal audit functions and found the internal controls in these areas sufficient to meet internal control objectives of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities.

NYCEM will continue to monitor its internal control environment through internal reviews, external audit follow-ups, and information technology, and will update this statement, in consonance with Section 12c(3) of the New York Charter for Fiscal Year 2026.

Police Department

Based on internal audits, external oversight reviews, and the Department's annual internal control assessment conducted in accordance with the New York City Comptroller's Directive 1 using the Agency-Wide, Financial Internal Controls, Information Technology Internal Controls, and Sub-Division assessment forms, the Department has determined that it maintains a comprehensive system of internal controls. Collectively, these controls provide reasonable assurance the Department objectives are achieved efficiently and effectively; resources are safeguard; applicable laws, regulations, policies, and procedures are followed; significant risks are identified and managed; and financial, operational, information technology, and cybersecurity activities are appropriately controlled and monitored.

The Department's internal control framework integrates governance, risk management, financial management, information technology controls, and operational oversight to reduce the risk of fraud, waste, abuse, errors, and operational deficiencies while promoting accountability, resilience, and continuous improvement.

The Department will continue to use the Directive 1 assessment process to evaluate the effectiveness of its system of internal control, address identified deficiencies, and ensure controls remain responsive to operational, technological, and regulatory changes. Through continued collaboration among various bureaus executive management, oversight functions, and responsible program areas, the Department remains committed to maintaining strong and effective internal controls that support sound decision making, responsible governance, and continuous improvement in accordance with the New York City Comptroller's Directive 1 and Section12(c)(3) of the New York City Charter for Fiscal Year 2026.

Office of Administrative Trials and Hearings

OATH has completed a full agency review in accordance with the principles of internal control identified in prior Directive 1 statement results. Based on those results, OATH's present system of internal controls over its agency operations, internet technology, and financial operations is sufficient to meet internal control objectives of maximizing the effectiveness and efficiency of OATH's operations.

OATH reports ongoing oversight and enhancement of its systems of internal controls including, but not limited to, the following functional areas: operations, IT, and financial operations. In particular, the agency reports its continued effort to contribute to a safe and secure computing environment, including ongoing updates and addition of systems and resources, including enhanced security and controls in the remote environment. OATH will continue to monitor its internal control environment and risk assessment through internal audits and management reviews.

Office of Chief Medical Examiner

The Office of Chief Medical Examiner (OCME) reports that the present internal control structure is sufficient to meet internal control objectives and will continue to monitor its internal control environment through various measures, including but not limited to, risk self-assessment tools, internal audits, segregation of duties and information technology controls.

The Office of Technology & Innovation

The Office of Technology & Innovation (OTI) reports that the current assessment of agency internal controls supports the goals of identifying efficiencies, promoting integrity of agency operations, and addressing vulnerabilities including agency waste, abuse, errors, and irregularities. The agency continues to engage in activities that facilitate review relating to its internal control environment including maintaining adequate policies, practices, and protections relating to the use of current, new, and emerging technologies. OTI will continue to monitor its system of internal control through oversight, internal assessment, and external audit follow-up.

Department of Small Business Services

The New York City Department of Small Business Services (SBS) reports that its internal controls provide sufficient safeguards to reduce the risk of errors or irregularities that could materially affect the agency. SBS continues to strengthen internal approval thresholds and collaborate with NYC Cyber Command to identify system vulnerabilities and implement necessary measures to address any vulnerabilities identified.

Taxi and Limousine Commission

The Taxi and Limousine Commission (TLC) reports that its internal control structure, including internal and external reporting indicators, is sufficient to meet the internal control objectives pertaining to the prevention and detection of errors or irregularities that would impact the agency. The TLC is continuously looking at day-to-day operations to ensure consistent application of these control tools. Through data analytics, including TLC's licensee database of record TAMIS, taxi and FHV trip data, and key indicators, TLC monitors and evaluates agency performance. The Finance Division of the TLC oversees its internal control environment by utilizing policies and procedures, reviewing external audit activity, and leveraging information technology.

AGENCY RULEMAKING ACTIONS FISCAL 2026

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
DCAS	1	1	0
DCP	1	1	0
DCWP	12	9	0
DEP	4	1	0
DFTA	1	0	0
DHS	2	1	1
DOB	16	7	0
DOF	7	7	0
DOHMH	9	5	1
DOT	4	2	0
DPR	2	1	1
DSNY	6	2	0
FDNY	1	0	0
HPD	4	1	0
HRA	3	3	0
OATH	1	0	0
SBS	1	0	0
TLC	5	4	0
TOTAL	80	45	3

*During Fiscal 2026, 45 of 80 rules (56% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time or were adopted as emergency rules. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules: http://rules.cityofnewyork.us/

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2026 Regulatory Agenda? (Y/N)
DCAS	Amends rules implementing a reimbursement program for qualifying nonpublic schools that procure certain security services.	55	14	14-01	7/28/2025	No	Yes
DCP	Implements the Affordable Housing Fast Track established by section 197-f of the New York City Charter.	62	13	13-01 through 13-06	4/20/2026	No	No
DCWP	Clarifies that qualifying holders of either a general vendor license issued by DCWP or a mobile food vendor license issued by DOHMH are eligible to apply for a specialized vending license.	6	2	2-315	9/10/2025	No	No
DCWP	Amends rules relating to debt collectors.	6	2, 5	2-191, 2-193, 5-76, 5-77	2/26/2026	No	Yes
DCWP	Amends the rules governing general vendors by repealing certain provisions and conforming requirements related to documentation of transactions with requirements for other NYC businesses.	6	2	2-307, 2-309-, 2-311	8/5/2025	No	No
DCWP	Adds rules that prohibit charging consumers hidden "junk fees" for hotel stays.	6	5	5-15	1/22/2026	No	Yes
DCWP	Increases penalty amounts for violations of the laws and rules applicable to Immigration Assistance Service Provid-ers.	6	6	6-56	10/22/2025	No	No
DCWP	Expands minimum pay requirements to grocery delivery workers, and clarifies additional requirements of third-party food delivery services, third-party grocery delivery services, and other delivery services.	6	7	7-801 - 7-810	12/29/2025	No	No
DCWP	Clarifies permissible bona fide service charges and all restaurant labor-oriented surcharges.	6	5	5-59	3/20/2026	No	No
DCWP	Amends rules relating to car wash license renewal applica-tions to simplify the license renewal process for reappli-cants and reduce redundancy in paperwork.	6	2	2-433	3/5/2026	No	No
DCWP	Streamlines implementation of Local Law 183 of 2025, which modifies various provisions of DCWP's licensing laws.	6	1	1-02	4/2/2026	No	No
DCWP	Implements Local Law 183 of 2025, which modifies various provisions of DCWP's licensing law.	6	1, 2, 6	1-02, 1-10, 2-251-2-266, 2-312, subch. CC (all), 6-19, 6-22, 6-30, 6-31, 6-35, 6-68	4/2/2026	No	No
DCWP	Amends the penalty schedule for violations of DCWP's home improvement contractor license laws and clarifies home improvement contractors' duty to retain certain documents.	6	2, 6	2-221, 2-223, 6-29	5/20/2026	No	No
DCWP	Amends rules relating to debt collectors.	6	6	6-62	6/29/2026	No	Yes
DEP	Adds a new requirement that certain construction sites that will be in operation after hours will require a noise monitor.	15	28	28-101	12/22/2025	No	Yes
DEP	Adopts the Water Penalty Schedule which will be removed from the OATH rules.	15	65	65-01	7/3/2025	No	Yes
DEP	Establishes an interim flood risk area map.	15	66	66-01, 66-02	9/11/2025	No	No
DEP	Amends the Air Asbestos Penalty Schedule to conform to changes made to the Asbestos Control Program Rules.	15	53	53-02	7/3/2025	No	Yes
DFTA	Amends requirements for Social Adult Day Cares, including changes to registration requirements and to enforcement procedures.	69	2	2-07, 2-21, 2-22, and 2-31	7/8/2025	No	Yes
DHS	Repeals via emergency rulemaking Chapter 6 which pro-vides criteria for placement of unsheltered homeless adults into low-barrier transitional housing.	31	6	6-01, 6-02	1/13/2026	No	Yes
DHS	Makes permanent the repeal of the Low Barrier transisi-tonal housing rule.	31	6	6-01, 6-02	2/12/2026	Yes	No
DOB	Adds new rules regarding the installation of electric energy storage systems.	1	100, 3600	101-19, 3616-07	9/26/2025	No	Yes
DOB	Amends rules relating to potentially structurally compro-mised buildings.	1	100	102-03	12/4/2025	No	Yes
DOB	Amends rules regarding permitting requirements for rotat-ing telehandlers and articulating boom cranes.	1	100, 3300	104-09, 104-20, 104-23, 3319-01	8/21/2025	No	Yes

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2026 Regulatory Agenda? (Y/N)
DOB	Adds a new rule regarding categories of work that do not require a permit when performed by the Department of Parks and Recreation (DPR) or its contractors on land under DPR's jurisdiction.	1	100	101-18	7/24/2025	No	No
DOB	Amends the rule regarding periodic inspection of gas piping systems.	1	100	101-03, 103-10	12/4/2025	No	Yes
DOB	Adds a new section regarding ancillary dwelling units.	1	100	105-08	9/30/2025	No	No
DOB	Adds an appeals process for determinations of substantial damage to buildings made as part of the rapid assessments performed following natural disasters.	1	3600	3606-01	2/19/2026	No	Yes
DOB	Repeals rules related to the electrical code that are now addressed in Title 28 of the New York City Administrative Code or are obsolete.	1	34, 35, 36	34-04, 35-02, 36-01, 36-02	10/22/2025	No	Yes
DOB	Adds new sections regarding refrigeration systems.	1	7000	7011-01, 7015-02, 7015-03	4/15/2026	No	No
DOB	Amends the rules regarding the New York City Electrical Code, electrical work, and civil penalties.	1	100, 4000	101-12, 101-14, 102-01, 104-01, 104-26, 4000-01	11/21/2025	No	Yes
DOB	Amends rules regarding elevators and escalators.	1	11, 100, 3000	11-02, 11-03, 11-04, 11-06, 103-03, 103-19, 103-20, 103-21, 3009-01	5/12/2026	No	Yes
DOB	Amends rule regarding the entities who may perform inspections of gas piping systems.	1	100	101-14, 103-10	5/11/2026	No	No
DOB	Amends the rules regarding fees and waivers for façade inspection reports, parking structure compliance reports, and parking structures in general.	1	100	101-03, 103-04 and 103-13	1/2/2026	No	No
DOB	Amends the definition of Article 7-B compliance.	29	2	46065	6/8/2026	No	No
DOB	Amends the rule to provide enforcement against owners who have filed certification of Article 7-B compliance but who have failed to obtain a residential certificate of occupancy.	29	2	2-12	6/8/2026	No	No
DOB	Amends the rule to add a fine for the failure to file a narrative statement.	29	2	2-11.1	6/8/2026	No	No
DOF	Amends rules to comply with amendments made to the New York City Administrative Code and the Real Property Tax Law in relation to the Industrial and Commercial Abatement Program. Provides criteria to determine when a parking facility is associated with residential construction work under the Industrial and Commercial Abatement Program.	19	36	36-01, 36-02, 36-03, 36-06, 36-15	10/6/2025	No	No
DOF	Amends rules to comply with amendments made to the Administrative Code and the GCL in relation to the Relocation Assistance Credit Per Employee program. This rule amendment also allows DOF to determine the point at which applicable construction is complete under the Industrial and Commercial Abatement Program.	19	36, 61	36-01, 36-03, creates new Chapter 61	11/20/2025	No	No
DOF	Amends rules to authorize State University of New York Downstate Health Sciences University Police Officers to issue parking violations in New York City and updates the names of certain agencies already authorized to issue parking violations reflect such agency's change in name.	19	39	39-01	5/8/2026	No	No
DOF	Allows stipulations under the Stipulated Fine Program and the Commercial Abatement Program for time periods preceding the date of an agreement under either of such programs and clarifies polices relating to late payments under such programs.	19	39	39-03.1, 39-03.2	3/20/2026	No	No
DOF	Amends rules to comply with amendments made to the Real Property Tax Law in relation to the Childcare Center Tax Abatement by extending the abatement to the 2032 tax year.	19	60	60-02, 60-03	3/12/2026	No	No
DOF	Amends rule in relation to the apportionment of tax lot parcels a portion of which were acquired by the City of New York through condemnation proceedings.	19	54	54-02	3/9/2026	No	No

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2026 Regulatory Agenda? (Y/N)
DOF	Amends rules concerning a highway construction or maintenance work area speed photo violation monitoring program to enforce state laws against exceeding posted maximum speed limits in highway construction or maintenance work areas. Establishes the fines and penalties for such violations, provides requirements for the notice of liability that will be sent to motorists and authorizes the Parking Violations Bureau ("PVB") to adjudicate allegations of liability.This rule also amends the City's rules regarding the Weigh-in-Motion Violation Monitoring System to clarify that the PVB will only adjudicate violations occurring within the City of New York.	19	39	39-22, 39-25	5/14/2026	No	No
DOHMH	Provides window safety requirements applicable to modern window types, eliminates the need for a Window Guard Policy and Acceptance Board, and introduces a more efficient process for manufacturers seeking approval of window fall prevention devices.	24	12	Repeal and restate Chapter 12: 12-01, 12-02, 12-03, 12-04, 12-05, 12-06, 12-07, 12-08, 12-09, 12-10, 12-11, 12-12, 12-13	7/23/2025	No	Yes
DOHMH	To further strengthen the confidentiality of information: section 3.25 addresses inspection of records and proceedings of the Department; section 11.11 addresses the confidentiality of reports and records submitted to the Department.	24	Articles 3 and 11	3.25, 11.11	8/21/2025	No	No
DOHMH	Updates provisions regarding staff qualifications, the maximum age of a child allowed in a program, group teachers for younger children, and staff to child ratios.	24	Article 47	47.01, 47.11, 47.13, 47.23	8/19/2025	Yes	No
DOHMH	Updates certain requirements concerning inspections of food service establishments.	24	23	Appendix 23-A, Appendix 23-B, Appendix 23-C	10/16/2025	No	Yes
DOHMH	Establishes rules for the certification required by a qualified environmental professional regarding the maximum levels of radon and certain organic chemical vapors in a basement or cellar apartment in the process of obtaining a temporary or permanent Certificate of Occupancy pursuant to Local Law 126 of 2024 and Local Law 127 of 2024.	24	40	Creates new Chapter 40: 40-01, 40-02, 40-03, 40-04, 40-05, 40-06	10/9/2025	No	No
DOHMH	Repeals and re-enacts Chapter 5 of Title 24 of the Rules of the City of New York to align with amendments to State and local laws that prohibit pet shops from selling or offering for sale dogs, cats or rabbits, and includes provisions governing the prohibition against the sale or offering for sale of guinea pigs.	24	5	5-01, 5-02, 5-03, 5-04, 5-05, 5-06	2/17/2026	No	Yes
DOHMH	Amends Article 203 of the New York City Health Code to align it with recent legislative changes to Article 41 of the New York State Public Health Law, regarding reporting pregnancy loss and induced terminations of pregnancy.	24	Article 203	203.01, 203.03, 203.05, 203.07	5/27/2026	No	Yes
DOHMH	Updates provisions regarding staff qualifications, the maximum age of a child allowed in a program, group teachers for younger children, and staff to child ratios.	24	Article 47	47.01, 47.11, 47.13, 47.23	11/20/2025	No	No
DOHMH	Provides penalties for failure to comply with reporting inspections that include a Legionella sample test, adds a New York State laboratory certification requirement for sample testing, and clarifies requirements for record retention and production.	24	8	8-02, 8-03, 8-04, 8-05, 8-06, 8-07, 8-08, 8-09	4/8/2026	No	No
DOT	Updates various provisions of the Adopt- A-Highway Program.	34	2	2-21	12/29/2025	No	No
DOT	Allows for the designation of areas of DOT pedestrian plazas and open streets for the exclusive use of private patrons subject to certain restrictions and the review and approval of DOT.	34	4	4-16 and 4-21	7/28/2025	No	Yes
DOT	Clarifies bus lane restrictions.	34	4	4-01 and 4-12	10/3/2025	No	Yes
DOT	Adds speed restrictions for people operating bicycles with electric assist ("e-bike") on NYC streets.	34	4	4-01 and 4-06	9/24/2025	No	No
DPR	Adds categories of documents that the Department accepts as proof that a person with a disability is eligible for a reduced Recreation Center Membership fee.	56	2	2-14	6/1/2026	No	Yes

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2026 Regulatory Agenda? (Y/N)
DPR	Authorizes the Department to deny permit applications for special events on property under the Department's jurisdiction during the World Cup and America 250 observation if: (i) the event was not held in the 2025 calendar year; (ii) the event is not a demonstration; and (iii) the Commissioner determines, in consultation with NYPD, that the agencies do not have sufficient resources to ensure public safety and welfare at and around such event.	56	2	2-08	3/25/2026	Yes	No
DSNY	Amends various rules regarding its program for the collection of commercial waste.	16	19, 20	19-103, 20-02, 20-04, 20-20, 20-21, 20-22, 20-26, 20-27, 20-52, 20-57, 20-62,	10/9/2025	No	Yes
DSNY	Amends the rules regarding its program for the collection of commercial waste to include the implementation schedule for the Queens West and Lower Manhattan Commercial Waste Zones.	16	20	20-02	11/25/2025	No	Yes
DSNY	Amends rules relating to notice and hearing requirements for owners, lessors, lienholders and other interested parties of certain vehicles removed pursuant to the New York State Vehicle and Traffic Law.	16	1	1-05.2	1/23/2026	No	No
DSNY	Amends rule governing the time for placing solid waste and recyclable materials out at the curb for collection for those that receive collection on Saturdays in certain Community Boards that choose to opt-in.	16	1	1-02.1	2/20/2026	No	No
DSNY	Amends the rules regarding its program for the collection of commercial waste to include the implementation schedule for the Midtown South and Staten Island Commercial Waste Zones, removes the Queens West implementaiton schedule, and create an application process for infrequent generators of commercial waste.	16	1, 20	1-06, 20-02	4/3/2026	No	Yes
DSNY	Amends the rules regarding its program for the collection of commercial waste to include the implementation schedule for the Brooklyn North and Upper Manhattan Commercial Waste Zones.	16	20	20-02	6/11/2026	No	Yes
FDNY	Revises the amount charged to patients and insurers for Emergency Medical Service (EMS) ambulance treatment and transport service.	3	84	8400-02	5/29/2026	No	Yes
HPD	Allows building owners the option to use a digital sign instead of posting a printed sign in a common area to advise occupants of various requirements of the Housing Maintenance Code.	28	25, 46, 56, 59	25-101, 25-201, 46-01, 56-03, 59-01	1/2/2026	No	Yes
HPD	Amends requirements for the installation and maintenance of smoke detecting devices, carbon monoxide detecting devices and natural gas detecting devices in class A multiple dwellings, class B multiple dwellings and private dwellings.	28	12	12-01, 12-02, 12-03, 12-04, 12-05, 12-06, 12-07, 12-08, 12-09, 12-09.1, 12-09.2, 12-10, 12-11, 12-12.1, 12-13, 12-14	1/2/2026	No	Yes
HPD	Clarifies that when filing an application for exemption from the presumption of the presence of lead-based paint, individual owners of buildings or dwelling units may file an application either by paper or by use of HPD's online portal, while corporate owners must file using the online portal.	28	11	11-07.1, 11-08	11/6/2025	No	Yes
HPD	Amends the CityFHEPS Rules by establishing the Creating Real Impacts at Birth Pilot, changing the contribution for some households renewing with good cause, and increasing the maximum reimbursement for the Unlocking Doors Initiative. Amends HPD Rules to increase the maximum rembursement for the Unlocking Doors Initiative.	28	60	60-02	8/14/2025	No	No
HRA	Adds documents eligible to prove identity and residency.	68	6	3, 4, and 5	7/11/2025	No	No
HRA	Amends the CityFHEPS Rules by establishing the Creating Real Impacts at Birth Pilot, changing the contribution for some households renewing with good cause, and increasing the maximum reimbursement for the Unlocking Door Initiative.	68 and 28	10 and 11 (of Title 68) 60 (of Title 28)	1,4,6, 24 in Chapter 10 1, 3,4,7 in Chapter 11 2 in Chapter 60	8/14/2025	No	No
HRA	Increases the income eligibility standard from 145 percent of the federal poverty level to 150 percent.	68	12	3	10/30/2025	No	No

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2026 Regulatory Agenda? (Y/N)
OATH	Adds to the table of violations conditions eligible for Community Service in lieu of paying a civil monetary penalty if the respondent admits to a Specified Violation alleged in a summons before a hearing date, or if the Specified Violation is sustained after a hearing.	48	7	02(a)	10/29/2025	No	Yes
SBS	Establishes a procedure for submitting rulemaking petitions.	66	20	20-01, 20-02, and 20-03	6/9/2026	No	Yes
TLC	Adjusts utilization rate formula and restricts driver lockouts.	35	59	59D-03, 59D-14, 59D-22	7/2/2025	No	Yes
TLC	Amends rules that govern the ways in which a non-accessible vehicle can be converted to a Wheelchair Accessible Vehicle.	35	59, 67, 82	59C-04, 67-05.2, 82-50	9/25/2025	No	No
TLC	Updates the personal injury insurance coverage requirements.	35	58, 59, 82	58-13, 59A-12, 82-14	9/25/2025	No	No
TLC	Requires that all taxicabs and for-hire vehicles add cyclist awareness decals.	35	58, 59, 82	58-32, 59A-29, 59B-29, 82-33	9/25/2025	No	No
TLC	Corrects the minimum per-mile rate for high-volume for-hire vehicle trips that begin in New York City and end outside of New York City.	35	59	59D-22	9/22/2025	No	No

MMR USER'S GUIDE

What We Do — A summary of agency activities, facilities and resources.

Focus on Equity — Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New Yorkers.

Our Services and Goals — The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

How We Performed — Narrative describing how the agency has progressed in meeting its goals.

Performance Indicators — Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years (or calendar year as identified with CY) wherever available. All CY data is reported from the previous calendar year, i.e. the value reported for Fiscal 2024 in the data table represents Calendar 2023.

Critical Indicator Icon — A star (★) designates indicators that are considered key to agency performance. These indicators also appear on the Citywide Performance Reporting website.

Equity Indicator Icon — A burst (✹) designates indicators that are also reported in the Social Indicators and Equity Report (SIER) and the interactive EquityNYC site, and explore the economic, social, environmental, and physical health of New York City across race/ ethnicity, gender, location, and income.

Target — Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

5yr Trend — This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

Desired Direction — The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

Agency-wide Management — Indicators that apply to broad aspects of management within an agency rather than a single goal.

Agency Customer Service — Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers.

Agency Resources — Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

Spending and Budget Information — Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

Noteworthy Changes, Additions or Deletions — Describes changes to an agency's data.

Additional Resources — Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

INDEX OF AGENCIES

*Non-Mayoral Agencies

This report was produced by
the Mayor's Office of Operations in collaboration
with the City agencies presented within.

CONTRIBUTORS
Jafreicy Amparo-Michel
Jeremy Caba
Grace Francese
Karina Guerra
Winston Holding
Mikaela Hong
Tessa Leverone
Joseph Lormel
Ilana Luther
Katie MacDougall
Marina Peebles
Lauren Quiñones
Caleb Seamon

www.nyc.gov/mmr