

PRELIMINARY MAYOR'S MANAGEMENT REPORT

March 2026

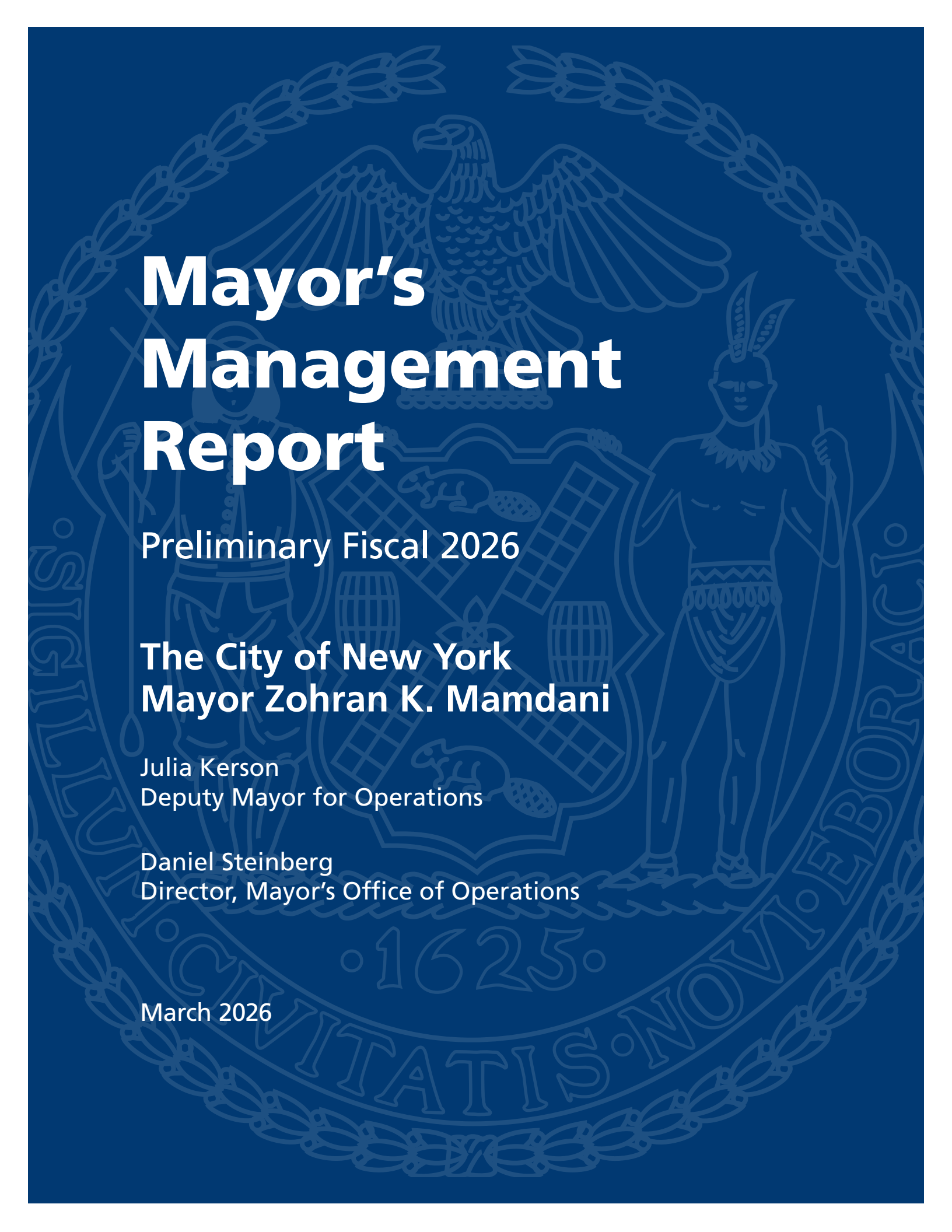
The City of New York
Mayor Zohran K. Mamdani

Julia Kerson
Deputy Mayor for Operations

Daniel Steinberg
Director, Mayor's Office of Operations

NYC



The background of the entire page is a dark blue color. Overlaid on this background is a large, light blue, semi-transparent watermark of the Seal of the City of New York. The seal features an eagle with spread wings at the top, a shield in the center with various symbols, and two Native American figures on the sides. The words "SIGILLUM CIVITATIS NOVI EBORACI" are inscribed around the perimeter, and the year "1625" is at the bottom.

Mayor's Management Report

Preliminary Fiscal 2026

**The City of New York
Mayor Zohran K. Mamdani**

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Deputy Mayor for Operations**

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March 2026



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INTRODUCTION

PRELIMINARY 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 Preliminary Mayor's Management Report (PMMR) covers performance for the first four months of the fiscal year, from July through October. The annual Mayor's Management Report (MMR) covers the 12-month fiscal year period, from July through June. The Charter provisions governing the submission of the PMMR/MMR can be viewed on the Mayor's Office of Operations' website at www.nyc.gov/mmr.

The PMMR and MMR 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 PMMR, results are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years. In the MMR, the most recent five full fiscal years of data are presented.
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 PMMR and MMR 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 unit 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-mail, 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 identifies and describes each component of an agency's chapter.

The PMMR/MMR is available in an interactive web version and in the form of a printable book. Both versions can be viewed at www.nyc.gov/mmr.

Also available at www.nyc.gov/mmr:

4. Definitions for each agency performance indicator including the data source.
5. An archive of previously released reports dating back to 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.

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



Collaborating to Deliver Results



VISION ZERO

Building a Safer City

PARTNER AGENCIES & OFFICES



Office of
Management
and Budget

Mayor's Office
of Operations

District Attorneys'
Offices

Metropolitan
Transportation
Authority (MTA)

| Sheriff's Office

New York City launched 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 careful policy 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 the past 10 years 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.

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, which 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, and NYC Health and Hospitals (H+H). The Task Force also convenes regular specialized working groups on data, marketing, and the City fleet.

Speed management has been a primary goal of Vision Zero since the initiative’s inception. Between Fiscal 2020 and 2025, speeding related crashes resulted in more than 1,500 fatalities on New York City streets and accounted for more than 25 percent of all road deaths. 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 priorities:

- Reducing the speed limit to 25 MPH citywide in November 2014 and to 20 MPH in targeted locations 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. Specifically, the City’s speed camera program was extended through Fiscal 2030. New York State first granted 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. This expansion delivered critical safety benefits to New Yorkers, including decreases in speeding and injuries from speed-related crashes. Additionally, the New York State Senate passed the “Stop Super Speeders Act” in June 2025, which requires the temporary installation of Intelligent Speed Assist (ISA) technology in the vehicles of drivers who accumulate 11 or more points on their license within 18 months or 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 on plans to implement both of these life-saving tools by the end of Fiscal 2026.

After reaching one of the lowest totals on record in Fiscal 2025, overall citywide traffic fatalities in the first four months of Fiscal 2026 increased slightly compared to the same period last year (from 86 to 92). Increases were specifically seen in fatalities of pedestrians (from 35 to 40), motorized two-wheel vehicle operators (from 33 to 34), and motor vehicle occupants (from 15 to 16). Specifically, fatalities of electric bicyclists rose from six to nine, mopeds rose from seven to eight, and car operators increased from 11 to 14. At the same time, fatalities of motorcyclists decreased from 18 to 15, and there were only two fatalities of traditional bicyclists.

Performance Indicators	Agency	Actual					4-Month Actual		PMMR FY26 - FY25 % Change
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	
★ Total traffic fatalities	DOT	271	266	270	276	211	86	92	7.0%
Pedestrian fatalities	DOT	121	115	121	119	110	35	40	14.3%
Traditional bicyclist fatalities	DOT	13	10	10	4	4	3	2	-33.3%
Motorized two-wheel vehicle fatalities	DOT	74	73	86	99	60	33	34	3.0%
— Electric bicycle	DOT	13	9	20	20	14	6	9	50.0%
— Stand-up scooter	DOT	1	5	8	11	3	1	1	0.0%
— Moped	DOT	12	18	19	31	14	7	8	14.3%
— Motorcycle	DOT	45	33	34	31	27	18	15	-16.7%
— Off-road vehicle	DOT	2	8	5	6	2	1	1	0.0%
— Other	DOT	1	0	0	0	0	0	0	
Motor vehicle occupant fatalities	DOT	63	68	53	54	37	15	16	6.7%
— Car	DOT	52	51	37	29	23	11	14	27.3%
— SUV	DOT	9	14	14	22	11	3	2	-33.3%
— Other motor vehicle	DOT	2	3	2	3	3	1	0	-100.0%
★ 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, provide more bicycle lanes, increase visibility of pedestrians and cyclists, and shorten pedestrian crossing distances at Vision Zero priority locations. In the first four months of Fiscal 2026, DOT installed 29 percent more speed humps and cushions (from 87 to 112) compared to the same period of Fiscal 2025. DOT upgraded or added 44 percent more bicycle lane miles (from 9.2 to 13.1) but 60 percent fewer protected lane miles (from 7.1 to 2.8). The decrease in protected bike lane production is primarily due to political opposition during the late stages of project development or, occasionally, during implementation. Additionally, issues relating to contractor operations and capacity delayed production during the critical implementation period in the fall of 2026.

ENFORCEMENT

Data-driven law enforcement that deters dangerous driving behavior reduces traffic fatalities and serious injuries. With this in mind, Vision Zero agencies (including NYPD and TLC) continue 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. In the first four months of Fiscal 2026, six percent more Vision Zero-related moving summonses were issued in total compared to the same period of Fiscal 2025 (from 123,745 to 130,592). This increase was driven by NYPD's six percent increase (from 119,472 to 126,025) whereas TLC issued one percent fewer (from 4,600 to 4,567). Despite the slight decrease, TLC continued to target unlicensed activity in the first four months of Fiscal 2026, which included illegal operators at airports and cruise terminals. Unlicensed operators pose a risk to public safety, and New Yorkers rely on the drivers and vehicles licensed by TLC to provide safe transportation services.

The Vision Zero program makes streets safer by removing unregistered and illegal vehicles from City streets. NYPD's ongoing seizure operations for illegally operated motorcycles, mopeds, and scooters are driving more compliance citywide and therefore reducing the number of illegal devices on the roadways. As such, in the first four months of Fiscal 2026, the number of motorcycles seized decreased eight percent (from 2,483 to 2,289) and the number of mopeds and scooters seized decreased 20 percent (from 6,812 to 5,460) compared to the first four months of Fiscal 2025. Despite the decrease, moped and scooter seizures remain a key priority for NYPD and the level of seizures is still significantly higher than during the first two full fiscal years of reporting (2,773 in Fiscal 2022 and 5,509 in Fiscal 2023). Also contributing to the decrease in seizures is resource reallocation by NYPD to conduct citywide ghost license plate operations starting in Fiscal 2025. In addition to these direct enforcement efforts, NYPD convenes weekly at TrafficStat, where borough police commanders and Vision Zero partners discuss current traffic safety trends, enforcement, education, and engineering.

OUTREACH AND EDUCATION

The City operates over 30,000 owned and leased vehicles, the largest municipal fleet in the United States. DCAS manages this fleet. For these vehicles, DCAS trained 15 percent more City employees in defensive driving in the first four months of Fiscal 2026 compared to the same period of Fiscal 2025 (from 2,450 to 2,813).

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.

Between July and October of Fiscal 2025, 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, and other events held by the New York Metropolitan Transportation Council and NAFA National 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.

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) despite 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.

FLEETS

In July 2025, DCAS announced the expansion of its 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. DCAS is planning to retrofit at least 300 more vehicles in Fiscal 2026.

In August 2025, DCAS received the Green Cross Award for Excellence in Safety from the National Safety Council. One of the most prestigious safety program awards, this honor was celebrated during a ceremony at DCAS’s Fleet Safety Forum. DCAS competed for this award with U.S. Steel, IKEA, and other notable industry leaders.

DATA-DRIVEN SOLUTIONS

By collecting and analyzing data, agencies in the Vision Zero Task Force continuously improve their understanding of roadway incidents to support better decision making. The Vision Zero Data Working Group collaborated with the Department of Design and Construction’s Town+Gown:NYC initiative to prepare for the annual Research on the Road symposium and selected 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.

Performance Indicators	Agency	Actual			Target		4-Month Actual	
		FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total Vision Zero-related moving summonses issued		418,901	383,970	417,324	*	*	123,745	130,592
— NYPD	NYPD	404,188	371,006	403,105	*	*	119,472	126,025
— TLC	TLC	17,575	12,271	14,219	*	*	4,600	4,567
★ Speed humps and cushions installed	DOT	231	443	224	250	250	87	112
Older Adult Centers partnering with DOT to increase feed-back on street safety improvements	DOT	222	214	334	*	*	97	128
Bicycle lane miles installed	DOT	47.7	63.7	51.8	50.0	50.0	9.2	13.1
— Protected	DOT	25.9	32.9	27.9	*	*	7.1	2.8
Leading pedestrian intervals installed	DOT	320	313	316	300	300	247	15
★ Intersections with accessible pedestrian signals installed (CY)	DOT	605	950	772	900	900	253	248
City employees trained in defensive driving citywide	DOT	7,054	11,552	8,037	7,000	7,000	2,450	2,813
Motorcycle seizures	DOT	10,409	7,714	5,960	*	*	2,483	2,289
Moped/Scooter seizures	NYPD	5,509	20,456	16,674	*	*	6,812	5,460
★ 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-vision.								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

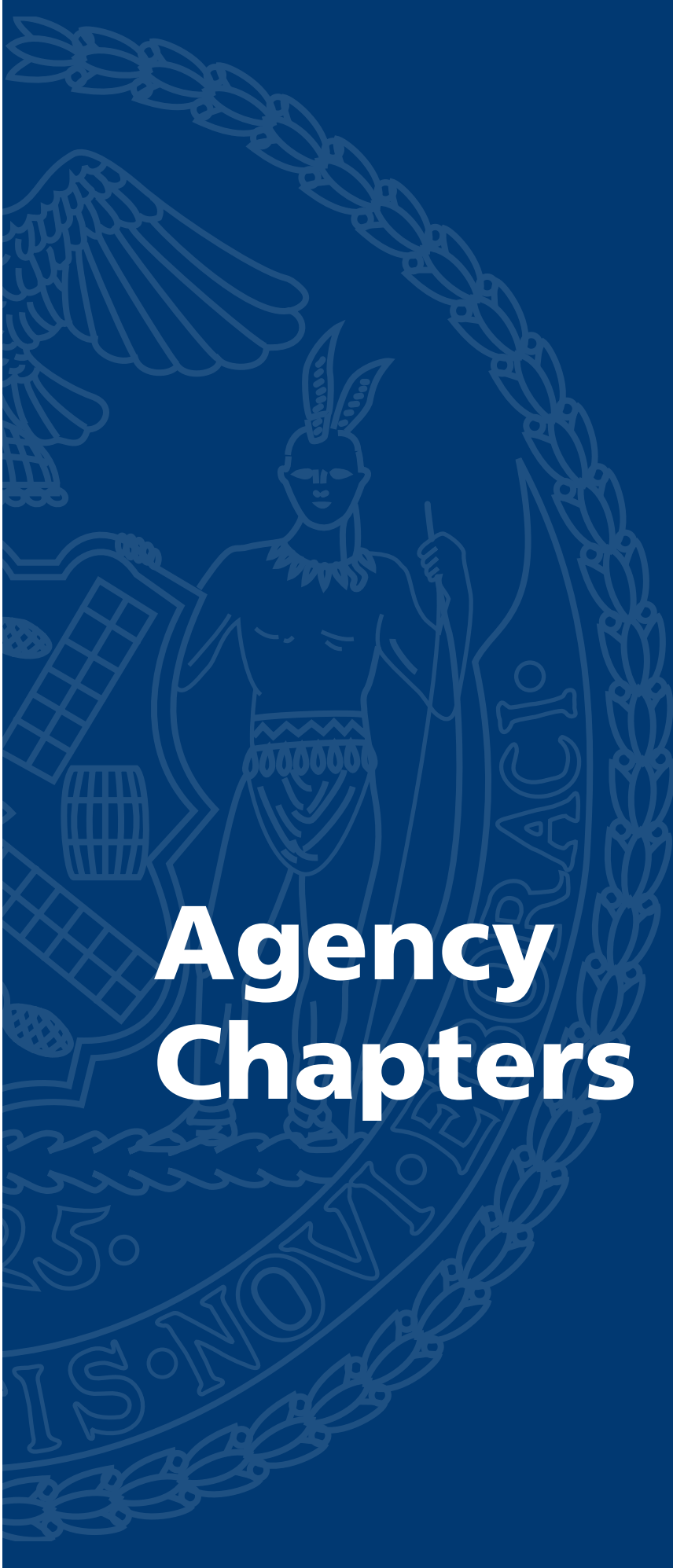
- Previously published data related to traffic fatalities was amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the data of the crash. Data changes include:
 - The Fiscal 2025 four-month actual figure for the indicator ‘Total traffic fatalities’ was changed from 87 to 86.
 - The Fiscal 2025 four-month actual figure for ‘Pedestrian fatalities’ was changed from 34 to 35.
 - The Fiscal 2025 four-month actual figure for the indicator ‘Traditional bicyclist fatalities’ was changed from 4 to 3.
 - The Fiscal 2025 four-month actual figure for the indicator ‘Motorized two-wheel vehicle fatalities—Moped’ was changed from 6 to 7.
 - The Fiscal 2025 four-month actual figure for the indicator ‘Motorized two-wheel vehicle fatalities—Motorcycle’ was changed from 20 to 18.
- Previously published data for ‘City employees trained in defensive driving citywide (total) for Fiscal 2023 corrected by DCAS from 2,253 to 7,054.
- Previously published data for ‘Vision Zero-related moving summonses issued—NYPD’ for Fiscal 2025’s four-month actual was corrected by NYPD from 119,145 to 119,472.
- Preceding the Fiscal 2026 Preliminary Mayor’s Management Report, the Mayor’s Office of Operations implemented updated standards for indicator names. Minimal stylistic changes, such as the use of em-dashes, percent symbols, capitalization, and acronyms, were made to the names of previously published indicators here within. Substantive name changes for indicators that clarify what is being measured are otherwise noted above.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:
www.nyc.gov/visionzero
- Vision Zero View:
<http://www.nycvzv.info/>
- Injury Statistics:
 - Leading Causes of Death:
<https://www1.nyc.gov/assets/doh/downloads/pdf/ip/ip-death-all-rank.pdf>
 - Leading Causes of Injury Death:
<https://www1.nyc.gov/assets/doh/downloads/pdf/ip/ip-death-inj-rank.pdf>
- Vision Zero Fleet Safety:
<https://www1.nyc.gov/site/dcas/agencies/vision-zero-and-nyc-fleet.page>
- Safe Fleet Transition Plan Update 2018–2019:
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf>

- Green Wave: A Plan for Cycling in New York City:
<https://www1.nyc.gov/html/dot/downloads/pdf/bike-safety-plan.pdf>
- Borough Pedestrian Safety Action Plans Update:
<https://www1.nyc.gov/html/dot/downloads/pdf/vz-2019-update-city-hall.pdf>
- I See You: Safety for Trucks & Other Large Fleet Vehicles:
<https://www.youtube.com/watch?v=ZbdcCZrHNjk>
- Accessible Pedestrian Court Order: American Council of the Blind of New York, inc., V. The City of New York:
<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-crosswalksignals-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

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Law
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Department of
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New York City
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City Commission on
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Department of
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Office of Administrative
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Department of
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Business Integrity
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Civilian Complaint
Review Board

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NEW YORK CITY POLICE DEPARTMENT



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. The 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 three 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 500,000 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 multifaceted 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 maximize police utility. 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 a fair and inclusive workplace by prioritizing the needs, voices, and perspectives of marginalized employees and communities, while fostering equity through policy and regulation, both in and out of the workplace. 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—a data-driven law enforcement strategy that focuses on specific crime hot spots and prolific offenders to reduce crime and community impact—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 the 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 the first four months of Fiscal 2026, major felony crime, overall, decreased almost one percent, compared to the first four months of Fiscal 2025. In fact, five of the seven major felonies decreased with only forcible rape and grand larceny increasing 20 percent and three percent, respectively. Murders posted the biggest decrease at 18 percent when compared to the same period last fiscal year. Major felony crime also fell in the transit system and housing developments with a decrease of over seven percent and slightly under one percent, respectively. The Department remains steadfast in its commitment to public safety and reducing crime citywide.
- Murder as related to domestic violence decreased 25 percent in the first four months of Fiscal 2026, while rape as related to domestic violence increased by 26 percent when compared to the same period the previous fiscal year. The Department has reoriented domestic violence personnel into a streamlined investigative unit, who have undergone an additional mandatory day of training, and are now under the Detective Bureau to better serve victims and prevent recurrence.
- In the first four months of Fiscal 2026, hate crimes decreased by 33 percent, reaching the lowest reported number of hate crimes (148) in the last five comparative reporting periods. Hate crimes reached a five-year high of 221 in the same period of Fiscal 2025.
- Shooting incidents decreased 23 percent and gang-motivated incidents decreased by 28 percent through the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. Gang-motivated incidents decreased for a fifth consecutive reporting period to 90, the lowest level since the Fiscal 2016 reporting period. The Department works with public safety partners and community groups to prevent violence and safeguard the future for all New Yorkers.
- In the first four months of Fiscal 2026, narcotics arrests increased 15 percent over the same period last year. The 7,176 narcotics arrests this reporting period is on track to be the highest fiscal year total since Fiscal 2018. The Department strives to remove harmful narcotics that damage individuals and communities.
- Counterterrorism training has embraced technological advances to deliver hands-on, high-quality interactive training. The updated regional training center currently holds a reduced class size with a necessary minimum instructor-to-student ratio for optimal learning which varies from subject matter to subject matter based on its complexities. Total counterterrorism training hours for members decreased 43 percent this reporting period when compared to the same first four fiscal months last year. Counterterrorism training for non-members has increased by more than 6,000 hours across comparative reporting periods. Non-member hours have increased due to recent citywide events with a push by private corporations to ensure employees are prepared for critical incidents, including active shooter response.
- During the first four months of Fiscal 2026 compared to the same period last year, the end-to-end average response time to critical crimes in progress increased 21 seconds, to 9 minutes and 54 seconds. Since Fiscal 2019, the yearly number has been steadily increasing and peaked in Fiscal 2024 at 9 minutes and 24 seconds. In Fiscal 2025, the end-to-end average was 9 minutes and 10 seconds, decreasing some from the response time in the first four months in Fiscal 2025.
- Through the first four months of Fiscal 2026, major felony crime in and around schools decreased 17 percent, with declines in every category except murder, which had no change, and felonious assault, which increased 23 percent when compared to the same period last year. The Department's School Safety Division has proactively raised awareness for safeguarding property through multilingual flyers and increased patrols in isolated areas and stairwells to prevent crimes. The 23 percent increase in felonious assaults is influenced by assaults on school safety personnel during this time period. Strong communication, including mediation, among students, school safety personnel, and school staff have helped reduce other criminal and non-criminal incidents. Overall, youth arrests for major felonies decreased slightly across comparative reporting periods but remained above 1,000 for a fourth consecutive reporting period. Arrests made within the transit system in Fiscal 2026 through October increased, for a third consecutive reporting period, by 24 percent when compared to the same period last year. Transit summonses have decreased 18 percent during this same period. Enforcement measures are intended to keep subway riders safe.

- Driving while intoxicated (DWI) arrests increased by 13 percent, while DWI-related fatalities decreased by one through the first four months of Fiscal 2026 compared to the same period last year. The Department makes significant efforts to educate motorists on a number of topics including that operating a motor vehicle under the influence of alcohol or marijuana is always dangerous. As such, through October of Fiscal 2026, the number of traffic safety outreach events has more than quintupled (from 91 to 518) from the amount completed through October in Fiscal 2025. As part of the broad approach to road safety, the Department has placed an emphasis on safe and legal e-bike operation and through the first four months of Fiscal 2026, has issued 8,612 e-bike summonses.
- Quality-of-life enforcement has increased across several categories as Q-Teams have prioritized addressing chronic quality-of-life conditions and 311 service requests. Summonses issued for those types of violations have increased by 25 percent in the first four months of Fiscal 2026 when compared to the same period in Fiscal 2025. Over this same reporting period, unreasonable noise summonses increased 70 percent and public urination summonses increased 17 percent as well.
- The Department collaborates with communities to promote safety and listen to any quality-of-life complaints. The number of community meetings has more than doubled this reporting period when compared to the first four months of Fiscal 2025 (from 301 to 806). The increase, in part, is due to aggressive outreach by the newly formed Q-Teams and the phasing out of the Build the Block program. Build the Block was a neighborhood policing initiative begun in 2015 to improve communication between police officers and community residents to address public safety issues collaboratively. In prior reporting periods, community meetings measured the number of Build-the-Block meetings conducted by neighborhood coordination officers. Q-Team officers now document all meetings they attend, such as community council or tenant association meetings. The Department is committed to listening to and solving the broad scope of quality-of-life complaints from City residents.
- NYPD and the Department of Health and Mental Hygiene's (DOHMH) Co-Response Team contacted 155 individuals in the first four months of Fiscal 2026, a 33 percent increase from the same period in Fiscal 2025. The Department seeks to educate officers about mental health emergencies. Active bystandership in law enforcement training decreased 16 percent. This training is only offered to recruits and reported numbers are directly related to when the training is offered during the recruit class on-boarding and initial trainings.
- In the first four months of Fiscal 2026, trauma-informed sexual assault training decreased 85 percent when compared to the same period last fiscal year. The prior reporting period recorded significantly higher training hours as the Department's Special Victims Unit investigative staff was augmented.
- Courtesy, professionalism, and respect tests with a below standard score decreased 29 percent across comparative reporting periods but accounted for six percent of all tests. Last year, tests with below standard scores accounted for nine percent of all tests. Nearly all the tests (93 percent) resulted in meeting standards, comparative to previous reporting periods. Testing in the past has included phone calls to the precinct and evaluations of 311 complaints. The Department has implemented training and corrective measures to ensure requests for service are handled expeditiously and completely.
- Deviation letters for substantiated findings of police misconduct by the Civilian Complaint Review Board (CCRB) increased from 0 (through October of Fiscal 2025) to 16 for the same reporting period in Fiscal 2026. A deviation letter occurs when a complaint is found to be substantiated by the CCRB and the Police Commissioner decides to impose a lesser, or harsher, disciplinary action than is recommended on the Discipline Matrix. The Discipline Matrix was adopted by NYPD leadership to adjudicate discipline in a consistent manner with outlined penalties within its ranks. During this reporting period, all deviations from the disciplinary matrix were recommended by the CCRB and concurred with by the Police Commissioner.
- Through the first four months of Fiscal 2026, language access requests decreased by 29 percent when compared to the first four months of Fiscal 2025. The Department encourages victims to call 911 regardless of the language spoken, as safety is the ultimate goal of the City and the Department.

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Major felony crime	126,929	125,728	121,723	↓	↓	43,452	43,132
★ – Murder and non-negligent manslaughter	424	359	339	↓	↓	129	106
★ – Forcible rape	1,090	1,070	1,931	↓	↓	420	504
★ – Robbery	17,047	17,324	15,607	↓	↓	5,826	5,530
★ – Felonious assault	26,959	28,850	29,576	↓	↓	10,286	10,238
★ – Burglary	15,054	13,142	13,107	↓	↓	4,456	4,306
★ – Grand larceny	51,455	49,938	47,239	↓	↓	16,952	17,423
★ – Grand larceny auto	14,902	15,045	13,924	↓	↓	5,374	5,025
★ Major felony crime in housing developments	6,062	6,117	5,818	↓	↓	1,987	1,974
Crime related to domestic violence - Murder	71	70	61	*	*	24	18
– Forcible Rape	660	719	898	*	*	269	340
– Felonious assault	10,692	11,502	11,971	*	*	3,872	3,940
Hate crimes	546	729	618	*	*	221	148
Gang motivated incidents	804	323	258	*	*	125	90
🔫 Gun arrests	6,837	6,129	5,331	*	*	2,093	1,894
🔫 Major felony crime arrests	49,830	54,871	55,230	*	*	19,987	19,253
🔫 Narcotics arrests	13,273	17,351	21,306	*	*	6,256	7,176
Crime in progress calls	297,236	294,367	297,116	*	*	99,305	95,160
911 calls (total)	7,949,885	7,997,267	7,492,892	*	*	2,673,585	2,602,308
Shooting incidents	1,140	932	804	*	*	337	259
★ Critical Indicator 🔫 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 1b Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Counterterrorism training — Members (hours)	177,647	143,612	94,116	*	*	31,467	18,069
– Non-members (hours)	12,412	8,432	1,430	*	*	130	6,150
★ Critical Indicator 🔫 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 1c Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
End-to-end average response time to all crimes in progress (minutes:seconds)	14:24	15:23	14:53	*	*	15:49	15:54
End-to-end average response time to critical crimes in progress (minutes:seconds)	9:02	9:24	9:10	*	*	9:33	9:54
End-to-end average response time to serious crimes in progress (minutes:seconds)	13:09	13:31	13:00	*	*	14:02	13:14
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	26:20	29:47	28:28	*	*	30:26	32:14
Average response time to all crimes in progress (dispatch and travel time only) (minutes:seconds)	12:00	12:59	12:30	*	*	13:36	13:30
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes:seconds)	6:38	7:00	6:49	↓	↓	7:10	7:32
Average response time to serious crimes in progress (dispatch and travel time only) (minutes:seconds)	11:00	11:16	10:46	*	*	11:47	10:59
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes:seconds)	23:30	26:53	25:35	*	*	27:32	29:23
★ Critical Indicator 🔫 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 1d Reduce the incidence of youth crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
🔴 Youth arrests for major felonies	4,189	5,212	5,536	*	*	1,864	1,810
★ School safety — Major felony crime	402	404	368	↓	↓	109	90
– Murder	0	0	2	*	*	1	1
– Forcible Rape	11	6	17	*	*	3	1
– Robbery	28	33	40	*	*	13	5
– Felonious assault	136	139	130	*	*	30	37
– Burglary	65	34	30	*	*	18	12
– Grand larceny	156	187	143	*	*	42	34
– Grand larceny auto	6	5	6	*	*	2	0
School safety — Other criminal categories	1,683	1,494	1,392	*	*	330	263
– Other incidents	6,779	5,792	5,111	*	*	1,333	1,110
Crime committed against youths (7 major felonies)	4,529	5,177	5,623	*	*	1,693	1,688
★ Critical Indicator 🔴 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Goal 1e Reduce the incidence of transit crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Major felony crime in transit system	2,322	2,259	2,215	*	*	697	645
Transit Summonses	139,402	174,500	179,542	*	*	68,017	55,883
Arrests within the transit system	8,705	14,545	25,833	*	*	7,373	9,145
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Driving while intoxicated (DWI) related fatalities	11	34	19	*	*	6	5
🔴 DWI arrests	3,636	3,517	3,835	*	*	1,218	1,371
Moving violation summonses (000)	652	645	673	*	*	222	211
– Summonses for hazardous violations	527,691	496,487	528,193	*	*	167,897	168,960
Traffic Safety Outreach Events	496	985	1,632	*	*	91	518
Parking violations	8,809,102	8,294,420	8,233,896	*	*	2,847,395	2,685,264
Total traffic fatalities	270	276	211	*	*	86	94
— Pedestrians	121	119	110	*	*	35	41
— Traditional bicyclists	10	4	4	*	*	3	2
— Motorized two-wheel vehicles	86	99	60	*	*	33	34
— Motor vehicle occupants	53	54	37	*	*	15	17
Summonses for e-bikes	6,218	6,120	13,371	*	*	1,533	8,612
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Tow removals	50,491	41,593	47,541	*	*	13,885	13,814
★ Quality-of-life summonses	134,580	179,673	196,102	*	*	70,124	87,768
– Unreasonable noise summonses	3,979	4,076	3,696	*	*	1,264	2,151
– Public consumption of alcohol summonses	50,874	63,505	57,653	*	*	25,050	24,822
– Public urination summonses	6,772	9,904	10,003	*	*	3,216	3,776
Community Meetings	1,237	1,256	1,014	*	*	301	806
311 service requests	1,381,037	1,452,859	1,643,239	*	*	572,143	619,939
Individuals contacted by a DOHMH Co-Response Team	840	506	528	625	700	117	155
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Fair and Impartial Policing training (hours) (Uniformed members)	15,421	18,286	16,919	*	*	4,480	4,522
Crisis Intervention Team training (hours) (Uniformed members)	40,960	18,616	26,554	*	*	58,496	78,314
Trauma-informed sexual assault victim interview/investigations training (hours) (uniformed and civilian members)	9,368	11,087	35,816	*	*	26,052	3,801
Active Bystandership within Law Enforcement (ABLE)	69,769	18,578	13,657	*	*	8,596	7,189
★ Courtesy, Professionalism and Respect testing	4,407	4,852	4,719	*	*	1,484	1,571
– Exceeds standard	1	1	0	*	*	0	0
– Meets standard	4,353	4,548	4,298	*	*	1,344	1,472
– Below standard	54	303	421	*	*	140	99
Civilian complaints against members of the service	4,700	5,644	5,575	*	*	1,956	2,095
Deviation Letters	2	2	0	*	*	0	16
Use of force (UOF) incidents	11,102	13,075	14,561	*	*	4,931	5,101
Uniform Members of Service (UMOS) injured from UOF incidents	5,226	5,723	5,542	*	*	2,065	1,926
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases commenced against the City in state and federal court	1,877	2,037	2,830	*	*	843	870
Payout (\$000)	\$298,214	\$333,223	\$415,981	*	*	\$103,038	\$35,411
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	50%	47%	40%	*	*	43%	41%
Workplace injuries reported (uniform and civilian)	9,666	9,386	10,038	*	*	3,412	3,235
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Completed requests for interpretation	340,694	411,160	461,972	*	*	206,204	146,710
CORE facility rating	99	94	82	*	*	NA	NA
Calls answered within 30 seconds (%)	99%	97%	97%	*	*	96%	99%
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	93%	98%	83%	*	*	93%	98%
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	97%	98%	92%	*	*	94%	95%
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	98%	99%	96%	*	*	96%	98%
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	96%	94%	87%	*	*	87%	92%
Percent meeting time to close – Commercial Noise (0.3 days)	98%	99%	97%	*	*	97%	98%
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$6,310.8	\$6,627.3	\$6,870.2	\$6,276.5	\$6,893.3	\$6,697.3	\$2,081.3	\$2,203.4
Revenues (\$000,000)	\$95.9	\$98.9	\$95.7	\$96.2	\$96.2	\$95.9	\$36.4	\$34.6
Personnel (uniformed)	33,797	33,812	33,614	34,975	35,025	34,975	33,443	33,503
Personnel (civilian)	15,117	14,588	14,293	15,584	15,548	15,405	14,379	14,247
Overtime paid (\$000,000)	\$951.4	\$1,093.3	\$1,105.1	\$601.9	\$929.4	\$776.0	\$370.8	\$320.3
Capital commitments (\$000,000)	\$90.2	\$145.1	\$171.6	\$311.3	\$395.3	\$195.0	\$0.7	\$61.8
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$6,176.2	\$6,049.8	
001 - Operations	\$2,130.1	\$323.7	All
002 - Executive Management	\$409.7	\$398.8	All
003 - School Safety	\$284.3	\$319.9	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$313.1	\$308.8	All
006 - Criminal Justice	\$75.6	\$75.9	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$168.9	\$167.3	1a, 2a, 3a, 4a
008 - Transit Police	\$366.9	\$319.3	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$212.8	\$220.4	1a, 1c, 3a, 4a
010 - Patrol	\$1,766.7	\$1,762.4	1a
011 - Detective Bureau ⁴	NA	\$729.5	1a, 1d, 1e, 4a
012 - Chief of Department ⁴	NA	\$976.5	1a, 1c, 1d, 1e, 2a, 3a, 4a
016 - Communications	\$129.8	\$128.4	1c, 4a
020 - Intelligence and Counterterrorism	\$250.5	\$254.8	1b
024 - Community Affairs Bureau	\$67.7	\$64.0	4a
Other Than Personal Services - Total	\$694.0	\$843.5	
100 - Operations	\$56.1	\$81.0	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	\$73.5	All
300 - School Safety	\$4.2	\$4.9	1a, 1b, 1c, 1d, 4a
400 - Administration	\$423.2	\$622.1	All
500 - Communications	\$58.9	\$30.7	1c, 1d, 4a
600 - Criminal Justice	\$0.3	\$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$9.5	\$10.4	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	\$6,893.3	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2025 figures in Goal 1a for these indicators have been updated:
 - ‘Forcible rape’ from 1,741 to 1,931.
 - ‘Robbery’ from 14,312 to 15,607.
 - ‘Felony assault’ from 26,308 to 29,576.
 - ‘Burglary’ from 12,510 to 13,107.
 - ‘Grand larceny’ from 44,942 to 47,239.
 - ‘Grand larceny auto’ from 13,565 to 13,924.
 - ‘Crime related to domestic violence—Murder’ from 22 to 24.
- The previously published Fiscal 2023, Fiscal 2024 and Fiscal 2025 figures for ‘Youth arrests for major felonies’ in Goal 1d were unintentionally duplicated from the indicator ‘Crime committed against youth (7 major felonies)’ in the same goal and have been corrected. Fiscal 2023 data was corrected from 4,529 to 4,189, Fiscal 2024 data was corrected from 5,117 to 5,212, and Fiscal 2025 data was corrected from 5,623 to 5,536.
- The previously published Fiscal 2025 figures in Goal 1d for ‘Crime committed against youth (7 major felonies)’ have been updated from 1,284 to 1,693.
- The previously published Fiscal 2025 figures in Goal 2a for ‘DWI arrests’ have been adjusted from 1,142 to 1,218.
- The previously published Fiscal 2025 figures in Goal 2a for ‘Traffic fatalities’ have decreased from 87 to 86, with one fewer motorized two-wheel vehicle fatality.
- The indicator ‘311 calls’ in Goal 3a was renamed ‘311 service requests.’
- The indicator ‘New individuals served by a DOHMH Co-Response Team’ in Goal 3a was retired and replaced with ‘Individuals contacted by a DOHMH Co-Response Team.’ The name and definition were updated to more accurately capture the comprehensive work performed by these teams.
- The Fiscal 2025 figure for ‘Payout (\$000)’ in the Agency-wide Management section was updated from \$278,314 to \$415,981. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor’s Management Report, while this revised value was provided by the Office of Management and Budget.

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>

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

FIRE DEPARTMENT



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 posters, and single sex facilities are also displayed in the workplace. Finally, recently FDNY launched the 5th 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, 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 the creation of 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 proactively educating, engaging, and empowering communities to prevent emergencies before they happen. 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.

Improving diversity, equity and inclusion is integral to every FDNY objective, especially firefighter recruitment. FDNY maintains a separate website for recruitment, JoinFDNY, which received over one million page views in Fiscal 2025.

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 the first four months of Fiscal 2026, fire companies conducted over 13 percent more mandatory inspections by uniformed personnel (from 9,325 to 10,580) than over the same period in Fiscal 2025. Mandated inspection requirements, which may result in a violation or summons, are determined each year based in part on the number of permits issued by the City for new construction, demolition, alterations and abatements, as well as complaints received from the public. Conversely, also during this reporting period, completed inspections performed by civilian fire prevention personnel comparatively decreased 14 percent. Last year, inspections were elevated by an increase in asylum-seeker housing needs. This year, inspections returned to levels seen before the first four months of Fiscal 2025.
- Over the first four months of Fiscal 2026, violation orders corrected increased 19 percent compared to the same period in Fiscal 2025, and the percentage of violation orders corrected over the reporting period increased 18 percentage points rising to 90 percent, which is a five-year high. The Bureau of Fire Prevention temporarily assigned members to the enforcement unit to assist in processing violation corrections, which resulted in an increase in violation corrections.
- The Department remains committed to educating the public on best practices regarding fire safety and working directly with New Yorkers to develop lifesaving fire prevention habits. This ongoing outreach and education have led in large part to the number of summonses issued decreasing 59 percent over the first four months of Fiscal 2026 (going from 123 to 51) when compared to the same period in Fiscal 2025. FDNY has conducted multi-layered safety campaigns on social media and at fire safety events.
- Through October of Fiscal 2026, there were 23 percent fewer intentionally set fires compared to the same period in Fiscal 2025. This represents normal variation for the volume of intentionally set fires, which tends to fluctuate between 250 and 350 over a four-month period.
- In the first four months of Fiscal 2026, FDNY delivered 1,115 fire and life safety presentations, over 34 percent more than in the same period of Fiscal 2025. This can be attributed in part to the relaunch of the Get Alarmed Program which targets fire safety education outreach in community boards that have high fire fatalities and incidents. In October 2025, the program went to the Manhattan community of Washington Heights where FDNY and the Red Cross installed free smoke detectors.
- Fire company responses decreased to 383,141 and emergency incidents requiring one or more first companies decreased to 231,34 in the first four months of Fiscal 2026, both four percent fewer than the comparative period of Fiscal 2025. This is due in part to a large decrease in malicious false alarms, by about 16 percent, and decreases in medical emergencies (fire companies only) by eight percent and structural non-residential fires by four percent. Structural residential fires and non-structural fires increased by four and three percent, respectively.
- During the first four months of Fiscal 2026, there were 14 life-threatening fire scene injuries and 10 civilian fire fatalities, 30 percent and 50 percent fewer, respectively, when compared to the same period of Fiscal 2025. This may be due, in part, to a decrease in the severity of fires, there was a two percent decrease in multiple alarm fires across comparative reporting periods.
- The end-to-end average response time to life-threatening medical emergencies by ambulances and fire companies increased 36 seconds during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025 to 10 minutes and 56 seconds. There are several factors impacting increasing response times, including understaffing, the average number of peak ambulances per day steadily declining over the last several fiscal years, and the number of such medical emergencies increasing over time. The Department is focused on increasing staffing with targeted recruitment efforts. The Department has moved up its recruitment campaign cycle from October-December to early June of this year. This recruitment timeline acceleration will allow FDNY to meaningfully engage new interested recruits and hold a filing period during some of the peak months of the year for recent graduates, where engagement with the Department of Education and the City University of New York partners is optimal.

- Firefighters/fire officers who sustained service-connected burn injuries decreased over 22 percent, from 71 to 55. Firefighters/fire officers who sustained service-connected burn injuries resulting in medical leave decreased over 29 percent, from 61 to 43. Fire Safety Command, a bureau within Fire Operations focused on improving firefighter safety, launched an extensive informational campaign on the importance of cleaning the fire-fighting gear. Firefighters and fire officers can now have their gear cleaned whenever they deem it necessary, in addition to the mandatory twice a year cleaning required by the Department. Cleaning gear regularly not only removes cancer-causing contaminants, but it also maintains the Thermal Protection Performance (TPP). Maintaining a higher TTP helps reduce burn injuries.
- The apparatus collision rate decreased from 3.7 collisions per 10,000 responses through October of Fiscal 2025 to 3.3 collisions per 10,000 responses through October of Fiscal 2026. Fire Safety Command sent out teams of experienced Officers and Chauffeurs to discuss ways to decrease intersection accidents. These conversations concentrated on lessons learned from accidents and how best to navigate emergency responses in highly congested areas. The ambulance collision rate increased from 8.1 collisions per 10,000 responses to 9.8 collisions per 10,000 responses. EMS leadership has formalized the process of reviewing collisions and is retraining members who have higher counts of preventable accidents.
- The amount of time between a fire alarm inspection request and the actual inspection has increased 53 percent across comparative reporting periods to 46 days. Fire alarm inspections are becoming more complex as technology evolves and as a result, extra staff are required to complete the inspections. The Bureau of Fire Prevention is implementing a new mobile inspection management application, which when fully implemented will result in workflow efficiencies and increased accountability.

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

Goal 1a Reduce the risk associated with fire incidents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Completed risk-based inspections performed by uniformed personnel	43,543	42,199	39,776	*	*	14,048	13,230
Completed mandatory inspections performed by uniformed personnel	32,869	33,351	32,129	*	*	9,325	10,580
★ Completed inspections performed by civilian fire prevention personnel	153,691	188,097	205,294	161,000	161,000	74,558	64,284
Hazard complaints resolved within one day (%)	91%	94%	94%	85%	85%	93%	92%
Violation orders issued	36,572	38,943	47,522	*	*	16,680	15,978
Violation orders corrected	30,192	31,314	39,903	*	*	12,047	14,387
Violation orders corrected (%)	85%	80%	84%	*	*	72%	90%
Summonses issued	179	217	238	*	*	123	51
★ Investigations	5,856	5,335	5,353	*	*	1,751	1,610
Intentionally set fires	1,058	919	802	*	*	320	245
☀ Fire and life safety education presentations	3,488	2,319	2,693	*	*	829	1,115
★ Critical Indicator	☀ Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 1b Promptly respond to fires and other emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Structural residential fires	19,666	19,544	20,180	↓	↓	6,281	6,547
★ Structural non-residential fires	4,238	4,465	4,887	↓	↓	1,512	1,456
Structural fires per 100,000 people	278	289	302	*	*	94	96
★ Non-structural fires	12,594	12,260	14,140	↓	↓	4,191	4,311
Fire company responses	1,133,831	1,209,136	1,176,232	*	*	399,973	383,141
Emergency incidents requiring one or more fire companies	654,924	693,005	682,466	*	*	240,790	231,347
Non-fire emergencies	244,235	246,668	249,851	*	*	86,119	88,400
Malicious false alarms	21,524	22,599	21,966	*	*	7,866	6,618
Medical emergencies (fire companies only)	363,617	388,652	371,517	*	*	134,899	124,015
End-to-end average response time to structural fires (minutes:seconds)	5:02	5:02	5:06	*	*	5:06	5:04
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:31	4:33	4:35	4:14	4:14	4:36	4:35
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:48	5:52	5:51	*	*	5:53	5:52
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Serious fires	2,096	1,898	2,175	*	*	638	647
Multiple alarm fires	205	158	177	*	*	44	43
Serious fires reaching second alarm or higher (%)	10%	8%	8%	*	*	7%	7%
Non-life-threatening fire scene injuries	837	771	823	*	*	257	246
Life-threatening fire scene injuries	61	58	60	*	*	20	14
★ 🌟 Civilian fire fatalities	102	74	76	↓	↓	22	10
Civilian fire fatalities per 100,000 people	1.19	0.89	0.92	*	*	0.27	0.12
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Life-threatening medical emergency incidents	605,140	633,361	620,467	*	*	209,601	209,753
Emergency medical incidents (ambulances)	1,613,316	1,644,446	1,615,531	*	*	548,589	545,352
Average number of medical emergencies per day	4,380	4,430	4,361	*	*	4,418	4,325
Medical emergencies resulting in patient transport	1,009,613	1,029,292	1,001,801	*	*	338,796	311,357
Average turnaround time for ambulances at hospitals (minutes:seconds)	38:10	40:50	40:40	*	*	41:32	40:06
Average ambulance in-service hours per day	8,686	8,653	8,399	*	*	8,376	7,986
End-to-end combined average response time to life-threatening medical emergencies by ambulances and fire companies (minutes:seconds)	9:50	10:03	10:21	*	*	10:20	10:56
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	10:43	10:52	11:21	*	*	11:21	12:05
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	9:24	9:37	9:42	*	*	9:37	9:57
★ Combined average response time to life-threatening medical emergencies by ambulances and fire companies (FDNY dispatch and travel time only) (minutes:seconds)	7:03	7:23	7:45	6:00	6:00	7:43	8:17
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)	6:31	6:29	6:46	*	*	6:50	6:59
Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:59	8:16	8:49	6:55	6:55	8:48	9:30
Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:50	5:56	5:52	4:38	4:38	5:55	5:52
★ Critical Indicator Equity Indicator "NA" Not Available ↕ Directional Target * None							

Goal 2b Provide high quality emergency medical care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Segment one incidents (cardiac arrest and choking)	30,306	30,038	28,320	*	*	9,373	8,957
Cardiac arrest patients revived (%)	20%	20%	17%	*	*	NA	NA
Witnessed cardiac arrest patients revived (%)	34%	37%	31%	*	*	NA	NA
Asthma patients who received nebulized medication	10,475	10,508	10,850	*	*	NA	NA
Allergic reaction patients who received Epinephrine	1,572	1,675	2,117	*	*	NA	NA
Severe stroke patients transported to specialty stroke hospitals	1,269	1,427	1,511	*	*	NA	NA
STEMI patients transported to specialty cardiac hospitals	1,063	883	882	*	*	NA	NA
★ Critical patients who received advanced life supporting treatments	126,056	117,269	133,789	*	*	NA	NA
★ Critical Indicator Equity Indicator "NA" Not Available ↕ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Payout (\$000)	\$47,387	\$35,061	\$61,834	*	*	\$11,220	\$20,445
FDNY workers who sustained service-connected injuries (total agency-wide)	9,055	8,311	7,978	*	*	NA	NA
Firefighters/fire officers who sustained service-connected injuries	7,204	6,225	6,306	*	*	2,262	2,276
Firefighters/fire officers who sustained service-connected injuries resulting in medical leave	3,917	3,585	3,261	*	*	1,225	1,208
Firefighters/fire officers who sustained service-connected burn injuries	231	190	189	*	*	71	55
Firefighters/fire officers who sustained service-connected burn injuries resulting in medical leave	176	131	154	*	*	61	43
EMS workers/officers who sustained service-connected injuries	1,793	1,627	1,576	*	*	589	475
Civilian workers who sustained service-connected injuries	58	68	79	*	*	25	28
Firefighter/fire officer service-connected injury rate (per 10,000 responses)	63.5	54.8	53.6	*	*	56.6	59.0
Apparatus collision rate (per 10,000 responses)	3.5	2.9	3.2	*	*	3.7	3.3
Ambulance collision rate (per 10,000 responses)	8.5	8.5	8.7	*	*	8.1	9.8
Average time from inspection request until inspection — Fire alarm inspections (days)	40	25	35	*	*	30	46
Average time from inspection request until inspection — Rangehood inspections (days)	5	5	5	*	*	5	5
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92%	96%	96%	*	*	96%	96%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	99%	100%	100%	*	*	100%	100%
Completed requests for interpretation	10,938	16,845	18,650	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes:seconds)	40:48	59:21	39:59	*	*	NA	NA
CORE facility rating	96	NA	100	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$2,552.2	\$2,719.8	\$2,843.8	\$2,621.2	\$2,821.6	\$2,645.8	\$932.2	\$921.1
Revenues (\$000,000)	\$108.9	\$115.0	\$142.3	\$108.4	\$108.4	\$108.4	\$57.9	\$54.0
Personnel (uniformed)	10,672	10,652	11,123	11,294	11,294	11,294	10,814	10,903
Personnel (civilian)	6,398	6,537	6,446	6,407	6,321	6,308	6,402	6,336
Overtime paid (\$000,000)	\$504.3	\$534.8	\$569.6	\$453.8	\$546.9	\$472.5	\$169.2	\$169.1
Capital commitments (\$000,000)	\$261.1	\$174.8	\$160.1	\$288.0	\$257.2	\$175.2	\$21.0	\$105.9
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$2,489.7	\$2,475.6	
001 - Executive Administrative	\$134.9	\$142.5	All
002 - Fire Extinguishment & Emergency Response	\$1,874.0	\$1,852.6	All
003 - Fire Investigation	\$28.4	\$26.5	1a
004 - Fire Prevention	\$52.8	\$58.4	1a, 1c
009 - Emergency Medical Service	\$399.7	\$395.5	2a
Other Than Personal Services - Total	\$354.1	\$346.0	
005 - Executive Administrative	\$236.0	\$258.4	All
006 - Fire Extinguishment & Emergency Response	\$49.6	\$41.7	All
007 - Fire Investigation	\$0.2	\$0.3	1a
008 - Fire Prevention	\$28.1	\$2.1	1a, 1c
010 - Emergency Medical Service	\$40.2	\$43.5	2a
Agency Total	\$2,843.8	\$2,821.6	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The previously published Fiscal 2025 4-Month Actual figure in Goal 1a for ‘Fire and life safety education presentations’ of 1,610 was an error and has been corrected to 829.
- The previously published Fiscal 2025 figure in Goal 1c for ‘Serious fires’ was revised from 598 to 638. In advance of the Fiscal 2025 Mayor’s Management Report (MMR), the calculation for ‘Serious fires’ was changed to use more restrictive logic that ensures that the incident was a fire and includes the appropriate alarm level categories.
- The previously published Fiscal 2025 4-Month Actual figure in Goal 1c for ‘Multiple alarm fires’ was revised from 45 to 44. In advance of the Fiscal 2025 MMR, the calculation for ‘Multiple alarm fires’ was changed to use more restrictive logic that ensures that the incident was a fire and includes the appropriate alarm level categories.
- The previously published Fiscal 2025 4-Month Actual figure in Goal 1c for ‘Serious fires reaching second alarm or higher (%)’ was revised from 8 percent to 7 percent. Changes to the calculations for ‘Serious fires’ and ‘Multiple alarm fires’ resulted in changes to ‘Serious fires reaching second alarm or higher (%)’.
- The previously published Fiscal 2025 4-Month Actual figure in Goal 1c for ‘Non-life-threatening fire scene injuries’ was revised from 255 to 257. In advance of the Fiscal 2025 MMR, the calculation for ‘Non-life-threatening fire scene injuries’ was changed to match the calculation used for EquityNYC—an interactive digital version of the Social Indicators and Equity Report.
- The previously published Fiscal 2025 4-Month Actual figure in Goal 2a for ‘Average number of medical emergencies per day’ was revised from 4,346 to 4,418. In advance of the Fiscal 2025 MMR, the calculation for ‘Average number of medical emergencies per day’ was changed to remove restrictions on the type of EMS unit that responded to the emergencies.
- The previously published Fiscal 2025 4-Month Actual figure in Goal 2a for ‘Medical emergencies resulting in patient transport’ was revised from 336,465 to 338,796. In advance of the Fiscal 2025 MMR, the calculation for ‘Medical emergencies resulting in patient transport’ was changed to use a more thorough method of determining whether a patient was transported to a hospital.

- The Fiscal 2025 figure for 'Payout (\$000)' in the Agency-wide Management section was updated from \$44,195 to \$61,834. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor's Management Report, while this revised value was provided by the Office of Management and Budget.
- The previously published Fiscal 2025 4-Month Actual figure in Agency-wide Management section for 'Firefighter/fire officers who sustained service-connected burn injuries resulting in medical leave' was revised from 60 to 61.

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

WHAT WE DO

NYC Emergency Management (NYCEM) serves New Yorkers before, during, and after emergencies through 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, and service delivery agencies are aligned, informed, and able to act quickly and effectively when incidents occur. The Agency leads the coordination for multi-agency 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. This coordination means bringing together City agencies, external partners, and decision-makers to establish shared situational awareness, align priorities, assign responsibilities, and support timely, unified action.

NYCEM ensures that agencies and partners are prepared to work together during emergencies, rather than in isolation. To achieve its mission, NYCEM leads and supports implementation of large-scale interagency and public-facing programs designed to improve community preparedness. 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 Federal Emergency Management Agency (FEMA) mitigation grant coordination.

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, and share information.

As the City's principal liaison with the U.S. Department of Homeland Security for consequence management, NYCEM ensures that New York City adheres to federal preparedness and emergency response requirements. Additionally, NYCEM continuously works to build partnerships and enhance the capabilities of its stakeholders to better prepare for and respond to emergencies, thus strengthening the City's readiness for future threats.

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 under-resourced neighborhoods to develop and integrate emergency plans with the City's Emergency Operations Center. Building on existing community strengths and assets, NYCEM's Community Engagement Bureau has continued to establish new, and sustain existing, Community Emergency Networks in Fiscal 2026. The Bureau provided trainings, 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. Certified Deaf Interpreters and American Sign Language interpreters are also available for training sessions, community events, and emergencies citywide.

NYCEM also hosts an annual symposium to discuss community emergency preparedness topics, such as building better community services for limited English proficiency communities, community preparedness and environmental justice, committing to equity in emergency response, and combating social isolation in older adults.

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 14 languages and audio format, ensuring all New Yorkers receive timely and accessible emergency information.

Lastly, NYCEM's Equity and Diversity Council (the Council), established in Fiscal 2021, promotes an inclusive culture within the Agency and an equity lens through its initiatives. For example, the Council hosts a Religious Literacy series that increases NYCEM's understanding of the City's religions through conversations featuring New Yorkers who practice various religions, promoting better outcomes in 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 Prepare City government, the public, private, and non-profit partners for any disaster.

- Goal 1a Conduct planning, training, drills, and exercises regularly with City partners.
 - Goal 1b Increase emergency preparedness and awareness among City residents, the private sector, and nongovernmental organizations.
-

SERVICE 2 Coordinate citywide emergency mitigation, response, and recovery efforts.

- Goal 2a Provide key alerts and updates before, during, and after an incident.
- Goal 2b Coordinate emergency response and recovery for disasters of all scales and types.

HOW WE PERFORMED

- Typically, NYCEM leads between one and eight functional exercises per year, and full-scale exercises are time-intensive efforts that must be coordinated across participating agencies and can vary year-over-year based on staff availability and turnover. The number of full-scale and functional exercises led by NYCEM over the first four months of Fiscal 2026 was three—seven were led over the same period last year. While NYCEM did more full-scale and functional exercises last year, there were fewer total participants. Participation in drills coordinated by other agencies rose by 88 percent, from eight in the first four months of Fiscal 2025 to 15 during the same period in Fiscal 2026.
- Participants at emergency preparedness education sessions increased by 23 percent, from 16,630 in the first four months of Fiscal 2025 to 20,367 in the first four months of Fiscal 2026. This increase is partly due to NYCEM's work to better engage City agency staff with the Ready New York program—a public education campaign and resource hub that equips New Yorkers with the tools to prepare for emergencies. Increased collaboration with elected officials, Strengthening Communities networks, and non-profit partners have also enabled NYCEM to engage more consistently with a broader range of communities. Additionally, growing public concern about emergencies, driven by frequent local flash flooding and highly visible disasters elsewhere in the country, has likely driven higher attendance as New Yorkers seek preparedness information.
- In the first four months of Fiscal 2026, online emergency management courses completed through the Learning Management System increased 63 percent from the same period in Fiscal 2025, from 177 to 289, largely due to the launch of an updated mandatory “Right to Know” course in May 2025 and the upload of new self-paced versions of the Heat Emergency Plan and Coastal Storm Activation trainings, all of which are required for agency staff citywide.
- Subscribers to Notify NYC, CorpNet, the Advance Warning System, and the Community Preparedness Newsletter increased by 14 percent during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, from approximately 1.29 million to 1.47 million, adding more than 180,000 new subscribers. This increase is largely comprised of new Notify NYC subscribers. Know Your Zone webpage views decreased by 69 percent, from 59,415 to 18,262. In early Fiscal 2025, Hurricanes Milton and Helene caused catastrophic damage in southern states, placing coastal storms at the top of New Yorkers’ minds and driving traffic to coastal storm evacuation content. In Calendar 2025, the United States did not experience major coastal landfalls; while Hurricane Melissa severely impacted the Caribbean, New York City experienced mainly rip currents and high winds, which reduced demand for Know Your Zone information even as repeated local heavy rain and flooding events pushed more New Yorkers toward severe weather and general preparedness content. In the first four months of Fiscal 2026, overall NYCEM webpage views increased by 26 percent, from 12,262 last year to 15,424 compared to the same period this fiscal year.
- Through the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, field responses decreased 17 percent, from 235 to 195, with interagency meetings held during field responses falling from 112 to 94, due to fewer incidents requiring on-scene, multi-agency coordination. The number of days the Emergency Operations Center (EOC) was activated fell by 90 percent, from 123 to 12, primarily due the de-escalation of NYCEM's involvement in the City's asylum seeker operations in late Fiscal 2025, which had previously driven prolonged EOC activation.
- Through October of Fiscal 2026, Community Emergency Response Team (CERT) volunteer hours increased by 35 percent, from 3,766 to 5,084, with CERT deployments increasing by a larger margin of 48 percent, from 61 to 90, when compared to the same reporting period in Fiscal 2025. These increases reflect NYCEM's continued emphasis on volunteers building local relationships and identifying opportunities within their own communities rather than relying solely on NYCEM-initiated requests, resulting in more locally-driven deployments. At the same time, the program has continued to stress accurate reporting of service hours, contributing to higher documented volunteer time; the spike in members recruited corresponds to the graduation cycle when new volunteers are formally added to program metrics. Following a restructuring of the CERT program curriculum in late 2024, CERT also had a more active recruiting period, with 44 new members being recruited in the first four months of Fiscal 2026, compared to none in the same reporting period last fiscal year.

SERVICE 1 Prepare City government, the public, private, and non-profit partners for any disaster.

Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Full-scale and functional exercises/drills	8	13	13	14	14	7	3
★ Tabletop exercises	36	25	24	31	31	11	12
Participation in drills coordinated by other agencies or organizations	32	36	31	*	*	8	15
★ Participants at instructor-led emergency management training sessions	1,575	1,835	1,987	1,000	1,000	590	607
Instructor-led emergency management training sessions	115	135	137	75	75	41	40
★ Participants at emergency preparedness education sessions	25,565	26,102	33,610	25,000	25,000	16,630	20,367
Online emergency management courses completed through Learning Management System	1,131	1,116	577	*	*	177	289
★ Critical Indicator	🌱 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 1b

Increase emergency preparedness and awareness among City residents, the private sector, and nongovernmental organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	1,159,984	1,240,585	1,341,056	⬆️	⬆️	1,287,403	1,469,486
Know Your Zone webpage views	38,635	48,734	71,260	*	*	59,415	18,262
Community events participated in	635	460	568	*	*	225	217
★ Critical Indicator	🌱 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

SERVICE 2 Coordinate citywide emergency mitigation, response, and recovery efforts.

Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Notify NYC messages issued	2,215	2,713	2,860	*	*	934	884
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	6:26	6:53	6:24	7:00	7:00	5:44	6:53
★ Critical Indicator	🌱 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Incidents	2,525	2,863	3,568	*	*	1,151	1,166
– Field responses	564	695	787	*	*	235	195
– Incidents monitored from Watch Command	1,961	2,168	2,811	*	*	916	982
Interagency meetings held during field responses	132	123	254	*	*	112	94
★ Days Emergency Operations Center activated	350	366	365	*	*	123	12
★ Community Emergency Response Team volunteer hours	8,963	12,388	10,809	*	*	3,766	5,084
Community Emergency Response Team members recruited	107	103	80	*	*	0	44
Community Emergency Response Team deployments	287	218	136	*	*	61	90
★ Critical Indicator	🌱 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$186.2	\$174.7	\$105.4	\$80.8	\$89.3	\$44.9	\$78.4	\$42.8
Personnel	211	224	225	216	246	103	225	234
Overtime paid (\$000)	\$1,116	\$1,005	\$719	\$184	\$308	\$279	\$205	\$200
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$23.9	\$33.1	All
002 - Other Than Personal Services	\$81.5	\$56.2	All
Agency Total	\$105.4	\$89.3	
¹ Comprehensive Annual Financial Report (CAFR) 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

None.

ADDITIONAL RESOURCES

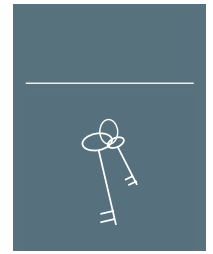
For additional information on items referenced in the narrative, go to:

- 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



WHAT WE DO

The Department of Correction (DOC) is dedicated to creating safe and humane jails that provide individuals in custody with a path to successfully re-enter their communities. Those in the Department's custody 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 persons held on State parole warrants. The Department operates eight jail facilities housing people in custody, all of which are located on Rikers Island. 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 custody, 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 custody to reduce idleness and promote skills development.

FOCUS ON EQUITY

The Department 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 and humane, which is a guiding principle in all areas of operation, as well as in the reforms that the Department undertakes.

DOC staff are committed public servants focused on creating a culture of compassion, care, and accountability for each other and those entrusted to the Department's care. Everyone benefits when people in the Department's custody 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 stays in a jail facility, DOC works hard to ensure that individuals in custody are provided with resources that support a safer environment in the jails and successful reentry into the community.

DOC offers a range of programming and services to meet an individual's unique needs and challenges, such as anger management, parenting skills, workforce development and vocational training, social services, as well as access to education, medical and mental health treatment, and substance use services offered by partner agencies. Individuals in need of a higher level of support, such as the young adult population and those in restrictive housing settings, are offered enhanced, targeted programming designed to support meaningful behavioral change and more constructive responses to violent conflict. In addition, DOC continues to enhance its infrastructure by repairing outdated equipment and fixtures, investing in new technologies, and implementing innovative solutions to complex challenges. The Department maintains a public data dashboard related to jail operations, which is updated on a regular basis, with the goal of improving transparency by sharing information and outcomes with impacted communities and other external stakeholders.

OUR SERVICES AND GOALS

SERVICE 1 Provide a safe and secure environment for individuals in custody, staff and host communities.

- Goal 1a Ensure the security and safety of individuals in DOC custody.
- Goal 1b Ensure that use of force is authorized and appropriate.
- Goal 1c Provide individuals in custody 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 custody to courts throughout the City.

SERVICE 2 Prepare individuals in custody for return to their neighborhoods as civil and contributing members.

- Goal 2a Prepare as many individuals in custody 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

- The average daily population increased nearly 13 percent from 6,478 in the first four months of Fiscal 2025 to 7,305 in the first four months of Fiscal 2026, continuing its year-over-year growth since Fiscal 2021. Similarly, there were over five percent more admissions over the same period, for a total of 8,584 individuals admitted in the first four months of Fiscal 2026.
- In the first four months of Fiscal 2026, the Department saw an 81 percent increase in the issuance of fight/assault infractions. This should not be conflated with an increase in actual fight/assault incidents. Beginning in Fiscal 2025, Department leadership intensified efforts to ensure that individuals in custody are appropriately infraacted for rule violations, including violent conduct. This renewed focus was intended to better manage behavior, ensure individuals are appropriately classified and housed, and pursue arrests when warranted.
- Violent incidents improved in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. Violent incidents among individuals in custody decreased by 14 percent to 94.9 incidents per month per 1,000 ADP, and serious injuries to individuals in custody from those incidents decreased by 16 percent to 11.9 injuries per month per 1,000 ADP. While assault on staff by individuals in custody remained relatively neutral at 12.2 incidents per month per 1,000 ADP, resulting serious staff injuries decreased by 68 percent to only three injuries in the first four months of Fiscal 2026 (0.10 injuries per month per 1,000 ADP). These decreases show meaningful improvements in safety for staff and people in custody, as well as overall jail management. This was largely driven by sustained efforts to strengthen correctional practices and implement targeted violence reduction strategies for higher-risk populations particularly prone to serious violence.
- The overall number of searches continued its year-over-year decline since Fiscal 2021, falling 13 percent between the first four months of Fiscal 2025 and the same period in Fiscal 2026. This decrease largely reflects a higher proportion of targeted Tactical Search Operations (TSOs), which, while more labor-intensive, are more strategic and yield more contraband than other types of searches. In addition, DOC established enhanced search procedures for incoming mail and packages being sent to people in custody. These search procedure changes may partially explain the sustained increase in weapon recovery as well, which are up 20 percent to 659 weapons recovered in the first four months of Fiscal 2026 as compared to the same period in Fiscal 2025.
- In the first four months of Fiscal 2025 compared to the same period in Fiscal 2026, overall use of force incidents marginally increased, in line with a modest increase in population. The rates of use of force incidents resulting in serious and minor injuries decreased by about 62 percent and 55 percent, respectively, though such incidents remain a relatively small subset of overall occurrences. The Department continues to prioritize training and supervision for uniformed staff to ensure that use of force aligns with DOC policy and correctional best practices. Each incident is closely reviewed to identify any misuse of force and to impose discipline appropriately. Efforts remain ongoing to minimize unnecessary use of force and the situations that may give rise to them.
- The Department works in close collaboration with NYC Health + Hospital's Correctional Health Services (CHS) to produce as many individuals as possible to the jail-based clinics operated by CHS on a given day, while considering any separation orders or other safety concerns as well as the size and capacity of the clinics. Total scheduled clinic encounters increased by 22 percent from the first four months of Fiscal 2025 to 272,442 in the first four months of Fiscal 2026, consistent with an increase in average daily population. Despite challenges maintaining staffing levels, the proportion of total scheduled clinic encounters produced increased slightly, by one percentage point across comparative reporting periods, to 77 percent. Average clinic wait time increased by 43 percent, from 14 minutes in the first four months of Fiscal 2025 to 20 minutes in the first four months of Fiscal 2026. As all jail-based clinics are run by CHS, the Department does not have insight into this increase.
- The percentage of jail capacity occupied by individuals in custody increased slightly from the first four months of Fiscal 2025 to 93 percent in the first four months of Fiscal 2026, the highest level recorded since Fiscal 2011. This increase is largely due to the Department consolidating operations by closing outdated facilities, new admissions outpacing discharges, and increased lengths of stay relative to what was observed prior to the COVID-19 pandemic. The Department continues to take proactive steps to manage the population safely and ensure each individual coming into custody is assigned a bed.

- The proportion of individuals participating in programs, services, and activities overall increased by two percentage points to 14.8 percent in the first four months of Fiscal 2026, as compared to the first four months of Fiscal 2025. During this same period, the Department saw a 17 percent increase in group facilitation sessions provided to individuals in custody. The Department continues to recruit and stabilize the staffing resources needed to ensure an increased delivery of group sessions and has opened several program houses to encourage increased participation in programs and services among interested populations. However, enrollments in workforce development programs decreased by 54 percent due to challenges releasing funds to certain providers who deliver these services.
- Average daily school attendance increased by 28 percent between the first four months of Fiscal 2025 and the same period in Fiscal 2026. The Department continues to operate school housing areas to encourage and incentivize engagement with school services and implemented a number of initiatives throughout Fiscal 2025 to make school services more accessible for interested individuals. Similarly, the total number of individuals in custody who participated in post-secondary education programs increased by 14 percent to 83 enrollments. This was due, in part, to one of the providers adding an additional class, making these services more accessible for interested individuals.

SERVICE 1 Provide a safe and secure environment for individuals in custody, staff and host communities.

Goal 1a Ensure the security and safety of individuals in DOC custody.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
🔴 Admissions	21,691	23,035	24,210	*	*	8,135	8,584
🔴 Average daily population	5,873	6,206	6,823	*	*	6,478	7,305
Individuals in custody in Security Risk Group (% ADP)	14.2%	10.9%	9.3%	*	*	8.8%	8.8%
Fight/assault infractions	8,503	7,812	8,528	*	*	2,873	5,232
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	90.4	94.9	104.2	⬇️	⬇️	110.2	94.9
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	15.4	12.1	13.5	⬇️	⬇️	14.2	11.9
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	12.3	9.5	12.4	⬇️	⬇️	11.8	12.2
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.40	0.24	0.29	⬇️	⬇️	0.31	0.10
Jail-based arrests of individuals in custody	384	341	436	*	*	153	139
Searches	169,119	123,158	113,019	*	*	40,399	34,974
Weapons recovered	3,651	1,407	2,128	*	*	551	659
★ Escapes	1	2	0	⬇️	⬇️	0	0
★ Non-natural deaths of individuals in custody	8	4	4	⬇️	⬇️	1	1
Stabbings and slashings	387	370	288	*	*	89	94
★ Critical Indicator	🔴 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Incidents of use of force	7,000	7,064	7,044	*	*	2,293	2,355
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	4.13	0.74	0.95	⬇️	⬇️	0.81	0.31
Department use of force incidents with minor injury (rate per 1,000 ADP)	8.73	3.37	3.37	*	*	2.51	1.13
Department use of force incidents with no injury (rate per 1,000 ADP)	86.64	90.50	81.87	*	*	85.15	79.22
Incidents and allegations of use of force	7,195	7,265	7,187	*	*	2,353	2,398
★ Critical Indicator	🔴 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 1c

Provide individuals in custody with timely access to health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Individuals in custody eligible for specialized mental health discharge procedures (% ADP)	51%	54%	57%	*	*	56%	59%
Individuals in custody with a serious mental health diagnosis (% ADP)	18.9%	20.3%	20.7%	*	*	20.5%	22.0%
Average clinic waiting time (minutes)	14	10	18	*	*	14	20
Scheduled clinic encounters	NA	617,375	710,001	*	*	222,676	272,442
★ Scheduled clinic encounters produced (%)	NA	75%	77%	↑	↑	76%	77%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Jail-cells unavailable due to short-term repair (%)	2.9%	1.4%	1.3%	1.0%	1.0%	1.5%	0.9%
★ Population as percent of capacity (%)	79%	87%	92%	96%	96%	90%	93%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1e

Ensure timely transport of individuals in custody to courts throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Scheduled on-site court appearances	94,606	90,849	88,074	*	*	29,606	29,887
★ Scheduled on-site court appearances produced (%)	91.5%	98.2%	98.6%	↑	↑	98.6%	98.7%
Scheduled teleconference court appearances	3,681	1,826	1,805	*	*	557	568
★ Scheduled teleconference court appearances produced (%)	88.9%	87.3%	88.9%	↑	↑	89.4%	89.0%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

SERVICE 2 Prepare individuals in custody for return to their neighborhoods as civil and contributing members.

Goal 2a

Prepare as many individuals in custody as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Individuals in custody participating in programs, services, and activities (%)	18.2%	14.8%	15.1%	10.0%	10.0%	12.7%	14.8%
Group facilitation sessions provided to individuals in custody	42,299	40,422	50,242	*	*	14,769	17,252
One-on-one sessions provided to individuals in custody	32,961	19,733	20,275	*	*	7,172	7,314
Enrollments in workforce development programs	4,275	4,045	4,167	*	*	229	105
Average daily attendance in school programs	67	82	76	*	*	47	60
Individuals in custody participating in post-secondary education programs	39	450	291	*	*	73	83
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Payout (\$000)	\$48,676	\$279,846	\$234,849	*	*	\$9,062	\$44,694
Workplace injuries reported	1,822	1,494	1,294	*	*	496	490
Accidents involving individuals in custody	252	225	266	*	*	119	62
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	100.0%	100.0%	97.7%	*	*	93.1%	100.0%
E-mails responded to within 14 days (%)	78.0%	72.1%	62.2%	*	*	81.0%	70.8%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$1,357.4	\$1,277.6	\$1,356.2	\$1,212.6	\$1,400.5	\$1,263.7	\$437.8	\$420.9
Revenues (\$000,000)	\$11.7	\$11.3	\$13.0	\$11.8	\$11.8	\$11.8	\$4.3	\$4.6
Personnel (uniformed)	6,299	5,954	5,777	7,060	7,060	7,060	5,876	5,619
Personnel (civilian)	1,552	1,537	1,581	1,832	1,833	1,828	1,552	1,590
Overtime paid (\$000,000)	\$294.6	\$281.8	\$341.1	\$160.8	\$373.1	\$165.7	\$89.9	\$104.4
Capital commitments (\$000,000)	\$774.8	\$982.5	\$2,528.5	\$2,755.5	\$2,338.9	\$4,097.2	\$1,390.4	\$21.0
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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 FY25¹ (\$000,000)	February 2026 Financial Plan FY26² (\$000,000)	Applicable MMR Goals³
Personal Services - Total	\$1,178.9	\$1,201.0	
001 - Administration	\$91.6	\$106.6	All
002 - Operations	\$169.7	\$403.3	All
005 - Jail Operations	\$847.6	\$626.3	All
006 - Health and Programs	\$25.9	\$20.6	All
009 - Transportation	\$44.1	\$29.9	All
011 - Training⁴	NA	\$14.3	All
Other Than Personal Services - Total	\$177.3	\$199.6	
003 - Operations	\$89.2	\$105.5	All
004 - Administration	\$14.5	\$15.3	All
007 - Jail Operations	\$48.4	\$46.4	All
008 - Health and Programs	\$20.4	\$25.7	All
010 - Transportation	\$4.8	\$6.7	All
Agency Total	\$1,356.2	\$1,400.5	
¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. ²Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2026. “NA” Not Available			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A number of previously published figures were updated as part of this publication after a review of historical data:
 - The four-month actual Fiscal 2025 figure for ‘Violent incidents among individuals in custody (monthly rate per 1,000 ADP)’ in Goal 1a was updated from 99.9 to 110.2.
 - The four-month actual Fiscal 2025 figure for ‘Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)’ in Goal 1a was updated from 14.5 to 14.2.
 - The four-month actual Fiscal 2025 figure for ‘Assault on staff by individual in custody (monthly rate per 1,000 ADP)’ in Goal 1a was updated from 10.1 to 11.8.
 - The four-month actual Fiscal 2025 figure for ‘Searches’ in Goal 1a was updated from 42,868 to 40,399.
 - The four-month actual Fiscal 2025 figure for ‘Weapons recovered’ in Goal 1a was updated from 631 to 551.
 - The four-month actual Fiscal 2025 figure for ‘Escapes’ in Goal 1a was updated from 1 to 0.
 - The four-month actual Fiscal 2025 figure for ‘Non-natural deaths of individuals in custody’ in Goal 1a was updated from 0 to 1.
 - The four-month actual Fiscal 2025 figure for ‘Department use of force incidents with minor injury (rate per 1,000 ADP)’ in Goal 1b was updated from 2.47 to 2.51.
 - The four-month actual Fiscal 2025 figure for ‘Department use of force incidents with no injury (rate per 1,000 ADP)’ in Goal 1b was updated from 85.18 to 85.15.
 - The four-month actual Fiscal 2025 figure for ‘Scheduled teleconference court appearances’ in Goal 1e was updated from 515 to 557.
 - The four-month actual Fiscal 2025 figure for ‘Scheduled teleconference court appearances produced (%)’ in Goal 1e was updated from 89.7 percent to 89.4 percent.
 - The four-month actual Fiscal 2025 figure for ‘Individuals in custody participating in programs, services, and activities (%)’ in Goal 2a was updated from 12.6 percent to 12.7 percent.
 - The four-month actual Fiscal 2025 figure for ‘Group facilitation sessions provided to individuals in custody’ in Goal 2a was updated from 14,757 to 14,769.
 - The four-month actual Fiscal 2025 figure for ‘One-on-one sessions provided to individuals in custody’ in Goal 2a was updated from 7,218 to 7,172.
 - The four-month actual Fiscal 2025 figure for ‘Enrollments in workforce development programs’ in Goal 2a was updated from 233 to 229.
 - The Fiscal 2025 figure for ‘Payout (\$000)’ in the Agency-wide Management section was updated from \$76,374 to \$234,849. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor’s Management Report, while this revised value was provided by the Office of Management and Budget.
 - The four-month actual Fiscal 2025 figure for ‘Workplace injuries reported’ in ‘Agency-wide Management’ was updated from 436 to 496.

ADDITIONAL RESOURCES

For additional information go to:

- The DOC Data Dashboard:
www.nyc.gov/site/doc/about/doc-data-dashboard.page
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

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

DEPARTMENT OF PROBATION



WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by supervising individuals on probation and fostering positive changes in their decision-making and behavior through research-based practices. By offering support in areas such as education, employment, health and behavioral health services, family engagement, and civic participation, DOP promotes meaningful community reintegration. These efforts help individuals successfully transition out of the criminal and juvenile justice systems and reduce the likelihood of recidivism.

In Criminal and Supreme Courts, DOP prepares court investigations and reports, supervises individuals based on their assessed risk and needs, and connects them to services that reduce recidivism and support reintegration. In Family Court, DOP addresses custody, juvenile delinquency, and other related matters while partnering with families and community groups to support youth development. Each year, it manages about 33,000 cases through pretrial intake, diversion, interstate services, investigations, and supervision.

Additionally, DOP operates the Neighborhood Opportunity Network (NeON) in seven City neighborhoods with high concentrations of individuals on probation. NeON provides a range of services to people on probation as well as neighborhood residents, supporting individuals with the tools, credentials, and hands-on experience needed to secure sustainable employment, achieve economic mobility, and further reduce the likelihood of recidivism.

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 marginalized communities. DOP expands access to services, removes systemic barriers, and supports pathways to opportunities for individuals—particularly Black and Latinx probationers, people from economically marginalized communities, those with serious mental health needs, and other overrepresented groups—so they may not only to avoid incarceration, but achieve stability and long-term success.

DOP brings resources to neighborhoods disproportionately impacted by the justice system, where many individuals on probation live. Through its nationally recognized NeON initiative, the Department delivers services and support directly in seven such communities—Brownsville, Bedford-Stuyvesant, and East New York in Brooklyn; Harlem in Manhattan; Jamaica in Queens; North Staten Island; and the South Bronx. NeON's locations function as both reporting sites and accessible resource hubs within walking distance for many clients. In collaboration with the Mayor's Office for Economic Opportunity, other City agencies, and trusted community partners, DOP focuses on five core pillars: recidivism, employment, education, housing, and mental health. By ensuring that services targeting these core pillars are provided where they are needed most, the Department addresses underlying causes of crime, reduces re-offending, and promotes stability for people on probation.

For youth and young adults, DOP delivers developmentally appropriate, evidence-based programs such as Adolescent Portable Therapy, Parent Support, PEAK Centers after school programming, and Intensive Community Monitoring (ICM) Plus+—a mentorship program for youth on ICM, high-risk supervision, or adjustment (which allows for diversion from prosecution). These initiatives address behavioral health, strengthen family relationships, and build protective factors that reduce the risk of further justice involvement. For adults, the Department focuses on economic empowerment through transitional employment and job readiness initiatives. These include NeON Works, which provides year-long paid skill-building opportunities for young adults; the Neighborhood Employment Services Program, which supports community upkeep by deploying work crews across NYCHA developments; and Employment-Focused Services, which provides transitional work and long-term job connection support for adults with moderate to high employment needs. These programs provide work experience, skill-building, and direct pathways to economic mobility. Vocational programs further support these efforts by offering training and certifications in fields such as commercial driving, emergency medical response, culinary arts, and skilled trades, equipping participants with industry-recognized credentials to access stable employment. Citywide partnerships, like the Young Men's Initiative that works to address disparities faced by young men of color, reinforce DOP's mission to reduce systemic inequities in education, employment, and justice outcomes.

The Department's commitment to equity and inclusion is a fundamental part of its mission. By ensuring fair and inclusive practices within both its internal workforce development and external service delivery, DOP builds trust with the communities it serves. This trust, in turn, strengthens the Department's ability to promote public safety, support successful reentry, and reduce recidivism. A diverse and inclusive DOP workforce is better equipped to engage meaningfully with individuals on probation and to develop effective, culturally responsive strategies that support positive life outcomes. In Fiscal 2025, DOP advanced this commitment by expanding its training academy curriculum to provide graduates with more comprehensive preparation for service, while the Agency's Equal Employment Opportunity office delivered regular training and communications on equity and inclusion practices. The Department also introduced new traditions and recognition initiatives, including formal academy graduations, promotion ceremonies that honor both sworn and civilian staff, and unit citations that celebrate collective achievements, demonstrating its commitment to fostering a workforce culture that values dedication, inclusion and innovation.

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

- During the first four months of Fiscal 2026, the Department completed 2,601 adult pre-sentence investigation reports to assist judges in Criminal and Supreme Courts in making informed sentencing decisions—a nine percent increase compared to the same period in Fiscal 2025. Of these, 94.4 percent were completed on time, down four percentage points from the first four months of Fiscal 2025, reflecting higher volume and complexity among adult cases. Similarly, the number of juvenile investigations and reports completed for Family Court also rose by five percent, totaling 404 in the first four months of Fiscal 2026. Despite the higher caseload, the juvenile on-time completion rate improved by nine percentage points to 96.0 percent, reaching the highest rate since Fiscal 2021, aligned with the Department's continued efforts to streamline workflows and strengthen staff support.
- All youth arrested between the ages of 12 and 17 who fall under Family Court jurisdiction are processed by DOP post-arrest. During the first four months of Fiscal 2026, the Department processed 2,685 juvenile intakes, a five percent decrease compared to the same period of Fiscal 2025 and the first decline following year-over-year increases since Fiscal 2021. This trend aligns with year-to-year changes in arrests by the New York Police Department (NYPD), which influences post-arrest referrals to DOP.
- During the juvenile intake process, probation officers assess statutory eligibility and suitability for adjustment, which allows for diversion from prosecution. In the first four months of Fiscal 2026, the overall proportion of juvenile delinquency cases eligible for adjustment dropped to 13 percent, down six percentage points compared to the same period in Fiscal 2025. Most of this decline is due to a drop in the proportion of low-risk cases eligible for adjustment, which fell 11 percentage points from 34 percent to 23 percent, marking a third consecutive fiscal year of decreases and reaching a historic low. Medium- and high-risk cases eligibility rates remained largely unchanged and low. While adjustment eligibility rates have been decreasing year-over-year since Fiscal 2022, it is difficult to compare across years as the types of cases referred to the Department changes significantly. The reasons for the decline are complex as they are influenced not only by individual risk assessment but also by statutory and procedural constraints—such as whether a youth is charged with a violent felony or has prior probation history. This, in addition to the 30 percent decrease in the number of juvenile cases open for adjustment (from 555 to 391), suggests that a larger share of new referrals may involve higher-risk youth or more serious charges, limiting opportunities for diversion.
- In the first four months of Fiscal 2026 the Department completed 3,140 initial risk and needs assessments for adults entering probation supervision, 32 percent more than in the first four months of Fiscal 2025. Despite the increased caseload, the average number of days to complete these assessments decreased 33 percent, improving to 6 days. The Department also completed 706 initial assessments for juveniles in the first four months of Fiscal 2026, 23 percent fewer than during the same period in Fiscal 2025, and the time to complete these assessments improved to 21 days, dropping 16 percent. These screenings use proven assessment tools to identify individuals on probation who are at higher risk of reoffending and to determine the types of programs or interventions that can address their specific needs. The improvement in completion times reflects operational efficiencies and continued staff training, which supported timely completion of assessments during the reporting period.
- The average monthly rearrest rate for adults on probation improved from 3.9 percent in the first four months of Fiscal 2025 to 3.5 percent in the same period of Fiscal 2026. When viewed as a percentage of all NYPD arrests, this adult rate improved slightly from 2.6 percent to 2.4 percent, successfully meeting the 2.6 percent target. Juvenile rearrest rates remain elevated, increasing the juvenile rate increased from 4.1 percent to 4.4 percent. As a percentage of all NYPD arrests, the juvenile rate increased from 0.2 percent to 0.3 percent. While rearrest rates are influenced by a range of external factors, the Department actively addresses recidivism through risk-based supervision, early identification of higher-risk individuals, and targeted interventions designed to support positive outcomes on probation.
- For the first time with a year-over-year comparison, the Department reported the cumulative rearrest rate, measuring the total number of rearrests among all individuals under supervision during the reporting period—unlike the average monthly rearrest rate, which counts the number of individuals rearrested in each month (counting each person only once, even if rearrested multiple times). This measure captures rearrests across the full supervision period and provides a more comprehensive view of recidivism. The cumulative rearrest rate for adults declined from 18.2 percent to 16.4 percent, while the rate for juveniles increased from 16.5 percent to 21.2 percent. These changes indicate progress among adults but emerging challenges among juveniles, who are being rearrested more often and may benefit from more focused supervision and support. These insights enable the Department to better target interventions, provide added structure to clients who need it, and direct resources where they will have the greatest impact.

- The average monthly violation rate decreased in both the adult and juvenile divisions in the first four months of Fiscal 2026. For adults on probation, the violation rate declined from 1.6 percent in the first four months of Fiscal 2025 to 1.0 percent in the same period of Fiscal 2026, while the juvenile violation rate decreased slightly from 1.6 percent to 1.5 percent. These improvements reflect ongoing supervision efforts aimed at supporting compliance with probation conditions.
- The Department's Intelligence Unit (Intel) completed 1,531 enforcement actions in the first four months of Fiscal 2026, a 26 percent decrease compared to the same period of Fiscal 2025. The overall decline was largely driven by a 100 percent reduction in ignition interlock device (IID) checks, which are initiated by Court referrals on eligible cases involving DWI (driving while intoxicated) offenses. The decline in IID checks may be due to fewer cases involving DWI offenses or because Courts may order alternative substance use treatment instead of IID, as it can be a financial burden for some individuals. Additionally, there was a 19 percent decrease in warrant enforcement and a 27 percent decrease in other types of enforcement events. Despite this, some enforcement activities increased, including criminal possession of weapon visits, which rose by two percent, and domestic incident responses, which increased by 11 percent. Intel continues to utilize targeted deployment and enforcement practices aimed at individuals most at risk for recidivism or other misconduct.
- In the first four months of Fiscal 2026, there were 28 new enrollments of juveniles in alternative-to-placement (ATP) programs, an increase of 33 percent compared to the same period in Fiscal 2025. There were also 746 new enrollments in DOP managed programs, down 20 percent. There are a variety of factors that may impact this decline, as Probation officers may recommend ATP, but placement 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.
- The rate of adult individuals completing their probation terms decreased by three percentage points from the first four months of Fiscal 2025 to 75 percent in the first four months of Fiscal 2026, while the juvenile completion rate rose by two percentage points to 92 percent. This shift reflects a continued trend of higher-risk individuals and those with more serious charges receiving probation sentences. Improving probation completion rates remains a priority for the Department.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Adult investigation reports completed	8,270	7,744	7,478	*	*	2,390	2,601
★ Adult investigation reports — On time completion (%)	99.0%	99.2%	97.0%	↑	↑	98.2%	94.4%
Juvenile investigation reports completed	808	1,135	1,155	*	*	385	404
★ Juvenile investigation reports — On time completion (%)	91.0%	80.0%	94.0%	↑	↑	87.0%	96.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Juvenile supervision — Intake cases received	6,486	7,564	8,106	*	*	2,827	2,685
★ Juvenile delinquency cases eligible for adjustment (%)	32%	24%	16%	↑	↑	19%	13%
– low-risk (%)	51%	39%	29%	*	*	34%	23%
– medium-risk (%)	5%	2%	2%	*	*	3%	2%
– high-risk (%)	1%	0%	0%	*	*	0%	0%
Juvenile delinquency cases open for adjustment	NA	NA	1,408	*	*	555	391
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Adult supervision cases	9,656	9,918	10,812	*	*	10,169	10,924
Juvenile supervision cases	653	931	967	*	*	1,014	1,109
Adult initial risk assessments completed	8,209	8,223	7,810	*	*	2,374	3,140
Juvenile initial risk assessments completed	2,610	2,530	2,324	*	*	915	706
Average time to complete adult initial risk assessments (days)	11	8	11	*	*	9	6
Average time to complete juvenile initial risk assessments (days)	29	33	27	*	*	25	21
Adult probationer rearrest rate (monthly average) (%)	2.7%	3.5%	3.7%	3.0%	3.0%	3.9%	3.5%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average) (%)	2.2%	2.5%	2.5%	2.6%	2.6%	2.6%	2.4%
★ Average monthly violation rate for adult probationers (%)	1.0%	2.0%	1.5%	*	*	1.6%	1.0%
Juvenile probationer rearrest rate (monthly average) (%)	3.8%	3.1%	4.4%	3.5%	3.5%	4.1%	4.4%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average) (%)	0.2%	0.2%	0.3%	*	*	0.2%	0.3%
★ Average monthly violation rate for juvenile probationers (%)	2.1%	1.7%	1.4%	3.0%	3.0%	1.6%	1.5%
★ Rearrests per adult who passes through supervision (%)	NA	NA	42.3%	↓	↓	18.2%	16.4%
★ Rearrests per juvenile who passes through supervision (%)	NA	NA	35.6%	↓	↓	16.5%	21.2%
Probation violation proceedings ending in revocation for adult probationers (%)	35%	38%	42%	*	*	39%	54%
Probation violation proceedings ending in revocation for juvenile probationers (%)	26%	34%	29%	*	*	24%	29%
Revocation of juveniles not resulting in placement (%)	65.0%	20.0%	26.0%	*	*	25.0%	23.0%
Revocation of juveniles resulting in placement (%)	35.0%	80.0%	74.0%	*	*	75.0%	77.0%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 2b

Maximize client accountability through field visits and enforcement actions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cyber/social media investigations	42	171	133	*	*	48	29
★ Intel enforcement events	3,678	7,407	5,085	*	*	2,079	1,531
– Warrant enforcement	NA	1,634	1,197	*	*	500	404
– Criminal possession of a weapon visits	NA	1,156	1,787	*	*	562	573
– Ignition interlock device visits	NA	2,743	343	*	*	342	1
– Domestic incidents enforcement	NA	275	368	*	*	157	174
– Other enforcement events	NA	1,599	1,390	*	*	518	379
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
New enrollments in Alternative-to-Placement programs	87	83	57	*	*	21	28
☛ New enrollments in DOP-managed programs	1,616	1,560	1,547	*	*	937	746
Adult probationer early completion rate (%)	19%	15%	8%	*	*	12%	6%
Adult probationer early completion approval rate (%)	96%	95%	87%	*	*	95%	90%
★ Completion rate for adult probationers (%)	81%	77%	76%	↑	↑	78%	75%
★ Completion rate for juvenile probationers (%)	88%	87%	92%	↑	↑	90%	92%
★ Critical Indicator ☛ Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Human services contracts	NA	NA	32	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	88%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$15.89	*	*	NA	NA
★ Critical Indicator ☛ Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed requests for interpretation	10,495	10,497	12,413	*	*	NA	NA
★ Critical Indicator ☛ Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$115.3	\$106.5	\$112.9	\$115.7	\$116.0	\$116.2	\$50.7	\$48.0
Revenues (\$000)	\$138.0	\$120.5	\$89.2	\$302.0	\$302.0	\$302.0	\$20.4	\$29.1
Personnel	1014	893	869	1,076	1,095	1,076	906	848
Overtime paid (\$000)	\$3,075	\$2,947	\$4,487	\$2,776	\$2,776	\$2,776	\$1,307	\$1,032
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$77.4	\$81.8	
001 - Executive Management	\$13.6	\$11.5	All
002 - Probation Services	\$63.9	\$70.3	All
Other Than Personal Services - Total	\$35.5	\$34.2	
003 - Probation Services	\$35.5	\$34.1	All
004 - Executive Management	\$0.1	\$0.1	All
Agency Total	\$112.9	\$116.0	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'Agency-wide Management' section was added to the chapter to catalog indicators which apply to broad aspects of agency management rather than a single goal. The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to this section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.

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:
<http://equity.nyc.gov/>

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

CIVILIAN COMPLAINT REVIEW BOARD



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 eight 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 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 the first four months of Fiscal 2026, the public filed 2,095 complaints alleging misconduct of uniformed members of the New York City Police Department (NYPD). This is the first instance of civilians filing more than 2,000 complaints in the reporting period since Fiscal 2014 and a seven percent increase from the 1,956 complaints filed in the first four months of Fiscal 2025.
- CCRB closed 1,614 cases in the first four months of Fiscal 2026, a 27 percent decrease from the 2,214 cases closed in the same period during Fiscal 2025. Under the New York City Charter, CCRB has jurisdiction to investigate five categories of allegations of police misconduct: excessive or unnecessary force, abuse of authority, discourtesy, the use of offensive language, and untruthful statements by members of NYPD. CCRB closed 23 percent more allegations of excessive or unnecessary force across comparative reporting periods, despite concurrent decreases of at least 20 percent for each of the other allegation types. A single case may include multiple allegations.
- After fully investigating an allegation of misconduct, a panel of three Board members (one mayoral designee, one New York City Council designee, and one Police Commissioner designee) votes to determine if the evidence gathered by a CCRB investigator is sufficient to substantiate a complaint or to determine that the officer is not guilty of misconduct. CCRB uses the terminology “findings on the merits” when a preponderance of evidence has been gathered to support either finding. Through the first four months of Fiscal 2026, the rate of allegations with findings on the merits rose more than five percentage points to 77 percent. This is the highest rate on record after remaining below 55 percent between Fiscal 2010 and Fiscal 2022. This demonstrates that CCRB investigators are gathering evidence with greater efficiency and success.
- Consistent with the decrease in overall cases closed, the number of complaints closed without a full investigation decreased in the first four months of Fiscal 2026. The number of complaints closed because of a withdrawn complaint decreased 17 percent compared to the same period of Fiscal 2025 (from 84 to 70) and the number complaints unable to be investigated decreased 31 percent (from 956 to 657).
- In the first four months of Fiscal 2026, the proportion of all cases that were fully investigated stayed steady at 41 percent. An investigation is not classified as full when a complaint is withdrawn or when a complainant, victim, or witness is unable to cooperate or unavailable to aid in the investigation.
- In the first four months of Fiscal 2026, the average time to complete a full investigation increased four days to 420 days compared to the same period last year. This is above the baseline from before the COVID-19 pandemic, when the average remained below 300 days between Fiscal 2015 and Fiscal 2020. However, this is a relatively strong stabilization from the 591 days required for a full investigation in Fiscal 2022. At the same time, the average time to complete a substantiated investigation decreased nearly six percent to 463 days, successfully dropping below the target of 480 days. This decrease occurred despite the average time for NYPD to respond to body-worn camera request increasing from six to 14 days across comparative reporting periods.
- When an allegation of misconduct is fully investigated and substantiated by CCRB, recommendations for discipline are sent to NYPD. The Police Commissioner has final discretion to assign disciplinary action. CCRB uses NYPD’s Disciplinary Matrix—NYPD’s official guide that defines penalties for specific acts of substantiated misconduct by officers—when providing recommendations. In the first four months of Fiscal 2026, the Police Commissioner returned more than triple the amount of concurrence decisions than in the first four months of Fiscal 2025 (up from 105 to 406). A concurrence decision refers to an instance when the Police Commissioner assigns the disciplinary action as recommended by CCRB. Similarly, after rising each of the previous five fiscal years, the Police Commissioner returned 89 percent fewer non-concurrence decisions in the first four months of Fiscal 2026 (from 382 to 44). Relatedly, the number of cases with any level of discipline assigned more than doubled (from 138 to 419) and the number of cases without any level of discipline assigned decreased more than 91 percent (from 349 to 31).

- In the first four months of Fiscal 2026, the rate of officers disciplined increased to 93 percent after falling to just 28 percent through the first four months of Fiscal 2025. This rate pertains solely to substantiated allegations of misconduct and excludes pending and filed cases. The discipline rate remained at or below 50 percent for the preceding four fiscal years after staying at or above 70 percent for all but two fiscal years between Fiscal 2010 and Fiscal 2021.
- By October of Fiscal 2026, the number of active members of service (MOS) with greater than five complaints made against them rose four percent (from 3,675 to 3,828) and the number of MOS with greater than ten complaints made against them rose nearly five percent (from 798 to 834). The number of MOS with greater than five complaints made against them has increased consistently since Fiscal 2023. There are approximately 34,000 uniformed members of the NYPD.
- Instead of participating in a full investigation, civilians can opt in to CCRB's mediation process which allows for the resolution of complaints by talking with the police officer face-to-face. The mediation process results in no disciplinary action assigned to the officer. CCRB successfully mediated 15 cases during the first four months of Fiscal 2026, down from 22 in the first four months of the previous fiscal year. Cases with mutual agreement to mediate also decreased from 29 to only 18. The rate of civilians who accepted mediation fell to all-time low of 16 percent through the first four months of Fiscal 2026. At the same time, 95 percent of officers accepted mediation. The rate of civilians who reported satisfaction with the mediation process rose two percentage points to 75 percent but has remained below the target of 94 percent since Fiscal 2022.
- For the most serious allegations of misconduct, CCRB's Administrative Prosecution Unit (APU) prosecutes MOS in front of NYPD's Deputy Commissioner of Trials instead of merely recommending discipline. In the first four months of Fiscal 2026, APU closed 27 percent fewer cases compared to the same period of Fiscal 2025 (from 145 to 106). The number of APU cases closed by plea increased from 64 to 73, whereas those cases closed by trial decreased from 21 to 12.

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

Goal 1a Improve the quality and timeliness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
🔴 Total civilian complaints against uniformed members of the New York City Police Department	4,700	5,644	5,575	*	*	1,956	2,095
Force allegations closed	2,346	2,815	3,951	*	*	1,131	1,392
Abuse of authority allegations closed	6,609	7,861	10,929	*	*	3,535	2,780
Discourtesy allegations closed	1,298	1,468	1,645	*	*	562	410
Offensive language allegations closed	288	310	393	*	*	125	75
Untruthful statement allegations closed	56	42	62	*	*	23	8
★ Closed allegations with findings on the merits (%)	66%	72%	73%	55%	55%	72%	77%
Cases closed	4,247	5,505	6,372	*	*	2,214	1,614
Unable to investigate complaints closed	1,489	2,013	2,882	*	*	956	657
Complaint withdrawn complaints closed	328	366	239	*	*	84	70
Closed Pending Litigation complaints closed	475	560	641	*	*	219	201
Miscellaneous closure complaints closed	2	33	32	*	*	11	5
Substantiated complaints closed	715	768	1,064	*	*	324	303
Within NYPD guidelines complaints closed	339	410	338	*	*	136	78
Unfounded complaints closed	299	530	497	*	*	201	148
Officer Unidentified complaints closed	715	143	126	*	*	46	18
Unable to determine complaints closed	570	602	504	*	*	214	119
★ Full investigations as a percentage of total cases closed (%)	50%	45%	40%	40%	40%	42%	41%
★ Average time to complete a full investigation (days)	484	404	424	420	420	416	420
Average days to first officer interview	199	151	161	*	*	159	162
Average days for response to body-worn camera request	8	8	9	*	*	6	14
★ Average time to complete a substantiated investigation (days)	455	437	489	480	480	490	463
Average age of open docket (days)	172	193	185	*	*	189	171
★ Substantiated cases in which the statute of limitations expired (%)	6.0%	0.8%	0.6%	0.0%	0.0%	0.9%	1.3%
Concurrence decisions returned	412	565	751	*	*	105	406
Non-concurrence decisions returned	489	639	783	*	*	382	44
Cases with discipline returned	441	637	815	*	*	138	419
Cases without discipline returned	460	567	719	*	*	349	31
Non-adjudicated cases returned	200	142	73	*	*	32	28
★ Officers disciplined (excluding pending and filed cases) (%)	47%	55%	53%	*	*	28%	93%
Active members of service with greater than 5 complaints	3,228	3,576	3,841	*	*	3,675	3,828
Active members of service with greater than 10 complaints	770	743	841	*	*	798	834
★ Critical Indicator 🔴 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1b

Increase the use of mediation to resolve complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases with mutual agreement to mediate	127	94	62	*	*	29	18
Officers who accepted mediation (%)	91%	84%	89%	*	*	83%	95%
Civilians who accepted mediation (%)	36%	20%	16%	*	*	19%	16%
Cases successfully mediated	91	74	43	*	*	22	15
★ Average mediation case completion time (days)	93	76	85	120	120	83	62
★ Mediation satisfaction rate (%)	93%	69%	63%	94%	94%	73%	75%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 1c

Improve the quality and timeliness of prosecutions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Administrative prosecution cases closed — Total	187	380	310	*	*	145	106
– By trial	28	59	36	*	*	21	12
– By plea	40	157	159	*	*	64	73
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Outreach presentations conducted	1,039	1,134	920	⬆️	⬆️	333	330
★ Critical Indicator	● Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	268	251	176	*	*	NA	NA
Letters responded to within 14 days (%)	63%	63%	64%	*	*	67%	90%
E-mails responded to within 14 days (%)	94%	97%	87%	*	*	100%	100%
CORE facility rating	95	NA	100	*	*	NA	NA
★ Critical Indicator	● Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$23.7	\$25.9	\$27.3	\$29.2	\$29.4	\$29.2	\$7.6	\$7.6
Personnel	230	227	235	278	273	273	218	234
Overtime paid (\$000)	\$293	\$386	\$342	\$600	\$300	\$300	\$105	\$88
¹February 2026 Financial Plan. ²Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan 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 Comprehensive Annual Financial Report (CAFR) 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

None.

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-a-complaint/file-complaint.page>
- Status of complaints:
<https://www.nyc.gov/site/ccrb/complaints/complaint-status/check-complaint-status.page>
- Administrative trials:
<https://www.nyc.gov/site/ccrb/prosecution/administrative-prosecution-unit-apu.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:
<http://equity.nyc.gov/>

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



LAW DEPARTMENT

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, environment, economic development, and law enforcement operations. 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 the first four months of Fiscal 2026, the payout for judgments and claims brought against the City in State and federal court decreased 50 percent compared to the same period of Fiscal 2025, from about \$222 million to about \$111 million. This decrease may be attributable, in part, to last fiscal year's settlement of several larger and longstanding lawsuits, in addition to settlements in cases brought pursuant to the Child Victims Act, a 2019 New York State law extending eligibility for survivors of childhood sexual assault to file civil lawsuits. Notably, the amount of payouts since the COVID-19 pandemic remains lower than the years before the pandemic.
- Total cases commenced against the City during the first four months of Fiscal 2026 fell by nine percent, from 3,711 in the same period of Fiscal 2025 to 3,397. This decline coincided with a similar eight percent reduction in State court filings, down from 3,388 to 3,113. This could be influenced by the Gender Motivated Violence Act lookback window having lapsed, as cases filed under the Gender Motivated Violence Act contributed to increases in case volume in preceding fiscal years.
- Cases commenced against the City in federal court decreased 12 percent from 323 cases in the first four months of Fiscal 2025 to 284 in the same period in Fiscal 2026. However, cases pending in federal court increased, going from 662 to 693. This is due in part to the fact that the Department's Special Federal Litigation Division saw a rise in civil rights cases filed in federal court during Fiscal 2025 that continue to be litigated. The increase in civil rights cases were a result of criminal convictions that have been vacated by the various District Attorney's Offices, increased claims brought by pre-trial detainees in the custody of the Department of Correction, and claims commenced in connection with various demonstrations throughout the City. The Division will continue its approach to defending against such claims in an effort to reduce the number of pending actions.
- Cases pending in State court increased by 10 percent from 33,713 in the first four months of Fiscal 2025 to 37,221 in the same period of Fiscal 2026, despite the decrease in cases commenced. Cases pending on the trial calendar similarly increased 28 percent, up from 2,359 to 3,024 across comparative reporting periods. The time that cases remain pending is influenced by all participating parties in the case, and these year-to-year differences in case volume are within normal fluctuations for cases commenced or pending.
- Affirmative motion practice increased 11 percent, from 300 to 333 motions, while the win rate on affirmative motions increased by two percentage points from 75 to 77 percent during the same period.
- Dismissals and discontinuances are down 42 percent, from 24 in the first four months of Fiscal 2025 to 14 in the same period of Fiscal 2026.
- Juvenile delinquency involves 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. The Law Department's Family Court Division prosecutes the juvenile delinquency cases that are removed to Family Court, ensures that youth who commit delinquent acts receive appropriate services, and provides information to victims on available community-based services, including counseling, crisis intervention, and safety planning. In the first four months of Fiscal 2026, the juvenile conviction rate decreased by six percentage points, from 76 to 70 percent.
- From the first four months of Fiscal 2025 to the first four months of Fiscal 2026, crime victims referred for community-based services rose twelve percentage points, up from 39 to 51 percent. This metric captures the percentage of victims that accepted services, which depends on the individual needs and decisions of each victim.

- 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. In the first four months of Fiscal 2026, filing of enforcement referrals increased 13 percentage points compared to the same period in Fiscal 2025, from 86 to 99 percent, due to sustained efforts to improve internal processes to meet the target of filing within 60 days of referral. The percentage of families entitled to a support order that get a support order decreased by eight percentage points, from 79 to 71 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 support orders to continue the process for pursuing them after initial filing.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total citywide payout for judgments and claims (\$000)	\$1,208,576	\$1,516,776	\$1,376,184	↓	↓	\$221,721	\$111,433
★ Total cases commenced against the City	8,812	10,359	10,647	*	*	3,711	3,397
– Cases commenced against the City in state court	8,151	9,540	9,802	7,600	7,600	3,388	3,113
– Cases commenced against the City in federal court	661	819	845	1,050	1,050	323	284
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Cases pending in State court	29,392	32,873	36,035	23,700	23,700	33,713	37,221
– Cases pending on trial calendar	2,142	2,332	2,753	2,700	2,700	2,359	3,024
Affirmative motions to dismiss or for summary judgment	631	789	910	*	*	300	333
★ Win rate on affirmative motions (%)	79%	70%	76%	78%	78%	75%	77%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Cases pending in federal court	646	624	674	1,150	1,150	662	693
Dismissals and discontinuances	139	93	86	*	*	24	14
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Referred cases filed for prosecution (%)	33%	31%	38%	55%	55%	38%	39%
Juvenile conviction rate (%)	75%	75%	71%	75%	75%	76%	70%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	82%	84%	73%	75%	75%	77%	71%
Crime victims referred for community-based services (%)	46%	41%	38%	45%	45%	39%	52%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Filing of enforcement referrals within 60 days of referral (%)	99%	96%	95%	90%	90%	86%	99%
★ Families entitled to a support order that get a support order (%)	83%	74%	72%	65%	65%	79%	71%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Completed requests for interpretation	968	1,025	1,086	*	*	NA	NA
Letters responded to within 14 days (%)	38%	93%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$271.3	\$325.3	\$336.3	\$276.8	\$327.0	\$345.1	\$139.2	\$122.2
Revenues (\$000,000)	\$18.4	\$65.4	\$20.5	\$18.0	\$23.7	\$18.0	\$10.0	\$15.6
Personnel	1,462	1,482	1,502	1,624	1,687	1,887	1,488	1,483
Overtime paid (\$000)	\$2,632	\$2,296	\$2,692	\$2,131	\$2,131	\$2,131	\$727	\$921
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$165.1	\$181.5	All
002 - Other Than Personal Services	\$171.1	\$145.5	All
Agency Total	\$336.3	\$327.0	
¹ Comprehensive Annual Financial Report (CAFR) 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

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION



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

DOI seeks to improve public confidence in government operations and works to ensure that City government functions effectively and with integrity and transparency. DOI focuses on exposing and combatting corruption, waste, mismanagement, and fraud. These abuses can threaten the availability of resources for New Yorkers in need as well as the 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 of theft and fraud. DOI 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 follows the facts and the law, regardless of politics, influence, or position. Through 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. Key investigatory work from the first four months of Fiscal 2026 are described below.

DOI issues public reports regarding its investigative findings and recommendations for reform. Over the first four months of Fiscal 2026, DOI issued five public reports reflecting the breadth of DOI's oversight. Those reports focused on topics of significant public interest including: (1) theft of cash assistance and nutritional benefits from Electronic Benefit Transfer cards, funds that provide critical financial assistance to 1.8 million New Yorkers, and strategies to prevent and limit that theft; (2) the violation of Sanctuary City laws and Department of Correction (DOC) policy by an investigator with DOC who provided information on two persons in custody to further federal civil immigration enforcement; (3) an analysis of gaps in internal controls at the New York City Retirement System that allowed a former retirement benefits examiner to steal \$624,000; (4) an assessment of the New York City Police Department's implementation of policy and procedural changes recommended by DOI to the Department's handling of its Criminal Group Database; (5) the corruption risks posed by complex and burdensome regulatory rules (DOI's Annual Anti-Corruption Report). These reports collectively resulted in 37 PPRs to mitigate future risks, increase transparency, ensure that New Yorkers receive the funds and services that they are entitled to, and that public officials follow the law.

DOI's investigations also identified illegal and unethical conduct that denies or delays the equitable distribution of resources and undercuts public trust in City government. DOI's relationships with the City agencies it oversees and the partnerships it has with local prosecutors and law enforcement led to a number of investigations during this reporting period, including the arrest of a Bronx day care operator on charges of theft of City funds by false representations to the Administration for Children's Services concerning attendance at his in-home day care; the indictment of a director of the Human Resources Administration's rental assistance program and a Bronx landlord on charges of stealing \$110,000 from the City in a fraud scheme; and additional charges against a former chief advisor to the former Mayor, along with two companies and six others, including one senior City employee, for using his position and influence in exchange for various benefits, among others.

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

- DOI issues Policy and Procedure Recommendations (PPRs) whenever investigations reveal that changes to agency policies and procedures would improve a systemic problem identified through investigations. During the first four months of Fiscal 2026, the number of written PPRs issued to City agencies fell by 54 percent compared to the first four months of Fiscal 2025 (from 65 to 30). The acceptance and implementation rates for issued PPRs remained consistent, and the rate of PPRs that are still pending a response (acceptance or rejection) from agencies rose from five percent to six percent.
- DOI provides corruption prevention and whistleblower lectures to City staff on how to recognize and report corruption, laws governing behavior for City employees and vendors, and legal protections afforded to whistleblowers. The number of lectures conducted by DOI fell by 29 percent in the first four months of Fiscal 2026, down from 90 in the same period of Fiscal 2025 to 64. The timing of in-person and webinar lectures depends on numerous factors, including hiring frequency at agencies and staff availability. Despite the decrease compared to the same period in Fiscal 2025, DOI remains on track to meet the target of 100 lectures set for Fiscal 2026. The number of attendees at eLearning-online training sessions rose 82 percent in the reporting period (from 3,813 to 6,944), demonstrating commitment from City agencies to ensure staff receive DOI's corruption prevention eLearning-online training.
- In the first four months of Fiscal 2026, the average time to complete an investigation increased 29 percent from 252 days in the prior year's reporting period to 325 days. This time is impacted by the complexity of the investigation, which often is conducted in collaboration with prosecutors and other law enforcement partners. DOI is mindful of the length of investigations and seeks to ensure that each investigation is completed in a reasonable timeframe but recognizes that the appropriate timeframe must be determined on case-by-case basis.
- During an investigation, DOI may provide referrals to federal, state, or local prosecutors' offices for possible criminal action. DOI also makes referrals to agencies, as well as the City's Conflicts of Interest Board, for administrative action. The number of referrals for civil and administrative action fell by 36 percent from 185 in the first four months of Fiscal 2025 to 118 in the same period of Fiscal 2026, and arrests resulting from DOI investigations fell by 54 percent (from 102 to 47). Referrals for criminal prosecution also decreased by 77 percent (from 163 to 38). This decrease is attributable, in part, to a change in DOI's case management system. The previous system counted every individual who was referred for criminal prosecution as one referral, whereas the new system treats each case referred for criminal prosecution as one referral, regardless of the number of individuals referred within that case. All referrals depend on the facts found. The determination to make arrests is done in collaboration with prosecutors and other law enforcement partners. Highly complex and impactful cases, such those involving senior public officials or non-profits receiving substantial public funds, may require more time and resources. These generally lead to fewer referrals for prosecution, as well as fewer arrests, due to typically involving a smaller group of individuals under investigation.
- DOI seeks recovery and returns of funds to the City and victims of crime and misconduct where appropriate. In the first four months of Fiscal 2026, financial recoveries all significantly increased compared to the same period in Fiscal 2025. This includes financial recoveries to the City ordered or agreed to (up from \$1,717,000 to \$4,557,000), financial recoveries to the City collected (up from \$420,000 to \$4,965,000), and financial recoveries to individuals and non-City entities ordered or agreed to (up from \$57,000 to \$420,000). Whether and when funds are recovered depends on a litany of factors—including the availability of funds for seizure and the nature of the resolution of a criminal case—some of which are beyond DOI's control.
- DOI conducts citywide background investigations for certain new employee hires, transfers, and promotions. The number of background investigations closed in the first four months of Fiscal 2026 decreased 21 percent compared to the same period in Fiscal 2025 (from 409 to 324), while the rate of background investigations received and closed within six months fell 15 percentage points, dropping from 99 percent to 84 percent. These decreases are a result of increased demand and internal staffing levels.
- In the first four months of Fiscal 2026, DOI closed 64 background investigations opened prior to July 1, 2019, referred to as backlogged investigations. Only 21 backlogged background investigations remained open at the end of the reporting period.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Complaints	13,566	14,612	14,435	*	*	5,063	4,652
★ Written Policy and Procedure Recommendations issued to City agencies	123	212	158	*	*	65	30
Written Policy and Procedure Recommendations issued during previous fiscal years that have been accepted by City agencies (%)	87%	87%	87%	75%	75%	88%	88%
– Written Policy and Procedure Recommendations issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	87%	88%	91%	*	*	91%	92%
Written Policy and Procedure Recommendations issued during previous fiscal years that are still pending an outcome from City agencies (%)	5%	7%	6%	*	*	5%	6%
Written Policy and Procedure Recommendations issued during previous fiscal years that have been rejected by City agencies (%)	5%	6%	6%	*	*	6%	6%
★ Corruption prevention and whistleblower lectures conducted	240	236	298	100	100	90	64
Corruption prevention lecture e-learning attendees	29,245	27,351	16,724	*	*	3,813	6,944
Integrity monitoring agreements	12	12	10	*	*	9	9
Vendor name checks completed within 30 days (%)	97%	97%	91%	85%	85%	95%	95%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 1b Improve the impact and effectiveness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average time to complete an investigation (days)	201	214	251	180	180	252	325
Active Investigations	1,618	1,619	1,515	*	*	943	912
Closed investigations	878	895	806	*	*	297	325
★ Referrals for civil and administrative action	918	796	495	*	*	185	118
★ Referrals for criminal prosecution	425	449	287	*	*	163	38
★ Arrests resulting from DOI investigations	313	349	220	*	*	102	47
★ Financial recoveries to the City ordered/agreed (\$000)	\$10,121.0	\$4,805.0	\$4,165.0	*	*	\$1,717.0	\$4,557.0
★ Financial recoveries to the City collected (\$000)	\$2,118.0	\$2,192.0	\$1,537.0	*	*	\$420.0	\$4,965.0
Financial recoveries to individuals and non-City entities ordered/agreed (\$000)	\$2,063.0	\$375.0	\$2,058.0	*	*	\$57.0	\$420.0
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average time to complete a background investigation (from date of receipt) (days)	119	115	116	180	180	109	117
Closed background investigations (of those opened on or after July 1, 2019)	1,712	1,714	1,256	*	*	409	324
Background investigations received and closed within 6 months (%)	99%	99%	98%	80%	80%	99%	84%
Backlogged background investigations closed during the reporting period	547	369	275	*	*	104	64
Backlogged background investigations remaining open	729	360	85	*	*	256	21
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
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	3	3
CORE facility rating	NA	NA	100	*	*	NA	NA
Completed requests for interpretation	20	87	15	*	*	4	14
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$47.7	\$55.7	\$57.7	\$55.9	\$64.1	\$54.1	\$32.9	\$37.9
Revenues (\$000,000)	\$2.8	\$3.5	\$3.5	\$4.2	\$4.2	\$4.2	\$0.2	\$1.2
Personnel	272	273	264	295	314	295	267	273
Overtime paid (\$000)	\$372	\$447	\$445	\$107	\$107	\$107	\$108	\$151
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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 FY25¹ (\$000,000)	February 2026 Financial Plan FY26² (\$000,000)	Applicable MMR Goals³
Personal Services - Total	\$27.6	\$31.7	
001 - Personal Services	\$22.1	\$25.7	All
003 - Inspector General	\$5.5	\$6.0	All
Other Than Personal Services - Total	\$30.1	\$32.4	
002 - Other Than Personal Services	\$29.3	\$29.3	All
004 - Inspector General	\$0.8	\$3.1	All
Agency Total	\$57.7	\$64.1	
¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter.			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- 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. Every effort was made to obtain exact matches for data ahead of the Fiscal 2025 Mayor's Management Report. However, there was a margin of error as data continues to be audited and evaluated. Accordingly, some updates were made after the production of the Fiscal 2025 Mayor's Management Report.
- Various indicators were updated to reflect finalized data:
 - The previously published Fiscal 2025 4-month actual figure for 'Complaints' in Goal 1a was updated from 5,050 to 5,063.
 - The previously published Fiscal 2025 4-month actual figure for 'Corruption prevention and whistleblower lectures conducted' in Goal 1a was updated from 81 to 90.
 - The previously published Fiscal 2025 4-month actual figure for 'Corruption prevention lecture e-learning attendees' in Goal 1a was updated from 3,731 to 3,813.
 - The previously published Fiscal 2025 4-month actual figure for 'Active investigations' in Goal 1b was updated from 941 to 943.
 - The previously published Fiscal 2025 4-month actual figure for 'Referrals for criminal prosecution' in Goal 1b was updated from 162 to 163.
 - The previously published Fiscal 2025 4-month actual figure for 'Financial recoveries to the City ordered/agreed (\$000)' in Goal 1b was updated from \$1,036.4 to \$1,717.0.
 - The previously published Fiscal 2025 4-month actual figure for 'Financial recoveries to the City collected (\$000)' in Goal 1b was updated from \$298.4 to \$420.0.
 - The previously published Fiscal 2025 4-month actual figure for 'Financial recoveries to individuals and non-City entities ordered/agreed (\$000)' in Goal 1b was updated from \$0.0 to \$57.0.

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



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), educates the public about their rights and responsibilities under the NYCHRL, and encourages positive community relations. 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 outreach, media, and legislative and policy initiatives. CCHR's Law Enforcement Bureau (LEB) impartially investigates alleged violations of the law; negotiates and resolves matters; provides early intervention in cases of ongoing discrimination and retaliation, and ensures reasonable accommodations are made when necessary; and, where appropriate, tries cases before an independent administrative law judge. Mediation services are offered through the independent Office of Mediation and Conflict Resolution (OMCR). CCHR's Community Relations Bureau (CRB) educates the public on New Yorkers' human rights and cultivates strong, lasting community relationships through roundtable discussions, workshops, trainings, and other sustained engagements. CRB also collaborates with the small business community in the City, including chambers of commerce, merchant associations, and business improvement districts to facilitate compliance with the NYCHRL. CCHR's Office of the Chair serves as the Commission's policy, legislative, and adjudicatory hub, convening stakeholders; coordinating with City, State, and federal partners; issuing rules and final decisions; and producing public guidance and media campaigns.

FOCUS ON EQUITY

Equity, diversity, and inclusion remain central to CCHR's work. Individuals who use housing vouchers and those with disabilities face high levels of discrimination and harassment in New York City and represent a significant proportion of NYCHRL housing discrimination cases. As such, CCHR is committed to ensuring that people with disabilities have full access to the Commission's facilities, programs, and services.

Additionally, CCHR remains steadfast in its commitment to end gender-based discrimination, which disproportionately impacts women, girls, and LGBTQ+ transgender and gender non-conforming individuals. The Commission investigates and prosecutes cases of gender-based discrimination, including sexual harassment and discrimination based on gender identity or expression in housing, employment, and public places. 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, and works to eliminate barriers that impede women's access to employment, promotions, and leadership roles. In the first four months of Fiscal 2026, CCHR released a Decision and Order requiring a prominent food chain to take affirmative steps to provide redress to an employee and to make policy and practice changes after finding that the employer permitted a hostile work environment and failed to take action when managers engaged in gender-based harassment.

Through robust outreach and education efforts, the Commission continued to raise awareness among the public of the protections afforded by the NYCHRL. CCHR also placed renewed emphasis on prevention by educating entities with legal obligations under the Law. This included consistent business corridor outreach across all five boroughs and targeted "Know Your Obligations" trainings. CCHR welcomed the sixth cohort of Youth for Equity and Solidarity (YES) Council members to work on youth engagement in civil rights. The Commission expanded a new pilot program, called Together we are Empowered and we Matter (TEAM), collaborating with houses of worship to engage justice-impacted individuals through participatory learning about Fair Chance employment protections. In addition, the Commission focused on new outreach strategies to address immigration-based discrimination, complementing the publication of CCHR's updated Legal Enforcement Guidance on National Origin and Immigration Status.

The NYCHRL is continually amended to meet the evolving needs of New Yorkers. In June 2025, the Law was amended to require new lactation accommodation policies, reflecting changes in State labor laws. Finally, the Commission actively contributes to broader legislative and policy initiatives aimed at advancing equity and dismantling systemic discrimination—reinforcing the Commission's role as a key champion for civil and human rights in the City. At a City Council hearing on Housing Discrimination in October 2025, CCHR spoke about the Agency's efforts in detail, emphasizing a Public-Artist-In-Residence program working with CCHR and the Department of Cultural Affairs to ensure individuals impacted by the criminal legal system know their rights. The public launch of this "Break Down Barriers to Housing" collaboration was held with the Fortune Society in August.

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

- During the first four months of Fiscal 2026, CCHR received 4,516 inquiries, a 26 percent decrease compared to the 6,087 received during the same period of Fiscal 2025. While down, Fiscal 2026 inquiries remain the second highest volume on record for the first four months of a fiscal year. 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.
- Matters initiated, which are the total number of Commission-initiated cases or public inquiries that require follow-up or other action from CCHR, increased 11 percent from 422 in the first four months of Fiscal 2025 to 470 in the same period in Fiscal 2026. This is mainly because staff are prioritizing Commission-initiated work and conducting more tests, while federal avenues for recourse that once existed are no longer available.
- In the first four months of Fiscal 2026, CCHR continued to focus its efforts on resolving some of the oldest and most difficult to settle cases in its caseload by referring them to the Office of Administrative Trials and Hearings (OATH). This resulted in four referrals to OATH in the first four months of Fiscal 2026, up from one in the first four months of Fiscal 2025. Litigating OATH cases involve time- and resource-intensive settlement conferences and hearings, and the Commission continues to litigate several important cases that were referred in previous fiscal years. Many key case processing time indicators were impacted as staff resources were reallocated because of this prolonged workload. Accordingly, CCHR closed 80 complaints in the first four months of Fiscal 2026, 42 percent fewer than in the same period of Fiscal 2025.
- The average age of the complaint caseload increased from 592 days in the first four months of Fiscal 2025 to 629 days in the same period of Fiscal 2026. Relatedly, the number of pending complaints open for less than one year increased 13 percent from 317 cases to 357 cases. These increases in case processing times are largely because inquiry volumes remain historically high, requiring CCHR to open more matters, including pre-complaint interventions. CCHR offered more intake appointments to keep up with inquiries and initiate more matters, which placed additional demands on Agency staff. Time spent conducting intakes, making referrals, and drafting complaints took time away from pending investigations and unassigned cases. As such, the number of open matters increased 26 percent from 1,262 in the first four months of Fiscal 2025 to 1,591 during the same period of Fiscal 2026, and the number of open complaints similarly increased 20 percent from 795 to 950.
- The number of complaints successfully mediated decreased from five in the first four months of Fiscal 2025 to one in the first four months of Fiscal 2026. The timeframes for mediated complaints can vary widely from month to month, so with only four months of data available in this report, any deviation from previous years is difficult to attribute to a specific factor. Performance will be better observed at the close of the fiscal year.
- The number of accessibility modifications secured for people with disabilities increased to 50 during the first four months of Fiscal 2026, up from 27 during the same period last fiscal year, due to increased staff availability from the pre-complaint intervention team to seek modifications and a general ongoing focus on pre-complaint interventions.
- Over the first four months of Fiscal 2026, the value of damages awarded for complainants dropped by 65 percent to \$323,920 and civil penalties ordered by the Commission decreased by 69 percent to \$88,000 compared to the same period in Fiscal 2025. The declines are attributed to several record-breaking cases that occurred last fiscal year, which made damages and penalties far higher than historically typical. This included a landmark source of income discrimination settlement with a rental agent and property manager in the Bronx that resulted in the highest civil penalty ever imposed by the Commission in a housing discrimination case.
- CCHR continues to dedicate resources to strategic enforcement of the NYCHRL through testing and other means. Testing metrics monitor how effectively the Commission examines and assesses entities' compliance with the Human Rights Law, a cornerstone of CCHR's work. In the first four months of Fiscal 2026, CCHR attempted 523 tests (22 percent more than during the same period last fiscal year) and completed 454 tests (29 percent more). This led to a five percentage-point higher testing completion rate in the first four months of Fiscal 2026 compared to the same period last year. A total of 266 entities were tested in the first four months of Fiscal 2026.

- InfoLine staff, who provide front line responses to the public and are frequently the first point of contact with the Commission, responded to 6,455 (17 percent fewer) phone calls and met with 166 (25 percent more) individuals who sought advice in-person without an appointment during the first four months of Fiscal 2026 compared to the same period last fiscal year. These indicators can vary widely from month to month, and performance will be better observed at the close of the fiscal year.
- In the first four months of Fiscal 2026, CCHR's Community Relations Bureau held 116 outreach sessions targeting youth, a nine percent decrease from the same period in Fiscal 2025, and the number of youth reached from these events increased by eight percent to 8,007. Outreach efforts can vary widely from month to month so performance in this area will be better observed at the close of the fiscal year.
- Over the first four months of Fiscal 2026, there were 554,625 public views of CCHR's online training courses, a 38 percent increase from the same period last fiscal year, largely due to the roll out of a new sexual harassment training.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Inquiries received	12,190	13,630	15,532	*	*	6,087	4,516
Matters initiated	801	868	1,196	*	*	422	470
★ 🌟 Complaints filed	340	366	397	*	*	145	139
Complaints referred to the Office of Administrative Trials and Hearings	1	23	16	*	*	1	4
Complaints closed	471	447	379	*	*	139	80
– Complaints closed (%) - no probable cause determination	0%	1%	1%	*	*	1%	0%
– Complaints closed (%) - probable cause determination	25%	16%	18%	*	*	9%	16%
– Complaints closed (%) - administrative cause	42%	40%	44%	*	*	61%	59%
– Complaints closed (%) - settlement	33%	43%	37%	*	*	29%	25%
★ Average age of complaint caseload (days)	514	593	614	*	*	592	629
Complaints pending by age — less than one year	302	284	354	*	*	317	357
Open matters	1,180	1,206	1,358	*	*	1,262	1,591
Open complaints	733	762	881	*	*	795	950
Complaints successfully mediated	28	31	17	*	*	5	1
Average days to completion for an Office of Mediation and Conflict Resolution case	117	112	107	*	*	102	110
Pre-complaint resolutions	347	307	327	*	*	131	125
Modifications for accessibility for people with disabilities	111	85	61	*	*	27	50
Value of damages for complainants (\$)	\$4,679,207	\$4,047,283	\$17,004,122	*	*	\$935,285	\$323,920
Value of civil penalties imposed (\$)	\$887,500	\$633,200	\$1,780,500	*	*	\$287,500	\$88,000
Tests attempted for Human Rights Law violations in housing, employment, and disability accommodations	1,433	1,303	1,346	*	*	430	523
Tests completed for Human Rights Law violations in housing, employment, and disability accommodations	1,242	943	1,182	*	*	353	454
Testing completion rate for Human Rights Law violations in housing, employment, and disability accommodations	87%	72%	88%	*	*	82%	87%
Entities tested for Human Rights Law violations in housing, employment, and disability accommodations	1,082	947	969	*	*	310	266
Walk-ins assisted at CCHR offices	NA	430	246	*	*	133	166
Phone calls received by InfoLine staff	NA	21,301	20,349	*	*	7,811	6,455
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
People reached	132,507	142,398	150,053	95,000	95,000	58,690	57,977
Training and outreach sessions	2,172	2,888	2,845	1,500	1,500	933	929
Outreach sessions in Manhattan (% of total)	NA	23%	28%	*	*	26%	22%
Outreach sessions in Staten Island (% of total)	NA	20%	22%	*	*	23%	27%
Outreach sessions in Brooklyn (% of total)	NA	14%	18%	*	*	16%	14%
Outreach sessions in Queens (% of total)	NA	12%	17%	*	*	19%	18%
Outreach sessions in the Bronx (% of total)	NA	12%	15%	*	*	16%	17%
Outreach sessions conducted virtually (%)	NA	14%	18%	*	*	23%	18%
Training and outreach sessions targeting youth	220	318	371	250	250	128	116
★ People reached (youth events)	NA	19,412	19,177	↑	↑	7,401	8,007
Online trainings viewed by members of the public	NA	544,060	1,216,744	*	*	400,884	554,625
Website views	2,330,417	4,481,280	4,197,569	*	*	1,389,664	1,321,831
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	99%	100%	*	*	99%	100%
Completed requests for interpretation	1,414	2,129	2,095	*	*	783	584
Average wait time to speak with a customer service agent (minutes)	5	10	14	*	*	13	19
CORE facility rating	96	100	98	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$11.1	\$11.5	\$12.3	\$15.4	\$15.4	\$14.3	\$4.2	\$4.5
Personnel	101	105	104	145	145	137	109	103
Overtime paid (\$000)	\$0	\$0	\$0	\$4	\$4	\$4	\$0	\$0
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$10.3	\$12.3	
001 - Personal Services	\$5.8	\$4.7	All
003 - Community Development	\$4.4	\$7.6	All
Other Than Personal Services - Total	\$2.0	\$3.1	
002 - Other Than Personal Services	\$0.5	\$1.3	All
004 - Community Development	\$1.5	\$1.8	All
Agency Total	\$12.3	\$15.4	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A number of previously published figures were updated as part of this publication after a review of historical data:
 - The four-month actual Fiscal 2025 figure for 'Complaints filed' in Goal 1a was updated from 146 to 145.
 - The Fiscal 2025 figure for 'Complaints referred to the Office of Administrative Trials and Hearings' in Goal 1a was updated from 6 to 16.
 - The four-month actual Fiscal 2025 figure for 'Complaints closed' in Goal 1a was updated from 134 to 139.
 - The four-month actual Fiscal 2025 figure for 'Complaints closed (%)—probable cause determination' in Goal 1a was updated from 10 percent to 9 percent.
 - The four-month actual Fiscal 2025 figure for 'Complaints closed (%)—administrative cause' in Goal 1a was updated from 59 percent to 61 percent.
 - The four-month actual Fiscal 2025 figure for 'Complaints closed (%)—settlement' in Goal 1a was updated from 30 percent to 29 percent.
 - The four-month actual Fiscal 2025 figure for 'Pre-complaint resolutions' in Goal 1a was updated from 134 to 131.
 - The four-month actual Fiscal 2025 figure for 'Training and outreach sessions targeting youth' in Goal 2a was updated from 110 to 128.

ADDITIONAL RESOURCES

- 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:
<http://equity.nyc.gov/>

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS



WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is New York City's central, independent administrative law court. Administrative law courts are tribunals responsible for hearing disputes related to government agencies' administrative actions and decisions. OATH consists of three divisions responsible for adjudicating City matters: OATH Trials Division, OATH Hearings Division, and OATH Special Education Hearings Division. The Trials Division adjudicates a wide range of issues that are referred to by any City agency, board, or commission. Its caseload includes employee discipline matters, hearings for civil servants, Conflicts of Interest Board (COIB) cases, proceedings related to the retention of seized vehicles by the police, City-issued license revocation cases, real estate, zoning and loft law violations, City contract disputes, cases alleging violations of worker protection laws, and the New York City Human Rights Law. Trials are conducted by Administrative Law Judges who are appointed to five-year terms by OATH's Commissioner and Chief Administrative Law Judge. Hearings at the Hearings Division are conducted by Judicial Hearing Officers on summonses issued by more than 25 different City enforcement agencies for alleged violations of City laws or rules. The Special Education Hearings Division (SEHD) adjudicates disputes about special education services provided to New York City children. OATH also houses the Center for Creative Conflict Resolution, which provides mediation and restorative justice support to City government agencies, and the Administrative Judicial Institute, a resource center that provides training, continuing education, and support services for the City's Administrative Law Judges and Hearing Officers.

FOCUS ON EQUITY

OATH's focus on equity involves ensuring that all New York City residents and businesses with matters before OATH have equitable access to services and are treated fairly. All New Yorkers, including those who are limited in their ability to visit an OATH office, have the convenient option of challenging summonses they receive from City enforcement agencies by phone. Those who are limited in their ability to attend remote hearing may request an in-person hearing. To further equitable access to justice, OATH offers respondents a call back option to minimize the time it takes for hearings to start. OATH also reminds respondents 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. While this support does not constitute legal advice, it does connect respondents with services offered by the New York City Department of Small Business Services.

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

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 OATH’s Hearings Division through OATH’s Help Center.

HOW WE PERFORMED

- OATH's Trials Division holds proceedings on a diverse range of complex administrative law matters in a manner akin to civil trials without a jury. In the first four months of Fiscal 2026, the Trials Division received 788 cases from agencies, 12 percent fewer than over the same period of Fiscal 2025. Much of this decrease is a result of a decrease in case filings (specifically by the Department of Correction) and a decrease in the number of cases brought by licensing agencies against City licensees (specifically by the Taxi and Limousine Commission). In the first four months of Fiscal 2026, the average time to issue a decision at the Trials Division reached 40 days, a 51 percent increase compared to the same period in Fiscal 2025. In the same vein, the rate of OATH Trials Division cases with decisions issued within 45 business days decreased by 13 percentage points (from 86 percent to 73 percent). These resolution times fluctuate due to various factors outside the control of the Trials Division, including the nature and complexity of filed cases as well as whether a case is subject to urgent statutory or court-mandated resolution deadlines.
- OATH's Hearings Division is responsible for holding hearings on summonses issued by a variety of City enforcement agencies. In the first four months of Fiscal 2026, the Hearings Division received 356,503 summonses from enforcement agencies, a nine percent decrease from the 390,833 summonses filed in the first four months in Fiscal 2025. The total surpassed one million in Fiscal 2025 for the first time on record. Due to the decrease in summonses filed, the number of summonses resolved through pre-hearing activities (such as cures, stipulations, settlements and pre-hearing payments) decreased seven percent from 131,524 to 122,363. In the first four months of Fiscal 2026, OATH held 15 percent more total hearings (89,752) compared to the same period in Fiscal 2025 (78,374). All hearing methods (hearings by phone, in-person, by mail, and online) increased. Hearings conducted in-person increased nearly 50 percent across reporting periods (from 986 to 1,470), although in-person hearings total less than two percent of all hearings conducted. Consistent with the 12 percent increase in the number of decisions issued (from 220,930 to 248,229), the average time to render a decision increased from 10 days to 14 days.
- OATH's Special Education Hearings Division (SEHD) provides fair and impartial hearings to resolve disputes between parents of students with disabilities and the New York City Department of Education (DOE). Fiscal 2025 was the first full fiscal year where SEHD held full jurisdiction of these cases after originally sharing jurisdiction with non-OATH hearing officers. In the first four months of Fiscal 2026, cases appointed to the SEHD decreased by 31 percent compared to the same period in Fiscal 2025 (from 11,438 to 7,859 cases). However, Fiscal 2025's total is an outlier because DOE filed a tranche of 4,152 new cases all at once in July 2024 to meet a deadline associated with a New York State Education Department emergency regulation that precluded those types of cases from being filed[CS1.1]. Removing this outlier, the number of cases appointed to Impartial Hearing Officers is within the standard range.
- Due to the unusually high level of cases in Fiscal 2025, the number of cases closed per Special Education Hearing Officer decreased 26 percent (from 20.27 to 15.08), settlement and other pre-trial conferences conducted for special education cases decreased 10 percent (from 8,559 to 7,698), and special education hearings conducted decreased 43 percent (from 6,905 to 3,913) across comparative reporting periods. The number of cases per officer also decreased due to the hiring of 22 more Special Education Hearing Officers over the reporting period. Additionally, the average time from the appointment of OATH Special Education Hearing Officers to case closure increased 39 percent (from 83.86 days to 116.30 days) because many cases filed during the July 2024 surge were closed more quickly than normal. This lowered the average for Fiscal 2025 and the case closure rate in Fiscal 2026 is a return to expected levels.
- OATH's Center for Creative Conflict Resolution (the Center) is the City's central resource for alternative dispute resolution and restorative practices. All services administered by the Center decreased in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. The number of conflict trainings decreased the most (from 34 to 17) and mediations for City workplace disputes also decreased (from 25 to 18). These decreases are attributed to fluctuations in demand, as the Center's work with City agencies is determined by the types of services requested, the specific needs of the individuals involved, and the parties' voluntary consent to participate. The satisfaction rate for all Center services reached 100 percent in the first four months of Fiscal 2026, an increase of two percentage points from the satisfaction rate during the same period last fiscal year.

- OATH's Help Center provides information and resources to individuals who do not have a lawyer or paid, professional, registered representative. OATH Procedural Justice Coordinators can provide details on the hearing process and answer questions about charges and procedural options available to respondents. The total number of full, in-depth case Help Sessions conducted by OATH's Help Center decreased slightly in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025 from 15,256 to 14,886. Meanwhile, more people received targeted, issue-specific assistance via the Help Center's text messaging service and by calling the Help Center and leaving a voicemail. The number of respondents helped via text message increased by ten percent (from 4,476 to 4,913) and the number of people who received assistance after leaving an email or voice message increased by 17 percent (from 7,738 to 9,075). Despite the significant increase in email and voicemails left for the Help Center, the average time for respondents to receive assistance after leaving an email or voicemail decreased by 80 percent in the first four months of Fiscal 2026 as compared to the same period in Fiscal 2025 (from 3.17 days to 0.63 days). However, the average time for respondents to receive assistance after making requests online or by text both doubled over the comparative reporting periods. Still, the average time to initiate assistance after a text request remained under half of one day.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases filed at OATH Trials Division	3,759	3,653	2,556	*	*	897	788
Cases closed at OATH Trials Division	3,874	3,538	2,606	*	*	1,008	871
Cases processed per Administrative Law Judge	324.2	313.6	210.4	*	*	74.6	78.2
OATH Trials Division settlement rate (%)	57%	60%	61%	55%	55%	63%	56%
Average time for OATH Trials Division to issue decisions after records closed (business days)	31.4	36.0	40.7	*	*	26.5	40.0
★ OATH Trials Division cases with decisions issued within 45 business days (%)	89%	83%	79%	↑	↑	86%	73%
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	97%	96%	96%	98%	96%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Summonses received from enforcement agencies	764,871	850,256	1,105,448	*	*	390,833	356,503
★ Summonses resolved through pre-hearing activities	263,343	285,592	377,222	*	*	131,524	122,363
★ Decisions issued	492,246	592,716	678,578	*	*	220,930	248,229
— Hearing and administrative decisions issued	175,941	193,249	217,049	*	*	72,043	85,237
— Default decisions issued	316,305	399,467	461,529	*	*	148,887	162,992
Hearings held	221,726	231,851	240,902	*	*	78,374	89,752
— Hearings conducted by phone	189,541	192,166	197,077	*	*	65,323	72,380
— Hearings conducted in-person	1,969	2,775	2,850	*	*	986	1,470
— Hearings conducted with written defenses submitted online	26,942	33,832	38,904	*	*	11,420	14,983
— Hearings conducted with written defenses submitted by mail	3,274	3,078	2,071	*	*	645	919
★ Average days for Judicial Hearings Officers to render decisions	9	12	11	*	*	10	14
★ Appeals decisions rendered	2,042	2,711	2,074	*	*	836	631
★ 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 Decision.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases filed and appointed to OATH Special Education Hearings Division	NA	19,117	19,499	*	*	11,438	7,859
Cases closed at OATH Special Education Hearings Division	NA	15,583	18,376	*	*	6,730	5,669
Average number of cases closed per Special Education Hearing Officer per month	NA	16.93	17.91	*	*	20.27	15.08
★ Special education cases closed within regulatory timeframe (%)	NA	95.28%	70.17%	90.00%	90.00%	85.66%	66.36%
★ Average time from appointment to OATH Special Education Hearing Officer to case closure	NA	84.53	101.88	105.00	105.00	83.86	116.30
Settlement and other pre-trial conferences conducted for special education cases	NA	14,489	21,174	*	*	8,559	7,698
Special education hearings conducted	NA	19,764	19,617	*	*	6,905	3,913
Final decisions issued on the merits	NA	6,651	11,448	*	*	4,464	3,968
Special education cases where parents are represented by counsel or other representative (% of total)	NA	93.32%	85.14%	*	*	80.79%	96.02%
Language services provided to parent	NA	630	748	*	*	330	270
★ 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 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Mediations administered for City employees	50	81	67	*	*	25	20
Conflict resolution trainings administered for City employees	55	85	67	*	*	34	19
Coaching sessions for City personnel	79	71	100	*	*	32	31
Consultations for City personnel	338	316	241	*	*	91	78
Restorative group sessions	22	23	17	*	*	4	6
Mediations administered for members of the public	7	10	8	*	*	7	1
★ Participants who reported satisfaction with conflict resolution services	97%	95%	96%	*	*	98%	100%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Help Sessions conducted by OATH Help Center	38,435	33,595	44,308	*	*	15,256	14,886
★ Average days after online request is made to initiate Help Center assistance	0.37	0.40	0.77	*	*	0.51	1.12
Respondents assisted by Help Center via text messaging exchange	NA	NA	12,691	*	*	4,476	4,913
★ Average days after text message request is made to initiate Help Center assistance	NA	NA	0.29	↓	↓	0.22	0.44
Respondents assisted by Help Center via email/voicemail exchange	NA	NA	25,001	*	*	7,738	9,075
★ Average days after email/voicemail request is made to initiate Help Center assistance	NA	NA	1.82	↓	↓	3.17	0.63
Respondents who were assisted by the Help Center at customer service windows	NA	NA	58,839	*	*	21,514	22,218
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	8,778	11,466	11,795	*	*	4,408	4,167
Letters responded to within 14 days (%)	91.67%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	99%	100%	100%	*	*	100%	100%
CORE facility rating	100	100	100	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$55.8	\$67.3	\$71.6	\$80.9	\$81.8	\$80.1	\$25.4	\$28.0
Revenues (\$000,000)	\$137.1	\$146.6	\$173.3	\$146.8	\$158.0	\$148.9	\$58.9	\$70.6
Personnel	429	458	499	593	595	597	470	491
Overtime paid (\$000)	\$39	\$128	\$78	\$10	\$10	\$10	\$30	\$36
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$56.2	\$62.3	All
002 - Other Than Personal Services	\$15.5	\$19.5	All
Agency Total	\$71.6	\$81.8	
¹ Comprehensive Annual Financial Report (CAFR) 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

- OATH expanded and updated the indicators included in Goal 2a to more clearly convey the start-to-finish process for resolving a hearing. Changes include the following:
 - The indicators 'Summonses adjudicated', 'Summonses processed at OATH Hearings Division (total)', and 'Summonses with decisions rendered at OATH Hearings Division' were replaced by 'Decisions issued', 'Hearing and administrative decisions issued', and 'Default decisions issued.'
 - The indicator 'Pre-hearing activities at OATH Hearings Division (total)' was renamed 'Summonses resolved through pre-hearing activities.'
 - The indicator 'Hearings held' was added.
 - The indicators 'Defenses submitted by mail (%)', 'OATH hearings by phone (%)', and 'OATH one-click online submissions (% of total remote hearings/submissions)' were removed.
 - The indicator 'Defenses submitted by mail' was renamed 'Hearings conducted with written defenses submitted by mail.'
 - The indicator 'Hearings by phone' was renamed 'Hearings conducted by phone.'
 - The indicator 'OATH one-click online submissions (% of total remote hearings/submissions)' was renamed 'Hearings conducted with written defenses submitted online.'
 - The indicator 'Appeals decisions rendered' was added.

ADDITIONAL RESOURCES

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

BUSINESS INTEGRITY COMMISSION



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 by 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 is responsive to the public, as demonstrated by its exemplary performance in responding to inquiries, such as letters and emails, within two weeks.

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 New York City 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. In August 2025, BIC joined partners including the Metropolitan Transportation Authority and the New York City Police Department and other enforcement agencies to commemorate the 100th interagency Ghost Plate Task Force operation, through which thousands of vehicles attempting to evade traffic laws and rules have been removed from City streets. BIC also joined the Department of Transportation (DOT) and the other Vision Zero agencies in October 2025 for the annual 'Dusk to Darkness' outreach campaign to educate drivers of the additional danger to road users that comes from decreased driver visibility as daylight savings time ends. 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 DOT'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

- BIC enforcement of the trade waste industry is fundamental to the Agency's regulatory mission. In the first four months of Fiscal 2026, the number of violations BIC issued to licensed and registered trade waste haulers increased nine percent to 494 from 453 during the same reporting period last year. This is due to BIC's continued law enforcement partnerships and an increase in joint operations with NYPD, DOT, and other law enforcement agencies. Moreover, violations issued to illegally operating private waste haulers decreased 11 percent to 200 from 225. These violations vary year-to-year based on discovered illegal activity in the industry.
- BIC denied four trade waste applications and revoked one trade waste registrant in the first four months of Fiscal 2026 up from zero in the first four months of Fiscal 2025. BIC's goal is to ensure the trade waste industry remains free of organized crime, other forms of corruption, that applicants do not present a harm to public safety and that they conduct their affairs with good character, honesty and integrity. When a trade waste company does not uphold the requisite good character, honesty, and integrity the Commission may revoke their license or registration or deny their application.
- The number of pending new waste hauling applications improved 28 percent, from 88 during the first four months of Fiscal 2025 compared to 63 during the same period in Fiscal 2026, as did the average age of pending new waste hauling applications, which decreased 14 percent (318 to 273 days). Additionally, BIC approved 24 percent more new waste hauling applications in the first four months of Fiscal 2026, 47 compared to 38, yet the number of days to approve new waste hauling applications increased 85 percent, from 156 to 289 days, well above the target of 150 days, due to a few outliers with extended review time.
- In the first four months of Fiscal 2026, the number of pending renewal trade waste hauling applications increased 32 percent compared to the same period last year (499 to 657), and the average age of pending renewal waste hauling applications increased 30 percent (171 to 223 days). BIC approved 11 percent fewer renewal waste hauling applications (256 to 227), while the number of days to approve renewal waste hauling applications increased 39 percent (189 to 263 days). These shifts are 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.
- Violations issued at public wholesale markets increased significantly from two in the first four months of Fiscal 2025 to 23 in the comparative Fiscal 2026 reporting period. This increase is due to the untimely submission of the company's material change information to the Commission, which is defined in the BIC application. Moreover, public wholesale market violations admitted to or upheld at OATH decreased from 100 percent to 89 percent across comparative reporting periods.
- Given the overall size of the industry and the finite amount of space at the markets, the volume of entrants remains low with three new public wholesale market applications pending in the first four months of Fiscal 2026, down from four in Fiscal 2025 during the same period. In the first four months of Fiscal 2026, the average age of pending new public wholesale market applications remained on par with Fiscal 2025 (345 to 362 days). The number of new public wholesale market applications that were approved over the reporting period was four, the same as last year. The average time to approve a public wholesale market new application increased 52 percent (265 to 402 days), well above the target of 150 days. Due to the low volume of new public wholesale market applications approved, an outlier caused a significant impact to the average number of days to approve.
- BIC approved 18 renewal public wholesale market applications in the first four months of Fiscal 2026 compared to 11 in the same period in Fiscal 2025, an increase of 64 percent. The average time to approve renewal public wholesale market applications increased 140 percent (75 to 180 days), which is still under the target of 210 days. The number of renewal public wholesale market applications pending increased across comparative reporting periods, from 18 to 63, due to the renewal submission cycle, which can fluctuate based on renewal needs.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Violations issued to private waste haulers — Total	2,876	1,573	1,822	*	*	678	694
★ – Legally operating private waste haulers	2,008	1,163	1,246	*	*	453	494
★ – Illegally operating private waste haulers	868	410	576	*	*	225	200
Private Waste Hauler Violations admitted to or upheld at OATH (%)	86.0%	90.0%	96.0%	*	*	95.0%	94.0%
★ Waste hauling license and registration applications denied or revoked	1	1	2	*	*	0	5
Waste hauling complaints received	260	203	295	*	*	111	116
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Waste hauling applications pending — New	74	72	75	*	*	88	63
Average age of pending waste hauling applications (days) — New	186	247	324	*	*	318	273
Waste hauling applications approved — New	203	153	134	*	*	38	47
★ Average time to approve waste hauling applications (days) — New	168	120	192	150	150	156	289
Waste hauling applications pending — Renewal	648	531	680	*	*	499	657
Average age of pending waste hauling applications (days) — Renewal	316	220	196	*	*	171	223
Waste hauling applications approved — Renewal	775	872	470	*	*	256	227
★ Average time to approve waste hauling applications (days) — Renewal	316	230	247	210	210	189	263
★ 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 City’s public wholesale markets abide by the law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Violations issued at public wholesale markets	25	8	30	*	*	2	23
Public Wholesale Markets Violations admitted to or upheld at OATH (%)	95.0%	100.0%	90.0%	*	*	100.0%	89.0%
★ Public wholesale market license and registration applications denied or revoked	0	0	0	*	*	0	0
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Public wholesale market applications pending — New	5	3	5	*	*	4	3
Average age of pending public wholesale market applications (days) — New	132	348	342	*	*	345	362
Public wholesale market applications approved — New	9	5	9	*	*	4	4
★ Average time to approve public wholesale market applications (days) — New	95	204	155	150	150	265	402
Public wholesale market applications pending — Renewal	23	10	48	*	*	18	63
Average age of pending public wholesale market applications (days) — Renewal	142	217	94	*	*	93	131
Public wholesale market applications approved — Renewal	92	49	41	*	*	11	18
★ Average time to approve public wholesale market applications (days) — Renewal	123	185	103	210	210	75	180
★ Critical Indicator	● Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed requests for interpretation	24	115	134	*	*	NA	NA
CORE facility rating	NA	NA	NA	*	*	NA	NA
★ Critical Indicator ✱ Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$9.0	\$8.8	\$8.5	\$8.7	\$9.2	\$8.7	\$4.0	\$4.0
Revenues (\$000,000)	\$6.5	\$7.6	\$8.8	\$6.6	\$11.6	\$4.9	\$3.0	\$6.8
Personnel	70	66	63	73	73	73	65	68
Overtime paid (\$000)	\$84	\$24	\$48	\$0	\$57	\$10	\$12	\$34
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$6.2	\$6.7	All
002 - Other Than Personal Services	\$2.3	\$2.4	All
Agency Total	\$8.5	\$9.2	
¹ Comprehensive Annual Financial Report (CAFR) 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

- 'Waste hauling applications denied' was renamed to 'Waste hauling license and registration applications denied or revoked' to more accurately reflect the established indicator definition.
- 'Public wholesale applications denied' was renamed to 'Public wholesale market license and registration applications denied or revoked' to more accurately reflect the established indicator definition.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
<http://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	p 97		Department of Consumer and Worker Protection	p 121
	Department of Parks & Recreation	p 105		311 Customer Service Center	p 131
	Department of Cultural Affairs	p 115		Taxi and Limousine Commission	p 135

DEPARTMENT OF SANITATION



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 in all parts of the City. Initiatives that greatly improve the quality of life for all New Yorkers, especially those in marginalized neighborhoods, include DSNY's continued efforts to clean vacant lots, combat illegal dumping, remove derelict and abandoned vehicles from City streets, and ensure that private transfer stations are regularly inspected. All of these programs showed marked improvements in the first four months of Fiscal 2026.

In Fiscal 2024, DSNY expanded containerization requirements to every single New York City business, and in Fiscal 2025, further expanded containerization requirements to include trash from all buildings with one to nine residential units. With 70 percent of the City's trash now required to be set out in bins instead of piled on sidewalks, DSNY has made containerization enforcement a top priority.

DSNY's citywide expansion of curbside composting in October 2024 continues to produce record results leading to a 17 percent increase in recycled tons of DSNY-collected material in the first four months of Fiscal 2026. 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.

Finally, snow plans for Fiscal 2026 reflect a continued focus on plowing equity. DSNY will now salt and plow all protected bike lanes ensuring the same level of service as City streets. As conditions allow, DSNY will also pre-treat all highways with brine before snowstorms to make them easier to clear. In addition, DSNY has improved its internal systems to monitor snow operations in real time, making sure all areas of the City receive the same level of service.

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 Recycle waste.

- Goal 3a Increase the percentage of waste recycled.
 - Goal 3b Enforce recycling regulations.
 - Goal 3c Expand opportunities to reuse and recycle textile, electronic, and hazardous waste.
-

SERVICE 4 Collect and compost organic material.

- Goal 4a Increase composting.
-

SERVICE 5 Prepare and clear snow and ice from City streets and roadways.

- Goal 5a Stay ahead and be prepared for winter storms and impacts.

HOW WE PERFORMED

- Over the first four months of Fiscal 2026, an increase in personnel assigned to vacant lot cleaning and a partial restoration of budgeted posts had a significant impact. While vacant lot cleaning requests decreased 22 percent, the number of vacant lots cleaned increased nearly seven-fold, going from 26 vacant lots cleaned during the first four months of Fiscal 2025 to 205 lots cleaned over the same reporting period in Fiscal 2026.
- The number of needles collected by DSNY in the first four months of Fiscal 2026 dropped 71 percent to 13,550 needles, down from 47,273 needles in the first four months of Fiscal 2025. This is because fewer needles were discovered during cleanings over the reporting period.
- DSNY cleaned 3,819 Targeted Neighborhood Taskforce (TNT) locations in the first four months of Fiscal 2026. While this is down slightly compared to the 3,955 locations cleaned over the same period in Fiscal 2025, the related number of miles of TNT locations cleaned increased from 3,467 to 3,508 over comparative reporting periods. This occurred because DSNY devotes resources to roadway median cleaning that falls outside of TNT routes and are not reflected in TNT location totals but are captured through TNT miles cleaned.
- DSNY cleaned 1,665 miles of highway in the first four months of Fiscal 2026, a nine percent increase compared to the same period of Fiscal 2025. After taking over all highway cleaning from the New York City Department of Transportation in March 2023, this increase shows DSNY's ongoing dedication to keeping the City's highways clear.
- DSNY received 11 percent fewer graffiti service requests (SRs) from NYC311 over the first four months of Fiscal 2026 (6,149) compared to the same period in Fiscal 2025 (6,882), and relatedly, the 6,037 graffiti SRs closed was 14 percent lower across comparative reporting periods. However, this figure does not include graffiti removal completed by DSNY outside of the NYC311 system, such as those associated with special events, DSNY field observations, and requests coming from elected officials or community groups.
- To further the City's commitment to trash containerization, which reduces rat activity and increases the quality of life for all New Yorkers, DSNY focused on containerization enforcement, issuing nearly two and half times more containerization summonses and warnings in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, totaling 47,219 summonses and warnings. Due to the prioritization of limited resources, DSNY issued 11% fewer cleanliness violations, dropping from 368,002 to 328,418.
- Combating illegal dumping continues to be a priority for DSNY. As a result, 15 percent more illegal dumping summonses were issued in the first four months of Fiscal 2026 (283) compared to the same period in Fiscal 2025 (246). In addition, 80 percent more vehicles were impounded for illegal dumping (182), nearly 50 percent of the 417 total impounded in all of Fiscal 2025.
- DSNY continues to engage in a multi-pronged strategy to get abandoned and derelict cars off City streets. Through the interagency Abandoned Vehicle Removal Taskforce, in partnership with the New York City Police Department, 35 percent more vehicles were removed over the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, totaling nearly 10,000 abandoned vehicles removed from City streets over the reporting period.
- DSNY has historically reported on separate productivity measures for residential refuse and recycling collection in tons per truck-shift and percent of trucks dumped on shift. Starting in Fiscal 2025, DSNY introduced a new productivity program that combines refuse and recycling for these indicators. The newly combined refuse and recycling indicators will start to appear in the Fiscal 2026 Mayor's Management Report (MMR), and the previously separate refuse and recycling productivity indicators will be removed. To maintain continuity in reporting, DSNY has continued through this Fiscal 2026 Preliminary MMR to report on the legacy indicators of refuse tons per truck-shift, percent of refuse trucks dumped on shift, recycling tons per truck-shift, and percent recycling trucks dumped on shift. The new productivity program implemented in Fiscal 2025 required a reduction in truck shifts. With fewer available shifts and the inclusion of citywide curbside composting into the program, trucks are dumping less frequently, as additional time is needed to complete collection. As such, the refuse trucks dumped on shift decreased from 57.4 percent in the first four months of Fiscal 2025 to 48.6 percent in Fiscal 2026, and the recycling trucks dumped on shift decreased from 26.7 percent to 19.5 percent.

- The average outage rate for collection trucks decreased for the first time since Fiscal 2020, decreasing six percentage points to 26 percent at the close of the Fiscal 2026 reporting period, compared to 32 percent at the same point last year. This is the lowest rate since Fiscal 2023 and can be attributed to the replacement of over-age vehicles and the ability to hire more mechanics to replace the ones who have retired.
- DSNY collected over 235,000 thousand tons of recyclable material over the first four months of Fiscal 2026, 17 percent more than over the first four months of Fiscal 2025. The diversion rate for recyclable material collected by DSNY, which includes organics, ticked up nearly three percentage points from 16.5 to 19.4 percent. These increases demonstrate the ongoing success of the citywide rollout of curbside composting collection that started in Fiscal 2025.
- With the expansion of the mandatory curbside composting collection program in October 2024, there has been associated enforcement of recycling regulations. Over the first four months of Fiscal 2026, DSNY issued nearly 37,000 recycling summonses and warnings, a 134 percent increase compared to the same period in Fiscal 2025. The 15 percent increase in Office of Administrative Trials and Hearings violations issued over the same period are connected to this increase in summonses.
- With curbside composting collection now in full effect, with many residents having designated composting bins located at their respective buildings, Smart Composting Bin unlocks decreased 44 percent over the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. However, with over nearly 251,000 Smart Composting Bin unlocks, it is clear that New Yorkers continue to utilize the 409 Smart Composting Bins deployed citywide.
- Private transfer station inspections increased by 16 percent during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, going from 1,555 to 1,810, returning to the typical volume—1,865 inspections were performed over the same period in Fiscal 2024. DSNY achieved this return to typical volume by hiring new officers after losing staff in Fiscal 2025 to retirement, promotion, and reassignment.

SERVICE 1 Clean streets, sidewalks, and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Vacant lot cleaning requests	2,831	2,967	2,711	2,500	2,500	1,416	1,112
★ Lots cleaned citywide	1,440	534	101	3,200	3,200	26	205
★ Needles removed	90,861	83,807	126,247	↑	↑	47,372	13,550
Litter baskets serviced (000)	10,744.1	8,816.1	8,751.8	*	*	3,061.0	2,920.1
Targeted Neighborhood Taskforce locations cleaned	14,326	19,011	13,188	*	*	3,955	3,819
Distance of Targeted Neighborhood Taskforce locations cleaned (miles)	7,760	16,504	12,042	*	*	3,467	3,508
Miles of highway cleaned	1,224	2,905	3,708	*	*	1,534	1,665
Graffiti service requests received	8,831	19,674	20,550	*	*	6,882	6,149
Graffiti service requests closed	7,552	19,681	20,734	*	*	6,993	6,037
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 1b Enforce Sanitation regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Cleanliness violations issued	917,627	992,192	950,598	*	*	368,002	328,418
Containerization summonses and warnings issued	8,342	52,994	201,513	*	*	19,162	47,219
Illegal dumping cameras deployed	170	287	337	*	*	NA	NA
Illegal dumping vehicles impounded	241	286	417	*	*	101	182
Illegal dumping summonses issued	763	721	872	*	*	246	283
Abandoned vehicles removed from City streets	6,220	12,932	26,605	*	*	7,337	9,884
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

SERVICE 2 Collect and dispose of waste.

Goal 2a Improve efficiency of waste handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Tons of refuse disposed (000)	3,162.5	3,202.5	3,153.6	3,150.0	3,150.0	1,096.4	1,063.8
★ Refuse tons per truck-shift	9.5	10.0	10.2	10.7	10.7	10.4	10.3
★ Trucks dumped on shift (%)	42.1%	56.8%	51.1%	45.6%	45.6%	57.4%	48.6%
Average outage rate for all collection trucks (%)	26%	28%	28%	*	*	32%	26%
Refuse serviced after scheduled day (%)	0.0%	0.0%	0.0%	*	*	0.0%	0.0%
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		⬆️ Directional Target	* None		

SERVICE 3 Recycle waste.

Goal 3a Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ DSNY-collected recycled tons (000)	619.2	638.9	669.3	848.6	848.6	202.2	235.4
★ ✳ DSNY-collected diversion rate (%)	17.2%	17.5%	18.5%	23.0%	23.0%	16.5%	19.4%
Overall tons recycled (000)	797	834	867	*	*	NA	NA
Overall recycling diversion rate (%)	20.2%	20.7%	21.8%	*	*	NA	NA
★ Recycling tons per truck-shift	5.2	5.1	5.1	6.2	6.2	5.1	5.2
Recycling trucks dumped on shift (%)	22.8%	26.2%	22.9%	*	*	26.7%	19.5%
Recycling serviced after scheduled day (%)	0.0%	0.0%	0.1%	*	*	0.0%	0.1%
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		⬆️ Directional Target	* None		

Goal 3b Enforce recycling regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Recycling summonses and warnings issued	47,267	51,848	95,947	*	*	15,757	36,834
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		⬆️ Directional Target	* None		

Goal 3c Expand opportunities to reuse and recycle textile, electronic, and hazardous waste.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Tons of household hazardous waste recycled (000)	1.6	1.7	1.0	*	*	NA	NA
Tons of textiles recycled (000)	6.7	6.6	8.0	*	*	NA	NA
Tons of e-waste recycled (000)	8.6	9.9	8.1	*	*	NA	NA
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		⬆️ Directional Target	* None		

SERVICE 4 Collect and compost organic material.

Goal 4a Increase composting.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Tons of organics diverted (000)	105.6	129.6	163.5	⬆️	⬆️	NA	NA
Smart composting bins deployed	419	418	426	*	*	389	409
Smart composting bin unlocks	303,500	1,215,618	1,091,398	*	*	450,494	250,730
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		⬆️ Directional Target	* None		

SERVICE 5 Prepare and clear snow and ice from City streets and roadways.

Goal 5a

Stay ahead and be prepared for winter storms and impacts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Snowfall (total inches)	2.0	13.0	9.3	*	*	0.0	0.0
★ Snow activation events	11	6	13	*	*	NA	NA
Salt used (tons)	83,771	196,588	234,845	*	*	0	0
Brine used (gallons)	0	29,200	274,850	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases commenced against the City in state and federal court	355	293	418	*	*	57	111
Payout (\$000)	\$76,575	\$46,222	\$78,473	*	*	\$27,890	\$20,323
Private transfer station permits	58	58	58	*	*	58	NA
Private transfer station inspections performed	4,731	5,895	5,171	*	*	1,555	1,810
Office of Administrative Trials and Hearings violations issued	393,940	470,775	663,651	*	*	172,851	198,657
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91%	90%	93%	*	*	93%	91%
Refuse collection cost per ton (\$)	\$344	\$320	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$566	\$547	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$222	\$226	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$779	\$805	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$690	\$742	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$15	\$13	\$13	*	*	\$13	\$13
Workplace injuries reported (uniform and civilian)	760	972	1,128	*	*	392	383
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	36	74	22	*	*	NA	NA
Letters responded to within 14 days (%)	89%	85%	93%	*	*	91%	98%
E-mails responded to within 14 days (%)	91%	76%	87%	*	*	96%	93%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Missed Collection (5 days)	68%	79%	84%	*	*	88%	85%
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	84%	90%	92%	*	*	93%	90%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$1,919.3	\$1,977.8	\$2,057.9	\$1,988.0	\$2,249.0	\$2,076.6	\$942.7	\$869.5
Revenues (\$000,000)	\$23.4	\$18.4	\$18.4	\$20.2	\$20.2	\$21.4	\$6.4	\$7.3
Personnel (uniformed)	8,045	8,150	8,170	7,957	7,957	7,963	8,266	8,390
Personnel (civilian)	1,979	1,872	1,803	1,944	1,946	1,939	1,871	1,775
Overtime paid (\$000,000)	\$176.2	\$162.5	\$204.7	\$162.5	\$257.9	\$185.0	\$57.7	\$67.3
Capital commitments (\$000,000)	\$406.0	\$282.8	\$277.5	\$285.3	\$282.8	\$277.1	\$178.4	\$44.0
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,251.1	\$1,343.6	
101 - Executive Administrative	\$82.8	\$87.3	All
102 - Cleaning and Collection	\$956.8	\$995.3	1a, 1b, 2a, 3a, 3b, 3c
103 - Waste Disposal	\$45.5	\$40.2	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	\$96.7	5a
Other Than Personal Services - Total	\$806.9	\$905.4	
106 - Executive and Administrative	\$129.8	\$163.2	All
109 - Cleaning and Collection	\$30.4	\$27.8	1a, 1b, 2a, 3a, 3b, 3c
110 - Waste Disposal	\$577.8	\$594.8	2a, 3a, 3b, 3c
111 - Building Management	\$5.0	\$6.1	*
112 - Motor Equipment	\$28.0	\$25.9	All
113 - Snow Budget	\$36.0	\$87.6	5a
Agency Total	\$2,057.9	\$2,249.0	
¹ Comprehensive Annual Financial Report (CAFR) 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

- Name changes were made to the following Services and Goals to better match existing wording. Goal 1b was changed from 'Enforcement of Sanitation regulations' to 'Enforce Sanitation regulations.' Goal 3b changed from 'Enforcement of recycling regulations' to 'Enforce recycling regulations.' Service 4 changed from 'Collect organic material and compost it' to 'Collect and compost organic material.'
- The previously published four-month actual Fiscal 2025 figure for 'Litter baskets serviced (000)' in Goal 1a was revised from 3,679 to 3,061 after adjustments were made based upon ongoing field assessments which now benefit from a more advanced and accurate methodology. As noted in the Fiscal 2025 Mayor's Management Report, fluctuations in basket locations are common due to factors such as physical damage, nearby construction activity, persistent graffiti, or the inappropriate disposal of household and commercial waste. Additionally, previous supply chain issues continue to impact the Department's ability to replace damaged baskets with NYC BetterBins— modern, modular litter receptacles designed to replace the City's traditional green wire-mesh street baskets.
- The previously published four-month actual Fiscal 2025 figure for 'Illegal dumping vehicles impounded' in Goal 1b was revised from 204 to 101 after adjustments were made to how such vehicles are counted by removing from this indicator vehicles involved in illegal car wash enforcement operations.
- The previously published Fiscal 2025 figure for 'Overall tons recycled (000)' in Goal 3a was changed from 870 to 867.
- The previously published Fiscal 2025 figures in Goal 3c were changed: 'Tons of household hazardous waste recycled (000)' changed from 1.1 to 1.0, 'Tons of textiles recycled (000)' changed from 7.4 to 8.0, and 'Tons of e-waste recycled (000)' changed from 8.0 to 8.1.
- The previously published Fiscal 2025 figure for 'Tons of organics diverted (000)' in Goal 4a was changed from 166.5 to 163.5.
- The Fiscal 2025 figure for 'Payout (\$000)' in the Agency-wide Management section was updated from \$68,659 to \$78,473. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor's Management Report, while this revised value was provided by the Office of Management and Budget.

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:
<http://equity.nyc.gov/>

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

DEPARTMENT OF PARKS & RECREATION



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, 36 recreation centers, 12,000 acres of natural areas with 4.9 million trees, over 666,000 street trees, and 160 miles of shoreline, to strengthen the health, environment, and communities of the City. NYC Parks also offers thousands of programs and events to enrich and empower New Yorkers and 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, music and sports festivals, diverse stewardship opportunities, and green job training programs.

FOCUS ON EQUITY

NYC Parks' mission is to grow, maintain, and program a world-class park system prioritizing equity, access, safety, and nature for all. NYC Parks' efforts build on the core principles of good park management: targeted capital investment, expansion and protection of natural resources, strong community and public-private partnerships, enriching and capacity building programming, efficient and effective maintenance, and prioritizing historically under-resourced communities. Interconnection among these areas is essential to the growth of a vital park system that fosters the health and well-being of New Yorkers and their environment. Through the Community Parks Initiative (CPI), NYC Parks reconstructs local parks through a community-driven design process, adding new play equipment, recreation amenities for all ages, and enhanced greenery. Over the past decade, NYC Parks has completed 70 CPI projects and has 58 more underway, investing more than \$500 million to revitalize parks and playgrounds that had gone decades without significant capital investment. NYC Parks has also advanced equity in athletic field permitting by refining rules and policies to better support nonprofit organizations, youth programs, and school leagues.

NYC Parks launched the Vital Parks for All plan in Fiscal 2024, which includes a \$3.2 billion initial investment to upgrade park facilities, equitably deliver new resources to underserved communities, and equip New Yorkers with information to celebrate, support, and advocate for their local parks. Vital Parks for All envisions public greenspaces as critical living infrastructure and seeks to ensure that all communities have access to parks that are clean and safe, green and resilient, and supported by engaged and empowered New Yorkers, with a particular emphasis on historically under-served areas. Informed by data and spatial analysis, NYC Parks is advancing a host of strategic initiatives through the plan. These include supporting local stewardship through the Let's Green NYC initiative, making a \$1 billion investment in aging pools and constructing new ones, building five new recreation centers and shoring up existing ones, adding 45 new public restrooms and reconstructing 43 existing ones, and expanding parkland in neighborhoods where it is limited. The Vital Parks for All initiatives aim to enhance the City's physical greenspaces and bring them to life with people, programs, and nature, improving individual, community, and environmental health for all. NYC Parks has also launched the Vital Parks Explorer, an innovative online tool that gives New Yorkers the same interactive data the Agency uses to target investments, displaying at a glance the level of access a neighborhood has to more than 21 critical park amenities and services. The Vital Parks Explorer also empowers New Yorkers to identify the gaps in the citywide park network and work within their communities and with the City to address these gaps.

To advance the goal of equity both internally and externally, NYC Parks continues to expand its contracts with Minority and Women-owned Business Enterprises, exceeding the citywide goal of 30 percent utilization. NYC Parks also continues to build an equitable internal culture. Since launching in summer 2022, NYC Parks' Diversity Equity Inclusion and Belonging (DEIB) Office has established its presence across the Agency by organizing informative panels, workshops, and restorative circles, and by creating of a DEI Council to integrate key principles into every aspect of the Agency's work.

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 3b 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 the first four months of Fiscal 2026, sites rated acceptable for overall condition and for cleanliness ratings exceeded targets. Both the overall condition and cleanliness ratings increased by one percentage point compared to the same period of Fiscal 2025 to 86 and 93 percent, respectively. Part of this increase may be attributed to the expansion of second shift maintenance staff to an additional 100 sites in Fiscal 2026. Second shift staff maintain parks and restrooms at heavily used locations during peak-use evening hours and weekends, which started in April 2025. Across comparative reporting periods, play equipment and safety surfaces rated acceptable fell below target to 94 percent and 93 percent, respectively. NYC Parks will be focusing on the play equipment and safety surface ratings during the remainder of Fiscal 2026. The percent of public restrooms in service remained the same at 93 percent during the first four months of Fiscal 2026, two percentage points below target. NYC Parks has experienced increased abuse and vandalism of public restrooms over the past several years, often forcing temporary closures while crews complete repairs.
- During the first quarter of Fiscal 2026, crimes against persons decreased from 218 to 211 and crimes against properties increased from 176 to 177, compared to the first quarter of Fiscal 2025. The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. NYC Parks is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. The number of summonses issued by Parks Enforcement Patrol increased by 38 percent to 7,402 compared to the 5,365 summonses in the same period in Fiscal 2025. Some of this increase can be attributed to more community focused details related to illegal vending and other quality of life issues.
- The number of street trees pruned decreased by 44 percent from 17,902 in the first four months of Fiscal 2025 compared to 10,117 in the same period in Fiscal 2026, while the annual pruning goal completed fell from 28 percent to 16 percent across comparative reporting periods. For the first four months of Fiscal 2026, NYC Parks was without a dedicated block pruning contractor in both Brooklyn and Queens. This is due to the previous contractor closing their business unexpectedly, forcing the Agency to rebid those contracts. The Agency expects to have active contracts in both boroughs by early Calendar 2026.
- The number of trees removed increased 31 percent, from 2,721 in the first four months of Fiscal 2025 compared to 3,565 in the same period in Fiscal 2026. The City experienced multiple storm events in the first four months of Fiscal 2026, resulting in an elevated number of fallen trees and trees warranting removal.
- A total of 3,314 trees were planted during the first four months of Fiscal 2026, 10 percent fewer compared to 3,682 during the same period in Fiscal 2025. The NYC Parks tree planting program manages and oversees the planting of most trees planted along City streets, in landscaped areas of parks, and in natural areas. Tree planting levels can fluctuate annually from July through October due to weather conditions, which can affect the timing of tree harvesting from nurseries where trees are grown, and the timeline of significant interagency park projects and forest restoration efforts. During the first four months of Fiscal 2026, NYC Parks planted 1,555 trees along City streets, a nine percent decrease, while tree planting in park natural areas increased by 14 percent. Additionally, 234 trees were planted in landscaped areas during the first four months of 2026, a 63 percent decline to the 640 trees during the same period Fiscal 2025, largely due to the absence of significant interagency projects on parkland, which typically drives planting in these areas.
- NYC Parks completed 35 capital projects in the first four months of Fiscal 2025, compared to 28 during the same period in Fiscal 2026. Of these completed projects this fiscal year, 96 percent were completed on time or early, and 96 percent were delivered within budget. Entering Fiscal 2026, several late projects were scheduled for completion during this period, yet they experienced additional delays due to various project-specific factors. NYC Parks expects these projects to be completed by the end of the fiscal year. Completed work in the first four months of Fiscal 2026 includes multiple playground reconstructions that improved accessibility, safety, and recreational opportunities across neighborhoods citywide. At Jamaica Playground in Jamaica, Queens, NYC Parks completed a \$4.8 million reconstruction in September 2025, which completely transformed the children's play area, sport courts, and seating areas in the park and added new accessible entrances and ramps. At Schmul Park Playground in Travis, Staten Island, NYC Parks completed a \$2.8 million playground reconstruction in October 2025, which added new, inclusive play areas, play equipment, and reconstructed spray showers. NYC Parks also enhanced stormwater management through expanded planting beds, permeable surfacing, and water-efficient spray features in this park. Lastly, NYC Parks completed construction of William McCray Playground, the fifth Harlem park in Manhattan, finished under the program with four additional parks currently in design or construction phase.

- In the first four months of Fiscal 2026, total recreation center memberships increased five percent compared to the same period in Fiscal 2025, from 147,068 to 154,805 memberships. Recreation center attendance, however, is down two percent to 569,926, which can be attributed to facility closures due to capital renovations.
- Total attendance for non-recreation center programs increased 77 percent in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, from 294,521 to 521,451, driven by a significant increase in youth programming attendance. The increase is due to the addition of nine more program sites and number of days of operation for the Kids in Motion Program, which is a free drop-in program offering active outdoor play in playgrounds, led by NYC Parks staff.
- Total volunteer turnout was 11,186 in over the first four months of Fiscal 2026, a 25 percent decrease compared to the 14,957 volunteers that turned out during the same period in Fiscal 2025. This decrease was partly due to a temporary suspension of the summer 2025 It's My Park Day volunteer events to refocus and strengthen on community engagement efforts, which help New Yorkers volunteer for hands-on projects to beautify neighborhood parks. A total of 418 community partner groups were engaged by Partnerships for Parks in the first four months in Fiscal 2026 compared to 478 in Fiscal 2025, a 13 percent decrease partly attributed to staffing constraints.
- The total number of public service requests received for Forestry decreased 16 percent, from 43,331 in the first four months of Fiscal 2025 to 36,547 requests over the same period in Fiscal 2026. Since the Agency's shift to the Neighborhood Tree Planting program, where new trees are planted by neighborhood according to existing canopy and heat vulnerability instead of individual requests, the number of forestry-related public service requests received each month has decreased accordingly.

SERVICE 1 Manage the City's parks and recreation facilities.

Goal 1a Ensure that all parks and playgrounds are clean and in good condition.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Parks rated acceptable for overall condition (%)	87%	89%	87%	85%	85%	85%	86%
– Overall condition of small parks and playgrounds (%)	87%	90%	87%	*	*	86%	86%
– Overall condition of large parks (%)	84%	86%	85%	*	*	83%	85%
– Overall condition of greenstreets (%)	91%	90%	90%	*	*	89%	89%
★ Parks rated acceptable for cleanliness (%)	93%	94%	92%	90%	90%	92%	93%
– Cleanliness of small parks and playgrounds (%)	93%	94%	92%	*	*	92%	92%
– Cleanliness of large parks (%)	89%	92%	90%	*	*	89%	91%
– Cleanliness of greenstreets (%)	98%	99%	98%	*	*	100%	99%
★ Play equipment rated acceptable (%)	96%	96%	96%	95%	95%	96%	94%
★ Safety surfaces rated acceptable (%)	94%	94%	94%	95%	95%	95%	93%
★ Public restrooms in service (in season only) (%)	94%	96%	94%	95%	95%	93%	93%
★ Spray showers in service (in season only) (%)	98%	95%	94%	95%	95%	96%	97%
★ Drinking fountains in service (in season only) (%)	96%	94%	97%	95%	95%	97%	95%
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	100%	95%	95%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	79%	80%	89%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	79%	75%	70%	*	*	30%	30%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 1b Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Major felonies reported on NYC Parks properties — Crimes against persons	601	673	606	↓	↓	218	211
★ – Crimes against property	588	551	467	↓	↓	176	177
Summonses issued	24,461	22,933	18,589	*	*	5,365	7,402
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	90.4%	89.9%	86.1%	*	*	85.7%	86.9%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Street trees pruned — Block program	46,097	54,448	64,673	65,000	65,000	17,902	10,117
– Annual pruning goal completed (%)	71%	84%	99%	*	*	28%	16%
– Street trees pruned as a percent of pruning eligible trees	8%	10%	12%	*	*	NA	NA
Trees removed	9,955	9,548	10,352	*	*	2,721	3,565
Tree inspections	80,187	142,656	150,743	*	*	69,250	63,435
★ Critical Indicator 🌳 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2b Resolve high-priority tree work promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Immediate priority tree work resolved within 7 days (%)	98%	97%	96%	*	*	93%	99%
★ High-priority tree work resolved within 28 days (%)	98%	99%	99%	*	*	99%	99%
★ Critical Indicator 🌳 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2c Increase the number of trees under DPR stewardship.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Trees planted	31,088	42,028	34,667	↑	↑	3,682	3,314
– Trees planted along City streets	14,834	16,129	17,767	*	*	1,701	1,555
– Trees planted on landscaped areas of parks	3,760	4,534	5,628	*	*	640	234
– Trees planted in natural areas of parks	12,494	21,365	11,272	*	*	1,341	1,525
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Capital projects completed	144	142	128	120	120	35	28
★ Capital projects completed on time or early (%)	88%	85%	82%	80%	80%	83%	96%
Capital projects completed within budget (%)	90%	93%	92%	85%	85%	89%	96%
Eligible capital projects including accessibility improvements (%)	100%	100%	100%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬇️ Directional Target * None							

Goal 3b

Ensure an adequate supply of parkland to meet future needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ ● New Yorkers living within walking distance of a park (%)	83.9%	83.9%	84.2%	⬆️	⬆️	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬇️ Directional Target * None							

Goal 3c

Care for natural areas within parks, including forests, wetlands, and grasslands.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Acres of natural areas cared for	1,224.4	767.8	569.0	*	*	NA	NA
Number of native plants (non-trees) planted in natural areas	57,173	51,718	37,341	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total recreation center memberships	117,116	141,486	156,078	⬆️	⬆️	147,068	154,805
– Seniors	16,199	17,468	18,146	*	*	18,262	18,498
– Adults	24,315	25,859	25,159	*	*	26,975	27,015
– Young adults (subset of adult membership)	24,598	34,791	43,576	*	*	35,957	47,030
– Youth and children	52,004	63,368	69,197	*	*	65,874	62,262
★ Total recreation center attendance	1,647,046	1,870,379	2,057,794	⬆️	⬆️	579,779	569,926
– Seniors	409,349	475,810	499,423	*	*	163,622	109,827
– Adults	480,592	574,936	597,771	*	*	190,089	107,167
– Young adults (subset of adult attendance)	199,405	232,290	250,646	*	*	72,448	138,247
– Youth and children	353,867	398,811	407,932	*	*	113,034	151,651
– Visitors	203,833	188,532	302,022	*	*	40,586	63,034
★ Attendance at outdoor Olympic and intermediate pools (pool season)	864,216	974,931	1,008,021	*	*	NA	NA
Attendance at historic house museums	714,326	667,929	820,572	*	*	399,788	404,896
Attendance at skating rinks	481,345	537,341	537,895	*	*	NA	NA
Total attendance at non-recreation center programs	518,150	602,003	466,320	*	*	294,521	521,451
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬇️ Directional Target * None							

Goal 4b

Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Community partner groups engaged by Partnerships for Parks	568	499	513	*	*	478	418
Volunteer turnout	38,109	39,186	38,845	*	*	14,957	11,186
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases commenced against the City in state and federal court	293	234	340	*	*	105	94
Payout (\$000)	\$24,640	\$57,031	\$34,604	*	*	\$7,425	\$7,263
Workplace injuries reported	457	680	711	*	*	314	273
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	76%	79%	86%	60%	60%	85%	82%
Letters responded to within 14 days (%)	85%	86%	90%	60%	60%	88%	92%
Completed requests for interpretation	290	544	637	*	*	NA	NA
CORE facility rating	97	99	97	85	85	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
★ Total public service requests received — Forestry	92,225	110,413	86,146	*	*	43,331	36,547
– Downed Trees, downed limbs, and hanging limbs	19,428	28,110	23,477	*	*	11,666	11,451
Damaged Tree — Branch or Limb Has Fallen Down — % of SRs Meeting Time to First Action (8 days)	73%	81%	83%	95%	95%	87%	80%
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)	67%	72%	75%	90%	90%	78%	68%
Percent meeting time to first action — Overgrown Tree/Branches — Hitting Building (30 days)	52%	73%	28%	95%	95%	38%	81%
Percent meeting time to first action — Root/Sewer/Sidewalk Condition — Trees and Sidewalks Program (30 days)	13%	30%	12%	85%	85%	33%	27%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$614.3	\$639.0	\$650.8	\$687.6	\$709.9	\$654.0	\$240.4	\$248.5
Revenues (\$000,000)	\$69.7	\$69.8	\$79.2	\$67.3	\$70.3	\$67.5	\$29.6	\$32.9
Personnel (Total FT and FTE)	6,785	6,802	6,868	7,981	8,144	7,752	6,876	7,159
Full-time equivalent (FTE) personnel	2,386	2,526	2,297	2,947	3,002	2,728	2,309	2,310
- Parks Opportunity Program (POP) participants ³	1,084	895	1,013	1,157	1,070	1,070	760	984
Overtime paid (\$000,000)	\$30.3	\$27.8	\$25.8	\$14.6	\$14.8	\$14.1	\$8.4	\$8.2
Capital commitments (\$000,000)	\$553.8	\$622.2	\$668.4	\$1,381.6	\$1,087.7	\$1,092.1	\$88.3	\$161.4
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available ³ 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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$509.5	\$533.5	
001 - Executive Management and Administrative Services	\$10.6	\$10.4	All
002 - Maintenance and Operations	\$409.2	\$388.3	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$53.9	\$56.9	2c, 3a, 3b
004 - Recreation Services	\$35.8	\$40.7	4a, 4b
011 - Urban Park Service ⁴	NA	\$37.1	1b
Other Than Personal Services - Total	\$141.3	\$176.4	
006 - Maintenance and Operations	\$107.3	\$132.3	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$29.1	\$36.7	All
009 - Recreation Services	\$2.2	\$3.4	4a, 4b
010 - Design and Engineering	\$2.7	\$3.1	2c, 3a, 3b
012 - Urban Park Service ⁴	NA	\$0.9	1b
Agency Total	\$650.8	\$709.9	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The previously published Fiscal 2025 four-month actual figures for the following indicators in Goal 2a were revised after internal data review:
 - 'Street trees pruned—Block program' was revised from 18,789 to 17,902.
 - 'Annual pruning goal completed (%)' was revised from 29 percent to 28 percent.
 - 'Trees removed' was revised from 2,569 to 2,721.

- The previously published Fiscal 2025 four-month actual figures for the following indicators in Goal 2c were revised due to a discrepancy in the number of trees planted:
 - ‘Trees planted’ was revised from 4,569 to 3,682.
 - ‘Trees planted along City streets’ was revised from 1,811 to 1,701.
 - ‘Trees planted on landscaped areas of parks’ was revised from 1,425 to 640.
 - ‘Trees planted in natural areas of parks’ was revised from 1,333 to 1,341.
- The Fiscal 2025 four-month values for the indicator ‘Capital projects completed on time or early (%)’ in Goal 3a was revised from 80 percent to 83 percent.
- Previously published Fiscal 2025 figure for ‘Attendance at historic house museums’ in Goal 4a was corrected from 798,546 to 820,572 after internal data review.
- The previously published Fiscal 2025 four-month actual figures for the following indicators in Goal 4a were revised after internal data review:
 - ‘Total recreation center attendance’ was revised from 600,471 to 579,779.
 - ‘—Visitors’ was revised from 61,278 to 40,586.
 - ‘Attendance at historic house museums’ was revised from 339,871 to 399,788.
- The Fiscal 2025 four-month values for the indicator ‘Total public service requests received—Forestry’ in Goal 6b were revised from 44,173 to 43,331 after internal data review.
- The indicator ‘New Tree Request—For One Address—% of SRs Meeting Time to First Action (180 days)’ in Agency Customer Service was retired as the Agency no longer accepts service requests to plant new street trees upon the launch of the Neighborhood Tree Planting Program, which aims to plant the City on a nine-year cycle.
- The Fiscal 2025 figure for ‘Payout (\$000)’ in Agency-wide management was updated from \$34,885 to \$34,604 after internal data review. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor’s Management Report, while this revised value was provided by the Office of Management and Budget.

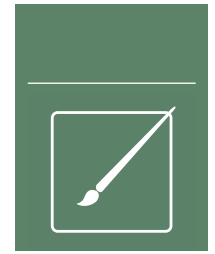
ADDITIONAL RESOURCES

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/events/volunteer>
- Vital Parks Explorer:
<https://www.nycgovparks.org/about/vital-parks/explorer>
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

For more information on the agency, please visit: www.nycgovparks.org.

DEPARTMENT OF CULTURAL AFFAIRS



WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to New York City's cultural community, including 39 City-owned institutions that comprise the Cultural Institutions Group (CIG) and over 1,000 cultural nonprofit organizations serving constituencies in all boroughs of the City. DCLA manages a significant portfolio of cultural capital projects, provides donated materials for arts programs to public schools, cultural and social service groups, and commissions works of public art for City-funded construction projects, along with other programs that embed art and artists within City government.

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 providing arts and culture 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, supporting affordable, accessible arts programming in all five boroughs, all while reducing the amount of reusable materials which end up in the landfill. In the first four months of 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. MFTA served more than 900 schools in the first four months of Fiscal 2026, a 60 percent increase over the same period last fiscal year, demonstrating how this essential resource continues to be valued by educators who are bringing arts education to public school classrooms citywide.

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, including the creation of a new Equity Fund, which increases support for organizations operating in historically underserved areas of the City. In Fiscal 2025 CDF provided \$59.3 million to 1,078 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. The Fiscal 2026 CDF panel process concluded in October 2025, and award notifications were delivered by the end of the calendar year.

DCLA has a longstanding public-private partnership with institutions on DCLA-owned property, known as the Cultural Institutions Group (CIG). In September 2025, DCLA announced the addition of five new members of the CIG, bringing the total membership to 39. This was the largest expansion of the CIG since the 1970s. The new members include groups in every borough: the Bronx Children's Museum, BRIC in Brooklyn, Pregones/Puerto Rican Traveling Theater (which has locations in both Manhattan and the Bronx), the Louis Armstrong House Museum in Queens, and the Noble Maritime Collection on Staten Island. The expansion of the CIG signals long-term investment in communities across the City that have been historically under-served and under-represented in the cultural sector.

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 vibrant 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 the first four months of Fiscal 2026, DCLA sent no awards to CDF program organizations, as was the case over the same period in Fiscal 2025. DCLA will award slightly more program organizations by the end of Fiscal 2026 than Fiscal 2025. Award notifications were sent out in December.
- In the first four months of Fiscal 2026, CIG member subsidy payments made by the 5th day of the month rose to 70 percent, up 20 percentage points from 50 percent in the same period in Fiscal 2025 and closer to the 90 percent target. Earlier distribution of the obligation plan template to CIG members as well as improved coordination of payment processing between the Agency's finance unit and the institutions are responsible for this improvement.
- DCLA's MFTA program served 2,743 schools, nonprofits, and City/State agencies in the first four months of Fiscal 2026, largely consistent with the 2,785 entities served in the same period in Fiscal 2025. Within this indicator, MFTA served 60 percent more schools during the first four months of Fiscal 2026, reaching more than 900 schools. The number of MFTA transactions, a measure of when an individual member receives materials from the program, dropped slightly, going from 4,743 in the first four months of Fiscal 2025 to 4,336 in the first four months of Fiscal 2026. The number of donors to the MFTA program reached 1,298 during the Fiscal 2026 reporting period, a 39 percent increase over the 931 donors during the comparative reporting period of Fiscal 2025. The value of contributed MFTA materials also rose during this four-month period, up to \$9.0 million compared to \$8.1 million in the same period of Fiscal 2025.
- While the email response rate in the first four months of Fiscal 2026 was 71 percent, below the target of 88 percent, this represents a 27 percentage-point improvement over the 44 percent response rate in the same period in Fiscal 2025, a trajectory that the Agency expects to continue due to additional staff capacity being committed to correspondence.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Program organizations awarded Cultural Development Fund payments	1,096	1,031	1,078	*	*	0	0
★ Average days to issue final Cultural Development Fund payments	10	10	10	7	7	NA	NA
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	16	10	10	9	9	NA	NA
★ Operational support to Cultural Institutions Group (\$000,000)	\$147.1	\$126.9	\$154.4	*	*	NA	NA
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	89%	86%	72%	90%	90%	50%	70%
Financial support provided to qualifying organizations (\$000,000)	\$239.4	\$212.4	\$246.5	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Capital projects authorized to proceed	42	40	36	*	*	NA	NA
★ Capital projects planned that were initiated (%)	95%	89%	84%	75%	75%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Value of contributed Materials for the Arts (MFTA) materials and equipment (\$000,000)	\$28.0	\$37.6	\$27.1	\$25.0	\$25.0	\$8.1	\$9.0
Schools, non-profits and City/State agencies served by Materials for the Arts	3,516	4,111	4,292	*	*	2,785	2,743
★ Materials For The Arts transactions	5,905	11,161	11,374	10,000	10,000	4,743	4,336
Materials For The Arts donors	2,329	9,387	9,876	9,000	9,000	931	1,298
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Visitors to the Cultural Institutions Group (000)	17,635	26,145	23,678	*	*	NA	NA
– Visitors using free admission and/or tickets (%)	27%	33%	39%	*	*	NA	NA
★ Cultural Development Fund seminar views	1,200	967	803	↑	↑	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
E-mails responded to within 14 days (%)	28%	32%	49%	88%	88%	44%	71%
Letters responded to within 14 days (%)	NA	NA	NA	90%	90%	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$245.1	\$222.6	\$257.4	\$299.7	\$300.7	\$215.9	\$110.5	\$132.8
Personnel	64	65	67	72	71	71	67	68
Overtime paid (\$000)	\$7	\$10	\$19	\$0	\$0	\$0	\$9	\$11
Capital commitments (\$000,000)	\$54.1	\$268.5	\$69.7	\$292.5	\$544.6	\$109.4	\$13.7	\$91.4
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$6.0	\$6.5	
001 - Office of the Commissioner	\$6.0	\$6.5	All
Other Than Personal Services - Total	\$251.3	\$294.2	
002 - Office of the Commissioner	\$2.9	\$3.4	All
003 - Cultural Programs	\$92.0	\$106.8	1a, 1b
004 - Metropolitan Museum of Art	\$28.3	\$29.7	1a, 1b
005 - New York Botanical Garden	\$9.8	\$10.7	1a, 1b
006 - American Museum of Natural History	\$21.4	\$25.3	1a, 1b
007 - The Wildlife Conservation Society	\$21.1	\$24.4	1a, 1b
008 - Brooklyn Museum	\$11.3	\$14.6	1a, 1b
009 - Brooklyn Children's Museum	\$3.1	\$3.7	1a, 1b
010 - Brooklyn Botanical Garden	\$5.9	\$6.8	1a, 1b
011 - Queens Botanical Garden	\$2.6	\$2.8	1a, 1b
012 - New York Hall of Science	\$2.9	\$3.2	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.5	\$1.6	1a, 1b
014 - Staten Island Zoological Society	\$2.8	\$3.2	1a, 1b
015 - Staten Island Historical Society	\$1.2	\$1.3	1a, 1b
016 - Museum of the City of New York	\$2.5	\$2.7	1a, 1b
017 - Wave Hill	\$2.3	\$2.6	1a, 1b
019 - Brooklyn Academy of Music	\$7.7	\$8.0	1a, 1b
020 - Snug Harbor Cultural Center	\$3.0	\$3.4	1a, 1b
021 - Studio Museum in Harlem	\$0.9	\$1.1	1a, 1b
022 - Other Cultural Institutions	\$26.8	\$37.5	1a, 1b
024 - New York Shakespeare Festival	\$1.4	\$1.4	1a, 1b
Agency Total	\$257.4	\$300.7	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCLA added a new indicator to Goal 1c: 'Materials for the Arts donors'. The indicator measures the number of donors who give materials for reuse to the MFTA program over the course of the fiscal year.
- The previously published Fiscal 2025 four-month actual value for 'Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)' in Goal 1a was revised from 88 to 50 after a review of historical data.
- The previously published Fiscal 2025 4-month actual value for 'Materials for the Arts transactions' in Goal 1c was revised from 2,784 to 4,743 after a review of historical data.
- In Goal 1a, several targets related to the CIG and CDF programs were adjusted for Fiscal 2026 because previously published targets were reevaluated based on available resources:
 - The target for 'Operating support payments made to Cultural Institutions Group by 5th day of each month' was adjusted from 100% to 90%.
 - The target for 'Average days to issue final Cultural Development Fund payments' was adjusted from 5 to 7 days.
 - The target for 'Average days to issue initial Cultural Development Fund payments after complying with all City requirements' was adjusted from 7 to 9 days.
- In Goal 1c, several targets related to the Materials for the Arts program were adjusted for Fiscal 2026 because previously published targets were exceeded:
 - The target for 'Value of contributed Materials for the Arts (MFTA) materials and equipment (\$000,000)' was adjusted from \$5.1 million to \$25 million.
 - The target for 'Materials for the Arts transactions' was adjusted from 5,300 to 10,000.
 - The target for 'Materials for the Arts donors' was adjusted from 1,500 to 9,000.

ADDITIONAL RESOURCES

For additional information go to:

- CreateNYC:
<https://createnyc.cityofnewyork.us/>
- 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: www.nyc.gov/culture.



DEPARTMENT OF CONSUMER AND WORKER PROTECTION

WHAT WE DO

The New York City Department of Consumer and Worker Protection (DCWP) is the nation's leading municipal enforcement agency charged with delivering New Yorkers economic justice. DCWP leverages its authority to bring New Yorkers real economic relief and protect them from predatory, deceptive, and unfair practices that violate their consumer and workers' rights. This includes pioneering cutting-edge protections, such as the City's Consumer Protection Law, Protected Time Off Law, Fair Workweek Law, and Delivery Worker Laws, including the Minimum Pay Rate for delivery workers. Through licensing more than 45,000 businesses in over 45 industries, DCWP ensures fair competition and a level playing field for responsible small businesses that are integral to New York City's vibrant communities.

DCWP also provides essential services, such as free tax preparation, and financial counseling to ensure New Yorkers keep more of what they earn and can plan for their futures. DCWP is committed to making sure New York City is a fairer, more affordable place to live.

FOCUS ON EQUITY

The core of DCWP's mission is to create thriving communities, which can only be achieved through advancing equity. As a result, DCWP places great emphasis on identifying and addressing areas of inequity using a multipronged approach of advocacy, education, and enforcement to effect change.

To promote equity in the workplace, DCWP enforces NYC's worker protection laws, ensuring workers have access to paid safe and sick leave, fair scheduling protections, the Minimum Pay Rate for delivery workers, 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. In addition to financial counseling, DCWP also helps eligible New Yorkers file their taxes for free and claim valuable tax credits like the Earned Income Tax Credit 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 the first four months of Fiscal 2026, the number of complaints entering mediation decreased by four percent, from 864 in the first four months of Fiscal 2025 to 828, and the number of mediations resolved decreased 10 percent, from 899 to 808. The median number of days to close mediations increased from 30 days in the first four months of Fiscal 2025 to 32 days in the first four months of Fiscal 2026, over the target of 28 days. The proportion of mediations completed within 28 days fell slightly to 40 percent, below the target of 50 percent, the proportion closed in 50 days increased 10 percentage points to 86 percent, just above the target of 85 percent.
- The total amount of consumer restitution awarded increased by 46 percent, from \$1,278,940 in the first four months of Fiscal 2025 to \$1,865,670 during the same period in Fiscal 2026. The increase primarily can be attributed to the Department issuing a final decision in an employment agency case that included a significant consumer restitution amount.
- The number of complaints referred for inspection increased marginally, from 1,160 to 1,176 while the median days to respond to these inspection referrals improved from 20 days in the first four months of Fiscal 2025 to just seven days during the same period in Fiscal 2026, a continuation of the improvements realized due to enhanced system integrations implemented over the last year.
- DCWP conducted 19,668 inspections during the first four months of Fiscal 2026, 401 fewer inspections than the same period in Fiscal 2025. Licensed business category inspections – which do not include tobacco and electronic cigarette dealer businesses – decreased by 15 percent in the first four months of Fiscal 2026. Many licensed businesses are inspected once every two years, and a large portion of these businesses are grouped for inspection during odd numbered fiscal years.
- Non-licensed business category inspections nearly doubled, from 4,959 in the first four months of Fiscal 2025 to 9,578 over the same period in Fiscal 2026 while Tobacco Program inspections decreased by 41 percent to 6,371. Over 1,400 smoke shops were forcibly closed by the taskforce, thereby reducing the need for tobacco business inspections in Fiscal 2026 and increasing DCWP's capacity to inspect previously uninspected businesses. While the total number of summonses was down, non-licensed business category summonses correspondingly increased 95 percent to nearly 2,000 summonses.
- The total number of summonses issued for all inspection types decreased by 11 percent in the first four months of Fiscal 2026, dropping from 7,467 over the same period in Fiscal 2025 to 6,633. The overall decrease was driven in large part by a decrease in tobacco-related summonses, which dropped by 35 percent as a result of fewer tobacco business inspections, from 5,091 to 3,302.
- Compliance with DCWP licensing requirements and laws remained high in the first four months of Fiscal 2026. Compliance with the requirement for certain businesses to have a DCWP-issued license increased from 82 percent to 83 percent in the first four months of Fiscal 2026 as compared to the same period in Fiscal 2025. Licensees' compliance with licensing laws decreased from 93 percent to 91 percent, and compliance with the Consumer Protection Law decreased from 84 percent to 78 percent. The compliance rate for retail gasoline pumps remained steady at more than 99 percent and the compliance rate for fuel trucks decreased from 95 percent to 93 percent during the first four months of Fiscal 2026.
- DCWP collected \$1,769,157 in civil penalties through settlement agreements in the first four months of Fiscal 2026, compared to \$1,814,464 in the same period of Fiscal 2025. The rate at which cases were settled prior to their initial hearing date improved by 17 percentage points, increasing from 49 percent in the first four months of Fiscal 2025 to 66 percent during the same period in 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.

- During the first four months of Fiscal 2026, DCWP received a total of 8,560 applications for new licenses and renewals of existing licenses, a 26 percent increase from the same period 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 numbered years which contributes to an overall increase in odd numbered years and decrease in even numbered years. The median number of days to approve license applications and renewals received in the first four months of Fiscal 2026 increased from one to two days. The percentage of applications processed within 10 days increased slightly, from 92 percent to 94 percent, as did the percentage of applications approved within 30 days, which increased from 96 percent to 99 percent over the four-month reporting period.
- The percentage of all applications submitted online increased to 88 percent during the first four months of Fiscal 2026, up from 59 percent in the same period in Fiscal 2025. This increase is the result of continued improvements to the online license application portal and a concerted outreach effort to direct applicants to apply online and licensees to renew online.
- The average wait time for consumers visiting DCWP's licensing centers remained the same, at four minutes, while the number of customer service requests processed at the licensing centers decreased by 32 percent, from 7,600 in the first four months of Fiscal 2025 to 5,201 in the first four months of Fiscal 2026. This decrease is consistent with the increased use of online applications and renewals.
- DCWP continues to supplement patrol-based education efforts with intensive outreach to help businesses understand their legal responsibilities. During the first four months of Fiscal 2026, DCWP conducted or participated in 87 business outreach and engagement events, 71 more than the same period in Fiscal 2025, reaching 8,156 businesses through these efforts, a significant increase over the 520 businesses reached last year. This was achieved through increased educational efforts and direct outreach around DCWP's self-employed tax prep, which allows small businesses to file their taxes for free. In addition to hosting outreach events, businesses can request a violation-free education inspection to better inform them of potential violations. In the first four months of Fiscal 2026, DCWP conducted 1,209 such inspections, compared to the 1,195 business education inspections conducted in the first four months of Fiscal 2025.
- During the first four months of Fiscal 2026, DCWP provided financial counseling to 4,474 clients, a six percent decrease from the same period in Fiscal 2025. This included 2,659 first-time clients, 10 percent fewer new clients than the same period of Fiscal 2025. Seventeen percent of clients achieved a financial goal within their first year of enrollment, a four percentage-point decrease from the previous year. 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 11 percent, to \$140,628,515, and the cumulative amount of increased savings rose by 14 percent, to \$18,533,761 in the first four months of Fiscal 2026 compared to the same period of Fiscal 2025. This increase reflects stronger program management that helped counselors connect clients to savings strategies and debt relief resources, including Public Service Loan Forgiveness (PSLF).
- The number of worker protection complaints received increased by 65 percent to 675 during the first four months of Fiscal 2026, up from 408 during the same period in Fiscal 2025. The increase in complaints spans all laws DCWP enforces, and may be a result of increased worker awareness of DCWP flowing from publicized settlements with large companies. The number of investigations opened increased by nine percent, from 138 to 151. The median days to assess complaints and open investigations decreased from 72 days to 42 days, a decrease of 42 percent. This metric can vary year to year based on the total number of complaints the Department receives and the size and complexity of the investigations it opens. Generally speaking, when DCWP opens large investigations affecting hundreds or thousands of workers, the median days to assess complaints and open investigations may decrease despite higher complaint volume as a larger portion of incoming complaints may be associated with investigations already opened. The number of investigations closed increased by 12 percent, to 164 from 146, while the median number of days to close investigations decreased by six percent, from 105 days in the first four months of Fiscal 2025 compared to 99 days through the first four months of Fiscal 2026.

- The number of workers entitled to restitution increased by 34 percent, to 2,078, while the amount of worker restitution assessed in the first four months of Fiscal 2026 increased from \$1,976,923 to \$2,481,203, or 26 percent, compared to Fiscal 2025. The amount of civil penalties collected similarly increased by 18 percent, to \$243,144 in Fiscal 2026.
- In the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, the number of complaints under the Freelance Isn't Free law decreased by five percent, from 275 to 260, while the number of navigation cases opened increased from 232 to 271. The number of navigation cases closed decreased from 249 to 224, while the amount recovered by complainants increased by 56 percent, from \$76,182 in Fiscal 2025 to \$118,752. It is important to note that data regarding the amount recovered is self-reported by freelance workers during follow-up after their case has closed. Not all freelance workers respond to DCWP's survey.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Median days to close mediations	27	35	29	28	28	30	32
Complaints entering mediation	1,856	1,930	2,276	*	*	864	828
Mediated complaints resolved	1,817	1,847	2,191	*	*	899	808
Mediations completed within 28 days (%)	56%	37%	49%	50%	50%	45%	40%
– Within 0-50 days (%)	98%	76%	84%	85%	85%	76%	86%
– Within 0-90 days (%)	100%	99%	99%	100%	100%	99%	99%
Consumer restitution awarded (\$)	\$1,251,476	\$3,301,258	\$2,563,802	*	*	\$1,278,940	\$1,865,670
Complaints referred for inspection	3,551	4,323	2,954	*	*	1,160	1,176
★ Median days to respond to inspection referrals	10	20	9	↓	↓	20	7
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Inspections – Total	43,280	47,288	52,892	*	*	20,068	19,668
Licensed business category inspections	15,497	6,042	9,721	*	*	4,349	3,719
Non-licensed business category inspections	9,711	20,829	19,061	*	*	4,959	9,578
Tobacco program inspections	18,072	20,417	24,110	*	*	10,761	6,371
Summonses – Total	16,493	17,057	17,332	*	*	7,467	6,633
Licensed business category summonses	3,036	1,218	2,905	*	*	1,367	1,364
Non-licensed business category summonses	1,410	3,823	3,522	*	*	1,009	1,967
Tobacco program summonses	12,047	12,016	10,905	*	*	5,091	3,302
License Law – License requirement compliance rate (%)	75%	79%	83%	*	*	82%	83%
– Tobacco and Electronic Cigarette Retail Dealer compliance rate (%)	75%	74%	78%	*	*	77%	78%
– All Other License Categories compliance rate (%)	97%	94%	93%	*	*	93%	93%
★ License Law – Licensee compliance rate (%)	96%	97%	94%	↑	↑	93%	91%
Consumer protection law compliance rate (%)	84%	79%	83%	*	*	84%	78%
Weights and measures law compliance rate – Gasoline pumps (%)	100%	100%	100%	98%	98%	100%	100%
Weights and measures law compliance rate – Fuel trucks (%)	88%	87%	90%	72%	72%	95%	93%
★ Tobacco Program – Sale to youth compliance rate (%)	86%	91%	95%	↑	↑	95%	95%
Tobacco Program – Out of package sales compliance rate (%)	99%	99%	99%	*	*	99%	98%
Tobacco Program – Flavored tobacco and e-cigarette compliance rate (%)	76%	78%	82%	*	*	81%	81%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c

Promptly negotiate settlements on violations issued to businesses

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Civil penalties collected from settlements (\$)	\$8,045,022	\$4,060,381	\$6,840,938	*	*	\$1,814,464	\$1,769,157
★ Cases settled prior to original hearing date (%)	42%	47%	58%	*	*	49%	66%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Applications received	37,120	22,885	34,191	*	*	6,804	8,560
★ Median processing time (days)	1	1	2	4	4	1	2
Applications approved within 10 days (%)	84%	95%	95%	85%	85%	92%	94%
Applications approved within 30 days (%)	94%	97%	98%	95%	95%	96%	99%
Applications submitted online (%)	42%	48%	81%	*	*	59%	88%
★ Average Licensing Center wait time (minutes)	3	5	4	15	15	4	4
Customer service requests processed at licensing centers	20,556	21,822	20,695	*	*	7,600	5,201
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Businesses engagement and outreach events	63	86	103	*	*	16	87
Businesses participating in engagement and outreach events	5,497	7,234	20,314	*	*	520	8,156
Business education inspections	2,079	1,973	3,110	*	*	1,195	1,209
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Clients served	8,829	11,622	11,279	*	*	4,782	4,474
First-time clients	6,528	9,008	8,330	*	*	2,945	2,659
★ Clients achieving a financial goal within their first year of receiving counseling (%)	22.0%	23.0%	29.7%	↑	↑	21.1%	17.3%
Cumulative financial counseling program clients served	83,354	92,361	100,955	*	*	95,306	103,357
Cumulative debt reduced (\$)	\$105,912,641	\$121,688,089	\$136,968,576	*	*	\$126,902,386	\$140,628,515
Cumulative savings increase (\$)	\$14,054,805	\$15,998,451	\$17,673,479	*	*	\$16,249,121	\$18,533,761
Tax returns filed through the NYC Free Tax Preparation Program	84,471	101,415	110,352	*	*	NA	NA
Estimated tax preparation fees saved through the NYC Free Tax Preparation Program (\$)	\$13,181,050	\$32,695,689	\$38,181,792	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Complaints received	439	1,581	1,223	*	*	408	675
Investigations opened	279	476	396	*	*	138	151
Median days to assess complaints and open investigations	32	16	84	*	*	72	42
Investigations closed	270	387	399	*	*	146	164
★ Median days to close investigations	194	113	104	↓	↓	105	99
Workers entitled to restitution	14,669	12,598	7,531	*	*	1,552	2,078
Worker restitution assessed (\$)	\$25,368,095	\$13,821,536	\$8,353,401	*	*	\$1,976,923	\$2,481,203
Civil penalties collected (\$)	\$1,365,330	\$1,459,694	\$813,646	*	*	\$206,903	\$243,144
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Complaints received	501	728	821	*	*	275	260
Navigation cases opened	480	704	711	*	*	232	271
★ Navigation cases closed	412	382	796	*	*	249	224
Amount recovered by complainants (\$)	\$626,062	\$560,439	\$365,973	*	*	\$76,182	\$118,752
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Average wait time to speak with a customer service agent (minutes:seconds)	4:00	5:00	3:52	17:00	17:00	NA	NA
Completed requests for interpretation	2,335	2,806	3,549	*	*	NA	NA
CORE facility rating	99	97	NA	87	87	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to first action within 4 days – Consumer complaint for exchange/refund/return	NA	95%	97%	85%	85%	97%	96%
Percent meeting time to first action within 4 days – Consumer complaint for false advertising	NA	96%	99%	85%	85%	98%	97%
Percent meeting time to first action within 4 days – Consumer complaint for non-delivery goods/services	NA	95%	97%	85%	85%	96%	98%
Percent meeting time to first action within 4 days – Consumer complaint for overcharge	NA	94%	97%	85%	85%	97%	97%
Percent meeting time to first action within 7 days – DCWP/DOHMH new license application request for general street vendor license	NA	NA	NA	85%	85%	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$67.9	\$67.9	\$66.0	\$75.1	\$85.5	\$74.7	\$17.4	\$37.6
Revenues (\$000,000)	\$21.8	\$21.0	\$20.7	\$18.5	\$18.5	\$17.2	\$7.0	\$5.8
Personnel	413	402	409	476	485	485	396	422
Overtime paid (\$000)	\$120	\$66	\$182	\$114	\$114	\$114	\$47	\$16
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$33.2	\$37.3	
001 - Administration	\$16.8	\$17.6	All
002 - Licensing and Enforcement	\$16.4	\$19.7	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	\$32.8	\$48.2	
003 - Other than Personal Services	\$32.8	\$48.2	All
Agency Total	\$66.0	\$85.5	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Mediated complaints resolved’ in Goal 1a was revised from 909 to 899 after a review of historical data.
- The previously published Fiscal 2025 figure for the indicator ‘Consumer restitution awarded (\$)’ in Goal 1a was revised from \$2,347,887 to \$2,563,802 after a review of historical data. The Fiscal 2025 four-month actual figure was revised from \$1,017,058 to \$1,278,940 after a review of historical data.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Complaints referred for inspection’ in Goal 1a was revised from 1,146 to 1,160 after a review of historical data.
- The previously published Fiscal 2024 figure for the indicator ‘Civil penalties collected from settlements (\$)’ in Goal 1c was revised from \$3,210,146 to \$3,301,258 after a review of historical data. The Fiscal 2025 figure was also revised, from \$4,571,387 to \$6,840,938.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Applications received’ in Goal 2a was revised from 6,149 to 6,804 after a review of historical data.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Applications approved within 10 days (%)’ in Goal 2a was revised from 96 to 92 after a review of historical data.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Applications approved within 30 days (%)’ in Goal 2a was revised from 99 to 96 after a review of historical data.

ADDITIONAL RESOURCES

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

- Licenses:
nyc.gov/BusinessToolbox
- Worker Rights:
nyc.gov/workers
- App-Based Delivery Workers:
nyc.gov/DeliveryApps
- NYC Financial Empowerment Centers:
nyc.gov/TalkMoney
- Financial Literacy for Youth:
nyc.gov/FLY
- NYC Free Tax Prep:
nyc.gov/TaxPrep

For more information about DCWP and its work, call 311 or visit DCWP at nyc.gov/dcwp, sign up for its [newsletter](#), or follow on its social media sites, [X](#), [Facebook](#), [Instagram](#), and [YouTube](#).

OFFICE OF TECHNOLOGY AND INNOVATION

311 CUSTOMER SERVICE CENTER



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, text messaging at 311-NYC (692) and 311 TTY at (212) 504-4115. Information and assistance are also accessible by Skyping “NYC311” or by using a video relay service at (212)-NEWYORK (212-639-9675). 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 ensuring inclusive, transparent access to City services, while recognizing its vital role as a trusted connection point for historically underserved communities. As the City’s central information hub, 311 works to remove barriers to information and government services such as language, income, and neighborhood, to ensure all New Yorkers are connected to affordable and essential services.

Always striving to provide equitable service, 311 continues to enhance language access through phone, text, and digital tools, expanding support for non-English speakers and New Yorkers with limited digital access due to cost, connectivity, or device limitations. Recent enhancements, including texting in the 10 designated citywide languages and an upgrade that prioritized improving the experience on mobile devices, reflect 311’s commitment to accessibility while upholding strong standards for privacy and public trust in every interaction.

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

- During the first four months of Fiscal 2026, NYC311 received 11 million contacts from New Yorkers across its call center, website, mobile app, text, and social media channels. 932,000 contacts were served through the mobile app, text, and social media. Contacts via the mobile app increased by 12 percent when compared to the same period in Fiscal 2025, continuing the upward trend following the updated NYC311 Mobile App release in Fiscal 2024.
- The average wait time to speak with a Tier 1 agent was 42 seconds through October of Fiscal 2026, a 45 percent increase compared to the same period in Fiscal 2025 when it was 29 seconds. The Tier 1 agents handle the Tier 1 calls, which are the high-volume calls. The average wait time was higher than the target of 30 seconds due to staffing constraints in July and August 2025, which were resolved by the end of the reporting period.
- Inquiries from customers decreased 34 percent during the first four months of Fiscal 2026 compared to the same period last year, with the variance driven by a one-time increase in automated inquiries associated with the MyCity project during the Fiscal 2024 reporting period. The MyCity portal—a centralized online portal and one-stop shop designed to make it easier for New Yorkers to discover, apply for, and manage city services, benefits, and business resources, fully launched in September 2023, and led to an influx of inquiries to 311 through the first four months of Fiscal 2025, before settling over this reporting period.

SERVICE 1 Provide public access to City government.

Goal 1a Increase public access to government information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
311 calls (000)	17,886	17,458	17,377	*	*	5,216	4,929
311 Spanish language calls (000)	1,254	706	1,709	*	*	492	463
311 calls in languages other than English or Spanish (000)	165	264	243	*	*	66	72
311 mobile app contacts (000)	2,157	2,165	2,525	*	*	740	832
311-NYC (text) contacts (000)	303	308	270	*	*	92	100
311 Online site visits (000)	15,007	18,182	16,890	*	*	5,337	5,170
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1b Improve the efficiency of public access to government services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Calls answered within 30 seconds (%)	85%	74%	80%	80%	80%	79%	76%
★ Average wait time (tier 1 calls) (minutes:seconds)	0:17	0:31	0:25	0:30	0:30	0:29	0:42
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Completed service requests (000)	3,404	3,600	3,766	*	*	1,283	1,257
Inquiries from customers (000)	19,413	27,508	31,672	*	*	11,102	7,314
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
Customer satisfaction index (311 only)	94%	93%	93%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$65.3	\$61.7	\$62.2	\$66.5	\$66.3	\$66.5	\$66.3	\$19.4
Personnel	342	376	342	398	394	394	395	338
Overtime paid (\$000)	\$125	\$264	\$293	\$239	\$239	\$239	\$239	\$186
¹February 2026 Financial Plan. ²Expenditures include all funds "NA" - Not Available The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this report.								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- All previously published figures for Goal 1a indicator ‘311 Spanish language calls (000)’ have been updated to capture the full volume of Spanish language calls resolved by automated messaging in the IVR, bilingual agents, and agents using a language translation service.
- All previously published figures for Goal 1a indicator ‘311 Calls in languages other than English or Spanish (000)’ have been updated to capture the full volume of calls in languages other than English and Spanish resolved by automated messaging in the IVR and by agents using a language translation service.

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



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 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

Expanding accessible and equitable services remains paramount to TLC. More than 13,000 accessible vehicles now operate across yellow taxis, green taxis, and FHV, with an average of 70,000 monthly requests for accessible service. In June 2025, more than 50 percent of the active yellow taxi fleet became wheelchair accessible vehicle (WAV) for the first time. TLC further enhanced accessible service in the FHV sector by setting a new wait time standard to ensure that drivers serve 90 percent of accessible trips within 10 minutes or less. To support ongoing driver training, TLC created a new remedial Vision Zero and Accessibility Course for drivers who have specific accessibility-related or traffic violation convictions.

TLC is helping taxi owners purchase and operate new WAVs. In the spring of 2025, the Commission adopted a new Taxi Improvement Fund (TIF) grant structure that increases the "hack-up" grant, which is financial assistance given to medallion owners who place WAVs into service, to \$20,000, and also offers \$2,500 per year over four years for a total of \$30,000. The TIF provided \$17 million in direct payments to eligible drivers and vehicle owners during the first four months of Fiscal 2026. TLC also launched the ATLAS pilot program, offering low-cost vehicle loans for the purchase of a WAV to qualified medallion owners in Fiscal 2025. Small business medallion owners have also benefited from the Medallion Relief Program (MRP), which supports medallion owners who own or have an interest in six or fewer medallions. The MRP program has provided over \$476 million in total debt forgiveness since March 2021.

In June 2025, the Commission adopted rules that strengthen TLC's first-in-the-nation minimum pay policy for drivers on high-volume FHV platforms (such as Uber and Lyft), increasing the minimum per-mile pay rate to account for higher expenses and introducing new measures to protect drivers from company "lockouts." TLC sought to address the growing practice by high-volume ride-sharing companies of restricting drivers' platform access, "locking" them out mid-shift or preventing them from working altogether, to reduce their earning potential. The updated pay policy incorporates a new minimum per-mile rate based on a TLC-commissioned study of driver expenses by the Center for New York City Affairs. The study used a driver survey and analyzed TLC and public data on the current vehicle fleet as well as vehicle-related expenses in New York City to ensure drivers receive fair compensation for the full cost of operating their vehicles. Taken together, the amended policy responds to driver advocates by providing lockout protections and a pay increase that helps drivers' incomes keep pace with the rising cost of living.

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

- Accessible service across the taxi and FHV fleet continues to grow, expanding options for every New Yorker. For the first time, more than half of the active medallion taxi fleet is accessible, with 5,911 accessible taxis on the road through October 2026, nearly 50 percent more than there were through October of 2025. This is attributed to taxi WAVs no longer having a retirement date, allowing vehicles to operate indefinitely if they pass TLC inspections and meet safety and regulation standards, as well as TLC's compliance with a federal court order mandate requiring all new taxis coming into service be wheelchair accessible. In the first four months of Fiscal 2026, there were 7,488 accessible FHV's, a marginal decrease from the 7,642 during the same period of Fiscal 2025. Despite this decrease, across the yellow taxi, green taxi, and FHV fleet, there are now more than 13,000 accessible vehicles on the road. Starting in Fiscal 2026, TLC increased the number of ways customers can request an accessible taxi by mandating TLC-licensed e-hail apps to provide a customer call center option for requesting a WAV. Prior to this, customers could only request a WAV taxi through the Accessible Dispatch call center, operated by one company, or through the e-hail applications. Moving forward, customers will be able to call the e-hail provider of their choice to request a WAV, thus expanding customer options. Customers may still hail an accessible taxi on the street, book a trip over the phone with the Accessible Taxi Hotline, or through one of the e-hail apps available. This programmatic change explains the slight increase in wait times experienced by Accessible Dispatch customers, which went from 11:17 to 12:06 minutes across comparative reporting periods.
- The total number of medallion taxi safety and emissions inspections increased by 11 percent in the first four months of Fiscal 2026, compared to the same period in Fiscal 2025, from 11,729 to 13,049, driven by more medallion vehicles returning to service after being taken out of storage. TLC allows medallion owners to store medallions by emailing a completed medallion storage receipt form when they are temporarily unable to operate their vehicle due to illness, travel or similar circumstances. In contrast, boro taxi safety and emissions inspection visits continued their downward trend, declining by 15 percent to 665 compared to the 778, as fewer boro taxis remain active on the road due to customers shifting to a new app-based system and pre-booked rides rather than street hails. The average time required to complete safety and emissions inspections for medallion taxis increased 44 percent from 18 to 27 minutes, FHV's increased 21 percent from 14 to 17 minutes, and boro taxis increased 50 percent, from 16 to 24 minutes. This is largely due to the additional time and attention needed to inspect aging vehicles, especially WAVs, which are no longer subject to retirement requirements. Despite the increase, average times remain below the one-hour target across vehicle types.
- In the first four months of Fiscal 2026, TLC Enforcement prioritized targeting unlicensed activity, with particular focus on airports and cruise terminals, which are key entry points where travelers are most vulnerable to unlicensed operators. As a result, the total number of patrol summonses issued for unlicensed activity increased 71 percent across comparative reporting periods to 1,391. The Agency also received a significant number of complaints regarding service refusals. In response, TLC Enforcement efforts were intensified at hotels, the Port Authority Bus Terminal and other locations, leading to a total of 200 service refusal summonses issued, an increase of 85 percent compared to the same period in Fiscal 2025. Additionally, the total number of patrol summonses issued to owners, agents, and bases was 2,232, an increase of 37 percent. This increase is largely attributed to the heightened enforcement of illegal window tints, which poses a public safety concern.
- TLC issued 1,933 administrative summonses to drivers in the first four months of Fiscal 2026, an 18 percent decrease from the same period in Fiscal 2025, which can be attributed to the significant shortage of staff. At the same time, administrative summonses issued to owners, agents, and bases increased six percent to 4,754. The number of administrative summonses fluctuates due to the cyclical nature of some violations, as well as the policy goals affecting other types of violations, which require substantial time and documentation, reducing capacity to issue other administrative summonses. Moreover, administrative settlements accepted by drivers decreased 43 percent, from 743 to 426 across comparative reporting periods.

- Customer service remains a top priority. During the first four months of Fiscal 2026, TLC experienced increased demand for services, reflected in more in-person visits to TLC’s Long Island City, Queens facility, and increased call volume to TLC’s Call Center. Visits to the Long Island City facility rose; however, without additional staffing, the average customer wait time increased to 27 minutes, exceeding the 25-minute target and 10 minutes longer than in the same period of Fiscal 2025. Moreover, call volume to the Agency’s call center increased, accompanied by longer wait times, which rose from 3:14 minutes in the first four months of Fiscal 2025 to over 13:04 minutes during the same period in Fiscal 2026. Despite the uptick, TLC’s Licensing Division reduced repeat calls by ensuring that questions and concerns were fully addressed at the first point of contact, which resulted in improved overall customer experience. TLC will continue to support customers by adjusting staffing schedules and cross-training staff to better manage both calls and visits to TLC’s Long Island City facility.
- In the first four months of Fiscal 2026, the Agency issued 103 percent more TLC driver’s licenses—which includes new driver applications and renewals—with over 27,000 issued compared to same period last fiscal year, maintaining such efficient processing times underscores the improvement of operations by TLC’s Licensing Division. Moreover, the TLC’s Licensing Division continued to demonstrate a strong commitment to quality customer service, as reflected in its average processing times. Despite a remarkable increase in license renewals due to the timing of the renewal cycle, and a 26 percent increase in new driver licenses issued, the average processing time for issuing a new driver license increased only slightly from 3.1 days to 3.5 days across comparative reporting periods.
- Since its launch in March 2021, the Medallion Relief Program (MRP) has provided \$476 million in debt relief, with grant assistance up to \$30,000, to medallion owners who own or have an interest in six or fewer medallions. The program was designed to provide financial assistance to medallion owners who purchased their medallion(s) prior to March 2021, and after four successful years, MRP officially sunset in August 2025. As a result of this innovative program, 2,082 medallion owners restructured their loans with participating lenders under MRP, easing their debt burden and helping them get back on the road.
- TLC’s Prosecution Division continues to process a high volume of complaints each month. TLC received 9,965 driver complaints in the first four months of Fiscal 2026, an eight percent increase from the 9,220 complaints recorded during the same period in Fiscal 2025. Among these, 3,471 complaints were eligible for prosecution, a 50 percent decrease from the 6,914 complaints eligible in the same period of Fiscal 2025. TLC’s Prosecution Division has identified process improvements that steadily brought the average number of days to close a customer complaint down significantly, such as changing the method by which drivers are identified to be positively associated with the complaint. Moreover, TLC closes many NYC311 complaints because they lack sufficient details, do not include complainant contact information, or duplicate complaints already on file.
- In October 2025, the average number of days to close a TLC driver complaint was 14.0 days, a 64 percent decrease compared to the 38.4 average days to close a complaint in October 2024. The decrease can be attributed to the TLC Prosecution Division changing its method of identifying repeat complainants and drivers through data searching, reducing the time to process the complaints.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Active medallion taxis that are accessible	NA	NA	5,294	*	*	3,992	5,911
Active boro taxis that are accessible	NA	NA	23	*	*	31	19
Active for-hire vehicles that are accessible	NA	NA	7,439	*	*	7,642	7,488
Accessible dispatch median wait time citywide (minutes:seconds)	13:06	12:03	11:25	*	*	11:17	12:06
★ Accessible dispatch trips fulfilled as a percent of requested trips (%)	86.4%	86.8%	88.0%	84.0%	84.0%	88.6%	85.2%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 1b

Ensure that all licensed vehicles meet safety and emissions standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Medallion taxi safety and emissions inspections conducted – Total	19,721	21,662	24,122	*	*	11,729	13,049
– Passed	15,294	17,318	18,568	*	*	9,143	9,915
– Failed	4,427	4,344	5,554	*	*	2,586	3,134
★ Medallion taxi safety and emissions failure rate – Initial inspection (%)	25.9%	21.0%	31.5%	45.0%	45.0%	26.1%	28.6%
– Re-Inspection (%)	6.1%	5.9%	7.5%	*	*	7.3%	9.4%
Medallion taxi safety and emissions inspections completed on schedule (%)	35.1%	39.2%	43.9%	*	*	64.0%	70.7%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	78,274	80,384	74,657	*	*	26,402	25,172
★ For-hire vehicles safety and emissions failure rate – Initial inspection (%)	26.2%	22.7%	26.0%	45.0%	45.0%	24.7%	26.1%
– Re-Inspection (%)	9.0%	8.9%	9.2%	*	*	9.6%	9.2%
For-hire vehicles safety and emissions inspections completed on schedule (%)	98.6%	98.2%	99.1%	*	*	99.4%	98.3%
Boro Taxi safety and emissions inspections conducted	3,558	2,881	2,398	*	*	778	665
★ Boro taxi safety and emissions failure rate — Initial inspection (%)	39.5%	37.2%	41.4%	45.0%	45.0%	37.1%	39.5%
– Re-inspection (%)	11.0%	11.1%	11.7%	*	*	10.9%	15.0%
★ Critical Indicator	✱ Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

Goal 1c

Ensure all vehicles operating for-hire follow TLC rules and regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Patrol summonses issued to drivers	29,166	22,839	21,337	*	*	6,897	6,447
Patrol summonses issued to owners/agents/bases	5,697	4,930	6,354	*	*	1,628	2,232
★ Patrol summonses issued for illegal street hails for drivers and vehicle owners	1,172	749	1,058	*	*	298	289
★ Patrol summonses issued for unlicensed activity for drivers and vehicle owners	4,268	2,866	3,833	*	*	815	1,391
Administrative summonses issued to drivers	5,841	5,118	7,020	*	*	2,355	1,933
Administrative summonses issued to owners/agents/bases	11,056	13,922	14,355	*	*	4,499	4,754
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the OATH (%)	91.6%	91.6%	92.1%	*	*	93.1%	92.8%
Vision Zero summonses issued	17,575	12,271	14,219	*	*	4,600	4,567
Service Refusal summonses issued	521	347	585	*	*	108	200
Administrative settlements accepted by drivers	NA	422	1,998	*	*	743	426
Administrative settlements accepted by owners/agents/bases	NA	4,844	10,879	*	*	3,811	3,599
★ Critical Indicator	✱ Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

Goal 1d

Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average wait time at Long Island City facility (hours:minutes)	0:37	0:22	0:23	0:25	0:25	0:18	0:27
TLC driver licenses issued	78,845	64,079	50,338	*	*	13,374	27,183
– New licenses issued	20,548	21,307	12,621	*	*	4,662	5,850
Average time to issue a new driver license from initial application (calendar days)	47.8	44.2	44.4	*	*	43.1	42.4
– Average agency processing time	5.0	4.6	3.3	*	*	3.1	3.5
★ Owners approved for the Medallion Relief Program	1,838	2,038	2,046	↑	↑	2,046	2,082
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:23	0:31	0:22	1:00	1:00	0:18	0:26
★ Average time to conduct a safety and emissions inspection of a for-hire vehicle (hours:minutes)	0:20	0:23	0:15	1:00	1:00	0:14	0:17
★ Average time to conduct a safety and emissions inspection of a boro taxi (hours:minutes)	0:21	0:27	0:21	1:00	1:00	0:16	0:24
★ Critical Indicator	✱ Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

Goal 1e

Promote excellent customer service to passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
TLC driver complaints received	24,131	28,025	26,514	*	*	9,220	9,965
– Complaints that were eligible for prosecution	13,087	15,471	18,259	*	*	6,914	3,471
★ Average days to close a TLC driver complaint	33.2	43.9	27.1	50.0	50.0	38.4	14.0
★ Critical Indicator	🚩 Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
🚩 For-hire vehicles active and not suspended	98,267	107,932	104,228	*	*	106,630	103,790
Boro taxis active and not suspended	2,308	875	719	*	*	831	635
Electric vehicles that are medallion taxis	NA	39	31	*	*	35	31
Electric vehicles that are for-hire vehicles	NA	11,283	12,902	*	*	12,021	13,020
★ Critical Indicator	🚩 Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	89%	86%	84%	85%	85%	93%	72%
Letters responded to within 14 days (%)	75%	92%	93%	90%	90%	85%	85%
Average call wait time (minutes:seconds)	4:24	9:18	4:49	*	*	3:14	13:04
Completed requests for interpretation	15,641	17,163	14,595	*	*	NA	NA
CORE facility rating	98	100	95	85	85	NA	NA
★ Critical Indicator	🚩 Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Lost Property (7 days)	96%	93%	100%	90%	90%	100%	98%
Percent meeting time to first action - Taxi Complaint (14 days)	99%	63%	12%	90%	90%	16%	NA
★ Critical Indicator	🚩 Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$160.6	\$54.5	\$53.7	\$58.1	\$62.0	\$57.9	\$20.2	\$20.7
Revenues (\$000,000)	\$70.1	\$68.0	\$59.3	\$59.8	\$63.8	\$60.6	\$19.9	\$23.0
Personnel	462	454	451	587	580	580	438	466
Overtime paid (\$000)	\$886	\$1,454	\$1,495	\$809	\$809	\$809	\$651	\$430
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$36.5	\$42.6	All
002 - Other Than Personal Services	\$17.2	\$19.5	All
Agency Total	\$53.7	\$62.0	
¹ Comprehensive Annual Financial Report (CAFR) 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

- Fiscal 2026 four-month actual performance for the service level agreement indicator 'Percent meeting time to first action—Taxi Complaint (14 days)' is not available. TLC and the Mayor's Office of Operations are working to resolve the data disruption.

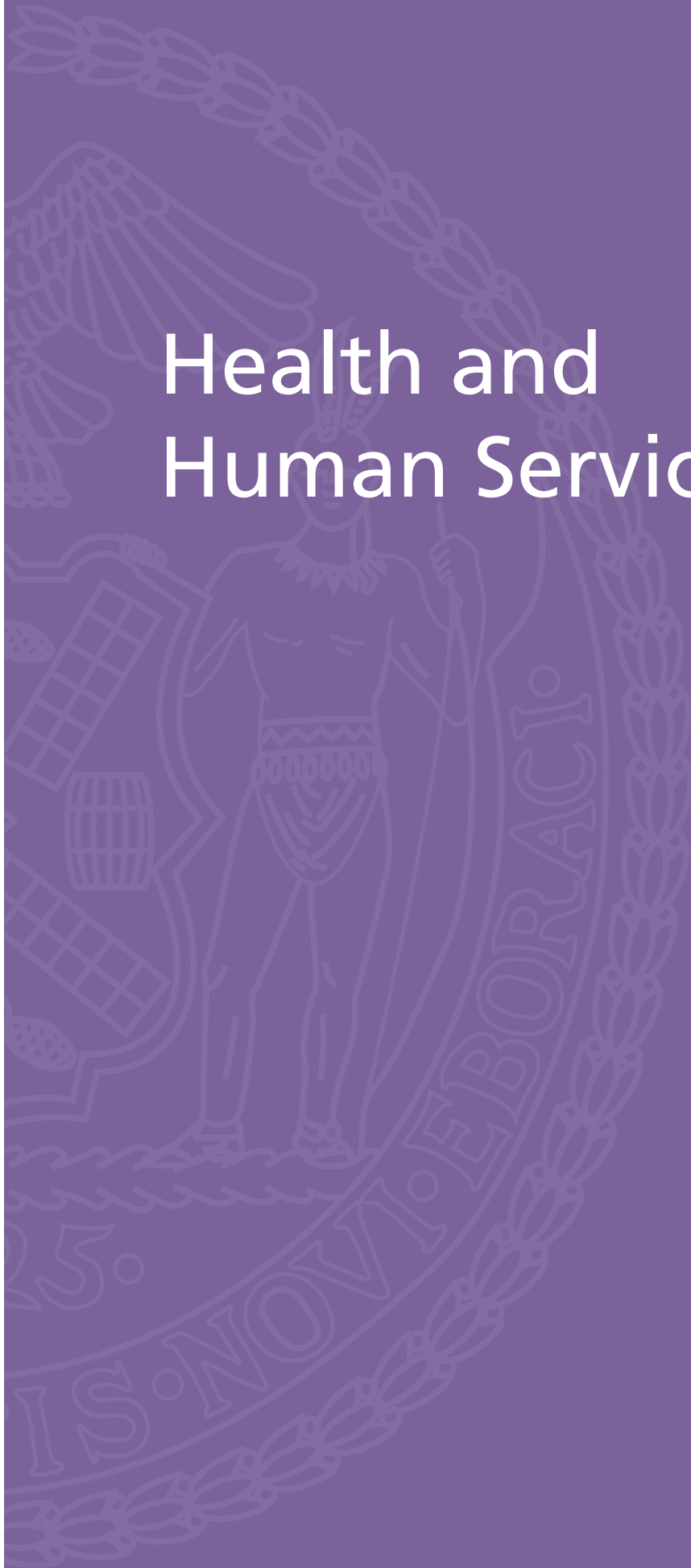
ADDITIONAL RESOURCES

For additional information go to:

- TLC Factbook:
<https://www.nyc.gov/site/tlc/about/data-and-research.page>
- 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>
- The Social Indicators and Equity Report, EquityNYC:
<https://equity.nyc.gov/>

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

Health and Human Services



Health and Human Services



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DEPARTMENT OF HEALTH AND MENTAL HYGIENE

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 also 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 that serves infants and toddlers with developmental delays and a home visiting program for pregnant people. Additionally, the Health Department coordinates prevention efforts and rapid responses to emergent public health threats.

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 with individuals, communities, and institutions), the Health Department has reconceptualized the ways in which it interacts with communities and develops intervention strategies. To do this, the Health Department primarily uses the principles of Public Health Critical Race Praxis (PHCRP) to promote equity in its programming. With this framework, services provided at the Health Department’s Neighborhood Health Action Centers—located in North and Central Brooklyn, East Harlem, and the South Bronx—demonstrate 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 to 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. Looking ahead, the Health Department will refine its strategies to narrow the life expectancy gap between Black New Yorkers and the rest of the citywide population.

Data for Equity (D4E), which originally operated as a Task and Finish Group and then a cross-division workgroup from Calendar 2018–2023, was relaunched in July 2025 to institutionalize the recommendations made from the initial group. D4E’s 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 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. Additionally, D4E is working on two Agency-wide guidance documents for the collection, analysis, and reporting of gender identity and race and ethnicity. These efforts aim to ensure that equitable data inform policy and program implementation.

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 service to the public.

- Goal 5a Provide birth and death certificates to the public quickly and efficiently.

HOW WE PERFORMED

- In Calendar 2024, 1,791 people were newly diagnosed with HIV in New York City, a five percent increase from Calendar 2023. This follows a similar increase, up seven percent, in new diagnoses from Calendar 2022 to Calendar 2023, contrasting with the yearly declines seen in the decade prior to Calendar 2020. While surveillance data do not pinpoint a specific cause of these observed events, factors may include increased engagement in care and services—including HIV testing, population changes, or increased HIV transmission. Among people newly diagnosed in Calendar 2024, 86 percent were Black or Latino/a, 75 percent were men, 66 percent were between the ages of 20 and 39, and 65 percent were men who have sex with men. Additionally, interviews by the Health Department's Assess.Connect.Engage. Team showed that many people newly diagnosed with HIV lack health insurance, face housing instability, and have unmet food and nutrition needs, emphasizing the need for strong prevention and supportive services. To support affected New Yorkers, the Health Department provides services such as routine HIV testing in high-volume settings, the PlaySure Network 2.0 program for comprehensive sexual health services, distribution of free safer-sex products, and municipally funded Sexual Health Clinics. The Health Department also supports community providers to improve engagement in HIV care and HIV treatment initiation and adherence. Such programming aims to increase viral suppression among people with HIV, in particular in communities in which suppression rates have lagged (for example, Black and Latino New Yorkers, transgender New Yorkers, and youth). As of Calendar 2024, 90 percent of people with HIV who were receiving medical care achieved viral suppression. While the City has made significant strides in HIV prevention, testing, and treatment over the years, persistent inequities and the slowing of progress toward bringing down new HIV diagnoses come as the Health Department expects an increase in uninsured New Yorkers due to federal policy changes passed by Congress and signed by the President in July 2024. Additionally, enhanced federal subsidies under the Affordable Care Act expired on December 31, 2025, making health insurance unaffordable for more New Yorkers. Federal funding for HIV, Medicare, and other safety net programs are also under significant threat, which will heavily impact the Health Department's ability to continue its HIV prevention, identification, and treatment work.
- In the first quarter of Fiscal 2026, 63.5 percent of children ages 24–35 months had up-to-date immunizations, a one percentage-point decrease compared to the first quarter of Fiscal 2025 and below the 70.0 percent target. While the cause of this change is unclear, it may be influenced by the federal government's recent attacks on vaccinations that have negatively impacted public perception of their safety and effectiveness. The Health Department continues to track pediatric vaccination coverage and targets intervention efforts in historically under-vaccinated neighborhoods. In June 2025, the Agency launched a public-facing Childhood Vaccination Data Explorer to assist providers and the public in increasing coverage. Additionally, the Health Department co-sponsored a Provider Summit with the New York State American Academy of Pediatrics to identify barriers to vaccinating this young age group and best practices for improving coverage at the practice level and citywide. The Health Department also continues to administer the Vaccines for Children program, which distributes no-cost vaccines for 77 percent of the City's pediatric population. This includes children who are eligible for the federally funded Vaccines for Children program (children eligible for or enrolled in Medicaid, underinsured, uninsured, and/or Alaska Native/American Indian) and those who are eligible for vaccines at no cost through their enrollment in the state's children's health insurance plan.
- During the first four months of Fiscal 2026, 94.6 percent of students in public/non-charter and charter schools were in compliance with immunization requirements for the 2025–2026 School Year. This is a two percentage-point increase from the compliance rate recorded during the same period in Fiscal 2025. The improvement may be in part due to the Health Department's continued efforts to promote vaccination in schools and in collaboration with State and national partners to ensure safe and effective vaccines remain available and accessible for school-aged children.
- The proportion of 13-year-olds who completed the HPV vaccination series reached 47.0 percent in the first quarter of Fiscal 2026, a 4.6 percentage-point increase from the first quarter of Fiscal 2025. In Spring 2025, the Health Department launched an advertising campaign for parents of eight-year-olds to 17-year-olds to promote vaccine initiation. The Agency also launched a campaign to begin HPV vaccination at age nine rather than at age 11. This included a kick-off letter to all providers to announce the updated recommendation as well as updates to the Citywide Immunization Registry to do the same.

- In Fiscal 2025, \$2.25 million in Health Bucks were publicly distributed to support nutrition security. The 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 non-profit partners, and via health programming at the Health Department and the City's Health + Hospitals system.
- In the first four months of Fiscal 2026, the Health Department conducted 2,245 inspections of group child care programs, a decrease of approximately six percent from the same period in Fiscal 2025; however, the Agency remains on pace to inspect all group child care programs annually. The percentage of centers not requiring a compliance inspection after an initial visit improved by four percentage points to 84.4 percent.
- Initial health inspections were conducted for 29.0 percent of the City's restaurants during the first four months of Fiscal 2026, a decrease of nearly two percentage points from the same period in Fiscal 2025. This decline is due to continued inspector staffing shortages. Although the Health Department is actively recruiting to fill vacancies, it does not expect to meet the 100.0 percent annual target in Fiscal 2026. The proportion of restaurants scoring an 'A' grade improved slightly to 89.5 percent.
- The Health Department performed approximately 50,000 initial pest control inspections in the first four months of Fiscal 2026, an 11 percent decrease from the first four months of Fiscal 2025, driven by temporary productivity slowdowns while critical technology upgrades were completed. Of these initial pest control inspections, 18.9 percent of properties failed due to active rat signs, reflecting a three percentage-point improvement in failure rates. This improvement is attributed to inter-agency interventions in rat-mitigation zones and the promotion of best practices in rat management.
- The Health Department issues state-mandated dog licenses, which are used to help reunite lost dogs with their owners and are required to use services such as NYC Parks dog runs and dog-friendly restaurants. In the first four months of Fiscal 2026, approximately 66,900 dogs were licensed in the City, a 10 percent decline from the same period in Fiscal 2025. The Health Department is exploring ways to better educate the public about the requirement and promote the benefits of dog licensing.
- In Calendar 2024, deaths from unintentional drug overdose in the City reached 2,192, a 28 percent decrease from Calendar 2023. Although fentanyl remains prevalent in 73 percent of overdose deaths in Calendar 2024, its presence has decreased from 80 percent in Calendar 2023. This suggests that the decline in deaths is not only driven by a reduction in fentanyl in the drug supply, though it will take time and rigorous research to identify the main drivers of this change. The Health Department nearly tripled its distribution of naloxone kits between Calendar 2020 and Calendar 2024. The Agency utilizes the HealthyNYC drug overdose prevention plan, which includes distributing fentanyl test strips, operating a peer-led non-fatal overdose response system, and investing in opioid overdose prevention programs.
- Referrals to the assisted outpatient mental health treatment program increased by 10 percent during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. This increase may be due to increased awareness of the program within the mental health provider community.
- During the first four months of Fiscal 2026, 13,000 units of supportive housing were available for people with or at risk for serious mental health and substance use disorders, an eight percent increase from the same period in Fiscal 2025. This growth is due to the completion of construction for three new supportive housing buildings this fiscal year.
- In the first four months of Fiscal 2026, 4,800 children received services from the Early Intervention Program, a nine percent increase from the 4,400 children served in the first four months of Fiscal 2025. The previous year's figures were slightly depressed due to the implementation of a new New York State case management system, called the EI Hub, which launched in October 2024 and caused temporary backlogs during the transition.
- The Health Department's Co-Response Team (CRT), a collaboration with the New York Police Department (NYPD), contacted 155 individuals in the first four months of Fiscal 2026, a 33 percent increase from the same period in Fiscal 2025. This increase followed the incorporation of a new intake process in May 2025 and the onboarding of new staff in July 2025, which allowed for more follow-ups and consultations.

- Average response times to requests for birth and death certificates in the first four months of Fiscal 2026 were 2.6 days and 1.4 days, respectively. While these times increased from the first four months of Fiscal 2025, they continue to outperform the three-day target. The increase in birth certificate turnaround times may be partly due to the higher request volumes that are largely driven by the federal Real ID policy. The Health Department has maintained processing times within target levels despite the volume increase by promoting online requests.
- The Health Department responded to 61 percent of letters within 14 days during the first four months of Fiscal 2026, down from 80 percent in the first four months of Fiscal 2025. This low service level was due to an influx of letters regarding seasonal quality-of-life issues and Legionnaires' disease in August 2025. Performance has improved since the summer.
- In the first four months of Fiscal 2026, 44 percent of calls were answered within 30 seconds, a decrease from 78 percent in the first four months of Fiscal 2025. Factors include a 23 percent increase in birth certificate inquiries, lengthy onboarding times for new employees, and tech glitches following a migration to a new cloud-based platform in August 2025.
- Timeliness for responding to rodent complaints improved by 16 percentage points in the first four months of Fiscal 2026, with 84 percent of complaints addressed within 14 days. This improvement is attributed to new reporting tools to track pending work and additional resources for routing and closing cases. Response to food establishment complaints decreased five percentage points to 91 percent, continuing to meet the 90 percent target despite inspection staffing shortages.

SERVICE 1 Detect, prevent, and reduce the transmission of infectious diseases.

Goal 1a

Reduce new cases of HIV and other sexually transmitted infections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ New HIV diagnoses (CY)	1,591	1,700	1,791	↓	↓	NA	NA
★ Infectious syphilis cases (CY)	2,310	1,762	1,469	↓	↓	NA	NA
★ Congenital syphilis cases (CY)	21	35	37	↓	↓	NA	NA
HIV viral suppression (%) (CY)	88%	89%	90%	92%	93%	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1b

Prevent the transmission of other infectious diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ New tuberculosis cases (CY)	535	679	832	↓	↓	NA	NA
Seniors, age 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	72.4%	69.2%	70.1%	70.0%	70.0%	NA	NA
★ COVID-19 hospitalizations rate (per 100,000 admissions) (CY)	602.0	214.7	165.5	↓	↓	NA	NA
Hepatitis C cleared or cured (%) (CY)	68.8%	69.0%	71.5%	73.0%	74.0%	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c

Prevent the transmission of vaccine-preventable diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Children ages 24-35 months with up-to-date immunizations (%)	60.1%	66.1%	64.5%	70.0%	70.0%	64.5%	63.5%
★ Children in public schools who are in compliance with required immunizations (%)	96.4%	96.5%	97.7%	99.0%	99.0%	92.7%	94.6%
★ HPV vaccine series completion (%)	42.8%	42.1%	43.0%	53.0%	53.0%	42.4%	47.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Adult New Yorkers without health insurance (%) (CY)	11.2%	11.9%	9.4%	10.5%	10.0%	NA	NA
Health Bucks distributed (\$000,000)	NA	\$2.27	\$2.25	\$2.20	*	NA	NA
★ Adults who smoke (%) (CY)	8.7%	8.2%	7.5%	⬇️	⬇️	NA	NA
Adults who consume one or more servings of sugar-sweetened beverages per day (%) (CY)	14.5%	14.0%	14.3%	*	*	NA	NA
★ Critical Indicator	🌟 Equity Indicator	“NA” Not Available		⬆️⬆️ Directional Target	* None		

Goal 2b

Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Adults, ages 45-75, screened for colorectal cancer (%) (CY)	66.6%	68.4%	70.3%	*	*	NA	NA
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	134.8	143.7	NA	133.1	133.1	NA	NA
★ Diabetes management among adult New Yorkers (%) (CY)	74.0%	75.0%	74.3%	⬆️	⬆️	NA	NA
★ 🌟 Infant mortality rate (per 1,000 live births) (CY) (provisional)	4.3	4.2	3.9	4.1	4.1	NA	NA
★ Pregnancy-associated mortality ratio for Black women and birthing people (per 100,000 live births) (Five-year averages) (CY)	127.3	NA	NA	97.1	97.1	NA	NA
Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)	52.3	NA	NA	*	*	NA	NA
★ Adult heart failure hospitalizations rate (per 100,000 population) (CY)	323.9	341.3	NA	*	*	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Childhood blood lead levels – number of children younger than age 18 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	3,243	3,456	3,289	⬇️	⬇️	NA	NA
★ Childhood blood lead levels – number of children younger than age 6 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	2,713	2,803	2,600	⬇️	⬇️	NA	NA
★ Active group child care center full inspections	6,553	7,417	8,392	*	*	2,385	2,245
★ Active group child care center initial inspections that do not require a compliance inspection (%)	78.6%	78.9%	82.2%	⬆️	⬆️	80.3%	84.4%
★ Critical Indicator	🌟 Equity Indicator	“NA” Not Available		⬆️⬆️ Directional Target	* None		

Goal 3b Reduce the threat of foodborne illness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Restaurants inspected (%)	83.4%	66.4%	69.7%	100.0%	100.0%	30.9%	29.0%
★ Restaurants scoring an 'A' grade (%)	90.0%	86.9%	89.2%	↑	↑	87.1%	89.5%
★ Critical Indicator * Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 3c Reduce animal-related risks to human health.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Initial pest control inspections (000)	179	150	148	*	*	56	50
Initial inspections with active rat signs (ARS) (%)	22.3%	24.2%	19.7%	*	*	21.9%	18.9%
★ Compliance inspections found to be rat free (%)	28.0%	27.3%	27.8%	↑	↑	27.2%	28.9%
Dogs licensed (000)	79.9	75.7	70.1	105.0	105.0	74.4	66.9
Animals testing positive for rabies at the Public Health Laboratory (CY)	38	12	8	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Buprenorphine patients (CY)	15,139	15,202	15,619	16,919	16,919	NA	NA
★ * Deaths from unintentional drug overdose (CY) (provisional)	3,070	3,046	2,192	↓	↓	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Individuals in the assisted outpatient mental health treatment program	2,442	2,657	2,828	*	*	2,043	2,256
★ Units of supportive housing available to people with or at risk for developing serious mental health and substance use disorders (000)	11.4	12.1	12.8	13.3	14.0	12.0	13.0
New children receiving services from the Early Intervention Program (000)	15.2	14.5	12.6	*	*	4.4	4.8
Health-led crisis response and community-based de-escalations	NA	8,145	9,970	*	*	2,534	2,486
Individuals who received services from long-term mobile community-based treatment providers	5,296	5,729	6,288	6,072	6,072	5,293	5,461
Individuals contacted by a DOHMH Co-Response Team	840	506	528	625	700	117	155
Services provided by NYC 988	NA	NA	334,000	371,594	371,594	NA	151,180
★ Critical Indicator * Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

SERVICE 5 Provide high-quality and timely service to the public.

Goal 5a

Provide birth and death certificates to the public quickly and efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average response time for birth certificates by mail/online/in person (days)	2.0	1.6	2.7	3.0	3.0	2.0	2.6
★ Average response time for death certificates by mail/online/in person (days)	1.3	0.9	1.4	3.0	3.0	1.3	1.4
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Workplace injuries reported	96	94	93	*	*	28	37
Environmental Control Board violations received at the Office of Administrative Trials and Hearings (OATH)	45,527	48,298	51,551	*	*	16,239	14,743
Environmental Control Board violations admitted to or upheld at the Office of Administrative Trials and Hearings (OATH) (%)	66.9%	73.7%	73.7%	*	*	73.8%	76.3%
Human services contracts	NA	NA	151	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	62%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$539.50	*	*	NA	NA
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	59,975	87,630	89,508	*	*	30,301	29,773
Letters responded to within 14 days (%)	63%	60%	69%	70%	70%	80%	61%
E-mails responded to within 14 days (%)	85%	87%	88%	80%	80%	89%	87%
Average wait time to speak with a customer service agent (minutes)	1	1	0	10	10	NA	NA
CORE facility rating	98	100	96	85	85	NA	NA
Calls answered within 30 seconds (%)	69%	78%	65%	80%	80%	78%	44%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to first action – Rodent (14 days)	66%	65%	79%	73%	73%	68%	84%
Percent meeting time to first action – Food Establishment (14 days)	96%	77%	98%	90%	90%	96%	91%
Percent meeting time to first action – Food Poisoning (3 days)	99%	99%	100%	90%	90%	100%	99%
Percent meeting time to first action – Indoor Air Quality (14 days)	99%	99%	99%	95%	95%	98%	99%
Percent meeting time to first action – Smoking Complaint (14 days)	91%	75%	100%	75%	75%	97%	100%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$2,335.5	\$2,344.3	\$2,452.2	\$2,440.6	\$2,907.9	\$2,512.5	\$1,527.1	\$1,706.2
Revenues (\$000,000)	\$31.9	\$34.7	\$40.0	\$31.6	\$31.6	\$31.6	\$13.7	\$12.0
Personnel	6,164	6,253	6,282	7,229	7,435	7,219	6,276	6,260
Overtime paid (\$000,000)	\$24.0	\$21.0	\$18.2	\$5.6	\$19.2	\$9.6	\$5.6	\$5.0
Capital commitments (\$000,000)	\$341.6	\$115.3	\$0.4	\$186.4	\$262.8	\$135.3	\$7.9	\$26.95
Human services contract budget (\$000,000)	\$909.4	\$1,008.0	\$1,076.8	\$1,006.2	\$1,317.9	\$1,162.1	\$413.4	\$607.0
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$608.7	\$696.7	
101 - Health Administration	\$80.3	\$75.9	All
102 - Disease Control	\$127.7	\$143.3	1a, 1b
103 - Family and Child Health	\$113.3	\$150.4	1b, 2b
104 - Environmental Health Services	\$86.2	\$91.2	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.9	\$19.3	4b
106 - Office of Chief Medical Examiner	\$83.9	\$94.3	Refer to table in OCME chapter
107 - Center for Health Equity & Community Wellness	\$33.4	\$35.8	2a, 2b
108 - Mental Hygiene Management Services	\$49.2	\$63.1	4a, 4b
109 - Center for Population Health Data Science	\$18.8	\$23.4	2a, 2b, 5a
Other Than Personal Services - Total	\$1,843.5	\$2,211.2	
111 - Health Administration	\$163.6	\$240.8	All
112 - Disease Control	\$319.2	\$337.0	1a, 1b
113 - Family and Child Health	\$133.2	\$138.3	1b, 2b
114 - Environmental Health Services	\$48.6	\$61.6	2b, 3a, 3b, 3c
115 - Early Intervention	\$332.4	\$336.8	4b
116 - Office of Chief Medical Examiner	\$24.1	\$33.5	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	\$89.3	\$92.7	2a, 2b
118 - Mental Hygiene Management Services	\$43.5	\$51.6	4a, 4b
119 - Center for Population Health Data Science	\$6.1	\$14.4	2a, 2b, 5a
120 - Mental Health Services	\$543.4	\$720.1	4b
121 - Developmental Disability	\$6.9	\$8.6	*
122 - Alcohol & Drug Use Prevention, Care, Treatment	\$133.3	\$175.7	4a
Agency Total	\$2,452.2	\$2,907.9	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The indicator 'Safer sex product distribution (000)' in Goal 1a was retired as it does not fully reflect the current prevention landscape. HIV prevention has shifted toward a broader set of strategies, including Pre-Exposure Prophylaxis (PrEP), Post-Exposure Prophylaxis (PEP), and testing, which are not captured by a single product-distribution metric.
- The indicator 'HIV viral suppression (%) (CY)' was added to Goal 1a as a core program indicator for the Ending the HIV Epidemic initiative. This metric allows the Health Department to monitor and improve the extent to which New Yorkers with HIV are successfully accessing and taking HIV treatment, as well as the potential for ongoing HIV transmission in the City from untreated infections.
- The indicator 'Children ages 19–35 months with up-to-date immunizations (%)' in Goal 1c was retired and replaced with 'Children ages 24–35 months with up-to-date immunizations (%)' to better align with national benchmarks and the NYC Childhood Vaccination Data Explorer.
- The indicator 'Animals testing positive for rabies at the Public Health Laboratory (PHL) (CY)' was moved from Goal 1b to Goal 3c to consolidate animal-related health risk reporting under one goal.
- Service 2 was renamed 'Prevent chronic disease by promoting access to health resources and a healthy environment' from 'Prevent chronic diseases by promoting healthy behaviors and preventive health care' to better align with the Health Department's chronic disease prevention approach, which was updated in January 2025.
- Goal 2a was renamed 'Reduce financial barriers to health resources and minimize the influence of harmful products' from 'Reduce tobacco use and promote physical activity and healthy eating' to better align with the Agency's revised service and chronic disease prevention approaches.
- The indicator 'Adult New Yorkers without health insurance (%) (CY)' was moved from Goal 2b to Goal 2a to reflect the revised goal focused on reducing financial barriers to health.
- The indicator 'Health Bucks distributed (\$000,000)' was added to Goal 2a because it addresses nutrition security and equitable access to healthy, affordable food, which is critical for addressing long-standing inequities and the rising prevalence of diet-related diseases. Due to budget uncertainties, the Fiscal 2027 target cannot be established.
- The indicator 'Adults with obesity (%) (CY)' in Goal 2a was retired as this indicator exclusively relies on Body Mass Index (BMI), calculated using self-reported weight and height. Clinical and epidemiology communities have increasingly recognized the limitations of BMI in reflecting the health of individuals.
- The indicator 'Services provided by NYC 988' was added to Goal 4b to reflect renewed interest in the program and more accurately defines counselor support and de-escalation as a service rather than a general engagement.
- The indicator 'New individuals served by a DOHMH Co-Response Team' in Goal 4b was retired and replaced with 'Individuals contacted by a DOHMH Co-Response Team.' The name and definition were updated to more accurately capture the comprehensive work performed by these teams.
- The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to the 'Agency-wide Management' section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.

- A number of previously published figures were updated as part of this publication after a review of historical data:
 - The Calendar 2022 figure for ‘New HIV diagnoses (CY)’ was updated from 1,590 to 1,591. The Calendar 2023 figure was updated from 1,705 to 1,700, and Calendar 2024 was updated from NA to 1,791.
 - The Calendar 2022 figure for ‘Infectious syphilis cases (CY)’ was updated from 2,312 to 2,310. The Calendar 2024 figure was updated from 1,466 to 1,469. The four-month actual Fiscal 2025 figure was also updated from 329 to NA because this indicator was moved to a calendar year and annual reporting cycle in the Fiscal 2025 Mayor’s Management Report to match other public health surveillance data.
 - The four-month actual Fiscal 2025 figure for ‘Congenital syphilis cases (CY)’ was updated from 20 to NA because this indicator was moved to a calendar year and annual reporting cycle in the Fiscal 2025 Mayor’s Management Report to match other public health surveillance data.
 - The Calendar 2024 figure for ‘New tuberculosis cases (CY)’ was updated from 839 to 832.
 - The Calendar 2022 figure for ‘Diabetes management among adult New Yorkers (%) (CY)’ was updated from 73.9 percent to 74.0 percent. The Calendar 2024 figure was updated from NA to 74.3 percent.
 - The Calendar 2024 figure for ‘Deaths from unintentional drug overdose (CY) (provisional)’ was updated from NA to 2,192.
 - The four-month actual Fiscal 2025 figure for ‘Units of supportive housing available to people with or at risk for developing serious mental health and substance use disorders (000)’ was updated from 12.4 to 12.0.
 - The four-month actual Fiscal 2025 figure for ‘Health-led crisis response and community-based de-escalations’ was updated from 2,370 to 2,534.
 - The four-month actual Fiscal 2025 figure for ‘Percent meeting time to first action – Food Poisoning (3 days)’ was updated from 99 percent to 100 percent.
- An inconsistency was discovered in the 2023 and 2024 Community Health Surveys, which required the survey weights to be recalculated. Survey weights are applied to each individual included in the sample and used to make representative statements for adult New Yorkers. The Health Department analyzed the data for both years using the updated weights and Calendar 2023 and Calendar 2024 figures were updated for the following indicators:
 - The Calendar 2023 figure for ‘Seniors, age 65+, who reported receiving a flu shot in the last 12 months (%) (CY)’ was updated from 68.7 percent to 69.2 percent, and the Calendar 2024 figure was updated from 69.2 percent to 70.1 percent.
 - The Calendar 2023 figure for ‘Adult New Yorkers without health insurance (%) (CY)’ was updated from 12.0 percent to 11.9 percent, and the Calendar 2024 figure was updated from 9.3 percent to 9.4 percent.
 - The Calendar 2023 figure for ‘Adults who smoke (%) (CY)’ was updated from 7.9 percent to 8.2 percent, and the Calendar 2024 figure was updated from 7.7 percent to 7.5 percent.
 - The Calendar 2023 figure for ‘Adults, ages 45-75, screened for colorectal cancer (%) (CY)’ was updated from 68.5 percent to 68.4 percent, and the Calendar 2024 figure was updated from 71.4 percent to 70.3 percent.
- The Fiscal 2026 target for ‘Hepatitis C cleared or cured (%) (CY)’ was updated from 70.0 percent to 73.0 percent.

ADDITIONAL RESOURCES

For additional information visit:

- 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:
<http://equity.nyc.gov/>

For more information about the NYC Health Department, please visit www.nyc.gov/health.

DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF 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

To best serve all New Yorkers—regardless of economic ability—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors 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 and provided remotely in the interest of convenience and comfort. 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 impartial pathologist for families by performing its own death investigations and autopsies, free from influence by legal or medical communities or law enforcement. OCME also offers language translation services, including for informational materials, to ensure all New Yorkers receive the support they need, regardless of language.

OCME additionally focuses on racial equity work in service delivery beyond the traditional role of Medical Examiner, addressing unmet needs and reducing disparities. The OCME Drug Intelligence & Intervention Group (DIIG) is a first-of-its kind model that combines epidemiologic data management with support and guidance for the families and social networks of individuals who died from a drug overdose. Through this initiative, OCME social workers and healthcare professionals provide wide-ranging services and referrals to potentially lifesaving interventions, including grief counseling, substance use services, housing assistance services, and health care, to traditionally underserved populations.

OCME develops and maintains a workplace culture in which employment and advancement decisions are made fairly and employees are treated equitably, 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 the first four months of Fiscal 2026, the number of autopsies performed decreased by 41 percent, while the number of external examinations performed increased by 45 percent compared to the first four months of Fiscal 2025. An external examination is performed when the investigative, clinical, imaging and laboratory information provide a sufficient basis to determine the accurate cause and manner of death without the need for internal examination by OCME. The increase in external examinations is largely due to an adjustment in the triage process and the introduction of postmortem CT scans, which have been fully integrated into the autopsy process by the end of Fiscal 2025.
- The median time to complete autopsy reports increased by 46 percent in the first four months of Fiscal 2026 compared to the same period Fiscal 2025, reaching 122.5 days. This is primarily due to the loss of one-third of the Medical Examiner (ME) staff through retirements, recruitment by other jurisdictions, and a nationwide shortage of MEs—a highly competitive and specialized profession. This loss required the remaining personnel to take on the outstanding casework that those former MEs left behind. These additional responsibilities created substantial administrative, diagnostic, and legal testimony workloads for current ME staff, which delayed the completion of autopsy reports.
- The median time from OCME's receipt of decedents' remains to when those remains are processed and considered "Ready to Release" for final disposition was 10 hours in the first four months of Fiscal 2026—a 46-minute increase compared to the same period of Fiscal 2025. Once the decedents' remains are ready to be released, OCME must follow strict protocols before they can be transferred out of OCME custody. The median time from when funeral directors arrive at an OCME facility to when they are cleared to depart with the correct remains similarly increased for the third consecutive year, reaching 46 minutes in the first four months of Fiscal 2026, compared with 40 minutes during the same period in Fiscal 2025. These increases are largely attributable to operational factors, including the restructuring of forensic pathology operations in September 2024 in response to the nationwide shortage of board-certified forensic pathologists. As part of this restructuring, autopsy operations were temporarily consolidated from three facilities to two, resulting in higher caseloads and an increased volume of case releases at the remaining sites, which contributed to longer release times. Additionally, the onboarding and training of three new Forensic Quality Specialists between June and September 2025 temporarily slowed workflows, though this investment is expected to strengthen staffing capacity and improve operational stability over the long term now that new staff are trained.
- The Forensic Biology Laboratory, which is responsible for all types of DNA case testing, continues to outperform the 90-day targets for all turnaround times. However, several turnaround times increased for the second consecutive four month reporting period. Relative to the first four months of Fiscal 2025, the median time to complete an analysis of a DNA case rose 55 percent in the first four months of Fiscal 2026—from 51 to 79 days. Similarly, median turnaround times rose from 51 to 90 days for homicide cases, from 38 to 65 days for sexual assault cases, and from 24 to about 70 days for gun crime cases. These increases are largely due to an ongoing quality investigation into an instance of case-to-case contamination that happened in August 2024, as well as the implementation of a new Laboratory Information Management System (LIMS) in July 2025. The LIMS transition required extensive staff training and workflow adjustments, temporarily reducing productivity across all case types. Additionally, several initial system coding issues—most of which have since been resolved—limited the Laboratory's ability to process and finalize cases within the new paperless system, resulting in a temporarily lower number of cases that could be completed. The Laboratory continues to address remaining system issues and refine the platform to support efficient case processing and appropriate case distribution. The Laboratory remains focused on maintaining quality assurance, restoring operational stability, and returning to normal processing timelines.
- In the first four months of Fiscal 2026, the number of DNA gun crime samples tested dropped to just over 2,500 samples, down 16 percent compared to the same period in Fiscal 2025. The volume of firearm-related evidence submitted to the Forensic Biology Laboratory fluctuates in response to overall crime trends within the City. In coordination with NYPD and the District Attorney's Offices, the Laboratory prioritizes the testing of firearm-related evidence when needed for active criminal proceedings. Accordingly, this metric reflects deliberate workload prioritization, with a focus on cases specifically requested by prosecutors to ensure timely and efficient delivery of results for firearm-related prosecutions.

- The median time to complete DNA property crime cases improved by 26 percent from 365 days in the first four months of Fiscal 2025 to about 271 days in the first four months of Fiscal 2026. There is no target for property crime turnaround times as they are governed by a timeline appropriate for the judicial system. During the first four months of Fiscal 2026, 100 percent of DNA property crime samples submitted to OCME were processed and ready when needed for trial.
- The Forensic Toxicology Laboratory, which is responsible for all types of toxicology case testing, maintained consistent service delivery over the last reporting period, with all turnaround times below the 90-day targets. While the median time to complete toxicology cases increased by 15 percent from 40 days in the first four months of Fiscal 2025 to 46 days in the first four months of Fiscal 2026, this remains far below the elevated levels recorded between Fiscal 2021 and Fiscal 2024—including when turnaround times peaked in Fiscal 2021 at 115 days. Median turnaround times for Driving Under the Influence (DUI) cases improved, decreasing from 40 days to 35 days, while completion times for toxicology sexual assault cases increased slightly from 62 to 67 days from the first four months of Fiscal 2025 to the same period in Fiscal 2026. These fluctuations in the turnaround times for all case types reflect the Laboratory's ongoing development and validation of new test methods, as well as staff training needs, all while managing continuous casework demand. Ultimately, these testing changes are intended to expand the Laboratory's capabilities and improve long-term efficiency, with the goal of continuing to reduce turnaround times.
- The OCME Drug Intelligence & Intervention Group (DIIG) is a first-of-its kind initiative that was piloted prior to its full expansion in September 2022 as a new and innovative way for the City to fight the fentanyl-driven opioid crisis. During the first four months of Fiscal 2026, DIIG reached 474 individuals to offer support services and referrals, 35 percent less compared to the same period of Fiscal 2025, yet still significantly more than the 264 reached in first four months of Fiscal 2024. OCME'S DIIG focuses on providing support to surviving family members and close contacts of those who died from a drug overdose to offer a wide range of potentially lifesaving services and referrals, including grief counseling, substance use services, housing assistance, health care and more. DIIG's Family Support Team contacted fewer families because of the overall decline in citywide overdose deaths in Calendar 2024 (as reported by the New York City Department of Health and Mental Hygiene) and a 50 percent staffing reduction that limited the team's service capacity. Despite staffing challenges, 81 percent of families reached (384 clients) accepted and were provided with support services in the first four months of Fiscal 2026, up from 76 percent (552 clients) during the same period in Fiscal 2025.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Median time for scene arrivals by medicolegal investigators (hours:minutes)	1:37	2:13	2:37	*	*	2:25	2:36
Deaths reported	39,308	39,298	39,066	*	*	12,440	12,221
★ Cases where Medical Examiner takes jurisdiction and certifies death at an OCME facility	8,879	9,004	8,111	*	*	2,684	2,591
★ Cases where Medical Examiner investigates, takes jurisdiction and certifies death at scene or a health care facility	3,383	3,298	3,523	*	*	1,071	1,102
Cases where Medical Examiner declines jurisdiction	3,163	3,322	3,325	*	*	1,046	1,097
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 1b Perform autopsies and examinations necessary to determine cause and manner of death.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Median time to complete autopsy reports (days)	110.0	118.0	92.0	90.0	90.0	84.0	122.5
Autopsies performed	6,544	6,170	3,928	*	*	1,504	893
External examinations performed	2,335	2,769	4,082	*	*	1,154	1,670
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1c Provide diligent investigation for all cremation requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cremation requests received and investigated as requirement of processing	18,904	18,670	19,193	*	*	6,057	6,114
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	170	201	214	*	*	67	82
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1d Certify death certificates in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Median time to certify death certificates after initial receipt of decedents' remains (hours:minutes)	15:06	15:31	15:07	72:00	72:00	15:58	15:02
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Decedents' remains transported and stored by OCME	14,067	14,112	12,893	*	*	4,212	4,022
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours:minutes)	9:45	9:59	9:28	*	*	9:14	10:00
Median time to release a decedent remains to a funeral director (minutes)	39	41	44	*	*	40	46
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Fatalities handled by OCME following a mass fatality event	0	0	0	*	*	0	0
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Remains identified following the September 11, 2001 attacks (cumulative)	14,867	14,914	14,933	⬆	⬆	14,914	14,939
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Median time to complete analysis of a DNA case (days)	54.0	42.0	108.0	90.0	90.0	51.0	79.0
★ Median time to complete DNA homicide cases from evidence submission to report (days)	69.0	47.0	79.0	90.0	90.0	51.0	90.0
★ Median time to complete DNA sexual assault cases from evidence submission to report (days)	51.0	40.0	61.0	90.0	90.0	38.0	65.0
Median time to complete DNA gun crime cases from evidence submission to report (days)	24.0	28.0	106.0	*	*	24.0	69.5
DNA gun crime samples tested	8,821	8,717	7,861	*	*	3,052	2,562
Median time to complete DNA property crime cases from evidence submission to report (days)	176.0	466.0	318.0	*	*	365.0	270.5
★ DNA property crime cases that are completed on-time for trial (%)	100%	100%	100%	100%	100%	100%	100%
DNA matches with profiles in database	4,781	6,111	5,737	*	*	1,676	1,673
★ Median time to complete toxicology cases (days)	73.0	77.0	41.0	90.0	90.0	40.0	46.0
Median time to complete toxicology DUI cases (days)	49.0	77.0	43.0	90.0	90.0	40.0	35.0
Median time to complete toxicology sexual assault cases (days)	94.0	153.0	60.0	90.0	90.0	62.0	67.0
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Drug Intelligence and Intervention Group clients reached	NA	1,364	1,874	⬆	⬆	728	474
★ Drug Intelligence and Intervention Group clients provided services	NA	995	1,435	⬆	⬆	552	384
★ Critical Indicator	🚫 Equity Indicator	"NA" Not Available		⬆⬆ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	1,375	1,326	1,217	*	*	331	1,177
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator	🚫 Equity Indicator	"NA" Not Available		⬆⬆ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$99.5	\$106.5	\$108.1	\$120.7	\$127.9	\$121.6	\$41.1	\$41.2
Revenues (\$000)	\$38.3	\$0.4	\$0.8	\$50.0	\$50.0	\$50.0	\$0.3	\$0.3
Personnel	716	737	731	864	906	882	739	744
Overtime paid (\$000,000)	\$9.8	\$9.8	\$10.1	\$2.5	\$7.1	\$6.5	\$2.8	\$2.7
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available The figures shown in the table above are subtotals of the Department of Health and Mental Hygiene totals that appear in the DOHMH chapter of this report.								

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY25 ¹ (\$000,000)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
106 - Office of Chief Medical Examiner (Personal Services)	\$83.9	\$94.3	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$24.1	\$33.5	All
Agency Total ¹	\$108.1	\$127.9	
¹ OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. ² Comprehensive Annual Financial Report (CAFR) 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

None.

ADDITIONAL RESOURCES

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



NYC HEALTH + HOSPITALS

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 65 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, the System includes: 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, equitable care to diverse communities, including historically marginalized populations, without exception. 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 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.

Systemwide, nearly 70 percent of discharges are patients covered by Medicaid or the Essential Plan—New York States' free or low-cost insurance option for adults with low incomes who do not qualify for Medicaid. 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 people experiencing homelessness, by deploying mobile health units across the City to reach underserved individuals. For example, 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, and housing supports. 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' 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 both 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 diverse workforce, the System established the Medical Opportunities for Students and Aspiring Inclusive Clinicians (MOSAIC) program to help underrepresented groups access pathways to join the medical workforce. 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

- The total number of unique patients remained stable, decreasing by less than one percent to 693,940 unique patients in the first four months of Fiscal 2026, from 699,656 unique patients in the first four months of Fiscal 2025. The number of unique patients treated has been generally stable over the last five fiscal years, with modest year-to-year variations, influenced in part by investments in new and expanded services and improved scheduling.
- The number unique of primary care patients increased two percent from the first four months of Fiscal 2025 to 462,108 in the first four months of Fiscal 2026. This is the highest amount recorded since this indicator was first tracked in Fiscal 2015. This is largely due to strengthened care team support, more proactive patient outreach, and better systems, including scheduling tools, that help practices identify where new primary care patients can be seen across the System.
- The number of uninsured patients served decreased by seven percent to 129,277 in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. As was anticipated, this decrease is primarily driven by an increase in access to health insurance during this period as measures implemented by New York State—such as continuous Medicaid eligibility for children under the age of six and Medicaid eligibility expansion for New Yorkers aged 65 and older regardless of immigration status—moved many previously uninsured patients into formal insurance plans. The number of uninsured patients served includes patients enrolled in NYC Care, the System’s health care access program available to patients who are not eligible for, or are unable to afford, health insurance coverage.
- Enrollment in NYC Care decreased 14 percent from the first four months of Fiscal 2025 to the same period in Fiscal 2026, due mainly to the expansion of health insurance eligibility. However, because enrollment in NYC Care requires health insurance screening, the drop may also be due, in part, to increased fear of sharing personal information with government systems, particularly related to immigration status. It is notable that the System has seen patients remain engaged in care even if they do not complete health insurance screening. Still, NYC Care launched an ambitious new campaign in the fall of 2025 to combat stigma and encourage enrollment in NYC Care. NYC Care continues to partner with 23 community-based organizations across the City, including with the New York City Department of Health and Mental Hygiene, to provide outreach, education, and enrollment assistance.
- The number of telehealth visits conducted in the first four months of Fiscal 2026 decreased by six percent compared to the same period in Fiscal 2025, from 145,634 visits to 136,632 visits. This ongoing downward trend reflects a continued stabilization in how patients are distributed between in-clinic visits and telehealth services, indicating that the balance between the two modalities is normalizing over time following the temporary uptick seen during fiscal years of the COVID-19 pandemic.
- The number of completed eConsults decreased 29 percent in the first four months of Fiscal 2026 to 101,334 from 143,464 in the same period of Fiscal 2025. As the initial eConsult pathway is now complemented by additional methods for patients to access specialty consultation, and as a redesigned eConsult pathway—allowing greater utilization of the Systems’ specialists—is gradually expanded across services over an ongoing multi-year effort, this downward trend is anticipated to continue until the eConsult redesign is fully implemented.
- The percentage of eligible primary care and obstetrician-gynecologist (OBGYN) patients with a mammogram completed in the last two years reached 72.4 percent in the first four months of Fiscal 2026. Due to changes in the indicator definition, which now reflects the expanded eligible age range for women to receive a mammogram from 40-70 to 40-74 this year, this completion percentage is not directly comparable to the 82.1 percent screened in the first four months of Fiscal 2025. Expansion of breast imaging within the System’s network of community clinics is helping to improve screening rates by providing additional capacity for the System. A systemwide breast cancer screening registry and accompanying dashboard have been launched to support primary care, OBGYN, and breast imaging departments in understanding their performance, tracking progress over time, and pulling patient-level data to support targeted outreach and intervention.

- Eligible patients receiving prenatal depression screenings exceeded the System's target of 90 percent with 93.6 percent of patients screened in the first four months of Fiscal 2026. Relatedly, 79.6 percent of eligible patients received postpartum depression screenings in the first four months of Fiscal 2026, 10 percentage points behind the 90 percent target. To improve these screenings metrics, in February 2025, the System launched a peripartum mental health screening program across all facilities. As part of this, patients are screened during their pregnancy (first and third trimesters), after they give birth on the Labor and Delivery unit, and six weeks post-delivery during their follow-up visit. To further maintain and increase screenings, all peripartum patients receive education materials on perinatal health through their After-Visit Summary. The System will continue to monitor all sites during program implementation and will provide ongoing re-education, staff engagement, and follow-up as necessary. Additionally, the System continues to maintain and build a robust referral network to licensed mental health practitioners with a positive screening score.
- The proportion of individuals living with HIV that are retained in HIV primary care was maintained at the System's target level of 85 percent, staying stable at 86.7 percent in the first four months of Fiscal 2026 compared to 86.4 percent in the same period of Fiscal 2025. The HIV retention metric tracks the ability for the System's HIV clinical programs to maintain people living with HIV in care, as measured by regular clinical care within an HIV clinic or from an HIV Specialist.
- The number of calendar days to the third next available new appointment (TNAA) during the first four months of Fiscal 2026 was nine days for adult medicine (a 12-day decrease from the first four months of Fiscal 2025), and 18 days for pediatric medicine (a five-day decrease). While adult TNAA continues to outperform the 14-day target, pediatric TNAA remains behind the ambitious five-day target. Recent enhancements to primary care provider schedules, along with other strengthened mechanisms, have resulted in a shorter TNAA for both adult and pediatric primary care. As the System continues to monitor and improve new appointment wait times, a focused effort is underway to improve pediatric access and connect patients with the earliest available appointments across all facilities.
- The System is committed to prioritizing patients' successful transition to essential resources after discharge. As a result of this commitment, the percentage of follow-up appointments kept within 30 days after behavioral health discharge from a NYC Health + Hospitals facility has improved slightly from 61.8 percent in the first four months of Fiscal 2025 to 62.5 percent in the first four months of Fiscal 2026. This consistent improvement is accomplished by the close collaboration and partnership between the NYC Health + Hospitals Office of Behavioral Health and all of the System's facilities to support systemwide efforts to ensure staff training is centered on workflow practices that help patients keep their follow-up appointments soon after discharge.
- Total correctional health clinical encounters per 100 average daily population of people in custody increased to 3,780 encounters in the first four months of Fiscal 2026 from 3,570 encounters in the first four months of Fiscal 2025. 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. Relatedly, correctional health patients with a substance use diagnosis that received jail-based contact increased by three percentage points to 87 percent in the first four months of Fiscal 2026, improving but still slightly behind the 90 percent target.
- The percentage of patients who left the emergency department without being seen decreased to 3.4 percent in the first four months of Fiscal 2026 from 4.3 percent in the first four months of Fiscal 2025. This marks the lowest level seen since Fiscal 2021. This one percentage-point decrease reflects a variety of ongoing improvement efforts, including better patient tracking and flow, faster registration and triage processes, more effective provider and nurse staffing and utilization supported by demand-based staffing models, streamlined radiology protocols, using providers in triage to enable earlier evaluation and treatment, and ongoing work to identify and eliminate any unnecessary lab and radiology testing.
- In the first four months of Fiscal 2026, the net days of revenue for accounts receivable (AR) days improved to 28.0 days, down from 51.0 days in the first four months of Fiscal 2025. Over the past several months, AR days have remained relatively stable. The Systems' facilities continue to actively manage outstanding claims to ensure timely collections from insurance carriers.

- The patient care revenue/expenses percentage increased to 76.6 percent in the first four months of Fiscal 2026 from 73.8 percent in the first four months of Fiscal 2025. Given the System's focus on improving its revenue cycle services, the System continues to outperform its target. This is largely due to implementing better documentation and coding practices, completing successful managed care contracting negotiations, and achieving value-based payment improvements. Tracking this metric helps ensure that the System is being fairly and appropriately reimbursed for the critical services it provides.
- MetroPlusHealth, a subsidiary of NYC Health + Hospitals offering low-cost to no-cost insurance plans, has maintained stable membership with 685,550 members in the first four months of Fiscal 2026 compared to 685,731 in the first four months of Fiscal 2025. Additionally, the MetroPlus Health Plan's medical spend at NYC Health + Hospitals increased to 47.0 percent in the first four months of Fiscal 2026 from 40.4 percent in the first four months of Fiscal 2025.
- The proportion of uninsured patients who are enrolled in insurance or financial assistance through NYC Health + Hospitals' financial counseling services increased to 86 percent in the first four months of Fiscal 2026 from 76 percent the first four months of Fiscal 2025. NYC Health + Hospitals continues to see improvement in the percentage of uninsured patients screened and enrolled in insurance or financial assistance as a result of realigned systemwide staffing levels with patient volumes and enhanced financial counseling workflows.
- The proportion of NYC Health + Hospitals' primary care patients who activate MyChart accounts increased to 86.8 percent in the first four months of Fiscal 2026, nearly four percentage points better than the same period in Fiscal 2025 and reaching a record high since this indicator was first tracked in Fiscal 2022. This increase reflects stable growth atop a highly successful baseline activation rate. In addition to sustained direct engagement with patients at the point of care across facilities, there have been robust efforts in automated text messages encouraging MyChart activation.
- The System's outpatient satisfaction score remained stable at 87.6 percent between the first four months of Fiscal 2025 and the same period of Fiscal 2026. This continues to outperform the target of 85.4 percent in part because of shorter new patient appointments lengths. Inpatient satisfaction scores and post-acute care nursing home satisfaction scores also remained stable at 67.0 percent and 74.1 percent, respectively, over the same comparative periods. Looking ahead, outpatient, inpatient and post-acute scores are expected to improve as the System prioritizes employee experience improvement efforts informed by the 2025 biennial Employee Feedback Survey results released in November 2025.
- The percentage of patients diagnosed with diabetes who have controlled blood sugar reached a new record high, increasing to 70.5 percent in the first four months of Fiscal 2026 from 69.1 percent in the first four months of Fiscal 2025. Targeted data sharing by the System's Office of Population Health—used to support front-line teams in rapidly diagnosing diabetes when patients have two repeat glycated hemoglobin (HbA1c) results of 6.5 percent or higher—has helped reduce diagnostic inertia, leading to more timely diabetes diagnoses and earlier initiation of treatment. The HbA1c testing rate remains historically high. Additionally, targeted outreach efforts to patients with poorly controlled blood sugar, primary care programs like Treat to Target (which prioritizes proactive medical strategies), and support from clinical pharmacists continue to be essential to the diabetes management toolkit for primary care providers.
- At NYC Health + Hospitals, patient safety culture is evaluated through a staff survey conducted every other year. The two most recent surveys were administered in the fall of Fiscal 2024 and the fall of Fiscal 2026. In the survey, staff are asked to rate their work unit's overall patient safety, and the resulting safety grade reflects the share of respondents who select "very good" or "excellent" as their rating. Compared to Fiscal 2024, the System saw a nine percentage-point increase in acute-care safety grades, reaching 64.0 percent in Fiscal 2026. Post-acute care safety grades rose 11 percentage points to 74.0 percent, and ambulatory care safety grades increased by three percentage points to 61.0 percent over the same period. These improvements reflect the System's commitment to a just culture and psychological safety, as it has prioritized workflow improvements, transparent event reporting, and open dialogue between staff and leadership. This increased transparency, paired with meaningful follow-up actions and recognition of safe practices, has strengthened a culture of continuous learning and safety across all NYC Health + Hospitals sites.
- The 21 facility specific Community Advisory Boards (CABs) held 40 meetings in the first four months of Fiscal 2026, mostly consistent with the same period of Fiscal 2025. The Council of Community Advisory Boards—comprising the 21 CAB chairs and serving as a collective body for health advocacy—ensures that facilities receive timely and relevant information from the System and that CAB concerns are elevated appropriately. The Council of CABs held two meetings in the first four months of Fiscal 2026, matching its activity during the same period in Fiscal 2025.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Unique patients	1,204,174	1,210,437	1,191,776	↑	↑	699,656	693,940
Unique primary care patients (seen in the last 12 months)	427,337	442,736	459,441	*	*	452,220	462,108
★ Uninsured patients served	219,943	249,785	231,368	*	*	139,270	129,277
★ NYC Care enrollment	119,234	143,503	140,222	↑	↑	148,525	128,157
Telehealth visits	608,204	541,518	448,174	*	*	145,634	136,632
★ eConsults completed	426,532	437,552	395,090	↑	↑	143,464	101,334
★ Eligible women receiving a mammogram screening (%)	78.3%	79.7%	80.8%	80.0%	80.0%	82.1%	72.4%
Eligible patients receiving prenatal depression screenings (%)	NA	86.4%	92.7%	90.0%	90.0%	90.5%	93.6%
Eligible patients receiving postpartum depression screenings (%)	NA	77.2%	79.1%	90.0%	90.0%	79.5%	79.6%
★ HIV patients retained in care (%) (annual)	84.5%	87.3%	87.4%	85.0%	85.0%	86.4%	86.7%
Calendar days to third next available new appointment – Adult medicine	12.0	20.0	13.0	14.0	14.0	21.0	9.0
Calendar days to third next available new appointment – Pediatric medicine	13.0	23.0	17.0	5.0	5.0	23.0	18.0
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	54.0%	62.0%	65.0%	↑	↑	61.8%	62.5%
Total correctional health clinical encounters per 100 average daily population	12,020	10,637	12,437	*	*	3,570	3,780
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	85%	85%	85%	90%	90%	84%	87%
★ Critical Indicator Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1b Enhance the sustainability of the Health + Hospitals system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Patients who left Emergency Department without being seen (%)	5.0%	5.1%	3.7%	4.0%	4.0%	4.3%	3.4%
★ Net days of revenue for accounts receivable	46.4	64.1	31.8	25.0	25.0	51.0	28.0
Patient care revenue/expenses (%)	73.8%	73.8%	76.9%	75.0%	75.0%	73.8%	76.6%
★ MetroPlus membership	715,343	715,898	687,587	↑	↑	685,731	685,550
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	43.3%	43.5%	38.4%	↑	↑	40.4%	47.0%
Uninsured patients enrolled in insurance or financial assistance (%)	79%	73%	83%	*	*	76%	86%
★ Critical Indicator Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
MyChart Activations - Primary Care (%)	72.4%	76.6%	84.0%	*	*	83.0%	86.8%
Outpatient satisfaction rate (%)	85.4%	86.4%	88.0%	85.4%	85.4%	87.6%	87.6%
Inpatient satisfaction rate (%)	61.7%	64.7%	65.7%	65.8%	65.8%	67.0%	67.0%
★ Post-acute care satisfaction rate (%)	84.0%	86.5%	89.0%	86.3%	86.3%	74.1%	74.1%
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	68.8%	68.2%	67.8%	↑	↑	69.1%	70.5%
Overall safety grade – Acute care (%)	NA	55.0%	NA	*	*	NA	64.0%
Overall safety grade – Post-acute care (%)	NA	63.0%	NA	*	*	NA	74.0%
Overall safety grade – Ambulatory care (diagnostic & treatment centers) (%)	NA	58.0%	NA	*	*	NA	61.0%
Total System Council of Community Advisory Board meetings held over the year	10	10	10	*	*	2	2
Total facility-specific Community Advisory Board meetings held over the year	190	190	195	*	*	41	40
★ Critical Indicator Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Payout (\$000)	\$76,625	\$59,084	\$54,775	*	*	\$16,905	\$3,483
★ Critical Indicator ● Equity Indicator "NA" Not Available ↕ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$10,878.7	\$12,414.4	\$13,027.5	\$12,092.1	\$12,092.1	\$12,325.2	\$4,650.1	\$4,291.8
Revenues (\$000,000)	\$11,587.9	\$13,174.5	\$13,677.3	\$12,667.1	\$12,667.1	\$12,851.5	\$4,751.2	\$4,274.5
Personnel	39,738	43,582	46,256	44,554	46,917	46,917	44,719	46,853
Overtime paid (\$000,000)	\$215.3	\$258.7	\$300.9	\$219.0	\$226.6	\$226.6	\$101.4	\$111.9
Capital commitments (\$000,000)	\$414.8	\$386.0	\$293.1	\$1,351.9	\$1,495.8	\$630.7	\$60.0	\$18.8
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Lump Sum Appropriation (OTPS) ¹	\$3,351.1	\$2,119.4	All
¹ These figures are limited to the City's contribution and planned contribution respectively. ² Comprehensive Annual Financial Report (CAFR) 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

- The indicator 'Eligible women receiving a mammogram screening (%)' in Goal 1a was updated in that the eligible age range for women to receive a mammogram was expanded from 40–70 to 40–74 this year. This means the screening percentage from Fiscal 2026 and onwards is not directly comparable to data Fiscal 2025 and before.
- The Fiscal 2025 figure for 'Payout (\$000)' in the Agency-wide Management section was updated from \$4,191 to \$54,775. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor's Management Report, while this revised value was provided by the Office of Management and Budget.
- The Fiscal 2026 target for 'Net days of revenue for accounts receivable' in Goal 1b was updated from 28.0 to 25.0 to reflect the System's ability to efficiently collect revenue and meet industry standards.
- The Fiscal 2026 target for 'Patient care revenue/expenses (%)' in Goal 1b was updated from 60.0 to 75.0 percent to better reflect the System's continued success in generating a larger share of patient care revenue as a percentage of its expenses. This target establishes accountability for achieving the performance level necessary to support the System's long-term financial sustainability and reflects the actions taken by the System, including strong revenue cycle performance, to meet this metric.

ADDITIONAL RESOURCES

- For more information on NYC Care, please visit:
www.nyccare.nyc

For more information on the agency, please visit: www.nychealthandhospitals.org

HUMAN RESOURCES ADMINISTRATION



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 and food assistance. DSS/HRA administers Medicaid public health insurance for New Yorkers who are disabled, blind, or aging, and those receiving cash assistance. The Agency 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

- The number of persons receiving Cash Assistance (CA) was 604,000 in October 2025, four percent more than in October 2024. Applications for CA decreased by three percent in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, however the sustained higher number of applications continues to drive an increase in the caseload. The CA application timeliness rate increased by 14 percentage points, to 67 percent, in the first four months of Fiscal 2026 compared to the similar time period in the prior year, as a result of continued process improvements implemented by HRA. For example, the Agency streamlined the interview process for those reporting no changes to their case to save staff time while also improving client experience.
- The Supplemental Nutrition Assistance Program (SNAP) caseload remains high, with over 1.75 million New Yorkers receiving SNAP benefits as of October 2025, a three percent decrease compared to October 2024. Compared to the reporting period last year, the SNAP application timeliness rate has increased by over six percentage points to nearly 90 percent—an increase of more than 50 percentage points since Fiscal 2023—reflecting the aggressive action that HRA has taken to implement process improvements and invest in technology. These process improvements included the creation of new internal reporting processes to support quality assurance and holding refresher trainings for staff on the procedures for application review and processing.
- As of October 2025, there were 1.54 million New York City residents enrolled in Medicaid administered by HRA, five percent fewer than October 2024. 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.
- HRA's Employment 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. HRA programs focus on the individual needs of clients, providing assessments and specialized services, including programs for youth and sector-specific training. HRA helped approximately 7,700 clients obtain jobs during the first four months of Fiscal 2026, a 17 percent increase compared to the same period in the prior year, due largely to the resumption of federal and New York State mandated engagement activities. In September 2025, HRA transitioned existing Career Services contracts, and in October 2025, launched the new Pathways for Access to Careers and Employment (PACE) workforce development program to provide employment and training to CA clients.
- 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. Across comparative reporting periods, the number of WeCARE recipients increased by 60 percent while federal disability awards decreased by 16 percent. The increase in WeCARE recipients is in part due to the increase of referrals to employment activities as the Agency resumed federal and New York State mandated engagement activities noted earlier. Federal disability awards often require multiple years to complete, and the Agency expects the number of awards to increase moving forward as the number of WeCARE recipients increases.
- New child support orders obtained were 45 percent higher in the first four months of Fiscal 2026 compared to the same period in the prior year, totaling nearly 2,700, resulting from increased court capacity to hear child support cases. Cases with active orders continued to decline due to cases aging out, routine case closures, fewer referrals to the court for HRA cash assistance cases, and fewer applications from custodial parents not involved with CA. Despite this decrease, collections increased by five percent compared to the prior reporting period, partly due to increased interceptions during this time period. These interceptions included the collection of child support income from several class action settlement awards.
- In the first four months of Fiscal 2026, 63,521 IDNYC cards were issued, a slight decrease from the reporting period in the prior year. Application timeliness for IDNYC increased by one percentage point compared to the same period in the prior year, up to 99.6 percent. 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.

- Launched in 2019, Fair Fares NYC is a City-funded program that helps low-income New Yorkers manage public 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. As of October 2025, more than 387,700 people were enrolled in the Fair Fares NYC program, an eight percent increase compared to October 2024. This increase was driven by a change in program eligibility, which expanded from 120 percent to 145 percent of the Federal Poverty Level beginning in January 2025.
- The Homebase program, a network of community-based organizations that provide homelessness prevention services, had 12,152 enrollments in the first four months of Fiscal 2026, a 14 percent increase compared to the same period in the prior year. Homebase continued to exceed the target of diverting 85 percent of those who receive services from entering shelter. In the first four months of Fiscal 2026, 95.6 percent of families with children, 97.5 percent of adult family households, and 92.3 percent of single adults who received Homebase prevention services remained in their communities and avoided shelter entry within 12 months following enrollment.
- 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 a subsidy to eligible tenants anywhere in New York State for up to five years. In October 2025, there were a total of 64,439 cases receiving a CityFHEPS subsidy, a 31 percent increase compared to October 2024. The average subsidy amount for CityFHEPS cases was \$1,973 per month as of October 2025, an increase of 13 percent compared to October 2024.
- The 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 decreased by 15 percent during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, which was a record-setting year for the program. This decrease is partially attributable to a legal services labor strike that resulted in challenges and delays for several of the legal services providers during the reporting period.
- 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 the first four months of Fiscal 2026, there was a two percent decrease in the average number of families served per day in HRA's Emergency Domestic Violence shelters (766) and a three percent increase in the number of families served in Domestic Violence Tier II shelters per day (596) compared to the prior reporting period.
- 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 12 percent in the first four months of Fiscal 2026. As a result of the increase in referrals, the number of APS assessment cases similarly increased by 12 percent and the number of cases eligible for services increased by 11 percent compared to the same reporting period in the prior year. Despite the increase in the number of cases, HRA continues to ensure that referred cases are visited timely. The percentage of cases referred to an APS field office visited within three working days increased by nearly three percentage points to 97.7 percent.
- The total number of cases receiving Medicaid-funded home care services in New York City grew by two percent during the first four months of Fiscal 2026 compared with the same period of Fiscal 2025 increasing to over 308,000 cases. 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. In the first four months of Fiscal 2026, the average number of days to initiate home attendant and housekeeper services increased slightly from 44.0 to 45.5 days. 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 nearly 19 percent during the first four months of Fiscal 2026 compared to the same period in the prior year, however the number of individuals receiving HASA services increased overall by five percent to over 35,000 individuals. The number of cases receiving emergency housing assistance decreased by nearly 15 percent, however, this was offset by a seven percent increase in the number of cases receiving ongoing rental assistance. The HASA rental assistance application timeliness rate decreased five percentage points to 90 percent, as the number of requests for special grants including rental assistance has continued to increase over the last several years.
- During the first four months of Fiscal 2026, the Community Food Connection (CFC) program—which provides funding to more than 700 community kitchens and food pantries citywide—distributed 14.5 million pounds of fresh and shelf stable food, an increase of nearly four percent compared to the same period in Fiscal 2025.
- 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). During the first four months of Fiscal 2026, cost avoidance and recoveries increased by 51 percent for CA, by 45 percent for SNAP, and by 23 percent for Medicaid compared to the same period in Fiscal 2025. 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, which is New York State’s online marketplace for health insurance.
- The number of Fair Hearing requests during the first four months of Fiscal 2026 was three percent lower than the same period in Fiscal 2025. Of the hearings that were held, and where determinations were made during the period, 14 percent resulted in HRA’s decisions being upheld, four percentage points higher than in the Fiscal 2025 reporting period.
- The number of workplace injuries reported increased by 46 percent in the first four months of 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 completed requests for interpretation decreased in the first four months of Fiscal Year 2026 by nine percent compared to Fiscal 2025, driven primarily by decreased demand for phone interpretation services. Average customer in-person wait time increased by eight percent in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Cash Assistance — Persons receiving Assistance (000)	481.5	557.6	601.1	*	*	580.9	604.0
★ Cash Assistance — Caseload (point in time) (000)	267.4	311.6	339.4	*	*	325.2	339.3
★ Cash Assistance — Unduplicated number of persons (12-month) (000)	660.8	787.4	855.6	*	*	NA	NA
Cash Assistance — Applications (000)	489.7	560.3	567.2	*	*	198.8	193.4
Cash Assistance — Application acceptance rate (%)	40.7%	36.5%	37.6%	*	*	37.4%	37.5%
★ Cash Assistance — Application timeliness rate (%)	28.8%	42.4%	63.2%	95.0%	95.0%	53.4%	67.0%
Cash Assistance — Applications filed electronically (%)	88.9%	92.6%	93.2%	*	*	93.0%	93.1%
Cash Assistance — Cases in sanction status (%)	0.0%	0.0%	0.0%	*	*	0.0%	0.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 🌟 Supplemental Nutrition Assistance Program (SNAP) — Persons receiving benefits (000)	1,739.2	1,789.6	1,796.3	*	*	1,806.4	1,757.8
SNAP — Cash assistance persons receiving benefits (000)	483.2	562.4	600.6	*	*	576.7	595.8
🌟 SNAP — Non-cash assistance persons receiving program benefits (000)	1,026.0	999.4	974.1	*	*	1,002.9	940.5
SNAP — SSI persons receiving benefits (000)	230.0	227.8	221.6	*	*	226.9	221.5
SNAP — Total households receiving benefits (000)	1,031.9	1,066.4	1,076.6	*	*	1,080.6	1,059.0
SNAP — Cash assistance households receiving benefits (000)	254.7	300.1	326.3	*	*	310.1	322.5
SNAP — Non-cash assistance households receiving benefits (000)	562.6	553.8	543.8	*	*	558.9	530.0
SNAP — SSI households receiving benefits (000)	214.6	212.4	206.6	*	*	211.6	206.5
SNAP — Payment Error Rate (federal fiscal year) (%)	14.46%	16.63%	NA	6.00%	6.00%	NA	NA
★ SNAP — Application timeliness rate (%)	39.7%	65.1%	87.6%	95.0%	95.0%	83.4%	89.8%
SNAP — Applications filed electronically (%)	91.6%	90.2%	90.7%	*	*	92.0%	87.3%
SNAP — Average monthly benefit for Cash Assistance recipients receiving benefits	\$278	\$249	\$247	*	*	\$248	\$246
SNAP — Average monthly benefit for non-Cash Assistance recipients receiving benefits	\$272	\$227	\$228	*	*	\$229	\$228
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Medicaid — Enrollees administered by HRA (000)	1,572.7	1,658.6	1,598.9	*	*	1,625.1	1,540.6
Medicaid — Medicaid-only enrollees administered by HRA (000)	740.9	750.7	673.5	*	*	704.2	615.0
Medicaid — Application timeliness rate (%)	94.2%	88.4%	NA	95.0%	95.0%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Clients whom HRA helped obtain employment (000)	9.2	8.1	21.9	⬆️	⬆️	6.6	7.7
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	69.3%	74.7%	79.1%	80.0%	80.0%	76.0%	79.3%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	57.2%	58.2%	62.8%	*	*	61.8%	68.2%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	⬆️	⬆️	NA	NA
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	⬆️	⬆️	NA	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	13.6%	14.0%	NA	⬆️	⬆️	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total WeCARE recipients	17,684	15,133	24,620	*	*	15,262	24,478
★ WeCARE federal disability awards	1,161	953	1,287	*	*	480	404
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

Goal 2c

Provide access to child support services for eligible parents and their children.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total new child support orders obtained	4,502	5,159	6,798	*	*	1,857	2,692
Total child support cases with active orders (end of period)	200,554	191,190	181,488	*	*	187,529	179,730
★ Child support cases with orders of support (%)	80.6%	75.8%	73.5%	⬆️	⬆️	75.4%	74.2%
Child support collected (\$000,000)	\$685.4	\$672.7	\$666.4	*	*	\$212.7	\$222.8
★ Support cases with active orders receiving current payments (%)	67.3%	67.7%	67.0%	⬆️	⬆️	66.3%	66.7%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

Goal 2d

Expand access to municipal benefits and other financial supports.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
IDNYC — Number of applications processed	191,817	200,922	209,698	*	*	70,195	67,147
IDNYC — Number of cards issued	175,612	183,682	197,996	*	*	64,265	63,521
IDNYC — Application timeliness rate (%)	90.6%	96.7%	97.0%	*	*	98.3%	99.6%
★ Fair Fares NYC — Total enrollment	294,505	339,748	378,527	*	*	358,967	387,716
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Homebase enrollments	29,215	29,520	32,211	*	*	10,633	12,152
★ Clients successfully diverted at Prevention Assistance and Temporary Housing (PATH) from entering a homeless shelter (%)	7.6%	8.3%	8.6%	*	*	7.8%	9.0%
★ Adults receiving preventive services who did not enter the shelter system (%)	93.9%	94.6%	92.9%	85.0%	85.0%	94.2%	92.3%
★ Adult families receiving preventive services who did not enter the shelter system (%)	96.6%	97.0%	97.0%	85.0%	85.0%	97.3%	97.5%
★ Families with children receiving preventive services who did not enter the shelter system (%)	96.7%	96.7%	95.5%	85.0%	85.0%	95.8%	95.6%
Cases receiving emergency rental assistance	42,915	56,506	52,285	*	*	NA	NA
CityFHEPS — Cases receiving subsidy	31,924	44,501	58,723	*	*	49,393	64,439
CityFHEPS — Average subsidy amount (\$)	\$1,344	\$1,658	\$1,908	*	*	\$1,743	\$1,973
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	34,218	28,966	37,463	*	*	13,406	11,362
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	23.0%	14.1%	22.2%	*	*	19.9%	20.8%
Average number of families served per day in the Emergency Domestic Violence shelter program	758	745	766	*	*	783	766
Average number of individuals served per day in the Emergency Domestic Violence shelter program	1,952	1,905	1,902	*	*	1,972	1,873
Average number of families served per day in the Domestic Violence Tier II shelter program	473	522	581	*	*	578	596
Average number of individuals served per day in the Domestic Violence Tier II shelter program	1,257	1,401	1,577	*	*	1,568	1,613
Domestic violence emergency beds (capacity)	2,375	2,290	2,290	*	*	2,290	2,290
Domestic Violence Tier II units (capacity)	539	593	628	*	*	628	628
Domestic Violence non-residential services programs average monthly caseload	1,620	1,489	1,474	*	*	1,455	1,515
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Adult Protective Services (APS) — Total referrals received	23,485	29,433	33,875	*	*	11,208	12,525
APS — Assessment cases	3,706	4,991	5,947	*	*	5,693	6,371
★ APS — Cases referred that are visited within three working days	97.7%	97.0%	96.5%	85.0%	85.0%	95.0%	97.7%
APS — Cases accepted or denied for undercare within State-mandated 60 days (%)	97.7%	95.0%	94.9%	*	*	96.0%	97.4%
★ APS — Cases eligible for services	5,556	5,567	5,750	*	*	5,559	6,165
★ Serious personal care complaints resolved in 24 hours (%)	97.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
★ Average days to initiate home attendant and housekeeper services for all cases	33.3	34.3	45.0	⇅	⇅	44.0	45.5
★ Average weekly billable hours for personal care services	60.0	57.7	57.2	*	*	55.9	57.8
Total cases receiving home care services	261,865	290,507	309,361	*	*	301,171	308,484
Cases receiving home care services — HRA clients	5,854	6,579	6,628	*	*	6,711	6,653
HIV/AIDS Services Administration (HASA) — New Applicants	5,432	6,070	5,694	*	*	2,132	1,729
★ ● HASA — Individuals receiving services	32,867	33,140	34,748	*	*	33,548	35,292
HASA — Clients receiving housing assistance (%)	83.7%	85.4%	85.1%	*	*	85.8%	84.2%
HASA — Cases receiving emergency housing assistance	2,444	2,465	2,007	*	*	2,316	1,980
HASA — Cases receiving supportive housing assistance	4,799	4,685	4,628	*	*	4,661	4,623
HASA — Cases receiving on-going rental assistance	19,139	20,152	21,938	*	*	20,777	22,132
HASA — Rental assistance application timeliness rate (%)	96.2%	97.7%	94.6%	95.0%	95.0%	94.6%	90.0%
Pounds of food distributed through Community Food Connection (000)	45,726	43,093	47,073	*	*	13,911	14,460
Active Community Food Connection programs — Food Pantries	586	585	588	*	*	NA	NA
Active Community Food Connection programs — Community Kitchens	87	83	85	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Medicaid recoveries and cost avoidance for fraud waste and abuse (\$000,000)	\$293.80	\$226.44	\$244.16	*	*	\$77.51	\$95.55
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$64.22	\$74.81	\$128.40	*	*	\$31.95	\$48.11
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$28.91	\$33.60	\$49.79	*	*	\$11.62	\$16.81
Fair Hearings requested	149,196	182,051	170,115	*	*	56,406	54,759
Fair hearings upheld (%)	15.2%	12.0%	8.0%	*	*	9.5%	13.5%
Billed revenue as a percentage of budgeted revenue (%)	69.3%	54.6%	66.0%	*	*	17.1%	15.9%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	58.9%	43.5%	45.7%	*	*	22.9%	57.3%
Workplace injuries reported	88	93	72	*	*	22	32
Applications filed with the United States Citizenship and Immigration Services	5,666	3,693	2,358	*	*	NA	NA
Human services contracts	NA	NA	204	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	49%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$772.26	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	788,716	910,892	862,060	*	*	308,641	280,736
Letters responded to within 14 days (%)	98.5%	98.3%	97.78%	90%	90%	96.4%	100%
E-mails responded to within 14 days (%)	99.2%	97.8%	99.26%	90%	90%	99.3%	100%
Average customer in-person wait time (minutes:seconds)	68:00	77:30	81:40	60:00	60:00	84:20	90:60
CORE facility rating	98	98	95	80	80	NA	NA
Calls answered within 30 seconds (%)	11.3%	8.3%	14.1%	80%	80%	21.6%	8.2%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	95.7%	97.1%	97.6%	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$11,127.0	\$12,448.8	\$13,167.4	\$11,974.3	\$14,204.5	\$14,628.3	\$4,907.1	\$5,530.8
Revenues (\$000,000)	\$55.6	\$61.1	\$66.2	\$42.6	\$42.6	\$42.6	\$18.8	\$17.4
Personnel	10,841	11,044	10,850	12,337	12,525	12,510	11,011	10,910
Overtime paid (\$000,000)	\$96.8	\$109.7	\$74.2	\$41.6	\$41.6	\$41.6	\$19.8	\$20.9
Capital commitments (\$000,000)	\$57.5	\$117.8	\$67.5	\$154.5	\$158.7	\$124.0	\$53.2	\$11.8
Human services contract budget (\$000,000)	\$823.6	\$925.6	\$922.7	\$1,022.4	\$1,113.4	\$968.8	\$217.5	\$474.8
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$877.9	\$978.7	
201 - Administration	\$332.3	\$358.8	All
203 - Public Assistance	\$327.4	\$340.9	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$66.0	\$101.6	1c, 2b, 4a
205 - Adult Services	\$102.2	\$119.0	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	\$16.6	3b
Other Than Personal Services - Total	\$12,289.5	\$13,225.8	
101 - Administration	\$372.2	\$320.1	All
103 - Public Assistance	\$4,541.3	\$5,234.2	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$6,410.8	\$6,476.3	1c, 2b, 4a
105 - Adult Services	\$363.1	\$325.6	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$295.5	\$370.4	All
108 - Home Energy Assistance	\$66.3	\$57.8	1a
109 - Child Support Services	\$22.7	\$23.3	2c
110 - Emergency Food	\$59.1	\$79.0	1b
111 - Fair Fares	\$81.0	\$116.7	Agency-Wide Management
112 - Domestic Violence Services	\$77.4	\$222.3	3b
Agency Total	\$13,167.4	\$14,204.5	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for the indicator 'Medicaid—Application timeliness rate (%)' in Goal 1c has been unavailable since Fiscal 2024 due to a data error.
- Fiscal 2026 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 not available.
- The indicator 'CityFHEPS—Average subsidy amount' was added to Goal 3a. The CityFHEPS subsidy program has become a large part of HRA's work to prevent homelessness and support housing stability.
- The indicator 'Cases receiving CityFHEPS subsidy' in Goal 3a has been renamed to 'CityFHEPS—Cases receiving subsidy' to align with formatting for other indicators in the chapter.
- The previously published Fiscal 2025 figure for 'Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court' in Goal 3a was updated from 37,422 to 37,463 to account for rollover cases.

- The indicators 'HASA—Average number of days from submission of a completed application to approval or denial of enhanced housing benefits' and 'HASA—Average number of days from submission of a completed application to issuance of enhanced housing benefits' in Goal 3a have been retired. These indicators have been replaced with the new indicator 'HASA—Rental assistance application timeliness rate,' which was added to Goal 3a. This indicator was added to align with timeliness reporting for other HRA programs.
- The previously published Fiscal 2025 four-month actual figure for 'Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)' in Goal 3b was updated from 14.5% to 19.9% to include additional placements that were initially excluded due to a reporting lag.
- The indicator 'Active Community Food Connection programs—Soup Kitchens' in Goal 4a has been renamed to 'Active Community Food Connection programs—Community Kitchens' to align with current program language.
- The previously published Fiscal 2025 four-month actual figure for 'Billed revenue as a percentage of budgeted revenue' in the Agency-wide Management section was updated from 6.9% to 17.1% to correct a data issue.
- The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to the 'Agency-wide Management' section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year):
<http://www.nyc.gov/html/hra/html/facts/facts.shtml>
- Supplemental Nutrition Assistance Program (SNAP):
<https://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program>
- Prevention Assistance and Temporary Housing intake center (PATH):
<https://www1.nyc.gov/site/dhs/shelter/families/families-with-children-applying.page>
- HIV/AIDS Services Administration (HASA) Quarterly Performance Report:
https://a860-gpp.nyc.gov/concern/nyc_government_publications/9k41zk592?locale=en
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

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



ADMINISTRATION FOR CHILDREN'S SERVICES

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 child and family wellbeing, family stability and equity through public education campaigns and a place-based approach 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 Latinx 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 ACS's work. In July 2023, ACS began funding and supporting 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 October 2026, there are 88 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.

In addition, to remedy some of the challenges unique to system-involved youth, ACS expanded 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 to 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 are participating in vocational and job readiness training are also connected with social and financial support, including a daily cash stipend through the Career Choice program. ACS is also adding resources to promote youth safety and success through counseling and community engagement for young people in the foster care and juvenile justice systems. 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 Assure 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

- The percentage of reports responded to by child protection staff within 24 hours increased from 91.3 percent to 92.8 percent, and the percentage of investigations completed within 60 days rose from 97 percent to 98 percent in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, reflecting ongoing improvements in timely and complete assessments and service delivery that allow more cases to be resolved within required timeframes.
- The number of investigations conducted in response to reports made to the State Central Register of Child Abuse and Maltreatment (SCR) declined nearly five percent from 12,362 during the first four months of Fiscal 2025 to 11,801 during the same period in Fiscal 2026. This decrease is driven in part by work with community and government partners, such as New York City Public Schools (NYCPS), to support families in the community before a report to the SCR is required. Resources such as the Preventive Services Support Line are also available to families without the need for protective involvement.
- Cases 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 a determination of possible maltreatment, decreased 12 percent, from 2,784 to 2,447, and the proportion of new child protection cases that are CARES declined from 18.4 percent to 17.2 percent. As mandated reporters make fewer unnecessary reports to the SCR, ACS has fewer low-risk cases to divert to the CARES track.
- The percentage of investigations that were substantiated increased from 29.1 percent in the first four months of Fiscal 2025 to 32.0 percent during the same period in Fiscal 2026. Across comparative reporting periods, the percentage of children in complete investigations with repeat investigations within a year rose from 24.7 to 25.4 percent, and the percentage of children with repeat substantiated investigations within a year increased from 12.0 percent to 13.0 percent. ACS uses family meetings, early engagement, and clinical consultations to support staff with identifying and referring families to appropriate services.
- The average child protective specialist caseload declined from 6.4 during the first four months of Fiscal 2025 to 5.7 during the same period in Fiscal 2026, the lowest reported average during this reporting period since 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.
- The number of families entering child welfare prevention services over the first four months of Fiscal 2026 compared to the same period in Fiscal 2025 rose 21 percent from 2,176 to 2,637. This increase is due to ACS encouraging mandated reporters to refer more families to ACS's Support Line when a family needs help but there is no need for a report to the SCR, as well as ACS's Family Services Division's work with its contracted providers to build greater awareness about services available to families in their communities. The daily average number of children receiving child welfare prevention services declined slightly from 15,876 to 15,647 due to the closing of cases and shifts in family size. ACS continues to work closely with prevention services providers to increase access to services for families referred by community sources. This includes opening new service pathways for families that are referred by NYCPS, New York City Health + Hospitals, the Department of Homeless Services (DHS), social service organizations and others. Additionally, ACS established service targets for providers and reinvested savings in their programs to help strengthen workforce retention and engagement with families and communities.
- The number of children entering foster care declined from 1,088 in the first four months of Fiscal 2025 to 1,031 in the same period in Fiscal 2026. The average number of children in foster care has steadily declined since Fiscal 1991, reaching a historically low average of 6,352 in the first four months of Fiscal 2026, well below the pre-pandemic Fiscal 2019 average of 8,341. This decline is attributable to sustained trends including the decrease in SCR reports, investment in prevention services, and improvements in time to permanency.
- The average number of children in congregate residential care rose slightly to 569 during the first four months of Fiscal 2026 compared to the same period last year, although this increase mostly reflects the number of older youth placed in apartments through the new Supported Independent Living Program. The total number of days that New York City children spent in foster care declined from 986,402 to 962,379.

- From the first four months of Fiscal 2025 to the same period in Fiscal 2026, the percentage of children who returned to foster care within one year of reunification with their families or discharge to kinship guardianship increased from 7.3 percent to 11.6 percent. ACS continues to work with foster care providers to explore the reasons for re-entry, especially for teenagers and young people with very short stays in care, and to leverage community-based supportive services before and at the time of final discharge to reduce the likelihood of re-entry.
- Safety is ACS's top priority. The rate of children maltreated in family foster care declined from 2.8 per 100,000 care days during the first four months of Fiscal 2025 to 2.4 during the same period in 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 percentage of children entering care who ACS placed with relatives in kinship care declined from 44.2 percent in the first four months of Fiscal 2025 to 34.6 percent during the same period in Fiscal 2026. Child protection teams and foster care agencies prioritize kin placements and continue to implement methods for providing additional support to relatives who care for children. ACS is assessing social factors that may impact relatives' ability to care for kin, such as rising poverty rates, decreasing unemployment rates, demographic shifts in the NYC population and a growing percentage of children entering care as teens. ACS is also testing new strategies for assisting families in gaining the approvals necessary to become foster parents for kin. Across comparative reporting periods, the proportion of siblings who entered foster care at the same time and were placed together in the same foster home rose from 91.4 percent to 97.6 percent. ACS has partnered with foster care agencies to develop and recruit capacity for the providers to place sibling groups.
- The percentage of children entering care who were placed in their own or an adjacent Community District declined from 31.8 percent during the first four months of Fiscal 2025 to 29.8 percent during the same period in Fiscal 2026, while the percentage placed in their borough of origin increased from 57.9 percent to 62.1 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.
- In the first four months of Fiscal 2026, the number of foster children who reunified with family declined from 607 to 597, reflecting the reduction in the number of children entering care. Kinship Guardian Assistance Program (KinGAP) discharges increased over the comparative reporting periods from 121 to 131. The number of adoptions declined from 132 to 123, consistent with the reduction in the number of children in foster care who are eligible for adoption from 620 to 531 over the same comparative periods. ACS continues to partner with foster care agencies to explore and safely expedite all permanency pathways. Additionally, ACS partners with the Family Court to advocate and solve Family Court-related permanency delays.
- Average child care voucher enrollment rose 40 percent from 79,441 in the first four months of Fiscal 2025 to 111,023 during the same period in Fiscal 2026. This was driven by a 62 percent increase in the use of non-mandated, low-income vouchers, which rose from 45,638 to 73,847. Mandated voucher enrollment for families receiving public assistance rose 16 percent from 24,669 to 28,523. The large increase in overall voucher enrollment was a result of ACS's partnerships with other City agencies, such as the Office of Technology and Innovation (OTI) to launch MyCity, the first ever online child care application system, in March 2023, in conjunction with enhanced outreach efforts in 17 high-need Community Districts. Vouchers for families involved in child welfare services declined from 9,135 to 8,653 because the City is required to close child care assistance for families whose child welfare cases close. ACS works to ensure families leaving child welfare services can apply other available child care assistance programs.
- In the first four months of Fiscal 2026, enrollment in center-based care increased 39 percent to 64,236, enrollment in family-based child care rose 39 percent to 41,386, and informal child care enrollment increased 54 percent to 5,401. The percentage of Child Care Assistance Program applicants with eligibility determinations within 30 days, a combined ACS and NYCPS metric, decreased from 96 percent to 85 percent. This decrease was driven by a backlog created as a result of capacity constraints and the historic number of applicants in Calendar 2025.

- The number of reports of suspected abuse and/or neglect for children in regulated child care programs declined from 186 during the first four months of Fiscal 2025 to 178 in the same period in Fiscal 2026. The proportion of child care investigations that ACS indicates, meaning that it meets the New York State standard of a fair preponderance of evidence, has fluctuated in recent years. Following a low of 12.4 percent in the first four months of Fiscal 2025, it rose to 19.7 percent during the same period in Fiscal 2026.
- Juvenile detention admissions fell during the reporting period for the first time since Fiscal 2020, decreasing from 833 in the first four months of Fiscal 2025 to 802 during the same period in Fiscal 2026. However, driven by increases in the average length of stay, the average daily population continued to trend upward. The overall average daily population increased 22 percent from 318.4 youth to 386.8 youth. The secure detention population increased 19 percent from 268.0 to 320.0 and the non-secure detention population rose 33 percent from 50.4 to 66.8.
- Across comparative reporting periods, the total average length of stay in detention increased from 39 to 60 days. The length of stay rose more sharply in secure detention, from 65 days to 111 days, than in non-secure detention, where it rose from 17 to 20 days. These increases reflect a higher proportion of youth with complex or serious cases requiring extended periods in detention.
- Safety indicators in detention during the first four months of Fiscal 2026 reflect stable or improving trends despite the increased population. Across comparative reporting periods, the youth-on-youth assault and altercation rate per 100 average daily population decreased from 0.17 to 0.16, and the youth-on-staff assault with injury rate remained unchanged at 0.12. The rate of children with credible evidence of abuse and/or neglect while in detention per 100 average daily population declined from 0.07 to 0.05. 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.
- Contraband trends in detention also demonstrate notable improvement. The illegal substance or medication recovery rate per 100 average daily population during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025 dropped from 0.33 to 0.21. The weapon recovery rate increased modestly from 0.35 to 0.37 but remains well below the levels of prior fiscal years. These trends reflect ACS'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.
- Admissions to Close to Home placement increased during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025 from 43 to 53. Consistent with the increase in admissions and continuing longer lengths of stay for youth with complex needs, the average number of young people in Close to Home placement increased from 92 to 114. The rate of youth-on-youth assaults and altercations with injury in Close to Home placements per 100 care days decreased from 0.30 in the first four months of Fiscal 2025 to 0.20 in the same period in Fiscal 2026 and the youth-on-staff assault with injury rate declined from 0.12 to 0.06. The absent without consent (AWOC) rate also decreased substantially, from 0.25 to 0.15. ACS continues to work closely with provider agencies to strengthen supervision, increase program stability, and enhance individualized supports that promote safety and accountability.
- Discharges from Close to Home, which includes youth completing their dispositional orders, increased from 40 to 53 from the first four months of Fiscal 2025 compared to the same period in Fiscal 2026. Releases from residential care to aftercare rose from 36 to 47. The average number of youth in aftercare increased from 45 to 53, reflecting the higher number of releases.
- The percentage of youth receiving a mental health screening or service declined from 81.6 percent during the first four months of Fiscal 2025 to 77.9 percent during the same period in Fiscal 2026. Health screenings within 24 hours of admission declined, from 99 percent in Fiscal 2025 to 94 percent in Fiscal 2026. 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.

- The number of youth in the Family Assessment Program during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025 increased from 274 to 281. The number of young people in the Juvenile Justice Initiative program rose from 48 to 58, driven by efforts of the Family Court to seek alternatives for the increasing number of youths in the juvenile justice system. ACS continues to engage the community and stakeholders to support more families in need of services. In Fiscal 2025, ACS received funding for the new Youth Safety and Success Initiative (YSSI) for youth in juvenile justice programs and foster care. ACS utilized a portion of this funding to support and expand juvenile justice prevention programs such as Girls JustUS, Fair Futures and Assertive Community Engagement & Success (ACES). YSSI will reach a total of nearly 8,000 participants, an expansion of almost 3,000 young people, and help connect more youth with counseling, careers, college opportunities, and more supports.
- The percentage of letters responded to within 14 days decreased from 100.0 percent in the first four months of Fiscal 2025 to 88.9 percent in the first four months of Fiscal 2026. The rates are based on a very small number of letters received during the reporting period which can lead to fluctuations in the response rate.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	93.5%	91.9%	92.1%	100.0%	100.0%	91.3%	92.8%
★ New State Central Register consolidated investigations	43,782	40,489	39,158	*	*	12,362	11,801
Investigations completed in 60 days (%)	93%	96%	97%	*	*	97%	98%
Investigations that are substantiated (%)	28.4%	30.0%	29.5%	*	*	29.1%	32.0%
Children in complete investigations with repeat investigations within a year (%)	25.3%	25.1%	24.7%	*	*	24.7%	25.4%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%)	13.5%	13.4%	13.0%	14.0%	14.0%	12.0%	13.0%
New CARES cases	8,587	11,607	10,625	*	*	2,784	2,447
New child protection cases that are CARES (%)	16.4%	22.3%	22.8%	*	*	18.4%	17.2%
★ Average child protective specialist caseload	9.7	8.1	7.0	12.0	12.0	6.4	5.7
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Families entering child welfare prevention services	6,659	7,021	6,996	8,500	8,500	2,176	2,637
Average number of children receiving child welfare prevention services daily	16,149	16,773	15,987	*	*	15,876	15,647
Children who received child welfare prevention services during the year (annual total)	30,655	30,459	30,565	*	*	NA	NA
Respondents to the Prevention Services Family Experience Survey who said prevention services are helping them achieve their goals (%)	93%	93%	93%	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
All children entering foster care	2,848	3,102	3,097	*	*	1,088	1,031
★ 🌟 Average number of children in foster care	6,728	6,441	6,414	↕	↕	6,449	6,352
– Children in foster kinship homes	2,955	2,890	2,826	*	*	2,888	2,703
– Children in nonrelative foster boarding homes	3,142	2,997	3,037	*	*	3,012	3,080
– Children in residential care	628	554	552	*	*	550	569
Total days all children spent in foster care	3,100,632	2,993,778	2,895,102	*	*	986,402	962,379
★ Moves in foster care per 1,000 care days	1.3	1.2	1.4	1.4	1.4	1.4	1.4
★ Children who re-enter foster care within a year of discharge to a family (%)	8.5%	8.1%	9.4%	6.0%	6.0%	7.3%	11.6%
★ Children maltreated during family foster care placement per 100,000 care days	3.2	3.0	3.3	3.5	3.5	2.8	2.4
School attendance rate — Children in foster care (%)	82.5%	83.8%	82.8%	*	*	84.9%	82.7%
Youth in foster care receiving Fair Futures services	3,932	4,115	4,330	4,686	5,340	NA	NA
Youth in foster care enrolled in College Choice	342	408	472	430	530	NA	NA
Youth in foster care who feel very supported or somewhat supported by their foster parents or residential facility staff (%)	91%	93%	91%	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ↕ Directional Target * None							

Goal 1d

Encourage and support family-based foster care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Children entering foster care who are placed with relatives (%)	51.8%	48.7%	42.2%	50.0%	50.0%	44.2%	34.6%
Siblings placed simultaneously in the same foster home (%)	94.9%	94.7%	94.4%	*	*	91.4%	97.6%
★ Children placed in foster care in their community (%)	29.8%	32.6%	29.3%	36.0%	36.0%	31.8%	29.8%
Children placed in foster care in their borough (%)	52.9%	54.2%	58.8%	*	*	57.9%	62.1%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Children discharged to permanency within a year of placement (%)	32.2%	33.3%	29.2%	35.0%	35.0%	NA	NA
★ Children in care 12–23 months discharged to permanency (%)	23.0%	23.9%	24.2%	27.0%	27.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	23.3%	24.0%	25.6%	27.0%	27.0%	NA	NA
Average number of children eligible for adoption	715	624	587	*	*	620	531
Children adopted	562	535	522	*	*	132	123
Kinship Guardianship Assistance discharges	354	347	396	*	*	121	131
Children returned to parents (reunifications)	1,562	1,657	1,758	*	*	607	597
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Average child care voucher enrollment	56,978	71,039	91,227	*	*	79,441	111,023
★ Average number of children accessing child care services through use of a mandated voucher	21,897	22,803	25,932	*	*	24,669	28,523
Average number of children accessing child care services through use of a non-mandated low-income voucher	16,236	31,948	56,931	*	*	45,638	73,847
● Average number of children accessing child care services through use of a child welfare voucher	18,846	16,288	8,364	*	*	9,135	8,653
★ Average center-based child care voucher enrollment	30,751	39,657	52,730	*	*	46,074	64,236
★ Average family child care voucher enrollment	23,942	28,386	34,248	*	*	29,853	41,386
★ Average informal child care voucher enrollment	2,285	2,996	4,249	*	*	3,515	5,401
Child care assistance applicants with eligibility determinations within 30 days (%)	92%	80%	92%	90%	90%	96%	85%
Fiscal year spending per child – Center-based child care vouchers	\$11,892	\$12,106	\$15,239	*	*	NA	NA
– Family child care vouchers	\$12,634	\$13,902	\$15,624	*	*	NA	NA
– Legally exempt (informal child care) vouchers	\$7,023	\$7,985	\$10,739	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Abuse and/or neglect reports for children in child care	506	545	528	*	*	186	178
Abuse and/or neglect reports for children in child care that are substantiated (%)	13.6%	19.5%	13.1%	*	*	12.4%	19.7%
★ 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

Assure that detention facilities are safe and secure.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Admissions to detention	1,775	1,981	2,487	↓	↓	833	802
★ Average daily population in detention	233.0	278.9	336.4	↓	↓	318.4	386.8
– In secure detention	198.3	237.3	276.4	*	*	268.0	320.0
– In non-secure detention	34.7	41.7	60.0	*	*	50.4	66.8
★ Average length of stay in detention (days) (total)	39	40	46	↓	↓	39	60
– In secure detention	59	67	80	*	*	65	111
– In non-secure detention	17	18	18	*	*	17	20
★ Escapes from secure detention	0	0	0	0	0	0	0
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.09	0.21	0.13	0.10	0.10	0.10	0.09
★ Youth-on-youth assaults and altercations with injury rate in detention (per 100 total ADP)	0.21	0.16	0.17	0.25	0.25	0.17	0.16
★ Youth-on-staff assaults and altercations with injury rate in detention (per 100 total ADP)	0.15	0.12	0.12	0.15	0.15	0.12	0.12
★ Weapon recovery rate in detention (average per 100 total ADP)	0.46	0.40	0.42	↓	↓	0.35	0.37
★ Illegal substance/prescription or OTC medication recovery rate in detention (average per 100 total ADP)	0.36	0.38	0.30	↓	↓	0.33	0.21
★ Child abuse and/or neglect reports for youth in detention that are substantiated, rate (average per 100 total ADP)	0.07	0.06	0.08	↓	↓	0.07	0.05
★ Average daily cost per juvenile in detention (\$)	\$1,231	\$1,137	\$1,021	*	*	NA	NA
● Admissions to Close to Home placement	82	142	133	*	*	43	53
★ Average number of children in Close to Home placement	50	78	102	↓	↓	92	114
★ Average number of children in Close to Home aftercare	28	28	41	*	*	45	53
Absent without consent rate, Close to Home placement	0.21	0.20	0.21	0.25	0.25	0.25	0.15
Discharges from Close to Home placement (dispositional order complete)	56	90	111	*	*	40	53
Releases from Close to Home placement to aftercare	63	93	122	*	*	36	47
Youth-on-staff assault with injury rate in Close to Home placement	0.11	0.12	0.08	0.15	0.15	0.12	0.06
Youth-on-youth assault with injury rate in Close to Home placement	0.10	0.16	0.24	0.15	0.15	0.30	0.20
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Youth who received mental health screening or services while in detention (%)	76.1%	81.6%	78.8%	↑	↑	81.6%	77.9%
Youth with health screening within 24 hours of admission to detention (%)	100%	99%	98%	100%	100%	99%	94%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★ General health care cost per youth per day in detention (\$)	\$87	\$73	\$67	*	*	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 3c

Provide services to prevent youth from returning to the juvenile justice system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Youth admitted to detention with previous admission(s) to detention (%)	41.0%	43.0%	47.0%	*	*	NA	NA
Youth in the Family Assessment Program	279	331	312	*	*	274	281
Youth in the Juvenile Justice Initiative	33	38	45	*	*	48	58
★ Critical Indicator Equity Indicator "NA" Not Available ↕↕ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Workplace injuries reported	384	403	501	*	*	169	184
Human services contracts	NA	NA	40	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	90%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$419.54	*	*	NA	NA
★ Critical Indicator Equity Indicator "NA" Not Available ↕↕ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	121,076	145,801	146,441	*	*	NA	NA
Letters responded to within 14 days (%)	97.0%	97.3%	93.3%	*	*	100.0%	88.9%
E-mails responded to within 14 days (%)	87.1%	92.4%	93.8%	*	*	96.1%	95.1%
★ Critical Indicator Equity Indicator "NA" Not Available ↕↕ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$2,988.3	\$3,355.1	\$3,949.1	\$3,141.8	\$3,832.1	\$3,425.0	\$1,631.1	\$1,903.9
Revenues (\$000,000)	\$5.5	\$3.8	\$4.9	\$3.4	\$3.4	\$3.4	\$3.1	\$4.2
Personnel	6,222	6,483	6,504	7,056	7,114	7,121	6,434	6,426
Overtime paid (\$000,000)	\$53.9	\$53.2	\$52.8	\$39.2	\$39.2	\$39.2	\$13.6	\$14.9
Capital commitments (\$000,000)	\$10.0	\$36.6	\$106.1	\$171.9	\$231.1	\$152.3	\$18.1	\$6.3
Human services contract budget (\$000,000)	\$1,667.5	\$2,009.0	\$2,626.2	\$1,825.9	\$2,293.0	\$1,834.2	\$741.3	\$1,160.5
¹February 2026 Financial Plan. ²Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$609.4	\$595.3	
001 - Personal Services	\$385.9	\$404.4	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$15.6	\$17.7	2a
005 - Administration	\$117.9	\$90.3	All
007 - Juvenile Justice	\$86.2	\$80.6	3a, 3b, 3c
009 - Adoption Subsidy	\$3.8	\$2.4	1e
Other Than Personal Services - Total	\$3,339.7	\$3,236.8	
002 - Other Than Personal Services	\$128.5	\$156.0	All
004 - Head Start/Day Care	\$1,548.8	\$1,249.9	2a
006 - Child Welfare	\$1,165.0	\$1,322.9	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$158.5	\$186.4	3a, 3b, 3c
010 - Adoption Subsidy	\$251.8	\$224.8	1e
011 - Juvenile Justice - OCFS Payments	\$13.5	\$13.3	3a
012 - Committee on Special Education	\$73.5	\$83.5	2a
Agency Total	\$3,949.1	\$3,832.1	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published data for the following indicators were revised:
 - Goal 1a:
 - The Fiscal 2025 figure for 'Investigations that are substantiated (%)' was revised from 29.2 percent to 29.5 percent. The four-month actual Fiscal 2025 figure was revised from 29.2 percent to 29.1 percent.
 - The Fiscal 2025 figure for 'Children in substantiated investigations with repeat substantiated investigations within a year (%)' was revised from 13.2 percent to 13.0 percent.
 - Goal 1b:
 - The previously published Fiscal 2026 target for the indicator 'Families entering child welfare prevention services' was revised from 9,000 to 8,500. The previous target included cases that are transferred from one prevention program to another; the 8,500 target more accurately captures the goal for the number of new families entering prevention services during the year. The Fiscal 2025 four-month actual figure was revised from 2,175 to 2,176.
 - Goal 1c:
 - The Fiscal 2025 figure for 'All children entering foster care' was revised from 3,086 to 3,097. The four-month actual Fiscal 2025 figure was revised from 1,081 to 1,088.
 - The Fiscal 2025 figure for 'Total days all children spent in foster care' was revised from 2,895,530 to 2,895,102. The four-month actual Fiscal 2025 figure was revised from 987,345 to 986,402.
 - The Fiscal 2025 figure for 'Children maltreated during family foster care placement per 100,000 care days' was revised from 3.1 to 3.3.

- Goal 1d:
 - » The Fiscal 2025 figure for ‘Siblings placed simultaneously in the same foster home (%)’ was revised from 94.3 percent to 94.4 percent.
 - » The Fiscal 2025 figure for ‘Children placed in foster care in their community (%)’ was revised from 29.4 percent to 29.3 percent. The four-month actual Fiscal 2025 figure was revised from 31.6 percent to 31.8 percent.
 - » The Fiscal 2025 figure for ‘Children placed in foster care in their borough (%)’ was revised from 58.6 percent to 58.8 percent. The four-month actual Fiscal 2025 figure was revised from 58.0 percent to 57.9 percent.
- Goal 1e:
 - » The Fiscal 2025 figure for ‘Average number of children eligible for adoption’ was revised from 588 to 587. The four-month actual Fiscal 2025 figure was revised from 619 to 620.
 - » The Fiscal 2025 figure for ‘Children adopted’ was revised from 509 to 522.
 - » The Fiscal 2025 figure for ‘Kinship Guardianship Assistance discharges’ was revised from 391 to 396. The Fiscal 2025 four-month actual figure was revised from 115 to 121.
 - » The Fiscal 2025 figure for ‘Children returned to parents (reunifications)’ was revised from 1,731 to 1,758. The four-month actual Fiscal 2025 value was revised from 591 to 607.
- Goal 2b:
 - » The Fiscal 2025 figure for ‘Abuse and/or neglect reports for children in child care that are substantiated (%)’ was revised from 11.9 percent to 13.1 percent.
- Goal 3a:
 - » The Fiscal 2024 figure for ‘Average length of stay in detention (days) (total)’ was revised from 41 to 40.
 - » The Fiscal 2025 figure for ‘Child abuse and/or neglect reports for youth in detention that are substantiated, rate (average per 100 total ADP)’ was revised from 0.07 to 0.08. The four-month actual Fiscal 2025 figure was revised from 0.02 to 0.07.
 - » The Fiscal 2024 figure for Discharges from Close to Home placement (dispositional order complete)’ was revised from 70 to 90. The four-month actual Fiscal 2025 figure was revised from 31 to 40.
 - » The four-month actual Fiscal 2025 figure for ‘Releases from Close to Home placement to aftercare was revised from 33 to 36.
- Goal 1b:
 - The indicators ‘Families entering child welfare prevention services,’ ‘Average number of children receiving child welfare prevention services daily,’ and ‘Children who received child welfare prevention services during the year (annual total)’ were revised from referring to ‘preventive services’ to ‘prevention services’ to reflect preferred terminology.

- Goal 2a:
 - ‘Average number of children accessing child care services through use of a mandated voucher’ was renamed from ‘Average mandated child care voucher enrollment’ to standardize indicator names reporting enrollment by voucher type. ‘Average number of children accessing child care services through use of a child welfare voucher’ was similarly renamed from ‘Average number of children accessing child care through use of a child welfare voucher.’
 - ‘Average informal child care voucher enrollment’ was renamed from ‘Average informal (home-based) child care voucher enrollment’ since family child care is also home-based.
 - The indicator ‘Child care assistance applicants with eligibility determinations within 30 days (%)’ was renamed from ‘Voucher applications with eligibility determinations within 30 days (%)’ because it is applicants who are found eligible, not applications. The previously published Fiscal 2026 target for this indicator was revised from 96 percent to 90 percent to account for New York State rules which allow applications to exceed 30 days when there are circumstances outside the local district’s control or when requested by a parent, including when ACS or NYCPS is working with a parent to get required documents, so they aren’t necessarily denied services.
- Goal 3a:
 - ‘Average length of stay in detention (days) (total)’ was renamed from ‘Combined average length of stay in secure and non-secure detention (days).’ The sub-indicators ‘Average length of stay—In secure detention’ and ‘Average length of stay—In non-secure detention’ were added.
 - ‘Child abuse and/or neglect allegations for youth in detention that are substantiated, rate (average per 100 total ADP)’ was renamed from ‘Child abuse/neglect reports for youth in detention that are substantiated, rate (average per 100 total ADP)’ to match the language used for abuse and/or neglect reports for children in child care.
- Agency-Wide Management:
 - The indicators ‘Total dollars disbursed for human service contracts,’ ‘Human service contract registration within 30 days of the contract start date (%)’ and ‘Human service contracts’ were added to the ‘Agency-wide Management’ section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor’s Management Report (PMMR) following the close of the fiscal year reported.

ADDITIONAL RESOURCES

- The Social Indicators and Equity Report, EquityNYC:
<http://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



WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness, address sheltered and unsheltered homelessness, and assist New Yorkers experiencing homelessness transition to permanent housing. 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. DHS collaborates with nonprofit partners to provide temporary shelter and services to New Yorkers experiencing homelessness, helping them achieve stability and permanency.

FOCUS ON EQUITY

In New York City and across the United States, homelessness is driven by deep economic and racial inequities, lack of affordable and supportive housing, and stagnant wages. These structural challenges are compounded by social factors such as domestic violence, the transition of individuals with mental illness from institutional care without sufficient community-based services, and discharges from other types of facilities. DHS works in partnership with HRA to connect New Yorkers at risk of experiencing homelessness to preventative services that help them remain in their homes, provides safe and appropriate transitional shelter, delivers street and subway outreach services to those experiencing unsheltered homelessness, and facilitates placement into subsidized permanent housing including supportive housing. In collaboration with HRA and other City agencies, DHS offers access to rental assistance and other subsidies to help eligible families and individuals avoid or exit shelter.

People of color, particularly African Americans, are over-represented among those who are experiencing homelessness, both in New York City and throughout the country.¹ 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 African American men, are also linked to increased risk of homelessness.² 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.

¹African Americans make up 13.6 percent of the population of the United States, and account for 45 percent of the national sheltered homeless population. In New York City, African Americans account for 24 percent of the population, and 40 percent of the sheltered homeless population. (The 2021 Annual Homeless Assessment Report (AHAR) to Congress, Part 1: Point in Time Estimates of Sheltered Homelessness, February 2022, <https://www.huduser.gov/portal/sites/default/files/pdf/2021-AHAR-Part-1.pdf>; United States Census Bureau, Quick Facts, Population Estimates, July 1, 2021, <https://www.census.gov/quickfacts/fact/table/newyorkcitynewyork,US/PST045221>; Department of Homeless Services, 2024).

²Couloute, 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

- Through the first four months of Fiscal 2026, entries to shelter decreased by 31 percent for families with children which, coupled with increased exits, resulted in an eight percent decrease in the families with children census. Entries to shelter for single adults increased by six percent during the same time period, driving a 13 percent increase in the single adult census. For adult families, an 18 percent increase in entries corresponded with a 21 percent increase in the adult family census. The increases for single adults and adult families were offset by the declines in the families with children census, resulting overall in a two percent decrease in the average number of individuals in shelter per day during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, totaling just over 85,600.
- In the first four months of Fiscal 2026, the percent of families with children receiving public assistance increased by three percentage points to 84.2 percent compared to the same period in 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. During the first four months of Fiscal 2026, 82.6 percent of families in shelter were living in the borough of their youngest child's school, a slight increase compared to the same period in Fiscal 2025. The average school attendance rate for children in the DHS shelter system was 85.8 percent, one percentage point lower than the same period in Fiscal 2025 but above recent years.
- DHS provides access to dedicated licensed social workers in families with children shelters. These staff conduct behavioral health assessments and developmental screenings for children, facilitate linkage to mental health services and provide support as families navigate multiple systems, and address stressors associated with homelessness. These clinicians served 43 percent of families in shelter in the first four months of Fiscal 2026, a decrease from 47 percent in the same period in Fiscal 2025 due to a shortage of social workers available to administer the screenings. Despite this shortage, DHS continues to invest in mental health services in shelter through the implementation of Local Law 35 of 2023, which requires mental health professionals to be available at families with children shelters and families to have access to on-site mental health services.
- Comparing the first four months of Fiscal 2026 to the same period of Fiscal 2025, the rate of serious incidents per 1,000 residents remained flat for families with children at 8.1, decreased modestly from 28.9 to 28.4 for single adults, and decreased from 14.7 to 12.4 for adult families. These decreases were driven primarily by fewer infectious disease isolation or quarantine incidents during the reporting period. The rate of serious violent incidents per 1,000 residents experienced similar directional trends, decreasing seven percent to 2.8 for single adults and decreasing 27 percent to 1.1 for adult families while remaining consistent for families with children. The Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, continues to ensure accurate reporting and tracking through its quality assurance review process.
- During the first four months of Fiscal 2026, total placements to permanent housing increased by 29 percent for single adults to 3,744, by 19 percent for adult families to 300, and by four percent for families with children to 3,993 compared to the same period in Fiscal 2025. Efforts by DHS and its contracted shelter providers to expedite housing placements helped drive these increases. Subsidized exits increased by 36 percent for single adults, by 18 percent for adult families, and by 20 percent for families with children, due primarily to placements using the City Fighting Homelessness and Eviction Prevention Supplement (CityFHEPS) rental subsidy program. Unsubsidized placements for single adults increased by one percent for single adults and by 20 percent for adult families. While unsubsidized exits for families with children decreased by 36 percent, this decrease was more than offset by the increase in subsidized placements, leading to an overall increase in the total number of placements for this group.
- During the first four months of Fiscal 2026, the average length of stay increased by seven percent for families with children to 401 days, decreased by 19 percent for adult families to 328 days, and decreased by three percent for single adults to 368 days compared to the same period in 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. For adult families and single adults, the growth in new entries contributed to the decrease in average length of stay for both groups.

- During the first four months of Fiscal 2026, returns to shelter within one year decreased by one percent for families with children to 3.4 percent, increased by one percent for single adults to 6.9 percent, and increased by two percent for adult families to 2.2 percent compared to the same period in Fiscal 2025. Single adult unsubsidized returns increased 10 percentage points this year to 23.2 percent, in part driven by increased returns from temporary placements. However, these returns were mostly offset by a reduced rate of returns for subsidized placements, as the Agency continues to increase the number of subsidized placements. For all populations, the return rates continue to remain low, reflecting the City's investment in subsidized housing which generates sustained and permanent placements in communities.
- The number of unsheltered clients referred to placement into permanent housing, transitional housing, and other settings was 4,539 in the first four months of Fiscal 2026, a seven percent increase compared to the same period in Fiscal 2025.
- The average number of clients in low barrier safe haven and stabilization beds decreased by seven percent during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, but remains higher than prior years at 3,048 beds. This slight decrease in Fiscal 2026 was due to capacity fluctuations, with some beds taken offline due to facility changes and maintenance.
- Workplace injuries reported during the first four months of Fiscal 2026 increased by seven percent compared to the same period in the prior year to 33. DHS will continue to conduct annual workshops on workplace safety with a strong emphasis on reducing workplace violence.
- During the first four months of Fiscal 2026, completed requests for interpretation increased by 21 percent compared to the same period in the prior year. 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 that were provided at a number of DHS locations. As a result, the Fiscal 2026 reporting period amount does not reflect the full scope of interpretation services provided by DHS.
- In the first four months of Fiscal 2026, the average wait time to speak with a customer service agent decreased by 19 percent as a result of staffing increases and process improvements to streamline the routing of clients through intake.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average number of individuals in shelter per day	66,195	86,321	86,403	↓	↓	87,221	85,638
★ 🌟 Average number of adult families in shelters per day	2,416	2,224	1,956	↓	↓	1,871	2,245
★ Average number of individuals in adult families in shelters per day	5,119	4,749	4,209	↓	↓	4,022	4,847
★ 🌟 Average number of families with children in shelters per day	12,749	18,652	18,767	↓	↓	19,299	17,909
★ Average number of individuals in families with children in shelters per day	40,915	61,103	60,805	↓	↓	62,797	57,748
★ 🌟 Average number of single adults in shelters per day	20,162	20,468	21,411	↓	↓	20,468	23,106
★ Adult families entering the DHS shelter services system	777	1,479	1,706	↓	↓	520	615
★ Families with children entering the DHS shelter services system	14,339	21,265	20,425	↓	↓	6,304	4,329
★ Single adults entering the DHS shelter services system	35,019	31,829	30,852	↓	↓	10,639	11,221
Average number of families with children receiving public assistance (%)	75.9%	76.8%	82.8%	85.0%	85.0%	81.6%	84.2%
Average school attendance rate for children in the DHS shelter services system (%)	84.4%	84.3%	85.1%	*	*	86.8%	85.8%
Families in shelter living in the borough of their youngest child's school (%)	77.3%	80.9%	81.4%	*	*	82.3%	82.6%
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	58.3%	62.8%	63.4%	85.0%	85.0%	62.1%	61.8%
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	58%	51%	47%	*	*	47%	43%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	5.10	NA	NA	*	*	NA	NA
Serious incidents in the adult shelter system, per 1,000 residents	41.0	32.7	30.1	*	*	28.9	28.4
Serious violent incidents in the adult shelter system, per 1,000 residents	4.1	3.3	3.2	*	*	3.0	2.8
Serious incidents in the adult family shelter system, per 1,000 residents	13.6	12.5	12.6	*	*	14.7	12.4
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.0	1.2	1.1	*	*	1.5	1.1
Serious incidents in the families with children shelter system, per 1,000 residents	10.1	8.9	8.3	*	*	8.1	8.1
Serious violent incidents in the families with children shelter system, per 1,000 residents	0.9	0.8	0.7	*	*	0.8	0.8
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$145.13	\$143.90	\$154.76	*	*	NA	NA
Cost per day for family shelter facilities — Adult families	\$243.51	\$209.16	\$222.61	*	*	NA	NA
Cost per day for family shelter facilities — Families with children	\$232.40	\$270.51	\$270.22	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Single adults exiting to permanent housing	8,238	9,308	9,848	*	*	2,901	3,744
— Subsidized	5,903	7,231	8,149	*	*	2,346	3,181
— Unsubsidized	2,335	2,077	1,699	*	*	555	563
Adult families exiting to permanent housing	560	534	781	*	*	253	300
— Subsidized	502	398	676	*	*	223	264
— Unsubsidized	58	136	105	*	*	30	36
Families with children exiting to permanent housing	6,175	8,787	12,336	*	*	3,834	3,993
— Subsidized	5,012	6,283	9,045	*	*	2,754	3,304
— Unsubsidized	1,163	2,504	3,291	*	*	1,080	689
★ Average length of stay — Single adults in shelter (days)	412	392	378	⬇️	⬇️	380	368
★ Average length of stay — Adult families in shelters (days)	750	498	379	⬇️	⬇️	404	328
★ Average length of stay — Families with children in shelter (days)	437	354	372	⬇️	⬇️	376	401
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2b

Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	9.5%	7.9%	6.0%	20.0%	20.0%	6.0%	6.9%
★ — Subsidized exits (%)	4.3%	3.6%	3.0%	⇩	⇩	3.2%	3.0%
★ — Unsubsidized exits (%)	24.3%	19.1%	17.1%	⇩	⇩	13.7%	23.2%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	0.9%	0.8%	0.6%	12.5%	12.5%	0.5%	2.2%
★ — Subsidized exits (%)	0.4%	0.3%	0.4%	⇩	⇩	0.6%	0.4%
★ — Unsubsidized exits (%)	5.8%	5.2%	1.7%	⇩	⇩	0.0%	14.6%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.7%	2.7%	3.7%	12.5%	12.5%	4.1%	3.4%
★ — Subsidized exits (%)	0.3%	0.6%	1.0%	⇩	⇩	1.1%	1.0%
★ — Unsubsidized exits (%)	16.2%	11.8%	10.2%	⇩	⇩	10.3%	9.2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 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	4,042	4,140	4,504	⇩	⇩	NA	NA
HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	8,569	11,503	10,841	*	*	4,247	4,539
Average number of clients in low barrier beds	2,732	3,012	3,216	*	*	3,276	3,048
★ Critical Indicator  Equity Indicator "NA" Not Available ⇩⇧ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Workplace injuries reported	84	80	85	*	*	31	33
Human services contracts	NA	NA	75	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	67%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$3,583.97	*	*	NA	NA
★ Critical Indicator  Equity Indicator "NA" Not Available ⇩⇧ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Completed requests for interpretation	84,020	107,083	152,595	*	*	46,802	56,729
Letters responded to within 14 days (%)	97%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	96	105	74	*	*	87	71
CORE facility rating	NA	97	97	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$3,540.4	\$3,892.2	\$4,306.4	\$3,554.4	\$4,420.9	\$4,629.2	\$2,947.7	\$2,891.0
Personnel	1,797	1,811	1,741	1,935	2,206	2,117	1,799	1,636
Overtime paid (\$000,000)	\$26.3	\$28.7	\$20.4	\$13.8	\$13.8	\$13.8	\$6.3	\$5.6
Capital commitments (\$000,000)	\$14.7	\$33.4	\$45.1	\$148.3	\$134.9	\$113.2	\$17.3	\$4.3
Human services contract budget (\$000,000)	\$3,102.4	\$3,332.6	\$3,886.9	\$3,108.6	\$3,816.1	\$4,081.5	\$1,499.9	\$1,942.4
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$162.0	\$179.9	
100 - Shelter Intake and Program	\$120.6	\$129.0	All
101 - Administration	\$31.3	\$38.0	All
102 - Street Programs	\$10.1	\$12.9	3a
Other Than Personal Services - Total	\$4,144.4	\$4,241.0	
200 - Shelter Intake and Program	\$3,757.3	\$3,770.5	All
201 - Administration	\$30.2	\$31.7	All
202 - Street Programs	\$356.8	\$438.8	3a
Agency Total	\$4,306.4	\$4,420.9	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The previously published Fiscal 2025 figure for 'Average number of clients in low barrier beds' in Goal 3a was updated from 3,360 to 3,216 to correct a technical issue that affected several months of data.
- The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to the 'Agency-wide Management' section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.

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>
- Housing Our Neighbors: A New York City Blueprint for Housing and Homelessness:
<https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf>
- The Subway Safety Plan:
<https://www1.nyc.gov/assets/home/downloads/pdf/press-releases/2022/the-subway-safety-plan.pdf>
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

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

DEPARTMENT FOR THE AGING



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 their independence and participation in their communities. In the first four months of Fiscal 2026, NYC Aging served approximately 159,000 older New Yorkers. NYC Aging supports a broad range of services, both directly and through approximately 400 human services contracts. NYC Aging 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.

FOCUS ON EQUITY

With an overarching mission to eliminate ageism and ensure the dignity and quality of life for more than 1.8 million older New Yorkers, NYC Aging is deeply committed to helping older adults age in their homes and to creating a community care approach that reflects New York City as a model age-inclusive city. NYC Aging and its providers are committed to ensuring that all older New Yorkers, especially the historically under-served, including people of color, immigrants, individuals with limited English proficiency, and low-income individuals, have access to basic and essential services.

Internally, NYC Aging has created a committee on Justice, Diversity, Equity, and Inclusion that ensures that NYC Aging staff are educated about, and continuously made aware of, the importance of diversity, belonging, and fairness, and are engaged on these topics to boost team dynamics, innovation and productivity.

Procurement is an important vehicle that NYC Aging uses to promote equity. Through solicitations, NYC Aging emphasizes the need for provider candidates to demonstrate how they will achieve cultural competence among staff related to the population groups in their catchment areas, conduct outreach and marketing efforts to attract the full range of groups to their programs, and offer the types of programming that will meet the needs of those they serve.

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 adults and their caregivers.

- Goal 2a Provide supportive services to homebound older adults.
- Goal 2b Provide supportive services to caregivers.

HOW WE PERFORMED

- 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 the first four months of Fiscal 2026, 114,097 older New Yorkers were served by Older Adult Centers and affiliated sites funded by NYC Aging, an increase from the 112,062 older New Yorkers served in the same period in Fiscal 2025. During the reporting period in Fiscal 2026, an average of 28,137 participants attended daily, an increase from 27,916 daily participants in the same period in Fiscal 2025.
- While NYC Aging places an emphasis on congregate activities at Older Adult Centers, the Department and its providers continue to offer the option of virtual programming to older New Yorkers who would like to join in activities from home or other locations remotely. In the first four months of Fiscal 2026, 19,428 virtual and hybrid program participants were served, a slight decrease from the just over 20,000 served in the same period last year.
- NYC Aging's Older Adult Centers also continue to provide older New Yorkers the opportunity to receive hot meals. In the first four months of Fiscal 2026, OACs provided 2,267,286 meals to 88,659 older New Yorkers, with meals and clients each increasing by about one percent compared to the same period in Fiscal 2025.
- Naturally Occurring Retirement Communities (NORCs) 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 in their own building or building complex. In addition to their focus on health, NORC supportive services programs provide case management services, educational activities, trips, and volunteer opportunities. In the first four months of Fiscal 2026, these services were provided to 12,735 older adults participating in activities at NYC Aging-funded NORCs, a slight increase from the same period in Fiscal 2025.
- NYC Aging provides mental health support to older New Yorkers through the Department's Geriatric Mental Health Initiative (GMH). In the first four months of Fiscal 2025 compared to the same period in Fiscal 2026, older adults experiencing mental health issues who received treatment through this initiative grew 44 percent from 747 to 1,077. In Fiscal 2025, NYC Aging contracted with additional mental health providers who obtained New York State Office of Mental Health satellite licenses. With these new satellite licenses, GMH capacity increased for providing clinical services to clients.
- NYC Aging also helps vulnerable older New Yorkers who are homebound and unable to prepare meals to maintain or improve their nutritional health by providing them with nutritious home delivered meals. At the time of reporting, in the first four months of Fiscal 2026, NYC Aging's Home Delivered Meal providers served 1,352,585 meals, a slight increase from the same period in Fiscal 2025, to over 14,120 homebound older New Yorkers, currently fewer clients than last year. As some invoices have not yet been processed as of this report, it is likely that more clients and meals have been served than is reported.
- Home Care services support older New Yorkers who have unmet needs in daily activities and do not qualify for Medicaid or other ongoing insurance-funded home care. In the first four months of Fiscal 2026, 2,547 homebound older New Yorkers received 435,349 hours of Home Care services, over four percent decreases in both hours and clients from the same period in Fiscal 2025. To address the decrease in clients and correct the uneven demand for Home Care services within the network, resources have been reallocated to boroughs with the highest demand, including Brooklyn, Queens, and Staten Island.
- NYC Aging continues to support homebound older New Yorkers through Case Management services, which assess clients' needs and help coordinate services and resources on their behalf, including managing access to Home Care and Home Delivered Meal services. In the first four months of Fiscal 2026, 181,487 hours of Case Management services were provided by Case Management providers to 24,969 older New Yorkers, a one percent increase in hours and a four percent increase in clients from the same period in Fiscal 2025.

- NYC Aging's providers support caregivers of an older person, individuals with dementia, older adults age 55+ caring for adults with disabilities ages 18 to 59, and grandparents/other older adults age 55+ who are caring for children under the age of 18. Services include information and assessments, referrals, support groups and training, counseling, limited financial assistance with caregiver related expenses such as purchases of durable medical equipment, assistive devices or incontinence supplies and home care, housekeeping, social adult day or day camp, after school program for those caring for children. In the first four months of Fiscal 2026, 1,971 caregiver persons were served, a 21 percent decline from the number served in the same period in Fiscal 2025 due to provider staff vacancies. In response, NYC Aging has invested over \$9 million in caregiving services to enhance staffing, salary parity, and availability of home care and other in-home services. Additionally, a new caregiving media campaign will enhance program reach, ensuring more people benefit from the program.

SERVICE 1 Provide community-based services to older New Yorkers.

Goal 1a Increase utilization of Older Adult Centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Older Adult Center participants	145,747	150,314	148,680	↑	↑	112,062	114,097
● Older Adult Center average daily participants	24,545	26,263	27,456	28,000	28,000	27,916	28,137
Older Adult Center virtual and hybrid program clients	34,322	34,862	34,078	*	*	20,098	19,428
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 1b Provide community-based nutrition opportunities to older New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Older Adult Center total meals	5,548,305	6,131,215	6,452,188	8,338,069	8,338,069	2,246,566	2,267,286
● Older Adult Center meal participants	109,548	117,457	115,508	121,000	121,000	87,772	88,659
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 1c Provide services and supports to older New Yorkers aging in place.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Naturally Occurring Retirement Communities participants	19,085	17,813	16,904	17,650	17,650	12,577	12,735
★ Senior Community Services Employment Program participants	399	377	372	312	312	NA	NA
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 1d Provide mental health services and supports to older New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Clients who received Geriatric Mental Health clinical services	879	857	1,419	1,052	1,052	747	1,077
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

SERVICE 2 Provide supportive services to homebound older adults and their caregivers.

Goal 2a Provide supportive services to homebound older adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
🌟 Home Delivered Meals served	4,609,919	4,252,731	3,827,579	4,740,339	4,740,339	1,308,731	1,352,585
🌟 Home Delivered Meals clients	27,547	24,595	23,935	24,000	24,000	19,014	14,120
★ Home Care hours	1,311,169	1,318,076	1,278,931	1,372,549	1,372,549	455,907	435,349
★ 🌟 Home Care clients	3,452	3,422	3,121	3,400	3,400	2,656	2,547
Case Management hours	532,795	516,005	535,773	513,558	513,558	179,437	181,487
🌟 Case Management clients	34,767	31,680	31,787	32,000	32,000	24,007	24,969
★ Critical Indicator	🌟 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 2b Provide supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Caregiver persons served	5,215	5,439	4,003	4,800	4,800	2,480	1,971
★ Critical Indicator	🌟 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Human services contracts	NA	NA	171	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	93%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$440.84	*	*	NA	NA
★ Critical Indicator	🌟 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	3,050	2,219	1,725	*	*	NA	NA
Letters responded to within 14 days (%)	100.0%	100.0%	100.0%	*	*	100.0%	NA
E-mails responded to within 14 days (%)	91.9%	98.0%	99.7%	*	*	99.0%	100.0%
CORE facility rating	100	100	100	*	*	NA	NA
★ Critical Indicator	🌟 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Meeting time to first action – Benefits and entitlements (% within 14 days)							
Meeting time to first action – Missed delivery (% within 14 days)	99%	99%	100%	*	*	100%	100%
Meeting time to first action – Housing (% within 14 days)	100%	100%	100%	*	*	NA	NA
Meeting time to first action – General aging information (% within 14 days)	100%	100%	100%	*	*	NA	NA
Meeting time to first action – Benefits and entitlements (% within 14 days)	100%	100%	100%	*	*	NA	NA
★ Critical Indicator	🌟 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$494.7	\$509.4	\$557.1	\$605.5	\$620.2	\$573.5	\$296.8	\$389.1
Revenues (\$000,000)	\$7.1	\$4.0	\$1.5	\$1.0	\$1.0	\$1.0	\$0.5	\$0.3
Personnel³	312	326	329	370	383	380	322	326
Overtime paid (\$000)	\$36	\$47	\$57	\$0	\$0	\$0	\$15	\$13
Capital commitments (\$000,000)	\$5.4	\$4.4	-\$0.3	\$29.9	\$43.1	\$15.1	\$0.2	\$6.1
Human services contract budget (\$000,000)	\$440.5	\$450.6	\$495.9	\$329.9	\$513.0	\$441.6	\$170.2	\$308.6
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available ³‘Personnel’ includes the full-time equivalent of non-DFTA employees who are older New Yorkers participating in DFTA’s Senior Employment (Title V) program.								

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 FY25¹ (\$000,000)	February 2026 Financial Plan FY26² (\$000,000)	Applicable MMR Goals³
Personal Services - Total	\$31.9	\$35.3	
001 - Executive and Administrative Management	\$19.1	\$17.5	All
002 - Community Programs	\$10.7	\$8.1	All
006 - In-Home Services	\$2.1	\$3.6	2a
008 - Community Services⁴	NA	\$6.1	All
Other Than Personal Services - Total	\$525.2	\$584.9	
003 - Out-of-Home Services	\$412.8	\$83.6	All
004 - Executive and Administrative Management	\$4.5	\$3.2	All
005 - In-Home Services	\$107.9	\$119.8	2a
007 - Centers and Home Delivered Meals	\$0.0	\$378.3	1b, 2a
Agency Total	\$557.1	\$620.2	
¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2026. “NA” Not Available			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In November 2025, NYC Aging transitioned all providers to a new client services system. As the system and data transfer are ongoing, NYC Aging anticipates Fiscal 2026 figures may be undercounted.
- Fiscal 2026 targets for the following indicators were revised:
 - In Goal 1, the target for ‘Older Adult Center average daily participants’ was revised from 26,044 to 28,000.
 - In Goal 1b, the target for ‘Older Adult Center meal participants’ was previously erroneously published as 15,400; the correct target was 154,000. This has subsequently been revised to 121,000.
 - In Goal 1d, the target for ‘Clients who received Geriatric Mental Health clinical services’ was revised from 825 to 1,052.
 - In Goal 2a, the target for ‘Home Delivered Meals clients’ was revised from 27,251 to 24,000 and the target for ‘Case Management clients’ was revised from 31,500 to 32,000.
 - In Goal 2b, the target for ‘Caregiver persons served’ was revised from 5,400 to 4,800.

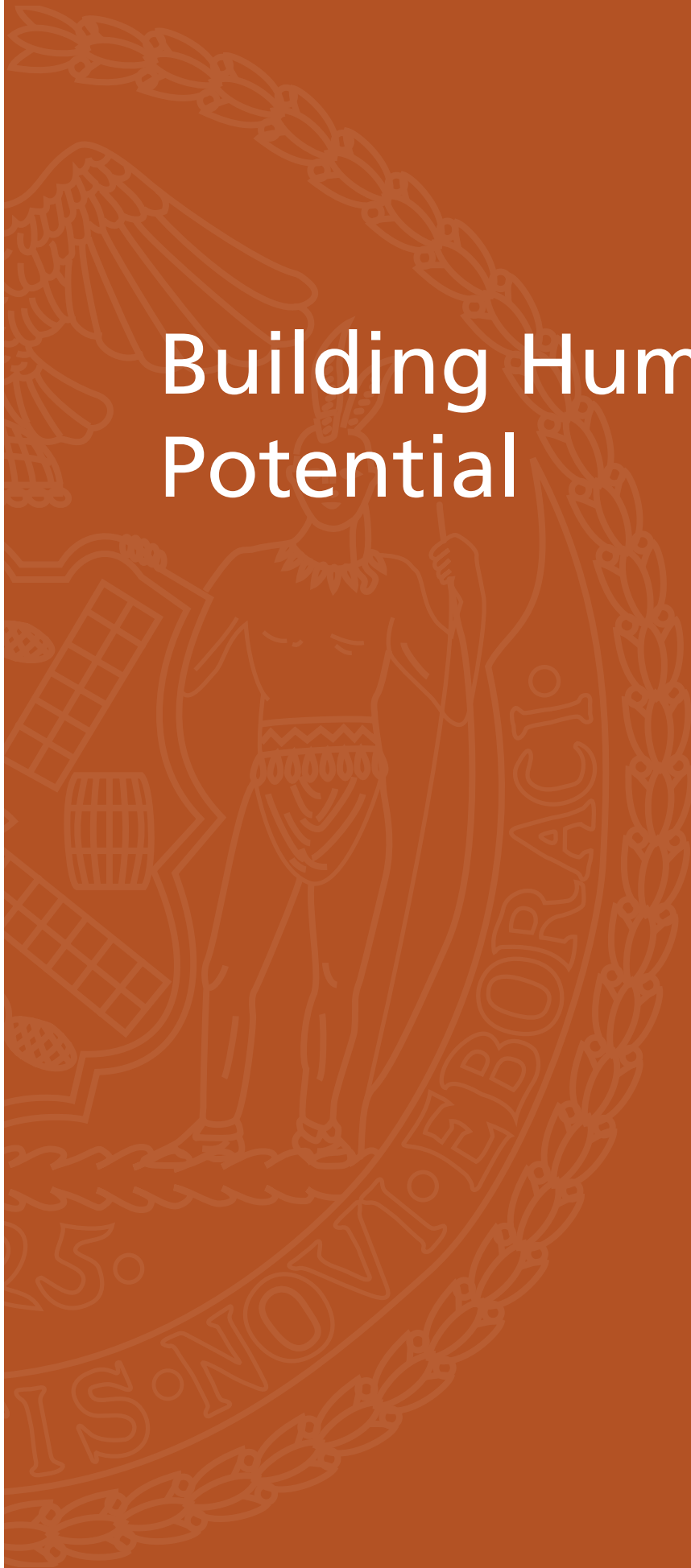
- The previously published Fiscal 2025 four-month actual figure for 'Home Delivered Meals served' was revised from 1,384,319 to 1,308,731 based on updated data.
- The 'Agency-wide Management' section was added to the chapter to catalog indicators which apply to broad aspects of agency management rather than a single goal. The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to this section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.
- The Fiscal 2026 four-month actual figure for 'Letters responded to within 14 days (%)' is NA because no letters were received during this reporting period.

ADDITIONAL RESOURCES

For more information on the agency, please visit:

- NYC Aging Website:
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

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DEPARTMENT OF EDUCATION

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 bold futures, 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, reflecting the rich diversity of New York City. This diversity is not only about who is in the room; it is also about the holistic school experience, including culturally responsive classrooms, exposure to a multitude of perspectives, and teaching that addresses the strengths and needs of all learners—including students with disabilities, English language learners, students in temporary housing and foster care, and more.

These commitments serve as the foundation for prioritizing the implementation of key initiatives aimed at enhancing student success:

- **NYC Reads** launched in the 2023–2024 School Year and is one of the most ambitious literacy improvement efforts in the country. NYC Reads aims to ensure that all NYCPS students will be literate and thriving readers and writers prepared to pursue their unique post-secondary and career goals through the adoption of one of three pre-approved, evidence-based literacy curricula to ensure that all students develop strong reading skills, a critical tool for educational, career, and lifetime success. Rooted in the Science of Reading, NYC Reads is more than a curriculum rollout. It's a systemwide investment in excellent instruction, responsive support, and lasting community engagement at scale. After successful implementation in pre-kindergarten and elementary schools, NYCPS continued to grow NYC Reads in the 2025–2026 School Year by expanding to middle schools while strengthening supports and interventions for existing schools. NYCPS continues to provide job-embedded coaching and intensive professional development to teachers, school leaders, and district staff to support implementation.
- **NYC Solves** was launched in the 2023–2024 School Year with the vision to disrupt inequities in mathematics education and ensure that all New York City students develop strong mathematical and critical thinking skills that are crucial for their education, career and lifetime success. As demonstrated with NYC Reads, standardizing curriculum options across all school districts ensures that instruction is consistent citywide, offering the City's students a more level playing field. The goal of NYC Solves is that every student has access to quality research-based curricula that empowers them to become skilled mathematicians. Following the initial launch of NYC Solves in high schools citywide and middle schools in nine districts, NYCPS continues its expansion in the 2025–2026 School Year, reaching middle schools in six additional school districts that adopted one of the three approved curricula. NYCPS continues to provide job-embedded coaching as well as rigorous professional development to teachers, leaders, and district staff to support implementation.
- **FutureReadyNYC** aims to set students up for post-secondary success by creating new career-connected pathways, expanding apprenticeship and internship programs, and broadening early college opportunities. NYCPS supports students to become future leaders by disrupting persistent inequities in college and career pathways, so students graduate with a foundation of academic excellence integrated with real-world skills. Students in these pathways develop skills that are valued in and aligned with the modern workplace and job market and prepare them for specific high-growth career opportunities in sectors like technology, healthcare, education, human and social services, and heating, ventilation and air conditioning (HVAC) & decarbonization. Since 2022, students have earned over \$30 million from work-based learning opportunities, such as internships and apprenticeships. Over 75,000 9th–12th graders have participated in career exploration coursework and foundational career preparation experiences, and over 15,000 10th–12th graders have enrolled in coursework in labor market-aligned occupational pathways. 179 NYCPS high schools participate in FutureReadyNYC, representing about one in three public high schools bringing career-aligned coursework and experiences to NYC youth.

OUR SERVICES AND GOALS

SERVICE 1 Educate New York City's children.

- 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 services for infants and toddlers 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 Head Start 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 transportation to and from school.
- Goal 4c Provide healthy, culturally inclusive, and nutritious meals to students.

HOW WE PERFORMED

- From the first four months of Fiscal 2025 to the same period in Fiscal 2026, average daily attendance declined from 92.0 to 91.6 percent, elementary/middle school attendance remained constant at 93.2 percent, and high school attendance declined from 89.6 percent to 88.5 percent. Students chronically absent, defined as an attendance rate below 90 percent, declined slightly to 25.2 percent over the comparative reporting periods.
- From Fiscal 2024 to Fiscal 2025, the percentage of students with a 65 to 100 passing score on the Regents Examination declined slightly across all subjects; the pass rate decreased over two percentage points to 72.1 percent for English, less than one percentage point to 75.0 percent for History, nearly three percentage points to 54.2 percent for Science, and less than one percentage point to 53.9 percent for Math. From June 2020 to July 2022, the New York State Education Department (NYSED) implemented Regents exam waivers in response to the COVID-19 pandemic disruptions and each subsequent class has had less access to these waivers, which has resulted in decreases in pass rates since Fiscal 2022.
- From Fiscal 2024 to Fiscal 2025, the four-year graduation rate for the entire graduating cohort decreased two percentage points to 81.2 percent. The phasing out of COVID-19 era Regents waivers impacted graduation rates as students are required to pass at least five Regents in order to graduate. The six-year graduation rate remained constant at 87.5 percent. The four-year dropout rate increased by half a percentage point to 5.2 percent and the six-year dropout rate remained constant at 8.1 percent.
- The average class size across all grade bands declined from the first four months of Fiscal 2025 to the first four months of Fiscal 2026. Average class size decreased 11 percent to 19.6 students for kindergarten to grade 3, seven percent to 22.0 for grades 4 to 5, six percent to 24.0 for grades 6 to 8, and five percent to 24.5 for grades 9 to 12. The percentage of classes subject to the 2022 New York State class size law at or below mandated class size caps increased significantly across all grade bands. Overall compliance improved from 47 percent in the first four months of Fiscal 2025 to 64 percent in the same period in 2026, surpassing the 60 percent compliance rate mandated for the end of the 2025-2026 School Year. For classes subject to the law in the highest Economic Need Index (ENI) quartile of schools, compliance improved from 67 percent to 78 percent of classes and the average class size declined from 22.0 to 20.6. 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. Progress towards bringing additional classes to levels at or below the mandated caps reflects the success of NYCPS' efforts to achieve compliance through a school-driven process. This approach engaged school communities across the City to design and propose implementation plans that requested teaching resources as well as room conversions, in which rooms that were previously not classrooms are converted into instructional spaces, at specific schools where targeted conversions could help the school reach compliance.
- In the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, phone calls responded to by parent coordinator or parent engagement designee increased 10 percent to 5,492,000 and in-person consultations with parents by parent coordinators or parent engagement designee increased seven percent to 414,000. Parent coordinators are providing more individualized, case specific support, which tends to drive parents toward one on one interactions rather than larger group settings. Schools also report that families often prefer direct communication when they need immediate resolution, which naturally increases phone and walk in consultations.
- Across comparative reporting periods, the number of parents attending parent coordinator workshops declined 30 percent to 258,000. Attendance at these workshops is heavily influenced by usefulness of the topics, the timing of sessions, language access, and overall convenience for families. The number of parents attending Fall and Spring Parent-Teacher Conferences decreased six percent to 184,000, possibly attributable to a shift towards virtual conferences on teacher-managed platforms, at which attendance information is not available to parent coordinators who report data for this metric.
- From Fiscal 2024 to Fiscal 2025, the percentage of English Language Learners (ELL) testing out of ELL status improved nearly three percentage points to 17.3 percent, and the percentage of ELL enrollees testing out of ELL status who did so within three years declined one percentage point to 54.1 percent.

- From Fiscal 2024 to Fiscal 2025, graduation rates for English Language Learners decreased slightly while dropout rates increased slightly. The four-year graduation rate for students who are currently enrolled as ELL decreased three percentage points to 51.7 percent and the four-year graduation rate for students who have ever been enrolled as ELL decreased slightly to 91.6 percent. The four-year dropout rate for current ELL students increased four percentage points to 18.2 percent and the four-year dropout rate for students who have ever been enrolled as ELL increased slightly to 2.0 percent. The six-year graduation rate for current ELL students decreased four percentage points to 67.6 percent and the six-year dropout rate for current ELL students increased three percentage points to 24.0 percent.
- During the first four months of Fiscal 2026, the number of students with Individualized Education Programs (IEPs) increased by one percent to 298,842 compared to the same period in Fiscal 2025. Over the same period, the number of students newly recommended for special education services rose 22 percent to 8,063, while the number of students no longer in need of special education services decreased over one percent to 1,023.
- Across comparative reporting periods, pre-school special education enrollment declined nearly three percent to 21,899 students. Within this total, enrollment in New York State approved non-public schools declined by 10 percent to 7,185 students; these schools exclusively offer self-contained and integrated classrooms, and the decline in enrollment reflects a move towards less restrictive IEP recommendations and placements. In addition, pre-school special education enrollment in charter schools declined by 18 percent to 95 students and enrollment in private or home settings declined by nearly two percent to 8,512 students. There was a decline in overall referrals and IEPs last year, which likely led to reduced enrollment in these settings. However, the number of pre-school students receiving special education services in NYCPS settings increased nearly one percent to 4,594 students and enrollment in contracted (3-K, Pre-K) settings increased 34 percent to 1,513, related to NYCPS' priority on placing students in the least restrictive environment possible while meeting students' unique educational needs.
- From the first four months of Fiscal 2025 to the same period in Fiscal 2026, school-age special education enrollment increased over one percent to 276,943, with small increases across all settings except State approved non-public schools which decreased six percent to 4,487 due to the closure of six schools in Fiscal 2025, and non-State approved non-public schools which decreased less than one percent to 51,534. The percentage of students fully scheduled to receive their IEP-recommended special education programs increased two percentage points to 89 percent, while the percentage of related services mandates with full encounter recorded declined one percentage point to 88 percent.
- From Fiscal 2024 to Fiscal 2025, the four-year graduation rate for students with disabilities decreased five percentage points to 59.4 percent and the six-year graduation rate increased one percentage point to 72.7 percent. The four-year dropout rate for students with disabilities decreased slightly to 6.7 percent and the six-year dropout rate remained constant at 12.2 percent.
- From Fiscal 2024 to Fiscal 2025, the percent of students in the graduating high school cohort who graduate ready for college and careers increased over two percentage points to 54.2 percent, and the percent of students who successfully completed approved rigorous courses or assessments declined one percentage point to 60.7 percent. From Fiscal 2023 to Fiscal 2024, the percent of students in the high school cohort who graduated from high school and enrolled in a college or other post-secondary program within six months declined over half of a percentage point to 63.0 percent.
- From the first four months of Fiscal 2025 to the same period in Fiscal 2026, total Infant/Toddler student enrollment increased five percent to 5,608, and the number of unfilled Infant/Toddler seats increased nearly three percent to 5,582. Infant/Toddler Extended Day and Year (EDY) enrollment increased nearly four percent to 5,437, mirrored by a three percent decline in unfilled seats to 5,257. Infant/Toddler Early Head Start enrollment nearly doubled to 171 and unfilled seats increased from 41 to 325 since NYCPS is aging down the Head Start program to focus on serving younger children to meet demand. During this period, NYCPS transitioned former federally funded Head Start seats to a locally funded transitional model in order to maintain continuity of services. This shift resulted in changes in seat designations and reporting categories.

- Across comparative reporting periods, total 3-K student enrollment declined three percent to 39,622 and total 3-K unfilled seats increased slightly to 12,586. 3-K School Day and Year (SDY) program enrollment remained constant from the same period last year at 35,680 and unfilled seats decreased slightly to 7,699. 3-K EDY enrollment declined 11 percent to 3,303 and unfilled seats declined slightly to 3,169, and 3-K Head Start enrollment declined 61 percent to 639 and unfilled seats nearly doubled to 1,718.
- Total Pre-K student enrollment decreased four percent to 51,860 and unfilled seats decreased 13 percent to 15,398 as fewer seats were available for Fiscal 2026 due to the aging-down of the system. Pre-K SDY enrollment remained constant at 49,313 and unfilled seats declined 13 percent to 12,026, EDY enrollment decreased 15 percent to 1,890 and unfilled seats declined eight percent to 2,715, and Head Start enrollment declined 61 percent to 657 and unfilled seats declined 32 percent to 657.
- Total School Day and Year student enrollment remained constant at 84,993 while the number of unfilled seats decreased 10 percent to 19,725. Total Extended Day and Year enrollment increased 52 percent to 10,630, but unfilled seats grew 50 percent to 11,141. The enrollment and capacity changes reflect program reconfiguration and phased expansion during the reporting period. Total Head Start enrollment decreased 58 percent to 1,467 and unfilled seats increased 47 percent to 2,700.
- Fiscal year spending per child across all types of early childhood education programs remained constant across all programs from the first four months of Fiscal 2026 compared to the full Fiscal 2025 figures because the first four months of the fiscal year include summer enrollment fluctuations and mid-year program transitions so full-year cost projections have not yet been adjusted.
- 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' 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. From the first four months of Fiscal 2025 to the same period in Fiscal 2026, the number of seven major felony crimes within schools decreased 17 percent to 90, the number of other criminal categories decreased 20 percent to 263, and the number of other incidents decreased 17 percent to 1,110. Accidents in schools involving students declined from 11,862 to 10,470 and accidents in schools involving members of the public increased from 60 to 65.
- Across comparative reporting periods, the percent of principals with four or more years of experience as principal increased three percentage points to 71.3 percent. The number of teachers increased five percent to 81,249 and the percent of teachers with five or more years of teaching experience declined over four percentage points to 69.9 percent. To meet compliance with the class size law, NYCPS has made a concerted effort to hire new teachers, resulting in a reduction in the percentage of teachers with five or more years teaching experience.
- The number of workplace injuries reported declined 17 percent from 647 in the first four months of Fiscal 2025, to 535 in the same period of Fiscal 2026.
- The amount of students residing in temporary housing or shelter during the school year increased from Fiscal 2024 to Fiscal 2025, with the percentage of students residing in temporary housing increasing from 13.4 percent to 14.1 percent and the percentage of students residing in shelter increasing from 5.9 percent to 6.2 percent. Students experiencing economic hardship remained constant over this period at 74 percent.

SERVICE 1 Educate New York City's children.

Goal 1a

Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Student enrollment as of October 31 in grades 3-K to 12 (000)	1,047.9	1,058.1	1,054.1	*	*	NA	NA
– District schools	907.0	912.1	906.2	*	*	NA	NA
– Charter schools	140.9	146.0	148.1	*	*	NA	NA
★ Average daily attendance (%)	89.4%	89.6%	89.8%	92.0%	92.0%	92.0%	91.6%
– Elementary/middle (%)	90.5%	90.8%	91.1%	92.1%	92.1%	93.2%	93.2%
– High school (%)	86.8%	87.0%	87.1%	87.7%	87.7%	89.6%	88.5%
Students chronically absent (%)	36.2%	34.8%	33.3%	29.0%	29.0%	25.5%	25.2%
Students in grades 3 to 8 below standards – English Language Arts (%)	22.9%	26.1%	20.3%	19.3%	19.7%	NA	NA
– Math	26.0%	22.8%	20.5%	19.5%	21.0%	NA	NA
★ 🌟 Students in grades 3 to 8 meeting or exceeding standards – English Language Arts (%)	51.7%	49.1%	56.3%	57.3%	57.3%	NA	NA
★ 🌟 – Math (%)	49.9%	53.4%	56.9%	58.0%	57.9%	NA	NA
Students in grades 3 to 8 progressing into a higher level – English Language Arts (%)	34.4%	30.0%	42.7%	*	*	NA	NA
– Math	39.7%	31.2%	31.2%	*	*	NA	NA
Students in grades 1 to 8 promoted to the next grade level (%)	99.0%	99.0%	99.1%	98.0%	98.0%	NA	NA
Students with a 65 to 100 passing score on the Regents Examination – English (%)	72.7%	74.5%	72.1%	73.1%	73.1%	NA	NA
– History (%)	71.8%	75.5%	75.0%	76.0%	77.0%	NA	NA
– Science (%)	55.9%	57.1%	54.2%	55.0%	56.0%	NA	NA
– Math (%)	46.2%	54.4%	53.9%	55.0%	56.0%	NA	NA
★ 🌟 Students in cohort graduating from high school in 4 years (%)	83.7%	83.3%	81.2%	84.0%	82.2%	NA	NA
★ Students in cohort graduating from high school in 6 years (%)	86.7%	87.5%	87.5%	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%)	5.4%	4.7%	5.2%	4.0%	4.2%	NA	NA
Students in cohort dropping out from high school in 6 years (%)	8.6%	8.1%	8.1%	*	*	NA	NA
Average class size – Kindergarten to Grade 3	22.1	22.6	21.9	*	*	21.9	19.6
– Grades 4 to 5	23.7	24.2	23.7	*	*	23.7	22.0
– Grades 6 to 8	NA	26.0	25.5	*	*	25.5	24.0
– Grades 6 to 8 core courses	24.9	24.9	NA	*	*	NA	NA
– Grades 9 to 12	NA	26.1	25.8	*	*	25.8	24.5
– Grades 9 to 12 core courses	23.7	23.7	NA	*	*	NA	NA
★ Classes subject to class size law at or below caps	42%	40%	47%	60%	80%	47%	64%
★ – Kindergarten to Grade 3 (%)	35%	31%	38%	↑	↑	38%	67%
★ – Grades 4 to 5 (%)	46%	42%	46%	↑	↑	46%	69%
★ – Grades 6 to 8 (%)	34%	33%	37%	↑	↑	37%	57%
★ – Grades 9 to 12 (%)	47%	45%	48%	↑	↑	48%	64%
Average class size in highest Economic Need Index quartile of schools	20.9	22.4	22.0	*	*	22.0	20.6
Classes subject to class size law at or below caps in highest Economic Need Index quartile of schools (%)	64%	62%	67%	*	*	67%	78%
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 1b Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Phone calls responded to by parent coordinator or parent engagement designee (000)	16,809	23,555	30,918	10,000	10,000	5,010	5,492
In-person consultations with parents by parent coordinators or parent engagement designee (000)	1,358	1,831	2,021	1,400	1,400	388	414
School-based workshops offered to parents (000)	38	45	53	60	60	9	10
Parents attending parent coordinator workshops (000)	922	1,107	1,382	1,000	1,000	369	258
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,023	1,163	1,247	2,000	2,000	196	184
★ Families reporting that school staff regularly communicate with them about helping their children learn (%)	90%	91%	92%	95%	95%	NA	NA
Families reporting that their child's school communicates in a language that they can understand (%)	97%	97%	97%	95%	95%	NA	NA
Families reporting that they are greeted warmly when they call or visit the school (%)	96%	96%	97%	95%	95%	NA	NA
Families reporting that their child belongs at this school (%)	95%	95%	96%	95%	95%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Students enrolled as English Language Learners (ELL) (000)	160	174	168	*	*	NA	NA
English Language Learners testing out of English Language Learner status (%)	16.1%	14.7%	17.3%	15.7%	18.3%	NA	NA
★ English Language Learners testing out of English Language Learner status who did so within 3 years (%)	42.7%	55.3%	54.1%	56.3%	55.1%	NA	NA
Current English Language Learner four-year graduation rate (%)	62.0%	54.9%	51.7%	60.0%	52.7%	NA	NA
Ever English Language Learner four-year graduation rate (%)	91.2%	91.9%	91.6%	92.0%	92.0%	NA	NA
Current English Language Learner four-year dropout rate (%)	17.0%	14.2%	18.2%	15.0%	17.8%	NA	NA
Ever English Language Learner four-year dropout rate (%)	2.4%	1.6%	2.0%	1.3%	1.7%	NA	NA
Current English Language Learner six-year graduation rate (%)	66.9%	71.8%	67.6%	*	*	NA	NA
Ever English Language Learner six year graduation rate (%)	93.3%	NA	94.1%	*	*	NA	NA
Current English Language Learner six year dropout rate (%)	24.2%	20.5%	24.0%	*	*	NA	NA
Ever English Language Learner six year dropout rate (%)	4.4%	NA	4.1%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 1d

Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Students with Individualized Education Programs	289,654	298,347	305,806	*	*	295,701	298,842
Students newly recommended for special education services	36,316	36,392	38,712	*	*	6,612	8,063
Students no longer in need of special education services	5,087	5,228	5,224	*	*	1,040	1,023
★ Students with disabilities in cohort graduating from high school in 4 years (%)	65.6%	64.9%	59.4%	65.6%	60.4%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%)	69.0%	71.6%	72.7%	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%)	7.8%	7.4%	6.7%	7.2%	6.3%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%)	14.5%	12.4%	12.2%	*	*	NA	NA
Special education enrollment – Pre-school	29,005	31,542	32,334	*	*	22,470	21,899
– New York City Public Schools	5,119	5,792	6,239	*	*	4,552	4,594
– Non-public school – state approved	8,954	8,907	8,754	*	*	7,997	7,185
– Contracted (3K, Pre-K)	7,281	7,745	7,099	*	*	1,131	1,513
– Charter schools	90	121	128	*	*	116	95
– Private or home	7,561	8,977	10,114	*	*	8,674	8,512
Special education enrollment – School-age	260,649	266,805	273,472	*	*	273,231	276,943
– New York City Public Schools	182,192	185,363	190,770	*	*	187,655	192,498
– Charter schools	25,474	26,630	27,631	*	*	27,755	28,424
– Non-public school – state approved	5,209	5,002	4,835	*	*	4,779	4,487
– Non-public school – not state approved	47,774	49,810	50,236	*	*	51,687	51,534
★ Students with disabilities in grades 3 to 8 progressing into a higher level – English Language Arts (%)	25.6%	23.4%	34.1%	↑	↑	NA	NA
★ – Math (%)	30.7%	24.4%	24.6%	↑	↑	NA	NA
★ Students fully scheduled to receive their IEP-recommended special education programs (%)	91%	92%	93%	↑	↑	87%	89%
★ Related services mandates with full encounter recorded (%)	95%	95%	94%	↑	↑	89%	88%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
High school cohort taking the SAT at least once in 4 years of high school (%)	71.5%	70.9%	NA	71.9%	72.5%	NA	NA
★ ● High school cohort who graduate ready for college and careers (%)	NA	51.7%	54.2%	52.7%	55.2%	NA	NA
● High school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months (%)	63.7%	63.0%	NA	64.0%	65.0%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ High school cohort taking at least 1 AP exam in 4 years of high school (%)	44.0%	44.9%	NA	45.9%	45.9%	NA	NA
High school cohort passing at least 1 AP exam in 4 years of high school (%)	23.7%	25.6%	NA	26.6%	27.6%	NA	NA
Students who successfully completed approved rigorous courses or assessments (%)	67.5%	61.9%	60.7%	63.0%	61.7%	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 services for infants and toddlers in communities of need and achieve maximum capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total Infant/Toddler student enrollment	6,346	10,441	6,378	6,394	8,009	5,328	5,608
– Extended Day and Year	6,220	10,317	6,250	6,265	7,880	5,241	5,437
– Early Head Start	126	124	128	129	129	87	171
Total Infant/Toddler unfilled seats	2,148	438	4,105	4,089	5,181	5,440	5,582
– Extended Day and Year	2,146	434	4,092	4,077	4,814	5,399	5,257
– Early Head Start	2	4	0	0	367	41	325
Fiscal Year spending per child based on Infant/Toddler enrollment (\$)	\$39,883	\$38,706	\$24,192	\$24,192	\$24,192	\$35,710	NA
– Extended Day and Year	\$34,493	\$34,724	\$23,882	\$23,882	\$23,882	\$34,955	NA
– Early Head Start	\$45,273	\$42,687	\$39,334	\$39,334	\$39,334	\$43,422	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total 3-K student enrollment	32,361	43,957	44,729	45,454	46,818	40,925	39,622
– School Day and Year	26,320	37,636	37,462	37,636	38,436	35,566	35,680
– Extended Day and Year	4,160	4,261	5,259	5,758	6,209	3,704	3,303
– Head Start	1,881	2,060	2,008	2,060	2,174	1,655	639
Total 3-K unfilled seats	9,355	8,446	7,988	7,263	6,390	12,136	12,586
– School Day and Year	5,495	4,965	6,068	5,894	5,943	8,013	7,699
– Extended Day and Year	3,050	2,897	1,457	958	264	3,214	3,169
– Head Start	810	584	463	411	184	909	1,718
Fiscal Year spending per child based on 3-K enrollment (\$)	\$23,781	\$23,800	\$20,637	\$20,637	\$20,637	\$23,898	NA
– School Day and Year	\$18,095	\$18,007	\$19,314	\$19,314	\$19,314	\$18,071	NA
– Extended Day and Year	\$27,275	\$27,421	\$27,473	\$27,473	\$27,473	\$27,632	NA
– Head Start	\$25,974	\$25,973	\$27,402	\$27,402	\$27,402	\$25,990	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total Pre-K student enrollment	59,687	59,250	56,950	59,250	53,117	53,930	51,860
– School Day and Year	54,948	54,608	51,996	54,608	49,423	50,018	49,313
– Extended Day and Year	2,961	2,742	2,424	2,742	1,904	2,226	1,890
– Head Start	1,778	1,900	1,764	1,900	1,793	1,686	657
Total Pre-K unfilled seats	15,589	14,008	15,181	12,881	15,138	17,719	15,398
– School Day and Year	11,218	10,252	11,429	8,817	11,916	13,802	12,026
– Extended Day and Year	3,131	2,763	2,424	2,106	2,702	2,955	2,715
– Head Start	1,240	993	725	589	520	962	657
Fiscal Year spending per child based on Pre-K enrollment (\$)	\$19,600	\$19,696	\$18,032	\$18,032	\$18,032	\$19,771	NA
– School Day and Year	\$14,930	\$14,917	\$17,276	\$17,276	\$17,276	\$14,954	NA
– Extended Day and Year	\$22,817	\$22,850	\$34,458	\$34,458	\$34,458	\$22,978	NA
– Head Start	\$21,054	\$21,320	\$23,627	\$23,627	\$23,627	\$21,381	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total School Day and Year student enrollment	81,268	92,244	89,458	92,244	87,859	85,584	84,993
Total School Day and Year unfilled seats	16,713	15,217	17,497	14,711	17,859	21,817	19,725
Fiscal Year spending per child based on School Day and Year enrollment (\$)	\$16,513	\$16,462	\$18,130	\$18,130	\$18,130	\$16,505	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total Extended Day and Year student enrollment	13,341	17,320	14,090	14,765	15,992	6,977	10,630
Total Extended Day and Year unfilled seats	8,327	6,094	7,973	7,141	7,779	7,439	11,141
Fiscal Year spending per child based on Extended Day and Year enrollment (\$)	\$28,195	\$28,332	\$26,776	\$26,776	\$26,776	\$27,433	NA
★ Critical Indicator	🌀 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None		

Goal 2f

Ensure access to quality Head Start programming in communities of need and achieve maximum capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total Head Start student enrollment	3,785	4,084	3,900	4,089	4,096	3,482	1,467
Total Head Start unfilled seats	2,052	1,581	1,188	1,000	1,071	1,843	2,700
Fiscal Year spending per child based on Head Start enrollment (\$)	\$30,767	\$29,993	\$26,086	\$26,086	\$26,086	\$25,197	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ School safety – Seven major felony crimes	402	404	368	⬇️	⬇️	109	90
★ – Other criminal categories	1,683	1,494	1,392	⬇️	⬇️	330	263
★ – Other incidents	6,779	5,792	5,111	⬇️	⬇️	1,333	1,110
Accidents in schools – Students	48,710	47,052	46,466	*	*	11,862	10,470
– Public	768	746	325	*	*	60	65
Students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school (%)	82%	82%	83%	85%	84%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total new seats created	6,532	11,270	6,632	4,624	4,624	NA	NA
Schools that exceed capacity – Elementary schools (%)	34.0%	34.0%	32.0%	*	*	NA	NA
– Middle schools (%)	17.0%	17.0%	16.0%	*	*	NA	NA
– High schools (%)	29.0%	29.0%	28.0%	*	*	NA	NA
Students in schools that exceed capacity – Elementary/middle schools (%)	34.0%	35.0%	34.0%	*	*	NA	NA
– High schools (%)	43.0%	41.0%	43.0%	*	*	NA	NA
School building ratings – Good condition (%)	1.8%	1.6%	1.7%	*	*	NA	NA
★ – Fair to good condition (%)	28.9%	29.0%	32.8%	↑	↑	NA	NA
– Fair condition (%)	69.1%	69.2%	65.3%	*	*	NA	NA
★ – Fair to poor condition (%)	0.2%	0.3%	0.3%	↓	↓	NA	NA
– Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA
Rooftop solar installations on NYC Public School buildings	19	9	32	*	*	NA	NA
Total megawatt output of rooftop solar installations	5	2	7	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 4b

Ensure safe and reliable transportation to and from school.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Average number of students assigned to stop-to-school service (per month)	73,592	72,753	72,190	*	*	NA	NA
Average number of students assigned to curb-to-school service (per month)	56,359	56,271	61,405	*	*	NA	NA
Average number of stop-to-school routes (per month)	2,233	2,143	2,136	*	*	NA	NA
Average number of curb-to-school routes (per month)	5,596	5,711	5,979	*	*	NA	NA
Average number of service incidents (per month)	3,874	3,349	3,672	*	*	NA	NA
★ Average number of Students in Temporary Housing (STH) utilizing yellow school bus service	3,869	5,561	5,492	*	*	NA	NA
★ Average number of Students in Temporary Housing (STH) issued OMNY cards	5,374	6,109	6,550	*	*	NA	NA
★ Average number of Students in Temporary Housing (STH) parents/guardians utilizing caregiver OMNY cards	6,647	12,103	7,772	*	*	NA	NA
Average number of foster care students provided yellow school bus service	1,067	1,188	1,213	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

Goal 4c

Provide healthy, culturally inclusive, and nutritious meals to students.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average breakfasts served daily	233,176	230,887	221,232	↑	↑	NA	NA
★ Average lunches served daily	533,953	557,596	549,064	↑	↑	NA	NA
Schools certified to serve halal and kosher meals	NA	116	119	*	*	NA	NA
Student satisfaction with Office of Food and Nutrition Services (%)	NA	72.1%	74.6%	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Payout (\$000)	\$520,836	\$502,034	\$295,839	*	*	\$47,812	\$31,992
Average expenditure per student (\$)	\$30,185	\$33,864	NA	*	*	NA	NA
– Elementary school (\$)	\$30,316	\$33,372	NA	*	*	NA	NA
– Middle school (\$)	\$28,917	\$31,866	NA	*	*	NA	NA
– High school (\$)	\$26,468	\$28,498	NA	*	*	NA	NA
– Full-time special education (District 75) (\$)	\$79,820	\$111,373	NA	*	*	NA	NA
Principals with 4 or more years experience as principal (%)	70.0%	69.8%	69.4%	*	*	68.6%	71.3%
Teachers	75,936	76,544	77,585	*	*	77,585	81,249
Teachers with 5 or more years teaching experience (%)	74.4%	74.6%	74.3%	*	*	74.3%	69.9%
Teachers absent 11 or more days (%)	18.8%	17.6%	16.4%	*	*	NA	NA
Teachers reporting that they usually look forward to each working day at their school (%)	85%	86%	88%	90%	89%	NA	NA
Teachers reporting that they would recommend this school to families seeking a place for their child (%)	84%	85%	87%	89%	88%	NA	NA
Workplace injuries reported	2,984	3,168	2,783	*	*	647	535
Students residing in temporary housing during the school year	105,963	131,351	135,344	*	*	NA	NA
Students residing in temporary housing during the school year (%)	10.9%	13.4%	14.1%	*	*	NA	NA
Students residing in shelter during the school year	38,862	57,319	59,618	*	*	NA	NA
Students residing in shelter during the school year (%)	4.0%	5.9%	6.2%	*	*	NA	NA
Students experiencing economic hardship (%)	72%	74%	74%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	293,432	347,496	428,840	*	*	NA	NA
Letters responded to within 14 days (%)	69.3%	70.2%	87.1%	75%	75%	NA	NA
E-mails responded to within 14 days (%)	69.3%	77.4%	79.2%	75%	75%	NA	NA
CORE facility rating	NA	100	99	90	90	NA	NA
Parents completing the NYC School Survey	416,396	415,651	438,365	*	*	NA	NA
Customers rating service good or better as applicable (%)	95%	95%	96%	97%	97%	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$31,505.5	\$33,367.6	\$34,672.3	\$34,996.6	\$36,897.6	\$38,029.9	\$14,052.1	\$14,099.5
Revenues (\$000,000)	\$46.3	\$49.2	\$25.0	\$52.7	\$29.2	\$52.7	\$8.9	\$12.5
Personnel	141,594	143,663	147,565	154,794	155,238	155,272	145,592	150,642
Overtime paid (\$000,000)	\$39.0	\$40.5	\$40.9	\$17.8	\$21.6	\$18.3	\$5.6	\$5.8
Human services contract budget (\$000,000)	\$1,872.4	\$1,952.3	\$1,971.2	\$1,969.7	\$2,232.6	\$2,210.6	\$624.8	\$606.7
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$19,698.3	\$20,869.6	
401 - General Ed. Instruction and School Leadership	\$7,923.8	\$8,270.0	1a, 1b, 1c, 1d, 1e, 1f
403 - Special Ed. Instruction and School Leadership	\$2,557.1	\$2,901.9	1a, 1b, 1c, 1d, 1e, 1f
407 - Universal Pre-K	\$894.9	\$871.5	2b, 2c
409 - Early Childhood Programs	\$20.9	\$25.9	2a
415 - School Support Organization	\$361.2	\$338.5	1a, 1b, 1d
421 - Citywide Special Ed. Instr. and School Leadership	\$1,546.7	\$1,505.2	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	\$202.9	4a
437 - Pupil Transportation	\$9.2	\$114.0	4b
439 - School Food Services	\$258.5	\$294.7	4c
453 - Central Administration	\$260.6	\$116.7	All
461 - Fringe Benefits	\$4,226.7	\$4,756.3	All
481 - Categorical Programs	\$984.1	\$1,094.0	All
Other Than Personal Services - Total	\$14,974.0	\$16,028.0	
402 - General Ed. Instruction and School Leadership	\$1,043.1	\$1,010.6	1a, 1b, 1c, 1d, 1e, 1f
404 - Special Ed. Instruction and School Leadership	\$8.5	\$14.3	1a, 1b, 1c, 1d, 1e, 1f
406 - Charter Schools	\$3,358.1	\$3,548.3	All
408 - Universal Pre-K	\$1,043.3	\$974.5	2b, 2c
410 - Early Childhood Programs	\$522.2	\$577.1	2a
416 - School Support Organization	\$26.5	\$44.1	1a, 1b, 1d
422 - Citywide Special Ed. Instr. and School Leadership	\$36.0	\$38.9	1a, 1d
424 - Special Education Instructional Support	\$577.0	\$649.6	1a, 1d
434 - Division of Technology ⁴	NA	\$255.9	All
436 - School Facilities	\$1,207.9	\$1,277.3	4a
438 - Pupil Transportation	\$1,916.9	\$2,200.2	4b
440 - School Food Services	\$281.2	\$332.3	4c
442 - School Safety	\$343.2	\$397.8	3a
444 - Energy and Leases	\$813.9	\$830.6	All
454 - Central Administration	\$187.5	\$66.6	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	\$1,863.9	All
474 - NPS and FIT Payments	\$105.8	\$108.5	All
482 - Categorical Programs	\$1,148.1	\$875.9	All
Agency Total	\$34,672.3	\$36,897.6	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Goal 1a:

- As a result of data finalization, the four-month actual Fiscal 2025 figures for several indicators were revised. The figure for 'Average daily attendance (%)' was changed from 91.7 percent to 92.0 percent, the figure for 'Elementary/middle school attendance (%)' was changed from 93.1 percent to 93.2 percent, the figure for 'High school attendance (%)' was changed from 88.9 percent to 89.6 percent, and the figure for 'Students chronically absent (%)' was changed from 25.8 percent to 25.5 percent.
- The indicator 'Students with a 65 to 100 passing score on the Regents examination—Math (%)' replaced the previous indicator 'Students with a 65 to 100 passing score on the Regents examination—Algebra (%)' and the indicator 'Students with a 65 to 100 passing score on the Regents examination—Science (%)' replaced the previous indicator 'Students with a 65 to 100 passing score on the Regents examination—Living Environment (%)'. These indicators are composites of student test scores on all Math Regents (Common Core Algebra, Common Core Algebra 2, Common Core Geometry, Geometry, and Integrated Algebra) and all Science Regents (Biology, Chemistry, Earth Sciences, Earth Space Sciences, Living Environment, Physics), although the subject tests that make up this indicator data are subject to change over time as tests are phased out or introduced.
- Fiscal 2025 data for the indicators 'Students with a 65 to 100 passing score on the Regents examination—English (%)', '—History (%)', '—Science (%)', and '—Math (%)' is now available. Previously published data for '—History (%)' was updated following identification of an error in the calculation; the figure for Fiscal 2023 was revised from 69.9 percent to 71.8 percent and the figure for Fiscal 2024 was revised from 73.4 percent to 75.5 percent. The previously published Fiscal 2026 target for '—English (%)' was updated from 77.3 percent to 73.1 percent to establish a more realistic target.
- Fiscal 2025 data for indicators reporting four- and six-year graduation and dropout rates are now available. Fiscal 2024 data for the indicator 'Students in cohort graduating from high school in 6 years (%)' was revised from 87.4 percent to 87.5 percent.

- Goal 1b:

- The four-month actual Fiscal 2025 figure for 'Phone calls responded to by parent coordinator or parent engagement designee (000)' was revised from 652 to 5,010, the figure for 'In-person consultations with parents by PC or parent engagement designee (000)' was revised from 46 to 388, the figure for 'School-based workshops offered to parents (000)' was revised from 1 to 9, the figure for 'Parents attending parent coordinator workshops (000)' was revised from 25 to 369, and the figure for 'Parents attending Fall and Spring Parent-Teacher Conferences (000)' was revised from 16 to 196.

- Goal 1c:

- Fiscal 2025 data for indicators reporting four- and six-year graduation and dropout rates for students who are currently enrolled or who have ever been enrolled as English Language Learners are now available.

- Goal 1d:

- The four-month actual Fiscal 2025 figure for the indicator 'Special education enrollment—School Age—Nonpublic school—not state approved' was revised from 53,042 to 51,687.
- Fiscal 2025 data for indicators reporting four- and six-year graduation and dropout rates for students with disabilities are now available. Previously published Fiscal 2024 data for the indicator 'Students with disabilities in cohort graduating from high school in 6 years (%)' was revised from 71.4 percent to 71.6 percent and previously published Fiscal 2024 data for the indicator 'Students with disabilities in cohort dropping out from high school in 6 years (%)' was revised from 12.5 percent to 12.4 percent.

- Goal 1e:
 - Fiscal 2025 data for ‘High school cohort who graduate ready for college and careers (%)’ and Fiscal 2024 data for ‘High school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months (%)’ are now available. Fiscal 2025 data for ‘High school cohort taking the SAT at least once in 4 years of high school’ will be available in the Fiscal 2026 Mayor’s Management Report.
 - The previously published Fiscal 2026 target for ‘High school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months (%)’ was revised from 65 percent to 64 percent.
- Goal 1f:
 - Fiscal 2025 data for the indicators ‘High school cohort taking at least 1 AP exam in 4 years of high school’ and ‘High school cohort passing at least 1 AP exam in 4 years of high school’ will be available in the Fiscal 2026 Mayor’s Management Report. Fiscal 2025 data for “Students who successfully completed approved rigorous courses or assessments (%)’ is now available.
- Service 2:
 - Indicators in Goals 2a through 2f reporting Fiscal Year spending per child based on enrollment are now reported annually in the Mayor’s Management Report, rather than providing a four-month actual figure in the Preliminary Mayor’s Management Report. Beginning in Fiscal 2026, NYCPS shifted the Fiscal Year spending calculation from budgeted or contracted expenses to accrued expenses, and now reports spending as accrued cost at the end of the Fiscal Year, rather than budgeted cost projections for the first four months of the Fiscal Year, which represent the summer months in which enrollment is unstable.
- Goal 2b:
 - Previously published Fiscal 2025 four-month actual figure for 3-K unfilled seats were revised; ‘Total 3-K unfilled seats’ was revised from 6,761 to 12,136, ‘3-K unfilled seats—School Day and Year’ was revised from 2,656 to 8,013, ‘3-K unfilled seats—Extended Day and Year’ was revised from 3,211 to 3,214, and ‘3-K unfilled seats—Head Start’ was revised from 894 to 909.
- Goal 2c:
 - The previously published Fiscal 2025 four-month actual figure for the indicator ‘Pre-K unfilled seats—School Day and Year’ was previously reported as 2,955; the correct figure is 13,802.
- Goal 2f:
 - The Fiscal 2026 target for the indicator ‘Head Start unfilled seats’ was previously reported at 840; the target has been updated to 1,000 based on new data.
- Goal 4a:
 - The indicator ‘Total new seats created’ in Goal 4a will be reported annually going forward since all new seats are scheduled to open at the beginning of the school year in September. The full fiscal year figure will be reported in the Mayor’s Management Report and reflects the number of seats which are expected to open at the beginning of the upcoming school year.
- Agency-Wide Management:
 - The Fiscal 2025 figure for ‘Payout (\$000)’ was updated from \$108,704 to \$295,839. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor’s Management Report, while this revised value was provided by the Office of Management and Budget.

- Expenditure data is not yet available for Fiscal 2025. Average spent per capita data is based on the New York State Every Student Succeeds Act (ESSA) report, which is not yet completed.
- Fiscal 2025 data for the following indicators are now available: ‘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’, and ‘Students residing in shelter during the school year (%)’.

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:
<http://equity.nyc.gov/>
- SY2025–2026 (FY2026) Class Size Reduction Plan for NYC Public Schools:
https://pwsblobprd.schools.nyc/prd-pws/docs/default-source/default-document-library/fy26-class-size-reduction-plan-final.pdf?sfvrsn=72fcdcc0_2

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

DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY



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. 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

- The percentage of capital improvement projects constructed on time or early decreased from 50 percent in the first four months of Fiscal 2026 to 42 percent in the same period in Fiscal 2025. From the first four months of Fiscal 2025 to the first four months of Fiscal 2026, the percentage of capital improvement projects constructed within budget decreased from 87 percent to 79 percent, just below the 80 percent target.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total new seats created	6,532	11,270	6,632	4,764	4,764	NA	NA
★ New schools constructed	23	14	7	6	9	NA	NA
★ New additions constructed	2	10	4	4	1	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1b

Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Construction bid price for school capacity projects per square foot (\$)	\$912	\$894	\$870	\$900	\$900	NA	NA
Average new school construction cost per square foot – Elementary (\$)	\$875	\$834	\$1,017	*	*	NA	NA
– Intermediate (\$)	\$813	\$725	NA	*	*	NA	NA
– High school (\$)	\$846	NA	\$621	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
New schools and additions – Construction funds committed as a percent of initial authorized budget (%)	95.4%	92.3%	96.2%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	31%	43%	53%	60%	60%	50%	42%
★ Capital improvement projects constructed within budget (%)	77%	78%	82%	80%	80%	87%	79%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1d

Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Ultimate cost of insurance losses (as % of construction value) (CY)	8.71%	7.39%	6.75%	⬇️	⬇️	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual ¹			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ²	FY27 ²	FY25	FY26
Personnel	883	947	1,059	1,059	1,059	1,059	943	965
Capital commitments (\$000,000)	\$4,654.4	\$3,990.8	\$3,602.7	\$5,616.3	\$5,616.3	\$4,304.7	\$1,022.9	\$585.2
¹ SCA Actual Commitments. ² February 2026 Financial Plan. "NA" - Not Available								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2026 targets for indicators in Goal 1a were adjusted based on updates to NYCPS’ 2025–2029 Five-Year Capital Plan. The target for ‘New schools constructed’ was revised from seven to six and the target for ‘Total new seats created’ was revised from 4,624 to 4,764.
- The indicator ‘Total new seats created’ in Goal 1a will be reported annually going forward since all new seats are scheduled to open at the beginning of the school year in September. The full fiscal year figure will be reported in the Mayor’s Management Report and reflects the number of seats which are expected to open at the beginning of the upcoming school year.

ADDITIONAL RESOURCES

For additional information visit:

- 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



WHAT WE DO

The Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish. DYCD's diverse range of programs includes services to help low-income individuals and families become more financially self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants.

DYCD's afterschool programs, known as the Comprehensive After-School System of NYC (COMPASS NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support, and physical fitness programs when school is out of session. As part of the City's broader commitment to provide free afterschool programs to all middle school students, School's Out NYC (SONYC), a component of COMPASS NYC, provides engagement opportunities for more than 60,000 young people in grades six to eight, including justice-involved youth and young people living in Department of Homeless Services' (DHS) family shelters.

DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development program, known as Workforce Connect, which provides summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. The Department supports 192 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments, which serve youth, adults, and families. The Department provides contract management and quality monitoring for over 1,000 City Council-funded annual awards. DYCD also contracts with expert consultants to provide organizational and programmatic supports that strengthen the ability of DYCD providers to deliver high-quality, effective services.

DYCD also operates programs in the Office of Neighborhood Safety, including the Mayor's Action Plan for Neighborhood Safety (MAP), Crisis Management System (CMS), and Atlas, as well as Community Resources for Employment & Development (CRED).

FOCUS ON EQUITY

With an overarching mission to alleviate the effects of poverty and provide opportunities for New Yorkers to reach their full potential, DYCD is deeply committed to advancing equity. DYCD is committed to continuously evaluate policies and practices that may have allowed structural inequities to exist and implement changes that increase access to our programs, unlocking opportunities. DYCD has also committed to implementing strategies to advance equity in investments and program design and evaluation. This includes using an equitable investment methodology that is driven by investing in communities with the highest needs. DYCD also uses a data-driven approach to decision-making, where the Agency utilizes disaggregated data to evaluate impact and opportunities. This also includes incorporating language into program solicitations of the Agency's commitment and expectations to serving diverse communities. During recent years, DYCD's achievements include a significant expansion in programs for young people up to age 24, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or nonbinary. DYCD has made investments in youth who live in the local police precincts with the highest levels of gun violence.

To continue to broaden access and awareness of DYCD's services, the Department has improved protocols and systems used to assess community needs, enroll participants, and track results, as well as support the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to more holistic services. DYCD established a division of Strategic Partnerships and an Office of Public Engagement to expand outreach and hear directly from communities across New York City. DYCD has incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender, and sexual orientation, English language skills, and disabilities.

DYCD is committed to ensuring there is supplier diversity in its contracting and promoting supplier diversity with nonprofit service providers the Department works with. Efforts include continuous engagement with Minority and Women-owned Business Enterprises (M/WBEs) and encouraging M/WBE utilization by DYCD providers.

The Department also administers the Communities of Color Nonprofit Stabilization Fund—an initiative by the New York City Council to provide capacity-building support to Black, Latino, and Asian-led community-based organizations—and has worked to ensure that the initiative engages and is supported by consultants of color. In Fiscal 2025, the Department launched the DYCD Leadership Academy Pilot. This pilot program helps emerging organizations learn how to manage and grow successfully.

DYCD has also focused on advancing equity in its workforce. DYCD reviews employee demographics at different levels to identify and address inequities. The Department also launched a mentoring program to give a diverse group of employees an opportunity to learn from and receive support from Department leadership.

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 summer 2025, DYCD provided Summer Rising programming for 113,376 youth to get outside, learn, and engage with peers and caring adults in safe, supervised, and enriching ways. This initiative is administered in conjunction with New York City Public Schools (NYCPS) for students in kindergarten through eighth grade. DYCD Summer Rising programming is delivered by Comprehensive After School System of NYC (COMPASS NYC) providers and Beacon providers at the conclusion of NYCPS-led instruction each day. Enrollment in COMPASS NYC summer programs rose by 10 percent for School's Out NYC/middle school programs and five percent for elementary programs, as COMPASS providers took on a larger portion of Summer Rising programs than in summer 2024.
- COMPASS NYC programs endeavor to link summer participants to school-year programming. Enrollment in COMPASS NYC school-year programs through October of Fiscal 2026 totaled 104,612, a four percent increase compared to the same period in Fiscal 2025. During the first four months of Fiscal 2026, the Administration allocated funding to expand elementary programs by 5,000 slots in high-need schools across New York City, which resulted in a 10 percent increase in enrollment compared to the prior year.
- DYCD's runaway and homeless youth (RHY) programs remain focused on continuity of service and positive placement outcomes. Crisis Services Programs served 656 people in the first four months of Fiscal 2026, a six percent decrease compared to the same period in Fiscal 2025 as one program site has been unavailable since April 2025 while the site undergoes clearance from the Office of Children and Family Services after building repairs; the site is expected to be available in spring 2026. Consequently, bed utilization fell to 85 percent, a decrease of 10 percentage points. Transitional Independent Living Programs (TILs) served 686 people in the first four months of Fiscal 2026, similar to the same period in Fiscal 2025. Bed utilization rose slightly to 96 percent, an increase of one percentage point.
- Among discharged youth, the percent reunited with family or placed in a suitable environment rose one percentage point across comparative reporting periods to 86 percent for Crisis Services and held steady at 90 percent in TILs, both over their set targets. A total of 2,604 youth and young adults received mental health support in a City-funded residential program or Drop-In Center, a three percent decrease compared to the same period in Fiscal 2025. The number of youth and young adults served through case management in Drop-In Centers rose 32 percent to 2,144 during the first four months of Fiscal 2026 from 1,628 during the same period in Fiscal 2025. Services resumed at full capacity with the re-opening of one program that was offline in Fiscal 2025. Further, providers conducted additional outreach to engage higher numbers of youth.
- The Summer Youth Employment Program (SYEP) served a record high 97,444 DYCD participants during summer 2025. Providers conducted additional marketing and outreach, and SYEP CareerReady school partners conducted targeted outreach among students, leading to a 14 percent increase in applications. DYCD launched the SYEP application in January, earlier than in any previous year, which allowed additional opportunities for enrollees to complete work readiness training before internships began. DYCD providers continued to monitor youth completion of training and re-opened slots where possible so that other interested applicants could be enrolled and gain the benefit of work experience and paid wages/stipends. As a result, the total amount of stipends and wages paid through SYEP accordingly increased by eight percent to \$150.5 million, another record high. Combined with other City agencies, SYEP surpassed the citywide goal of 100,000 summer opportunities for young people for the fourth consecutive year.
- Enrollment in community anti-poverty programs increased 11 percent over the first four months of Fiscal 2026 compared to the first four months in Fiscal 2025. DYCD staff held more provider convenings to help support enrollment and service delivery, and providers engaged in more outreach for participants. In addition, two programs were able to begin outreach and services earlier than in Fiscal 2025.

- DYCD engaged in the Summer Safety Initiative with extended hours at Beacon Community Centers, Cornerstone Community Centers, and Saturday Night Lights programs. Beacon Community Centers served 37,851 youth participants and 7,394 adult participants in the first four months of Fiscal 2026, an increase of 10 percent and six percent respectively compared to the first four months of Fiscal 2025 in part due to additional hours and programming in the Summer Safety Plan. Youth attendance at Beacon program community events decreased 12 percent to 15,083 as some providers prioritized engaging youth in structured activities more frequently than in community events over the reporting period. Adult attendance at community events increased 16 percent to 20,682 as some providers offered additional adult-oriented opportunities such as open discussion forums and open recreation hours. Adult enrollment at Cornerstone Community Centers during the first four months of Fiscal 2026 increased 36 percent compared to the same period in Fiscal 2025 due to additional hours and programming in the Summer Safety Plan.
- Enrollment in DYCD-funded English literacy programs more than doubled over the first four months of Fiscal 2026 compared to the same period last year, when programs had entered a new contract cycle. In addition, City Council discretionary awards for English literacy programs began earlier than in Fiscal 2025, when awards were not finalized until January. Immigrant services programs enrolled 941 participants in the first four months of Fiscal 2026, a 14 percent decrease from Fiscal 2025 due to several providers withdrawing from contracts. DYCD staff continue to seek replacement providers to fulfill these services.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Young people involved in DYCD-funded programs	336,202	365,345	378,445	⬆	⬆	NA	NA
★ Adults involved in DYCD-funded programs	80,066	114,711	113,503	⬆	⬆	NA	NA
Participants who are Black, Indigenous, or People of Color (%)	90%	91%	93%	*	*	NA	NA
City Council discretionary awards administered through DYCD	1,471	1,202	1,508	*	*	NA	NA
Community-based organization staff engaged in capacity building workshops	12,037	5,774	11,556	*	*	NA	NA
Stakeholder focus groups conducted to inform program design	59	97	40	*	*	NA	NA
Survey responses for Community Needs Assessment	28,491	NA	NA	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 🌟 Participants in COMPASS NYC programs —School year	117,179	116,926	111,868	112,054	112,054	100,174	104,612
– Elementary school programs (school year)	47,992	47,184	47,026	47,372	47,372	44,093	48,653
– School's Out NYC/middle school programs (school year)	65,075	64,768	62,249	48,702	48,702	54,497	54,372
Participants in COMPASS NYC elementary school programs (summer)	75,375	73,449	77,038	72,000	72,000	77,038	80,775
Participants in COMPASS NYC – School's Out NYC/middle school programs (summer)	31,170	32,060	25,328	25,000	25,000	25,328	27,900
Summer participants in grades K-8 enrolled in Summer Rising	112,544	115,662	115,048	110,000	110,000	115,048	113,376
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Runaway and homeless youth served — Crisis services programs	1,827	1,709	1,421	2,000	2,000	699	656
★ Runaway and homeless youth served – Transitional Independent Living support programs	1,133	1,188	1,046	1,000	1,000	683	686
Residential beds for runaway or homeless youth	753	753	753	160	160	753	753
Utilization rate for Crisis Services Programs (% of runaway or homeless youth beds)	81%	91%	94%	90%	90%	95%	85%
Utilization rate for Transitional Independent Living support programs (% of runaway or homeless youth beds)	75%	92%	95%	90%	90%	95%	96%
Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	79%	86%	84%	75%	75%	85%	86%
Youth reunited with family or placed in a suitable environment from Transitional Independent Living support programs (%)	87%	83%	92%	85%	85%	90%	90%
Homeless young adults served – Crisis Services Programs	198	179	139	150	150	NA	NA
– Transitional Independent Living support programs	46	52	47	50	50	NA	NA
Residential beds for homeless young adults	60	60	60	60	60	NA	NA
Utilization rate for Crisis Services Programs (% of homeless young adult beds)	97%	97%	98%	90%	90%	NA	NA
Utilization rate for Transitional Independent Living support programs (% of homeless young adult beds)	46%	99%	99%	90%	90%	NA	NA
Young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	63%	83%	92%	75%	75%	NA	NA
Young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	71%	70%	87%	85%	85%	NA	NA
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	3,546	5,043	5,172	2,600	2,600	2,683	2,604
Youth and young adults served through case management - Drop-In Centers	2,231	2,829	2,588	1,400	1,400	1,628	2,144
Youth served by DYCD street outreach	13,395	12,186	13,455	9,600	9,600	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Summer Youth Employment Program applications	167,141	176,390	183,363	*	*	183,363	209,602
★ 🌟 Participants in Summer Youth Employment Program	91,270	95,563	97,004	95,000	95,000	97,004	97,444
Total SYEP stipends and wages paid (\$000,000)	\$117.7	\$124.6	\$139.9	\$124.6	\$124.6	\$139.9	\$150.5
Participants in Train & Earn (Out-of-School Youth) programs	1,600	1,635	1,350	1,380	1,380	NA	NA
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)	67%	64%	NA	71%	71%	NA	NA
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 (%)	71%	66%	NA	62%	62%	NA	NA
Participants in Learn & Earn (In-School Youth) programs	1,408	1,587	1,903	1,190	1,190	NA	NA
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)	78%	79%	NA	71%	71%	NA	NA
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 (%)	73%	64%	NA	62%	62%	NA	NA
🌟 Participants in Advance & Earn training and internship programs	905	1,152	1,197	1,380	1,380	NA	NA
Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	26%	26%	NA	*	*	NA	NA
Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)	52%	38%	NA	*	*	NA	NA
★ 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 immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 🌟 Participants in community anti-poverty programs	9,647	10,051	9,724	10,467	10,467	3,671	4,068
Community anti-poverty program participants achieving target outcomes (%)	67%	75%	73%	68%	68%	NA	NA
Youth participants at Beacon programs – Full fiscal year	49,210	56,525	62,292	55,200	55,200	34,310	37,851
Youth attendance at Beacon program events – Full fiscal year	33,363	49,005	57,561	*	*	17,150	15,083
Youth participants in Beacon programs – Summer	12,450	14,084	18,730	9,200	9,200	18,730	18,740
Adult participants in Beacon programs – Full fiscal year	13,043	16,712	17,353	9,200	9,200	6,972	7,394
Adult attendance in Beacon program events – Full fiscal year	36,623	65,992	68,612	*	*	17,861	20,682
Youth participants in Cornerstone programs – Full fiscal year	17,895	19,065	21,122	15,796	15,796	14,698	14,975
Youth participants in Cornerstone programs – Summer	9,160	9,973	10,512	5,791	5,791	10,512	11,856
Adult participants in Cornerstone programs – Full fiscal year	7,471	7,074	6,725	3,582	3,582	3,195	4,348
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Participants in DYCD-funded English literacy programs	16,520	18,191	13,429	14,120	13,714	3,355	6,958
Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	59%	59%	54%	55%	55%	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Participants in immigrant services programs	1,262	3,073	3,204	3,325	3,322	1,095	941
Participants in immigrant services programs achieving positive outcomes (%)	49%	64%	70%	62%	62%	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Contracts funded	3,053	2,238	2,587	*	*	NA	NA
Contracts terminated or withdrawn	5	10	2	0	0	2	2
Value of agency contracts (\$000)	\$910,429	\$1,195,256	\$1,311,015	*	*	NA	NA
Value of intracity agreements (\$000)	\$20,254	\$22,130	\$26,789	*	*	NA	NA
Fiscal audits conducted	221	186	404	175	175	79	60
Expenditure report reviews	26,881	20,973	14,995	*	*	NA	NA
★ Programmatic reviews/contract monitoring	8,179	8,555	9,062	*	*	NA	NA
Agency assessments completed for the prior fiscal year	NA	1,343	1,174	*	*	NA	NA
★ Agency assessments completed for the prior fiscal year as a percent of total agency contracts (%)	NA	86%	93%	70%	70%	NA	NA
Human services contracts	NA	NA	726	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	72%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$824.01	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Calls to Community Connect	NA	NA	31,348	*	*	8,601	7,520
Calls answered within 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Completed requests for interpretation	NA	NA	1,408	*	*	NA	NA
Agency participants surveyed for overall participant satisfaction	19,351	15,911	19,440	*	*	NA	NA
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$1,126.5	\$1,291.7	\$1,349.3	\$1,514.1	\$1,548.3	\$1,633.6	\$983.2	\$1,192.2
Personnel	505	572	605	675	753	747	590	665
Overtime paid (\$000)	\$369	\$171	\$91	\$154	\$154	\$154	\$33	\$16
Human services contract budget (\$000,000)	\$868.4	\$1,021.7	\$1,036.2	\$992.3	\$1,298.4	\$826.9	\$349.8	\$677.6
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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 FY25¹ (\$000,000)	February 2026 Financial Plan FY26² (\$000,000)	Applicable MMR Goals³
Personal Services - Total	\$59.5	\$66.9	
002 - Executive and Administrative	\$29.6	\$22.7	All
105 - Youth Workforce and Career Training	\$7.9	\$8.8	All
311 - Program Services	\$20.2	\$26.0	All
401 - Neighborhood Safety	\$1.9	\$9.4	All
Other Than Personal Services - Total	\$1,289.8	\$1,481.3	
005 - Community Development	\$129.3	\$161.3	1a, 4a, 4b, 4c
106 - Youth Workforce and Career Training	\$305.3	\$314.5	1a, 3a
204 - Runaway and Homeless Youth	\$53.4	\$63.6	1a,2b
312 - Other than Personal Services	\$636.9	\$746.8	All
402 - Neighborhood Safety	\$164.9	\$195.1	1a, 3a, 4a
Agency Total	\$1,349.3	\$1,548.3	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2026 targets for the following indicators have been updated based on contracted service levels:
 - Goal 2a
 - » ‘Participants in Comprehensive After School System of NYC (COMPASS NYC) programs (school year)’ was changed from 107,054 to 112,054.
 - » ‘Participants in COMPASS NYC elementary school programs (school year)’ was changed from 42,372 to 47,372.
 - Goal 4a
 - » ‘Participants in community anti-poverty programs’ was changed from 10,695 to 10,467.
 - Goal 4b
 - » ‘Participants in DYCD-funded English literacy programs’ was changed from 13,909 to 14,120.
 - Goal 4c
 - » ‘Participants in immigrant services programs’ was changed from 3,886 to 3,325.
- The previously published Fiscal 2025 four-month actual data for ‘Contracts terminated or withdrawn’ in Agency-wide Management was revised from 4 to 2 based on further review of the effective dates of contract actions.
- The indicators ‘Total dollars disbursed for human service contracts,’ ‘Human service contract registration within 30 days of the contract start date (%)’ and ‘Human service contracts’ were added to the ‘Agency-wide Management’ section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor’s Management Report (PMMR) following the close of the fiscal year reported.

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:
<http://equity.nyc.gov/>

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



PUBLIC LIBRARIES

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 for 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 internet access. 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 their 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 libraries and ensure that everyone has access to library 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. This includes 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 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 Department of Housing Preservation and Development, the three library systems launched Neighborhood Tech Help, a program that provides in-person, one-on-one support to help New Yorkers in under-served communities improve their technology skills.

Demand for library services remains high across all three systems. In the first four months of Fiscal 2026, the Libraries expanded the number of program sessions offered and collectively served more attendees than during the same period in Fiscal 2025. Over this period, program attendance increased by six percent at BPL to 290,939 attendees, eight percent at NYPL Branches to 410,100 attendees, 29 percent at NYPL Research Libraries to 57,500 attendees, and 15 percent at

QPL to 363,292 attendees. Similarly, demand for electronic resources also grew: wireless sessions rose modestly at all three systems, and electronic visits to the three libraries' respective websites increased substantially—50 percent for BPL to 4,168,000, 82 percent for NYPL to 14,728,000, and 21 percent for QPL to 1,968,330. However, NYPL's figures were temporarily elevated in September and October 2025 due to bot traffic; prior to that anomaly, monthly visits typically ranged from 2 million to 2.2 million.

The City's public libraries also provide vital resources for immigrants such as English for Speakers of Other Languages (ESOL) and civics classes. Between the three library systems, programs such as digital literacy classes, book discussions, storytimes, financial literacy, computer classes, "Know Your Rights" forums, health and wellness programs, and music and arts 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 on 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, and dependable sites for community outreach for elected officials and government agencies. The three systems' credibility, along with their reach, is why the Libraries are 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. The Libraries are additionally 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 with communities to be involved in capital budgeting decisions.

Providing trusted, safe, and reliable spaces for all New Yorkers is key to encouraging patrons' engagement with these 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 new 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 development opportunities they need to find success in their lives.

BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average weekly scheduled hours	47.0	48.0	48.0	*	*	48.0	48.0
Libraries open seven days per week (%)	11%	8%	13%	*	*	12%	15%
★ Libraries open six days per week (%)	100%	100%	98%	*	*	98%	85%
★ Circulation (000)	9,867	9,570	9,786	9,600	9,600	3,210	3,445
Reference queries (000)	71	34	2,884	*	*	973	1,033
Electronic visits to website (000)	3,859	5,089	9,733	4,000	4,000	2,717	4,168
Computers for public use	2,600	3,208	3,208	*	*	3,208	3,208
Computer sessions (000)	602	790	839	*	*	295	276
Wireless sessions	NA	2,108,600	1,685,161	*	*	563,585	582,239
Program sessions	55,767	73,337	83,631	*	*	27,117	29,606
★ Program attendance	596,753	816,216	840,287	*	*	274,774	290,939
★ Library card holders (000)	1,409	1,581	1,728	1,500	1,500	NA	NA
Active library cards (000)	591	604	662	*	*	655	686
New library card registrations	180,069	238,926	202,833	*	*	67,911	74,216
★ Total library attendance (000)	4,064	5,984	6,035	*	*	2,096	2,010
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

NEW YORK PUBLIC LIBRARY — BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average weekly scheduled hours	48.4	48.0	49.0	*	*	49.0	49.0
Libraries open seven days per week (%)	8%	0%	8%	*	*	8%	14%
★ Libraries open six days per week (%)	100%	100%	100%	*	*	100%	94%
★ Circulation (000)	16,530	17,168	17,006	16,000	16,000	5,584	5,880
Reference queries (000)	4,231	4,614	5,043	*	*	1,989	2,085
Electronic visits to website (000)	23,449	28,333	24,160	20,000	20,000	8,079	14,728
Computers for public use	4,409	4,409	5,012	*	*	5,012	4,968
Computer sessions (000)	1,222	1,370	1,529	*	*	508	529
Wireless sessions	1,353,853	2,402,971	2,680,733	*	*	949,390	976,224
Program sessions	84,154	88,586	90,447	*	*	26,921	30,700
★ Program attendance	1,031,424	1,216,843	1,239,847	*	*	381,053	410,100
★ Library card holders (000)	2,075	2,310	2,375	2,100	2,100	NA	NA
Active library cards (000)	867	1,327	1,404	*	*	1,367	1,483
New library card registrations	407,167	444,783	429,029	*	*	178,234	189,442
★ Total library attendance (000)	7,341	8,006	8,695	*	*	2,951	3,093
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

NEW YORK PUBLIC LIBRARY — RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average weekly scheduled hours	51.0	49.7	51.0	*	*	51.0	51.0
Libraries open seven days per week (%)	33%	0%	33%	*	*	33%	33%
★ Libraries open six days per week (%)	100%	100%	100%	*	*	100%	100%
Reference queries (000)	272	278	294	*	*	96	106
Program sessions	3,062	2,812	3,064	*	*	963	1,000
★ Program attendance	126,555	151,468	154,828	*	*	44,441	57,500
★ Total library attendance (000)	3,456	3,953	4,201	*	*	1,436	1,481
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average weekly scheduled hours	44.3	45.0	45.0	*	*	45.0	45.0
Libraries open seven days per week (%)	3%	1%	5%	*	*	4%	13%
★ Libraries open six days per week (%)	86%	90%	92%	*	*	91%	90%
★ Circulation (000)	7,719	8,698	10,875	7,000	7,000	3,617	3,792
Reference queries (000)	1,028	1,206	1,272	*	*	414	442
Electronic visits to website (000)	3,248	3,498	4,943	3,500	3,500	1,625	1,968
Computers for public use	5,174	4,275	3,268	*	*	2,293	3,814
Computer sessions (000)	732	840	982	*	*	329	369
Wireless sessions	583,803	1,755,367	2,656,581	*	*	831,562	834,809
Program sessions	53,156	55,399	54,917	*	*	16,966	19,300
★ Program attendance	879,173	966,054	964,018	*	*	316,932	363,292
★ Library card holders (000)	1,548	1,541	1,655	1,500	1,500	NA	NA
Active library cards (000)	726	716	746	*	*	709	783
New library card registrations	92,854	103,778	114,944	*	*	40,303	39,259
★ Total library attendance (000)	5,676	6,332	6,586	*	*	2,260	2,291
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$473.1	\$461.6	\$507.6	\$523.1	\$527.3	\$491.4	\$194.4	\$207.4
Personnel	4,108	4,043	4,217	4,345	4,311	4,173	4,154	4,236
Capital commitments (\$000,000)	\$73.2	\$149.9	\$200.1	\$308.0	\$294.9	\$115.5	\$7.0	\$26.3
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY25 ¹ (\$000,000)	February 2026 Financial Plan FY26 ² (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) ¹	\$141.4	\$146.5
New York Public Library - Branch, Agency Total ¹	\$185.7	\$192.5
003 - Lump Sum - Borough of Manhattan (OTPS)	\$26.4	\$26.5
004 - Lump Sum - Borough of the Bronx (OTPS)	\$24.6	\$24.7
005 - Lump Sum - Borough of Staten Island (OTPS)	\$11.1	\$11.1
006 - Systemwide Services (OTPS)	\$122.3	\$128.8
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) ¹	\$35.8	\$37.9
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) ¹	\$144.6	\$150.3

¹These figures are limited to the City's contribution and planned contribution respectively. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2025 figure for 'Average weekly scheduled hours' in New York Public Library—Branch was revised from 49.1 to 49.0 after a review of historical data. The previously published Fiscal 2025 four-month actual value was also revised from 49.0 to 49.1. For New York Public Library—Research the Fiscal 2025 figure was revised from 51.2 to 51.0 and the Fiscal 2025 four-month actual figure was revised from 51.2 to 51.0.
- The previously published Fiscal 2025 figure for 'New library card registrations' in New York Public Library—Branch was revised from 447,636 to 429,029 after a review of historical data.
- The previously published Fiscal 2025 figure for 'Total library attendance (000)' in New York Public Library—Research was revised from 4,738 to 4,201 after a review of historical data.
- Several previously published Fiscal 2025 four-month actual values for New York Public Library—Branch were updated, as data is often preliminary at the time of publication. 'Circulation' was revised from 5,592 to 5,584, 'Electronic visits to the website (000)' was revised from 8,100 to 8,079, 'Program sessions' was revised from 27,700 to 26,921, 'Program attendance' was revised from 380,000 to 381,053, 'New library card registrations' was revised from 196,841 to 178,234, and 'Total library attendance (000)' was revised from 2,900 to 2,951.
- Several previously published Fiscal 2025 four-month actual values for New York Public Library—Research were updated, as data is often preliminary at the time of publication. 'Program sessions' was revised from 891 to 963, 'Program attendance' was revised from 39,759 to 44,441, and 'Total library attendance (000)' was revised from 1,505 to 1,436.

ADDITIONAL RESOURCES

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

WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 237,000 degree and non-degree-seeking students and offers adult and continuing education with almost 224,000 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 1,900 academic programs, and has close to 7,000 full-time faculty and nearly 11,000 part-time faculty. In the academic year 2023–2024, CUNY granted almost 10,000 graduate and professional degrees, over 23,000 baccalaureate degrees, over 11,000 associate degrees, almost 400 certificates, and over 1,000 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 north region universities for social mobility, with one CUNY senior college ranked number one. CUNY offers all levels of training, from certificate programs to doctoral degrees, with an unprecedented number of students currently taking advantage of the opportunity to obtain high-quality and affordable education. CUNY serves a diverse population, with 32 percent of students born outside the mainland United States and almost two in three undergraduate students attending tuition-free. In the academic year 2023–2024, over 46,000 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-seeking 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 60 institutions. In the 2023–2024 academic year, ASAP enrolled 22,537 students, 11,383 of whom were new students. The program has served over 116,000 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 2024–2025 academic year, 38 percent identified as Hispanic, 37 percent Black, 14 percent Asian/Pacific Islander, and 11 percent White. Eighty four percent of ASAP students receive either or both the federal Pell and New York State Tuition Assistance Program grants, underscoring the initiative's aim of providing educational opportunities for low-income students. 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

SERVICE 1 Provide access to higher education.

Goal 1a Increase enrollment and retention.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
☛ Total headcount enrollment	225,881	233,352	237,671	*	*	NA	NA
Total full-time equivalent enrollment	166,813	172,520	175,011	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	67,584	74,636	76,432	*	*	NA	NA
Enrollment in STEM disciplines at CUNY community colleges	10,483	11,323	11,280	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	12,396	13,681	13,167	*	*	NA	NA
Enrollment of first-time freshmen in CUNY senior colleges	22,161	22,538	22,323	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	9,128	10,052	9,622	*	*	NA	NA
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs (%)	60.2%	62.3%	61.5%	*	*	NA	NA
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs (%)	80.4%	83.1%	83.2%	*	*	NA	NA
Total students served in CUNY Accelerated Study in Associate Programs	20,309	21,465	22,537	*	*	NA	NA
Students who transferred from a CUNY senior college to a non-CUNY college (%)	2.1%	1.8%	1.7%	*	*	NA	NA
Students who transferred from a CUNY community college to a non-CUNY college (%)	2.5%	2.3%	2.2%	*	*	NA	NA
Students who transferred from a CUNY community college to another CUNY college (%)	11.5%	11.1%	10.9%	*	*	NA	NA
CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	46.3%	47.9%	49.8%	*	*	NA	NA
Instructional (student) full-time equivalencies enrolled in partially or totally online courses (%)	40.9%	38.1%	38.4%	*	*	NA	NA
Degree programs that can be completed fully online	163	195	196	*	*	NA	NA
★ Critical Indicator ☛ Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 1b Increase access to higher education through improving affordability.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,800	\$4,800	\$4,800	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,930	\$6,930	\$6,930	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$23,686	\$21,500	\$23,021	*	*	NA	NA
CUNY community college students receiving federal financial aid (Pell) (%)	57.6%	57.7%	59.9%	*	*	NA	NA
CUNY community college students receiving Tuition Assistance Program grants (%)	28.9%	32.8%	36.6%	*	*	NA	NA
★ Critical Indicator ☛ Equity Indicator "NA" Not Available ⇅ Directional Target * None							

SERVICE 2 Improve student outcomes.

Goal 2a

Promote academic excellence and provide student support.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Instructional (student) full-time equivalencies taught by full-time faculty (%) – Senior colleges	36.0%	38.1%	40.8%	*	*	NA	NA
– Community colleges	57.5%	61.2%	60.4%	*	*	NA	NA
Student/faculty ratio – Overall	22:1	23:1	24:1	*	*	NA	NA
– Community colleges	21:1	24:1	24:1	*	*	NA	NA
– Senior colleges	23:1	23:1	24:1	*	*	NA	NA
Full-time faculty employed by CUNY community colleges	2,055	2,039	2,000	*	*	NA	NA
Students completing Gateway English in their first year (%)	75.2%	74.7%	81.2%	*	*	NA	NA
Students completing Gateway Math in their first year (%)	57.9%	56.7%	61.3%	*	*	NA	NA
High school students participating in college preparation program (College Now)	34,625	39,999	44,507	*	*	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

Goal 2b

Increase graduation rates.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Associate degrees awarded at community colleges	12,364	10,342	9,384	*	*	NA	NA
★ ● Three-year systemwide graduation rate (%) – CUNY Accelerated Study in Associate Programs students	39.4%	36.2%	38.5%	↑	↑	NA	NA
Six-year systemwide graduation rate (%) – Community college students in STEM disciplines	38.6%	36.7%	35.6%	*	*	NA	NA
★ ● Six-year systemwide graduation rate (%) – CUNY associate degree students	39.8%	37.6%	36.5%	↑	↑	NA	NA
★ ● Six-year systemwide graduation rate (%) – CUNY baccalaureate students	61.9%	60.0%	57.9%	↑	↑	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

Goal 2c

Prepare students for professional success.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Students passing the National Council Licensure Examination for Registered Nurses (%) (CY)	78.9%	89.1%	89.6%	*	*	NA	NA
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	75.3%	75.3%	70.8%	*	*	NA	NA
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	97.8%	99.1%	99.1%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$1,269.7	\$1,281.9	\$1,409.0	\$1,554.3	\$1,627.8	\$1,550.3	\$375.9	\$419.2
Revenues (\$000,000)	\$210.3	\$214.7	\$287.7	\$415.3	\$365.3	\$415.3	\$39.2	\$47.6
Personnel	7,249	7,618	8,008	9,375	9,379	9,375	8,268	8,742
Overtime paid (\$000,000)	\$7.3	\$8.3	\$9.9	\$3.6	\$4.2	\$3.6	\$2.6	\$2.8
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY25 ¹ (\$000,000)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$951.4	\$1,069.7	
002 - Community College	\$928.7	\$1,047.8	All
004 - Hunter Schools	\$22.7	\$21.8	All
Other Than Personal Services - Total	\$457.6	\$558.1	
001 - Community College	\$456.4	\$521.8	All
003 - Hunter Schools	\$1.2	\$1.4	All
012 - Senior College	NA	\$35.0	All
Agency Total	\$1,409.0	\$1,627.8	
¹ Comprehensive Annual Financial Report (CAFR) 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

None.

ADDITIONAL RESOURCES

For additional information go to:

- Office of Institutional Research:
<https://www.cuny.edu/about/administration/offices/oareda/>
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES



WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs NYC Business Solutions Centers to connect New Yorkers with services to help businesses start, operate, and expand. The Agency also operates Workforce1 Career Centers to connect New Yorkers with career counseling, workforce training, and hiring assistance. SBS facilitates grants and 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, supports M/WBEs 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 tailored to their unique needs. These efforts form the foundation of SBS' three key pillars: good jobs, strong businesses, and thriving neighborhoods.

To achieve this mission, 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. 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 its inception, more than 12,000 jobseekers have been served through over 40 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. In Fiscal 2025, the City awarded over \$2.2 billion in contracts to M/WBEs and provided procurement and capacity-building assistance to 75 percent of firms awarded contracts, further unlocking economic opportunity and upward mobility for certified businesses.

Additionally, SBS 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. Since Fiscal 2024, SBS has overseen the creation of several BIDs in LMI neighborhoods, including Coney Island and Cypress Hills in Brooklyn and East Harlem in Manhattan. SBS continues to support LMI neighborhoods through grantmaking and CBDO support services.

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 businesses identify and compete for City contracts.

- Goal 4a Increase the number of M/WBEs that obtain City contracts.
-

HOW WE PERFORMED

- Customers and businesses served increased 22 percent in the first four months of Fiscal 2026, up to 11,239 from 9,242 in the same period of Fiscal 2025. Similarly, the total number of government navigation services provided increased by 10 percent to 3,961. These increases are attributable to expanded outreach efforts across services, including additional business services by the Emergency Response Unit following a September fire.
- In the first four months of Fiscal 2026, 153 businesses received financial awards, consistent with the 157 reported businesses in the same period of Fiscal 2025. Concurrently, the dollar value of financial awards facilitated or disbursed by SBS decreased from \$19.3 million to \$13.4 million. This is partially due to a higher number of deployed microloans and a more conservative lending environment. Additionally, SBS awarded one employer-based training grant, a decline from five in the same period last fiscal year. This decrease reflects a temporary lag in grant awards due to a change in the program's funding structure.
- SBS helped to open 72 businesses in the first four months of Fiscal 2026. As with previous years, this figure is preliminary at the time of reporting and will be revised as more information becomes available. SBS initially reported 63 businesses in the Fiscal 2025 Preliminary Mayor's Management Report which was later adjusted to 97.
- During the first four months of Fiscal 2026, the Energy Cost Savings Program (ECSP) approved 8 new projects, the same amount reported in the Fiscal 2025 Preliminary Mayor's Management Report. ECSP accounted for a total of 1,797 retained jobs, a substantial increase from 85 jobs retained at this point in Fiscal 2025. This change reflects the approval of a much larger employer to participate in the program. Market conditions continue to impact ECSP, driving higher costs across construction, financing, building materials, and labor. However, approved ECSP businesses saved an estimated \$236 million during the first four months of Fiscal 2026, 18 percent higher than the \$200 million reported during the same period of Fiscal 2025.
- The Workforce1 Career Center system recorded 6,424 hires and promotions in the first four months of Fiscal 2026, down from 7,787 reported in the same period of Fiscal 2025. As with previous years, this figure is preliminary at the time of reporting and will be revised as more information becomes available. SBS initially reported 6,680 hires and promotions in the Fiscal 2025 Preliminary Mayor's Management Report which was later revised to 7,787 throughout the course of the year.
- Walk-in traffic at Workforce1 Centers rose 12 percent to 104,936 and the number of customers served increased by six percent to 46,341. These figures reflect a rise in jobseekers connected to the system through the Jobs NYC initiative's community hiring events.
- In the first four months of Fiscal 2026, 1,832 customers enrolled in SBS training, down from 2,763 reported in the same period of Fiscal 2025. As with previous years, this figure is preliminary at the time of reporting and will be revised as more information becomes available. SBS initially reported 1,827 customers in the Fiscal 2025 Preliminary Mayor's Management Report which was later revised to 2,763 throughout the course of the year.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customers and businesses served	24,312	24,663	28,121	*	*	9,242	11,239
★ Businesses receiving financial awards (facilitated or disbursed)	1,232	610	488	400	400	157	153
★ Financial awards to businesses (facilitated or disbursed)	1,312	669	563	450	450	183	164
Dollar value of financial awards to businesses (facilitated or disbursed) (\$000)	\$109,277	\$61,552	\$46,890	*	*	\$19,332	\$13,475
Customers served by programs that help navigate government	7,991	8,035	9,348	*	*	2,890	3,327
Services provided to help businesses navigate government	9,813	10,339	11,864	*	*	3,588	3,961
★ Businesses opened with assistance from SBS	184	218	232	↑	↑	97	72
Businesses awarded funding for employer-based training	12	12	15	*	*	5	1
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 1b Administer incentive programs that support facility renovation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Estimated dollar value of energy savings for businesses approved for Energy Cost Savings Program benefits (\$000)	\$308	\$481	\$873	*	*	\$200	\$236
Jobs retained by Energy Cost Savings Program for approved businesses	1,275	1,311	1,657	*	*	85	1,797
Businesses approved for Energy Cost Savings Program benefits	36	26	25	*	*	8	8
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
🌟 Workforce1 systemwide hires and promotions	23,599	22,270	22,502	25,000	25,000	7,787	6,424
Jobseekers registered through the Workforce1 Career Center system for the first time	38,318	43,399	49,899	*	*	17,710	18,111
Walk-in traffic at Workforce1 Centers	233,964	249,479	286,338	*	*	93,703	104,936
🌟 Customers enrolled in training	7,218	7,089	8,149	*	*	2,763	1,832
Customers served	87,085	90,241	100,682	*	*	43,923	46,341
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Frontage feet receiving supplemental sanitation services through BIDs	1,552,401	1,552,401	1,631,687	*	*	NA	NA
Value of all financial awards to community-based development organizations	\$13,181,864	\$9,645,000	\$9,618,000	*	*	NA	NA
Community-based development organizations receiving financial awards	96	102	92	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a Increase the number of M/WBEs that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 🌟 M/WBEs certified	10,799	11,115	11,382	10,800	10,800	11,220	11,392
★ 🌟 M/WBEs awarded City contracts	1,903	1,809	1,844	1,223	1,223	NA	NA
★ M/WBEs awarded City contracts after receiving procurement and capacity building assistance	1,390	1,334	1,383	891	891	NA	NA
Annual M/WBE recertification rate (%)	60.6%	61.2%	60.2%	*	*	NA	NA
🌟 Newly certified and recertified businesses in M/WBE Program	2,819	2,701	2,523	*	*	909	914
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
CORE facility rating	99	99	98	*	*	NA	NA
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	97%	100%	*	*	100%	100%
Completed requests for interpretation	8,442	15,807	29,999	*	*	6,369	3,634
★ Critical Indicator * Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$364.1	\$284.4	\$277.0	\$279.7	\$366.7	\$185.5	\$102.3	\$102.1
Revenues (\$000,000)	\$0.2	\$0.8	\$0.2	\$0.2	\$0.2	\$0.2	\$0.1	\$0.1
Personnel	288	320	313	405	433	430	318	320
Overtime paid (\$000)	\$85	\$82	\$59	\$65	\$65	\$65	\$15	\$19
Human services contract budget (\$000,000)	\$32.7	\$39.2	\$35.9	\$33.1	\$58.9	\$33.1	\$5.1	\$5.3
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$31.4	\$39.8	
001 - Department of Business	\$18.9	\$23.4	All
004 - Contract Compliance and Bus. Opportunity	\$3.9	\$4.3	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$8.5	\$12.0	1a, 4a
Other Than Personal Services - Total	\$245.6	\$326.9	
002 - Department of Business	\$41.5	\$61.5	All
005 - Contract Compliance and Bus. Opportunity	\$4.3	\$7.8	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$80.0	\$106.7	Refer to table in EDC chapter
011 - Workforce Investment Act	\$79.7	\$101.6	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$40.2	\$49.4	1b
Agency Total	\$277.0	\$366.7	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The previously published Fiscal 2025 four-month actual figure for 'Customers and businesses served' in Goal 1a was revised from 9,147 to 9,242 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual figure for 'Businesses receiving financial awards (facilitated or disbursed)' in Goal 1a was revised from 127 to 157 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Dollar value of financial awards to businesses (facilitated or disbursed) (\$000)' in Goal 1a was revised from \$16,519 to \$19,332 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Customers served by programs that help navigate government' in Goal 1a was revised from 2,960 to 2,890 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Services provided to help businesses navigate government' in Goal 1a was revised from 3,560 to 3,588 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Businesses opened with assistance from SBS' in Goal 1a was revised from 63 to 97 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Workforce1 systemwide hires and promotions' in Goal 2a was revised from 6,680 to 7,787 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Customers enrolled in training' in Goal 2a was revised from 1,827 to 2,763 as this figure is preliminary at the time of publication.
- The previously published Fiscal 2025 four-month actual value for 'Customers served' in Goal 2a was revised from 43,354 to 43,923 as this figure is preliminary at the time of publication.

ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, 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



WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community in order to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors, and families. DVS 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/or National Guard. DVS serves as a critical hub for Veterans' advancement by informing the Veteran community of existing resources, serving as a bridge to those resources when needed, and occupying roles that the City can uniquely fill when gaps in Veterans' services appear in the private, not-for-profit, federal, and State sectors. DVS recognizes and honors Veterans of all protected classes in the City of New York, as the diversity of the City informs and reflects the diversity of the Veteran community. Further, the Department serves family members, caregivers, and survivors, recognizing their essential role in Veteran health and well-being.

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

- During the first four months of Fiscal 2026, the DVS Housing and Support Services (HSS) unit secured permanent housing for 72 Veterans and Veteran families, compared to 61 placements during the same period in Fiscal 2025, an 18 percent increase. This increase was supported by close collaboration with the Department of Homeless Services, Department of Social Services, New York City Housing Authority, and community-based partners, as well as expanded outreach to property owners and brokers who are interested in renting to Veterans and Veteran households.
- Homelessness prevention and housing stability services increased significantly from the first four months of Fiscal 2025 compared the same period in Fiscal 2026, increasing from 56 to 578 cases. This growth reflects a more comprehensive capture of prevention and stabilization activities, including rental arrears assistance, eviction prevention, rapid rehousing, and landlord-tenant mediation.
- Thirteen out of 114 available Collaborative Case Management (CCM) housing vouchers were utilized during the first four months of Fiscal 2026, leading to a utilization rate of 11 percent, a 37-percentage-point decrease compared to the same period in Fiscal 2025, due to the increase in housing vouchers available. The same number were utilized over the same period last year (13) but there were far less vouchers available (27).
- During the first four months of Fiscal 2026, DVS continued to respond to crisis calls and connect veterans to appropriate mental health resources. Mental health referral requests increased from six during the first four months of Fiscal 2025 to 27 during the first four months of Fiscal 2026. This includes four crisis calls that DVS responded to and offered to connect these Veterans to the 988 Suicide and Crisis Lifeline with the Veterans' option to select the Veterans line. In July 2025, DVS changed vendors supporting the New York City VetConnect multi-service platform and integrated the Columbia Suicide Severity Rating Scale (C-SSRS) into the intake process for creating client profiles. C-SSRS is considered by the United States Department of Veterans Affairs and other health care organizations as a more specific and preferred tool for assessing suicide risk because it focuses solely on suicide and offers a detailed, reliable framework for evaluating both ideation and behavior.
- Mission VetCheck, a partnership between New York Cares and DVS, recruits volunteers to make supportive "buddy check" wellness calls to Veterans across the City. Mission VetCheck was paused for the first four months of Fiscal 2026 but was scheduled to restart on December 21, 2025, ahead of the holiday season.
- DVS increased its in-person outreach in the first four months of Fiscal 2026, attending 117 public engagement events compared to 66 during the same period in Fiscal 2025, a 77 percent increase. This growth reflects a strategic emphasis on face-to-face engagement and the impact of adding a dedicated outreach specialist.
- Digital interest in DVS programs remained strong. During the first four months of Fiscal 2026, the Agency website recorded 57,452 site visits, a 11 percent increase over the prior year's 51,729 visits for the same period. The average weekly newsletter subscribership also expanded from 9,792 to 10,828 subscribers, an increase of about 11 percent, reflecting more intentional efforts to build the newsletter distribution list, including identifying members transitioning out of active service to connect new audiences to DVS services.
- DVS recorded 79,277 social media impressions across Instagram, Facebook, LinkedIn, and X (formerly Twitter) in the first four months of Fiscal 2026, a 59 percent decrease compared to the same period in Fiscal 2025. This decline reflects a shift in strategy and resources rather than reduced outreach, as activity in the first four months of Fiscal 2026 relied exclusively on organic reach, an intentional shift away from paid promotion and toward in-person engagement and events.
- In the first four months of Fiscal 2026, DVS served 1,046 individuals through NYC VetConnect, 14 percent fewer than the 1,218 served over the same period in Fiscal 2025. Reducing food insecurity among military and Veteran families remains a key priority for DVS, particularly amid ongoing financial strain associated with the federal government shutdown in fall of Fiscal 2026, job losses, and changes in Supplemental Nutrition Assistance Program (SNAP) eligibility. Through a partnership with HelloFresh, which donates fresh food and ingredients, and in coordination with the Campaign Against Hunger, Black Veterans for Social Justice, Cazares Logistics, and 21 Veteran service organizations, Veteran volunteers packed and distributed 36,000 healthy meal kits for military and Veteran families every Wednesday during the first four months of Fiscal 2026.

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 🌟 Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	123	126	153	92	92	61	72
Veterans and their families who received homelessness prevention and aftercare assistance from DVS	217	227	492	190	190	56	578
★ Collaborative Case Management housing vouchers available	49	45	37	27	27	27	114
★ Collaborative Case Management housing vouchers utilized	4	35	27	10	10	13	13
★ Collaborative Case Management housing vouchers utilization rate (%)	8%	78%	73%	35%	35%	48%	11%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Mental health referral requests	312	129	33	*	*	6	27
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Public engagement events attended by DVS to promote Veteran resources	243	277	304	200	200	66	117
★ Online site visits	125,457	161,931	165,808	160,000	160,000	51,729	57,452
★ Social media impressions	362,469	474,075	434,907	575,000	575,000	192,262	79,277
Average newsletter subscribers	10,616	10,022	9,720	10,500	10,500	9,792	10,828
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2b Connect Veterans to eligible resources and services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Veterans and their families served by DVS	3,338	10,701	8,920	5,000	5,000	1,218	1,046
★ 🌟 Requests from Veterans and their families	2,918	31,232	31,291	13,500	13,500	9,352	9,957
Requests from Veterans and their families fulfilled (%)	83.9%	91.7%	96.2%	90.0%	90.0%	96.6%	92.0%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$5.5	\$5.1	\$6.1	\$7.6	\$7.7	\$6.6	\$1.3	\$2.0
Personnel	34	36	36	49	50	49	37	37
Overtime paid (\$000)	\$24	\$18	\$19	\$0	\$0	\$0	\$3	\$5
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$3.8	\$4.9	All
002 - Other Than Personal Services	\$2.3	\$2.7	All
Agency Total	\$6.1	\$7.7	
¹ Comprehensive Annual Financial Report (CAFR) 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

- Beginning in Fiscal 2026, DVS expanded its reporting for the indicator 'Veterans and their families who received homelessness prevention and aftercare assistance from DVS' in Goal 1a to comprehensively capture all homelessness prevention and housing stability services delivered by the Agency that were not consistently previously captured. As a result, Fiscal 2026 data is not comparable to previously published data and more fully reflects the scope of work supporting veterans' housing needs.
- Previously published Fiscal 2025 data for 'Veterans and their families who received homelessness prevention and aftercare assistance from DVS' in Goal 1a was corrected from 509 to 492 due to an audit of DVS' housing records, which found a clerical error.
- Goal 1b was renamed from 'Ensure Veterans are screened for mental health conditions and referred to appropriate mental health service providers' to 'Provide Veterans with mental health support and ensure they are referred to appropriate mental health service providers as needed' to better align with the agency's scope of work.
- The indicator 'Mental health screenings completed' was removed from Goal 1b. Beginning in Fiscal 2024, DVS made screenings voluntary to avoid implying that all veterans require mental health assessment. Additionally, the Columbia Suicide Severity Rating Scale (C-SSRS) will now be administered during every VetConnectNYC interaction, resulting in a 100 percent screening rate and eliminating variation across reporting periods. As completion will be universal and no longer reflect program performance, the indicator has been retired.
- Fiscal 2026 and Fiscal 2027 targets for 'Mental health referral requests' in Goal 1b were removed. This indicator is primarily demand-driven and reflects the level of need in the Veteran community rather than DVS performance, though DVS seeks to make such referrals whenever needed.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

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

Infrastructure and Sustainability



Infrastructure and Sustainability

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DEPARTMENT OF ENVIRONMENTAL PROTECTION



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, so DEP has implemented a series of programs to help such customers. Single-family homeowners may qualify for the Home Water Assistance Program (HWAP) based on their income. In Fiscal 2025, nearly 62,000 customers received about \$9 million in HWAP credits. The Multi-family Water Assistance Program (MWAP) provides a bill credit to apartment building owners who demonstrate efficient water usage and keep rents affordable. In Fiscal 2025, multi-family buildings with approximately 48,000 units received approximately \$12 million in MWAP credits.

In October 2024, DEP launched a free program to replace privately owned water service lines made of lead or galvanized steel at eligible Bronx properties. DEP is carrying out the work through a total of \$72 million in grants and zero-interest loans received 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. The program targets homeowners in environmental justice communities with high concentrations of lead service lines and a median household income below \$47,600. By December 2025, more than 1,350 households had agreed to participate, and 451 of them required lead service line replacements.

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 63 percent of owners choosing to receive a free lead service line replacement, despite the service being offered at no cost to homeowners. 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. In addition, this program helps DEP integrate, refine and expand the lead service line inventory. The Commissioner plans to review the Agency's equity initiatives internally to determine whether revisions, improvements, or alternative approaches should be developed.

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.

- Goal 6a Meet NYC and NYS combined sewer overflow targets for green infrastructure.

HOW WE PERFORMED

- In the first four months of Fiscal 2026, water quality complaints for taste and odor increased 14 percent compared to the same period in Fiscal 2025. Taste and odor vary due to natural factors and do not affect water quality or safety. The Department continues to optimize treatment to ensure New York City's water continues to meet all applicable standards.
- Over the first four months of Fiscal 2026, facility security checks decreased 18 percent from the same period last fiscal year, while enforcement activity had a slight uptick. The decline in security checks is largely due to an effective vacancy rate of 28 percent for environmental police officers during this period, as 31 officers are in the academy and not yet contributing to enforcement. Once these officers graduate in March 2026, the on-payroll vacancy rate will drop to 14 percent.
- In the first four months of Fiscal 2026, catch basin complaints rose to 4,136, a 56 percent increase compared with the same period in Fiscal 2025. Despite the higher complaint volume, the Department reduced the average resolution time for clogged catch basins to 1.5 days, cut in half from the same period last fiscal year. Across comparable reporting periods, the number of catch basins requiring cleaning declined by 41 percent, from 16,814 to 9,969.
- Street cave-in complaints received increased by 14 percent in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, increasing from 1,640 to 1,865. Despite this increase in complaints, the Department has improved its average response time to make safe by 36 percent, down from 1.2 days to 0.7 days.
- The number of water main breaks, and the corresponding water main breaks per 100 miles in the last 12 months, increased by 18 and 42 percent, respectively, in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. The 8.2 water main breaks per 100 miles in the last 12 months is the second highest figure since Fiscal 2016. Most water main breaks happen during the winter months when freeze and thaw cycles drive the number of breaks, thus DEP expects fluctuations in this indicator year to year. Despite this increase, DEP restored water to customers in under five hours on average, still below the target of six hours.
- The total number of leak complaints received fell to 970 in the first four months of Fiscal 2026, a 13 percent decrease compared to the same period in Fiscal 2025. Complaints related to City infrastructure decreased 14 percent, from 268 to 231, while leak resolution time for City infrastructure increased slightly from 8.0 to 9.0 days across comparable reporting periods but remained below the 12-day target.
- In the first four months of Fiscal 2026, the balance of accounts delinquent over 180 days increased slightly compared to the same period in Fiscal 2025, despite structural increases from accruing interest and rate increases. This stability reflects continued progress in limiting the growth of delinquent accounts through active collections including \$427.8 million in customer payment agreements as of October 2025.
- Compared to the same reporting period in Fiscal 2025, the Department saw an increase in its estimated bill rate over the first four months of Fiscal 2026, up to 22.2 percent, from 10.1 percent. This is the driver behind the Automatic Meter Reading (AMR) Upgrade program, started in December 2024. The Department continues to advance its citywide AMR replacement initiative, aimed at maintaining consistent water use readings and reducing reliance on estimated billing. As of October 2025, over 130,000 devices have been replaced, with the current installation rate reaching approximately 5,000 devices per week.
- Total revenue collected increased during the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, with DEP collecting more than \$2.1 billion. The Fiscal 2027 target for total revenue is not yet available, as no rate has been established. The NYC Water Board is expected to adopt the budget for that fiscal year in May or June 2026.
- During the first four months of Fiscal 2026, the Department achieved measurable improvements in resolution times for noise, air quality, and asbestos complaints compared to the same period in Fiscal 2025. The average number of days to close noise complaints decreased from 4.9 days to 4.6 days. Air quality complaints decreased from 3.3 days to 2.8 days, and asbestos complaints decreased from 0.64 days to 0.60 days, despite asbestos complaints received increasing 22 percent. These reductions reflect enhanced operational efficiency, including more timely field responses and streamlined complaint processing.

- The Department introduced a triage intake system that improved prioritization of hazardous material complaint responses in Fiscal 2025. The system also enabled complaint calls outside of the Department’s jurisdiction to be rerouted directly to appropriate City, state, or federal agency equipped to respond, or be returned to 311, streamlining intake and reducing unnecessary response activity. Despite increased service demand driven by lithium-ion battery-related incidents, which increased hazardous materials complaints received by 13 percent across comparative periods, the enhanced triage process contributed to a 68 percent reduction in the average time to respond to hazardous material complaints and make safe during the first four months of Fiscal 2026.
- As required by 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. DEP completed 2,427 Right-to-Know inspections in the first four months of Fiscal 2026, a 26 percent increase compared to the same period in Fiscal 2025. The increase reflects operational changes to the program, including a new scheduling approach that rotates staff between office-based reviews and field inspections, improving workflow efficiency and inspection capacity.
- The Department issued 35,468 violations in the first four months of Fiscal 2026, a 13 percent increase compared to the same period in Fiscal 2025. This increase was partially influenced by the growth of the Citizen Idling Complaint Program. The Citizen Idling Complaint Program allows residents to report commercial vehicles idling illegally for more than three minutes and earn part of the resulting fines, incentivizing public participation in enforcing anti-idling laws to combat air pollution and improve public health.
- In the first four months of Fiscal 2026, the percentage of calls answered within 30 seconds decreased to 31 percent, down nearly 15 percentage points compared to the same period in Fiscal 2025, and less than half the target of 76 percent. The change was primarily driven by increased call volume and staffing shortages among customer service representatives. In response, the Department has hired additional staff in recent months to improve call handling times.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Taste and odor complaints	264	250	264	*	*	84	96
Samples testing positive for coliform bacteria (%)	0.50%	0.98%	0.43%	*	*	0.74%	0.99%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Water supply - Critical equipment out of service (%)	0.4%	0.3%	0.5%	*	*	0.4%	0.7%
Deficiency reports as percent of security checks (%)	0.2%	0.2%	0.2%	*	*	0.1%	0.3%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Goal 1b Assure the integrity of the drinking water supply and distribution systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Facility security checks	303,993	298,123	289,094	285,000	285,000	102,201	83,506
Overall enforcement activity	827	441	464	*	*	248	251
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Sewer backup complaints received	11,705	11,421	7,345	*	*	2,388	2,928
– Confirmed (on City infrastructure)	2,164	2,851	1,401	*	*	434	583
– Unconfirmed (not on City infrastructure or unfounded)	9,543	8,567	5,946	*	*	1,956	2,341
★ Sewer backup resolution time (hours:minutes)	3:23	3:12	2:24	7:00	7:00	2:30	3:18
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.0%	1.3%	0.6%	*	*	0.7%	0.7%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.2%	0.3%	0.2%	0.6%	0.6%	0.2%	0.2%
Catch basin complaints received	8,585	11,064	6,835	*	*	2,651	4,136
Clogged catch basin resolution time (days)	2.9	2.2	2.7	8.0	8.0	3.0	1.5
Catch basins inspected (% of target)	103.3%	105.3%	93.6%	100.0%	100.0%	37.6%	27.1%
Catch basins cleaned	42,214	42,443	43,699	*	*	16,814	9,969
★ Backlog of catch basin repairs (% of system)	2.9%	2.9%	2.9%	1.0%	1.0%	3.3%	2.4%
Street cave-in complaints received	3,617	3,745	3,573	*	*	1,640	1,865
Average time to respond to street cave-in complaints and make safe (days)	0.8	1.0	0.9	*	*	1.2	0.7
Water main breaks	403	359	552	*	*	100	118
Water main breaks per 100 miles of main in the last 12 months	5.8	5.1	7.9	*	*	5.7	8.2
★ Average time to restore water to customers after confirming breaks (hours:minutes)	4:34	3:47	3:47	6:00	6:00	4:04	4:52
Leak complaints received	3,528	3,139	3,766	*	*	1,120	970
– City infrastructure	626	607	756	*	*	268	231
★ Leak resolution time (days) (City infrastructure only)	9.7	8.8	7.9	12.0	12.0	8.0	9.0
★ Broken and inoperative hydrants (%)	0.39%	0.31%	0.31%	0.80%	0.80%	0.38%	0.25%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.2	1.7	1.6	5.0	5.0	1.6	1.6
★ 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 4a

Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.9%	99.9%	99.7%	100.0%	100.0%	99.7%	99.9%
WRRFs - Critical equipment out-of-service (% below minimum)	0.9%	0.7%	0.9%	3.5%	3.5%	0.8%	0.9%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Average daily in-City water consumption (millions of gallons)	1,004	997	998	*	*	1,053	1,028
Accounts receivable balance — Accounts delinquent more than 180 days (\$000,000)	\$852	\$1,036	\$1,087	*	*	\$1,043	\$1,075
★ Estimated bills (%)	4.8%	7.9%	17.5%	4.0%	4.0%	10.1%	22.2%
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 4b

Meet revenue targets established by the NYC Water Board.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total revenue collected (\$000,000)	\$4,095.0	\$4,188.0	\$4,746.0	\$4,615.0	*	\$2,020.0	\$2,117.0
★ Total revenue as percent of target (%)	106.7%	100.8%	109.6%	100.0%	100.0%	103.3%	105.1%
Billed amount collected in 30 days (%)	67.7%	69.6%	70.2%	*	*	70.6%	71.3%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Air quality complaints received	12,306	10,761	9,723	*	*	3,205	3,758
★ Average days to close air quality complaints	2.4	2.9	3.3	7.0	7.0	3.3	2.8
★ Air quality complaints responded to within seven days (%)	99%	99%	98%	88%	88%	99%	99%
Noise complaints received	50,341	55,731	57,528	*	*	19,403	20,172
★ Average days to close noise complaints	4.1	5.4	5.7	7.0	7.0	4.9	4.6
Noise complaints not requiring access to premises responded to within seven days (%)	98%	97%	98%	88%	88%	98%	98%
Asbestos complaints received	1,048	1,057	995	*	*	338	413
★ Average days to close asbestos complaints	0.53	0.43	0.57	1.00	1.00	0.64	0.60
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%
Hazardous materials complaints received	2,961	3,033	3,293	*	*	1,269	1,430
★ Average time to respond to hazardous material complaints and make safe (days)	0.3	1.0	2.5	1.5	1.5	4.1	1.2
Hazardous materials complaints responded to within three hours (%)	96%	95%	93%	*	*	89%	99%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Right-to-Know inspections completed	4,111	5,659	5,458	*	*	1,923	2,427
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

SERVICE 6 Implement green infrastructure to improve water quality and resiliency.

Goal 6a

Meet NYC and NYS combined sewer overflow targets for green infrastructure.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Green infrastructure assets implemented (CY)	12,781	13,723	16,321	*	*	NA	NA
Green infrastructure greened acres managed (CY)	2,299	2,363	2,853	*	*	NA	NA
★ Green infrastructure combined sewer overflow reduction (CY)	NA	680	807	↑	↑	NA	NA
★ Critical Indicator 🌱 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Payout (\$000)	\$16,173	\$15,464	\$20,917	*	*	\$3,506	\$2,137
Total violations issued	74,356	80,801	115,004	*	*	31,264	35,468
Violations admitted to or upheld at the Environmental Control Board (%)	93.9%	92.3%	92.5%	*	*	91.7%	91.6%
Workplace injuries reported	346	434	425	*	*	131	153
★ Critical Indicator 🌱 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	100%	99%	100%	95%	95%	100%	99%
Letters responded to within 14 days (%)	97%	100%	100%	95%	95%	99%	100%
Calls answered within 30 seconds (%)	28%	46%	28%	76%	76%	46%	31%
Average customer in-person wait time (minutes:seconds)	2:15	1:52	3:56	5:00	5:00	NA	NA
Completed customer requests for interpretation	18,312	17,841	17,655	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	94.0%	93.0%	91.0%	90.0%	90.0%	NA	NA
CORE facility rating	99	100	95	90	90	NA	NA
★ Critical Indicator 🌱 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	92%	94%	94%	85%	85%	91%	98%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	92%	91%	96%	85%	85%	94%	89%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	82%	83%	83%	85%	85%	82%	79%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	79%	76%	79%	85%	85%	72%	76%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	89%	88%	84%	85%	85%	85%	85%
★ Critical Indicator 🌱 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$1,535.9	\$1,622.7	\$1,678.1	\$1,751.6	\$1,890.3	\$1,686.8	\$742.0	\$778.3
Revenues (\$000,000) ³	\$22.3	\$22.2	\$21.0	\$20.6	\$20.6	\$20.6	\$5.6	\$5.9
Personnel	5,761	5,759	5,813	6,515	6,547	6,512	5,728	5,790
Overtime paid (\$000,000)	\$63.4	\$65.4	\$62.1	\$47.1	\$48.2	\$47.1	\$19.0	\$18.2
Capital commitments (\$000,000)	\$2,402.5	\$2,501.2	\$3,221.9	\$3,945.6	\$4,840.0	\$4,972.3	\$942.1	\$480.3
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available ³ 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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$659.2	\$728.2	
001 - Executive and Support	\$55.6	\$67.9	All
002 - Environmental Management	\$32.0	\$33.7	5a
003 - Water Supply and Wastewater Collection	\$257.5	\$278.5	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$89.8	\$97.7	1a, 4a, 4b
008 - Wastewater Treatment	\$224.3	\$250.4	2a, 3a
Other Than Personal Services - Total	\$1,018.9	\$1,162.1	
004 - Utility	\$905.2	\$1,036.4	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$37.1	\$41.7	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$76.5	\$84.1	All
Agency Total	\$1,678.1	\$1,890.3	
¹ Comprehensive Annual Financial Report (CAFR) 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

- Previously published Fiscal 2025 figures for the following indicators in Goal 2a were revised after a review of historical data:
 - ‘Sewer backup resolution time (hours:minutes)’ was revised from 2:30 to 2:24.
 - ‘Catch basin complaints received’ was revised from 6,837 to 6,835.
 - ‘Clogged catch basin resolution time (days)’ was revised from 2.6 to 2.7.
 - ‘Catch basins cleaned’ was revised from 43,697 to 43,699.
 - ‘Leak complaints received’ was revised from 3,768 to 3,766.
 - ‘—City infrastructure’ was revised from 758 to 756.
 - ‘Average time to repair or replace high-priority broken or inoperative hydrants (days)’ was revised from 1.8 to 1.6.
- The previously published Fiscal 2025 four-month actual figures for the following indicators in Goal 2a were revised after a review of historical data:
 - ‘Sewer backup resolution time (hours:minutes)’ was revised from 2:20 to 2:30.
 - ‘Street cave-in complaints received’ was revised from 1,641 to 1,640.
 - ‘Average time to restore water to customers after confirming breaks (hours:minutes)’ was revised from 4:07 to 4:04.
 - ‘Leak complaints received’ was revised from 1,124 to 1,120.
 - ‘—City infrastructure’ was revised from 267 to 268.
- Previously published Fiscal 2025 figures for the following indicators in Goal 5a were revised after a review of historical data:
 - ‘Average time to respond to hazardous material complaints and make safe (days)’ was revised from 2.6 to 2.5.
 - ‘Hazardous materials complaints responded to within three hours (%)’ was revised from 92 percent to 93 percent.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Average time to respond to hazardous material complaints and make safe (days)’ in Goal 5a were revised from 4.3 to 4.1 after a review of historical data.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Right-to-Know inspections completed’ in Goal 5b were revised from 1,912 to 1,923 after a review of historical data.
- Previously published Fiscal 2025 figures for the following indicators in Agency-wide management were revised after a review of historical data:
 - ‘Payout (\$000)’ was revised from \$7,697 to \$20,917. Preliminary data for this indicator was sourced from the Law Department for publication in the Fiscal 2025 Mayor’s Management Report, while this revised value was provided by the Office of Management and Budget.
 - ‘Workplace injuries reported’ was revised from 418 to 425.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Workplace injuries reported’ in Agency-wide Management were revised from 134 to 131 after a review of historical data.

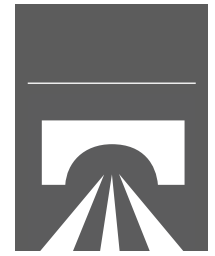
ADDITIONAL RESOURCES

For additional information go to:

- Home Water Assistance Program:
<https://www1.nyc.gov/site/dep/pay-my-bills/home-water-assistance-program.page>
- Multifamily 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



WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways, and public plazas, 809 bridges plus four vehicular tunnels, and 11 boats for the Staten Island Ferry program. DOT operates over 13,500 signalized intersections, 315,000 street lights, 15,000 on-street parking meters, and maintains over 350 million linear feet of markings on City streets and highways. DOT manages a vast network of over 2,600 automated enforcement cameras, comprised of speed, red light, and bus cameras.

Safety for every user of the City's roads, bridges, and ferries is DOT's top concern. To increase mobility, DOT oversees the City's bike share system. This includes maintenance of the vast majority of more than 1,550 lane miles of the cycling network, which is inclusive of more than 220 miles of protected bike lanes on City streets installed by DOT since the start of the Vision Zero street safety program.

DOT's infrastructure programs include bridge capital investment and life-cycle maintenance, roadway resurfacing and pothole repair, ferry boat and terminal upgrades and maintenance, and street and sidewalk reconstruction. DOT also manages the pedestrian ramp and sidewalk repair program and Joint Traffic Management Center, located in Queens. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol, and electricity in both 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 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 (PIAs) through the NYC Streets Plan to focus resources where they can have the greatest impact. PIAs use demographics, density, and prior investments to identify historically underserved neighborhoods and prioritize projects accordingly. High priority areas generally feature higher densities, more residents of color, lower incomes, and fewer past infrastructure investments. Directing resources to PIAs ensures that DOT directs resources to communities historically underserved by City investment.

Building on targeted PIA investments, DOT also prioritizes accessibility in its streets, programs, and services for all New Yorkers, including those with disabilities. Guided by Accessible Streets: NYC DOT's Proposed Five-Year Accessibility Plan, the Agency improves 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 in public spaces, upgrades pedestrian ramps, installs Accessible Pedestrian Signals (APS), and ensures pedestrian signal information is usable by everyone. DOT has installed over 3,000 APS citywide and incorporates community feedback through commissioner-led quarterly meetings and monthly discussions with the Mayor's Office for People with Disabilities.

DOT brings equity to the public realm through initiatives like Summer Streets, which expanded citywide in the summer of 2023, opening nearly 20 miles of car-free streets across all five boroughs over five Saturdays and reaching over 500,000 attendees. Such events celebrate cultural diversity and make active streets accessible to all. The DOT Art program has produced over 475 public art installations, beautifying corridors and plazas while providing paid opportunities for local artists, particularly in underserved communities. DOT manages and maintains over 20 permanent artworks.

DOT promotes equitable economic opportunity by exceeding its goal of awarding around 30 percent of contracts to Minority and Women-Owned Business Enterprises (M/WBEs), reaching 32 percent in Fiscal 2025, and supports diverse firms through outreach and technical assistance. Internally, DOT encourages inclusion through nine active Employee Resource Groups (ERGs), which celebrate cultural connections, advance professional development, and promote 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 across people, places, programs, and procurement, ensuring 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

- DOT's bridge program focuses on the safety of the City's bridges. New York State Department of Transportation bridge inspection procedures require that "Flags" be issued to report the existence of conditions that pose a clear and present danger, or conditions which, if left unattended for an extended period, would likely become a clear and present danger. A "Flag" is classified as either a Red Flag, Yellow Flag, or Safety Flag, in order of urgency. In the first four months of Fiscal 2026, DOT eliminated 13 percent more total bridge flags compared to the same period in Fiscal 2025 (from 257 to 290), including 45 percent more yellow flags (from 31 to 45) and 81 percent more red flags (from 16 to 29). This increase is attributed to extensive street grating work on the Grand Street Bridge connecting Queens and Brooklyn; Grand Concourse Village West retaining wall in the Bronx; Ocean Avenue Bridge over Sheepshead Bay in Brooklyn; and ongoing reinforcement of the roadway stringers on the Manhattan and Brooklyn Bridges.
- In the first four months of Fiscal 2026, pothole work orders increased nearly 10 percent compared to the same period of Fiscal 2025 (from 7,349 to 8,050). DOT repaired seven percent fewer potholes on local streets (from 33,853 to 31,433), but 12 percent more on the arterial highway system (from 4,046 to 4,528) across comparative reporting periods. At the same time, the average time to close a pothole repair increased, up nearly eight percent to 2.25 days from 2.09 days. This slight increase is attributed in part to fewer dedicated crews with supervisors and an uptick in 311 complaints related to potholes.
- In the first four months of Fiscal 2026, DOT inspectors completed 38 percent more initial inspections of permitted street work (from 134,713 to 185,310) and 46 percent more post-audit inspections for completed street work (from 77,692 to 113,521), as compared to the same period of Fiscal 2025. This increase was a result of shifting resources from the Dining Out Program to core inspection operations.
- In the first four months of Fiscal 2026, the average response time to high priority traffic signal defects increased by three minutes compared to the same period of Fiscal 2025. However, the average response time of one hour and 45 minutes remains below the target of two hours. Additionally, repair time for priority regulatory signs increased three percent to 1.6 business days while still meeting its target of three business days. The average time for DOT to repair street lights increased 31 percent from 6.3 to 8.3 days over comparative reporting periods. This is historically high as the average repair time remained at or below 3.5 days between Fiscal 2010 and Fiscal 2023. To improve this repair time, DOT is working to improve communication between contractors moving forward. The slow down in repair time is also closely tied to ongoing infrastructure improvements across the City that have increased travel times, particularly in the off hours which directly impacts street lighting repair times.
- Citywide fatalities totaled 92 through the first four months of Fiscal 2026, up from 86 in the same period in Fiscal 2025. Traffic fatalities among pedestrians increased from 35 to 40, fatalities among motorized two-wheel vehicles increased from 33 to 34, and fatalities for motor vehicle occupants increased from 15 to 16. DOT continues to invest in street improvement projects and other proven safety initiatives to make streets safer for all users and prevent fatalities. DOT installed 29 percent more speed humps and cushions (from 87 to 112) and one more million linear feet of safety markings (from 28.3 million linear feet to 29.7 million linear feet) over comparative reporting periods. This increase in production is due to more favorable weather conditions, which enabled crews to work longer hours as needed during this reporting period. However, DOT installed 94 percent fewer leading pedestrian intervals (from 247 to 15). The decrease reflects a sharp drop in new installation requests, the exhaustion of remaining high-crash candidate locations, and no new signal installations during the reporting period. Going forward, DOT is re-evaluating high crash locations citywide and re-prioritizing the installation of new leading pedestrian intervals based on updated crash data.
- The customer accident injury rate per million passengers on the Staten Island Ferry improved 30 percent from 1.63 to 1.14, which outperforms the Fiscal 2025 target of 2.00. The primary category of passenger injuries remains slip and fall events.
- In the first four months of Fiscal 2026, the number of permanent routes operated by private ferry services decreased from 23 to 21 compared to the same period in Fiscal 2025. Despite this, NY Waterway, NYC Ferry, Liberty Landing Ferry, and SeaStreak ferry routes increased schedule frequency as demand grew during the summer and fall months. Correspondingly, total ridership on private ferry services rose four percent between comparable reporting periods from 6.4 million to over 6.6 million.

- The number of annual Citi Bike memberships activated during the first four months of Fiscal 2026 rose to 114,496, a five percent increase compared to the same period last year. Citi Bike trips by all users—annual members and casual riders—rose three percent to almost 20.1 million. Trips using pedal-assist e-bikes increased nine percent whereas trips using traditional bicycles fell nine percent. To meet high levels of demand, Citi Bike installed 33 new stations in the Bay Ridge and Kensington neighborhoods of Brooklyn in the first four months of Fiscal 2026.
- By the end of October 2026, the City's bicycle network expanded to over 1,600 lane miles. DOT upgraded or added 42 percent more bicycle lane miles (from 9.2 to 13.1) but 60 percent fewer protected lane miles (from 7.1 to 2.8). The decrease in protected bike lane production is primarily due to political opposition during the late stages of project development or, occasionally, during implementation. Additionally, issues relating to contractor operations and capacity delayed production during the critical implementation period in the fall of 2025. Major projects completed during this reporting period include new protected bike lanes on Review and Starr Avenues in Queens; concrete upgrades and hardening on Atlantic and Kent Avenues in Brooklyn; and protected bike lane upgrades on Frankfort Street and Park Row in Manhattan.
- DOT added 1,134 bicycle parking spaces in the first four months of Fiscal 2026, more than double the amount added in the comparable reporting period in Fiscal 2025. This increase is due to a new bike rack installation contractor and additional installation capacity provided by DOT's Parking Operations Unit beginning in spring 2025. While the availability of the Parking Operations Unit varies due to competing responsibilities for parking meter maintenance and upgrades, their support has contributed to the higher installation output in the first four months of Fiscal 2026.
- In the first four months of Fiscal 2026, DOT installed 9.6 miles of bus lanes, up from the 0.9 miles installed in the first four months of Fiscal 2025. The increase in production is mainly due to a project on Hillside Avenue in Queens, where DOT completed nearly eight miles of new and upgraded bus lanes. The Department also completed projects previously delayed by process and political constraints. Beyond bus lanes, DOT is enhancing the bus riding experience through a variety of initiatives, including the dramatic expansion of automated enforcement of bus lanes, double parking, and blocked bus stops across 34 routes. Additional efforts include studying Transit Signal Priority at 750 intersections, installing 20 queue jump signals, and improving physical accessibility at 40 bus stops.
- Calls answered by DOT within 30 seconds remained less than one percent in the first four months of Fiscal 2026. The rate was as high as 90 percent in Fiscal 2021 and 73 percent in Fiscal 2022. This is a result of continued staff shortages. The only calls that are directly routed to DOT are related to the Authorized Parking and Permit service, whereas all others go through 311. The Department is interviewing candidates to backfill vacancies, as well as exploring technological advancements to improve efficiency at the call center.

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a Maintain a state of good repair for the City's bridges and tunnels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Bridges rated good or very good (%) (CY)	NA	35.3%	NA	↑	↑	NA	NA
Bridges rated fair (%) (CY)	NA	63.8%	NA	*	*	NA	NA
Bridges rated poor (%) (CY)	NA	0.9%	NA	*	*	NA	NA
Bridge flags eliminated	594	463	760	*	*	257	290
– Safety	523	379	617	*	*	210	216
– Yellow	50	51	90	*	*	31	45
– Red	21	33	53	*	*	16	29
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Streets maintained with a pavement rating of good (%)	76.9%	77.5%	72.7%	71.0%	71.0%	NA	NA
Streets maintained with a pavement rating of fair (%)	22.3%	22.0%	26.8%	*	*	NA	NA
Streets maintained with a pavement rating of poor (%)	0.7%	0.5%	0.5%	*	*	NA	NA
★ Average calendar days to close a pothole repair	2.63	2.47	1.99	5.00	5.00	2.09	2.25
Pothole work orders	34,563	31,947	34,440	*	*	7,349	8,050
Potholes repaired on arterial highway system	19,862	24,630	30,377	*	*	4,046	4,528
Potholes repaired on local streets only	156,991	130,268	150,193	*	*	33,853	31,433
Lane miles resurfaced citywide by in-house staff	1,200.6	1,176.9	1,167.8	*	*	636.0	634.4
Average cost per lane mile resurfaced citywide (\$)	\$191,855	\$198,498	\$221,693	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$51.39	\$61.56	\$60.85	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$73.32	\$71.90	\$72.35	*	*	NA	NA
Construction permits issued	581,004	603,411	604,199	*	*	209,171	214,220
Inspections of permitted street work	494,435	494,112	474,617	*	*	134,713	185,310
– Permitted jobs passing inspection (%)	85%	86%	88%	80%	80%	87%	85%
Post-audit inspections for completed street work	287,481	296,384	273,492	*	*	77,692	113,521
– Completed street work that passed inspection (%)	88%	88%	88%	*	*	89%	90%
Adopt-A-Highway adoption rate (%)	81.9%	81.1%	81.3%	75.0%	75.0%	80.5%	83.0%
Adopted highway miles that receive a service rating of good (%)	94.7%	95.0%	97.6%	*	*	97.0%	98.1%
★ Parking meters that are operable (%)	99.7%	99.0%	95.6%	98.0%	98.0%	98.3%	95.8%
Total violations issued	27,441	33,968	33,679	*	*	12,324	11,831
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average time to respond to high priority traffic signal defects requiring a two-hour response time and make safe (hours:minutes)	2:07	1:57	2:04	2:00	2:00	1:45	1:48
★ Average business days to repair priority regulatory signs after notification	1.4	1.5	1.5	3.0	3.0	1.5	1.6
Average calendar days to repair street lights by DOT	3.4	4.4	5.3	*	*	6.3	8.3
Average calendar days to repair street lights by ConEd	14.6	18.7	22.0	*	*	26.6	17.9
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ ● Total traffic fatalities	270	276	211	↓	↓	86	92
— Pedestrians	121	119	110	*	*	35	40
— Traditional bicyclists	10	4	4	*	*	3	2
— Motorized two-wheel vehicles	86	99	60	*	*	33	34
— Motor vehicle occupants	53	54	37	*	*	15	16
★ ● Injury crashes	38,248	39,844	36,884	↓	↓	13,574	12,677
★ Staten Island Ferry customer accident injury rate (per million passengers)	1.97	1.48	1.46	2.00	2.00	1.63	1.14
★ Speed humps and cushions installed	231	443	224	250	250	87	112
★ Pavement safety markings installed (000,000 linear feet)	64.2	65.9	53.2	↑	↑	28.3	29.7
Street Ambassador deployments completed	132	147	157	*	*	72	66
● Leading Pedestrian Intervals installed	320	313	316	*	*	247	15
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Staten Island Ferry trips that are on time (%)	94.1%	93.4%	94.9%	90.0%	90.0%	94.0%	95.2%
Staten Island Ferry weekday peak hour trips that are on time (%)	95.4%	94.5%	96.3%	*	*	95.6%	96.5%
Staten Island Ferry ridership (000)	14,715	16,215	16,705	*	*	6,232	6,215
Staten Island Ferry average cost per passenger per trip (\$)	\$10.52	\$11.72	\$12.01	*	*	NA	NA
Private ferry service ridership (000)	11,684	13,190	15,410	*	*	6,402	6,629
Private ferry service routes	21	21	21	*	*	23	21
Citi Bike annual membership	227,933	219,837	235,867	*	*	109,025	114,496
Citi Bike trips (000)	32,151	38,622	45,621	*	*	19,480	20,118
— Classic bicycles	18,186	15,844	14,436	*	*	6,542	5,976
— Pedal-assist bicycles	13,967	22,778	31,184	*	*	12,938	14,141
Annual cost for Citi Bike membership	\$185.00	\$219.99	\$219.99	*	*	NA	NA
★ NYC adults who bike regularly (CY)	902,000	762,000	680,000	↑	↑	NA	NA
Bicycle lane miles installed	47.7	63.7	52.3	50.0	50.0	9.2	13.1
— Protected	25.9	32.9	27.9	*	*	7.1	2.8
Bike parking spaces added	3,734	6,928	3,414	*	*	516	1,134
Bus lane miles installed	7.8	15.7	5.5	*	*	0.9	9.6
Average vehicular travel speed in the Manhattan Central Business District	7.8	6.9	6.9	*	*	NA	NA
Electric vehicles charging stations installed	189	189	207	*	*	189	210
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 3b Build and maintain an accessible network throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Intersections with accessible pedestrian signals installed (CY)	605	950	772	900	900	NA	NA
Existing corners upgraded (cumulative)	39,729	49,351	60,876	*	*	NA	NA
New corners installed (cumulative)	2,793	3,870	4,940	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Pedestrian volume index	82.4	77.7	79.3	*	*	NA	NA
Pedestrian space installed (square feet)	554,032	486,440	404,139	*	*	NA	NA
WalkNYC Wayfinding elements installed	35	6	11	*	*	2	4
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cases commenced against the City in state and federal court	2,424	2,305	2,822	*	*	814	859
Payout (\$000)	\$79,759	\$119,445	\$141,280	*	*	\$49,486	\$29,989
Workplace injuries reported	619	644	724	*	*	290	279
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Average time to process a permit application for customers (calendar days)	1.87	2.24	2.37	*	*	2.24	2.95
E-mails responded to within 14 days (%)	97%	99%	99%	95%	95%	99%	100%
Letters responded to within 14 days (%)	95%	99%	99%	95%	95%	99%	100%
Calls answered within 30 seconds (%)	43%	3%	1%	*	*	1%	1%
Requests for language interpretations and translations received	414	373	471	*	*	176	168
CORE facility rating	99	100	95	95	95	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	100%	98%	98%	100%	100%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98%	95%	94%	98%	98%	84%	71%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	66%	66%	68%	80%	80%	74%	72%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	100%	100%	100%	85%	85%	100%	100%
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	100%	100%	100%	90%	90%	100%	100%
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$1,385.4	\$1,471.1	\$1,565.4	\$1,503.0	\$1,569.6	\$1,556.8	\$787.7	\$751.3
Revenues (\$000,000)	\$485.7	\$472.4	\$479.0	\$474.0	\$465.5	\$462.7	\$129.7	\$124.5
Personnel	5,707	5,891	5,903	6,175	6,260	6,309	5,866	5,883
Overtime paid (\$000,000)	\$70.9	\$92.4	\$99.5	\$48.9	\$61.0	\$52.1	\$31.0	\$34.7
Capital commitments (\$000,000)	\$1,489.5	\$1,128.3	\$1,440.3	\$2,685.5	\$2,502.1	\$2,353.2	\$189.6	\$1,028.5
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$688.9	\$696.4	
001 - Exec. Admin. and Planning Management	\$91.5	\$96.5	All
002 - Highway Operations	\$262.1	\$248.2	1b, 2a, 3a, 4a
003 - Transit Operations	\$98.2	\$103.7	2a, 3a, 4a
004 - Traffic Operations	\$149.8	\$156.4	1b, 1c, 3a, 3b, 4a
006 - Bureau of Bridges	\$87.3	\$91.7	1a
Other Than Personal Services - Total	\$876.5	\$873.2	
007 - Bureau of Bridges	\$25.1	\$33.0	1a
011 - Executive and Administration	\$132.9	\$122.6	All
012 - Highway Operations	\$162.0	\$176.6	1b, 2a, 3a, 4a
013 - Transit Operations	\$56.3	\$50.7	2a, 3a, 4a
014 - Traffic Operations	\$500.0	\$490.4	1b, 1c, 3a, 3b, 4a
Agency Total	\$1,565.4	\$1,569.6	
¹ Comprehensive Annual Financial Report (CAFR) 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

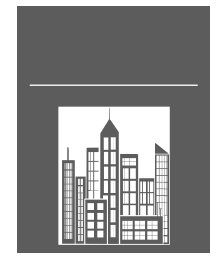
- Data for various traffic fatalities indicators were amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the data of the crash. Data changes include:
 - The previously published Fiscal 2025 four-month actual figure for ‘Total traffic fatalities’ in Goal 2a was changed from 87 to 86.
 - The previously published Fiscal 2025 four-month actual figure for ‘Pedestrian fatalities’ in Goal 2a was changed from 34 to 35.
 - The previously published Fiscal 2025 four-month actual figure for ‘Traditional bicyclist fatalities’ in Goal 2a was changed from 4 to 3.
 - The previously published Fiscal 2025 four-month actual figure for ‘Motorized two-wheel vehicle fatalities’ in Goal 2a was changed from 34 to 33.
- The previously published Fiscal 2025 four-month actual figure for ‘Bicycle lane miles installed’ in Goal 3a was changed updated from 6.9 to 7.1.
- The previously published Fiscal 2025 four-month actual figure for ‘Bicycle lane miles installed — Protected’ in Goal 3a was changed updated from 9.1 to 9.2.

ADDITIONAL RESOURCES

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

- Select Bus Service:
<https://www1.nyc.gov/html/brt/html/home/home.shtml>
- NYC Citi Bike Share:
<https://nycdotbikeshare.info/>
- Better Buses Action Plan:
<https://www1.nyc.gov/html/brt/downloads/pdf/better-buses-action-plan-2019.pdf>
- 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>
- 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

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 and small business owners who conduct business 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 Get Sheds Down plan 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 438 sheds across the City which had previously been up for over five years. Overall, the City has seen an over 12 percent net decrease in sidewalk sheds since the plan was first announced.

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 safety mission, which have led to a 26 percent decrease in construction-related injuries in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. The most recent construction safety data show that during the first 10 months of Calendar 2025 building construction sites have continued to become safer, with construction-related incidents and injuries both dropping over 30 percent when compared to the same period in Calendar 2024.

Building on this progress to promote safety for all New Yorkers, the Department has increased staffing levels for several enforcement units that focus on proactive enforcement, parking structure safety, gas safety, and sidewalk shed regulations. The efforts of these inspectors 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.

The Department is also working to make the built environment more accessible for elderly New Yorkers and those with disabilities. New construction projects must comply with the City's robust accessibility design regulations set forth in the City's Building Code, meaning that every permit issued for a new building and alteration project opens up more of the City to New Yorkers of all abilities. In an effort to further improve upon these accessibility regulations, the Department, in partnership with the Department of Housing Preservation and Development, launched the "Opening Doors" Building Accessibility Innovation Challenge in September 2025. The initiative invites architects, engineers, advocates, accessibility experts, and members of the public to submit forward-thinking ideas to the City that can help shape the future of accessibility in the five boroughs. The ideas will be reviewed by a panel of judges that includes other government agencies and industry experts. Winning ideas will be announced in Calendar 2026 and could potentially lead to changes to the City's codes.

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

- 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 Calendar 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. Though applicants are required to use DOB NOW for most filings, as of the first four months 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. In the first four months of Fiscal 2026, job filings in DOB NOW increased to 92,311 compared to 88,976 in the same period in Fiscal 2025. Job filings in BIS decreased by 19 percent across comparative reporting periods to 4,885 filings.
- In the first four months of Fiscal 2026, DOB issued 39,952 initial and 15,243 renewal work permits in DOB NOW, a three percent decrease and eight percent increase, respectively, compared to the same period of Fiscal 2025. Total work permits issued in BIS continue to trend down as expected as job volume shifts to DOB NOW. During the same period DOB issued 169 initial and 2,186 renewal work permits in BIS, down 36 percent and 26 percent, respectively.
- DOB completed 53,662 first plan reviews in DOB NOW, and 861 first plans reviews in BIS in the first four months of Fiscal 2026, a one percent decrease and 12 percent increase, respectively, from the same period in Fiscal 2025. Across comparative reporting periods, the average time for the Department to complete first plan reviews for DOB NOW filings increased for types, up 70 percent from 5.9 days to 10.0 days for new buildings, 57 percent to 9.2 days for major renovations, and 39 percent to 4.2 days for minor renovations. The average days from filing in DOB NOW to approval rose in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, from 20.3 days to 23.6 days. Filing complexities and submission quality, as well as resource constraints, contributed to extended plan review times and instances of rejection or resubmission. The days-to-approval measure includes both the time an application is with the Department and time with the applicant. Plan resubmissions and their reviews increased seven percent in DOB NOW from 35,581 to 38,105, with notable increases for new buildings and full demolitions. These filing types can be more complicated requiring resubmissions after initial review.
- Average inspection response time in all categories remains impacted by ongoing budgetary constraints and reduced staff capacity, however, it has continued to improve since the latter half of Fiscal 2025. The average wait time for a construction inspection increased from 4.3 days in the first four months of Fiscal 2025 to 4.6 days in the same period of Fiscal 2026, while average wait times for plumbing inspections increased from 4.0 days to 6.2 days. Electrical inspection response time decreased from 9.5 days to 8.7 days during the same period. DOB completed 131,726 inspections, consistent with the number of inspections performed in the same period last fiscal year.
- Average response time for Priority A (emergency) complaints remained steady at 0.3 days, comparing the first four months of Fiscal 2025 to the same period of Fiscal 2026. Average response time for Priority B (non-emergency) complaints rose from 15.0 days to 21.2 days in the first four months of Fiscal 2026, however it remains below the target of 40 days. Increased Priority B response times are primarily driven by elevator complaints, as the elevator unit continues to be impacted by ongoing budgetary constraints and reduced staff capacity.
- The Department issued 20,123 Office of Administrative Trials and Hearings (OATH)/Environmental Control Board (ECB) violations in the first four months of Fiscal 2026, 28 percent more than in the same period in Fiscal 2025. Of the violations heard, 80.0 percent were upheld, which is down from 82.4 percent upheld during the same period last year. The Department issued 34,197 violations, compared to 29,422 in the same period in Fiscal 2025.
- In the first four months of Fiscal 2026, the Department issued 2,683 total stop work orders (comprised of both full and partial stop work orders), a 20 percent increase from the same period in Fiscal 2025. 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 that not all work on a site was halted unless absolutely necessary.

- Comparing the first four months of Fiscal 2025 to the same period of Fiscal 2026, construction-related incidents with injury decreased from 143 to 103 and construction-related injuries decreased from 146 to 108. There were two construction-related fatalities during this period, the same as in the same period of Fiscal 2025. The Department's comprehensive approach to bolstering safety awareness involves direct engagement at construction sites, targeted distribution of outreach materials focusing on fall protection and ladder safety, communication of training prerequisites to permit holders and site safety professionals, and active engagement on social media. The Department remains committed to enforcing Local Law 196 of 2017, which requires workers on construction sites complete the mandated 40 hours of safety training. Additionally, beginning in Calendar 2024, the allowable number of construction sites overseen by an individual Construction Superintendent was reduced from five to three. The Department believes this continues to have a positive impact on reducing construction-related injuries.

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Jobs filed – All applications (DOB NOW)	248,446	253,548	259,086	*	*	88,976	92,311
Jobs filed – All applications (BIS)	40,926	26,873	16,420	*	*	6,015	4,885
Work permits issued – Initial (DOB NOW)	106,458	108,668	114,771	*	*	41,139	39,952
Work permits issued – Renewals (DOB NOW)	41,422	41,499	45,017	*	*	14,134	15,243
Work permits issued – Initial (BIS)	12,775	6,149	705	*	*	262	169
Work permits issued – Renewals (BIS)	19,657	12,418	8,847	*	*	2,947	2,186
★ Average customer in-person transaction time (minutes)	6	6	7	↓	↓	7	7
Average customer in-person wait time (minutes)	6	6	7	*	*	6	6
Certificates of occupancy issued (permanent and initial temporary)	15,412	15,007	15,932	*	*	5,378	5,454
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1b Promptly review construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
First plan reviews completed – All applications (DOB NOW)	142,061	149,991	153,551	*	*	54,185	53,662
First plan reviews completed – Initial applications (BIS)	13,197	6,952	2,344	*	*	766	861
Average days to complete first plan review – All applications (DOB NOW)	2.7	3.3	3.7	*	*	3.5	5.4
★ Average days to complete first plan review – New Buildings – All applications (DOB NOW)	6.5	6.5	6.3	↓	↓	5.9	10.0
★ Average days to complete first plan review – Major Renovations (Alteration CO) – All applications (DOB NOW)	5.0	5.5	6.0	↓	↓	5.9	9.2
★ Average days to complete first plan review – Minor Renovations (Alteration) – All applications (DOB NOW)	2.2	2.8	3.2	↓	↓	3.0	4.2
★ Average days to complete first plan review – Major Renovations (Alteration I) – Initial applications (BIS)	16.1	15.0	20.1	10.0	10.0	21.5	16.8
Average days to complete first plan review – Minor Renovations – Initial applications (BIS)	3.5	4.1	9.6	4.0	4.0	9.5	12.2
Average days from filing to approval – All applications (DOB NOW)	18.1	20.2	20.3	*	*	20.3	23.6
★ Resubmission plan reviews completed – All applications (DOB NOW)	88,252	102,342	106,759	↓	↓	35,581	38,105
★ Resubmission plan reviews completed – All applications (BIS)	10,387	10,086	7,128	↓	↓	2,580	2,061
Jobs professionally certified	114,779	107,288	104,939	*	*	37,291	36,644
Jobs professionally certified that were audited (pre-approval)	4,595	5,322	5,234	*	*	1,782	1,925
Jobs professionally certified that were audited (post-approval) (%)	23.8%	23.7%	23.3%	*	*	22.4%	23.9%
Of eligible audited jobs (post-approval), the percent of audits that failed (%)	3.6%	2.5%	2.3%	*	*	2.2%	2.2%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average days between construction inspection request and inspection	1.5	4.4	5.4	↓	↓	4.3	4.6
★ Average days between electrical inspection request and inspection	3.3	4.6	12.8	↓	↓	9.5	8.7
★ Average days between plumbing inspection request and inspection	2.2	2.6	5.0	↓	↓	4.0	6.2
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Priority A (emergency) complaints received	21,012	21,691	20,028	*	*	7,030	7,134
Priority B (nonemergency) complaints received	69,603	75,554	75,932	*	*	26,722	27,362
Priority A complaints responded to	19,489	20,861	19,729	*	*	6,796	7,035
Priority B complaints responded to	58,965	62,962	58,160	*	*	19,994	19,668
★ Average time to respond to Priority A complaints (days)	0.2	0.3	0.3	1.0	1.0	0.3	0.3
★ Average time to respond to Priority B complaints (days)	10.8	12.9	17.6	40.0	40.0	15.0	21.2
★ Residential illegal conversion complaints where access was obtained (%)	30.9%	29.7%	26.9%	44.0%	44.0%	28.3%	30.9%
– Access obtained and violations were written (%)	21.4%	24.5%	25.3%	*	*	29.1%	23.0%
Work without a permit complaints where access was obtained and violations were written (%)	30.4%	28.8%	36.9%	*	*	32.5%	41.7%
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 2b Rigorously enforce building and zoning laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ All inspections completed	373,838	416,290	379,691	↑	↑	130,308	131,726
★ All development inspections completed	193,791	212,575	190,410	*	*	62,831	65,469
★ All enforcement inspections completed	180,147	203,715	190,410	*	*	67,477	66,527
Enforcement inspections resulting in violations (%)	11%	13%	13%	*	*	11%	12%
DOB violations issued	138,431	172,567	39,901	*	*	29,422	34,197
Office of Administrative Trials and Hearings violations issued	46,330	44,240	52,891	*	*	15,766	20,123
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	79.8%	81.2%	81.5%	80.0%	80.0%	82.4%	80.0%
★ Stop work orders issued	7,644	5,932	6,639	*	*	2,246	2,683
★ Stop work orders rescinded	9,831	7,080	7,074	*	*	2,618	2,663
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 2c

Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Construction-related incidents	787	741	468	*	*	181	147
– Construction-related incidents with injury	623	575	557	*	*	143	103
★ Construction-related injuries	658	625	363	↓	↓	146	108
★ – Construction-related fatalities	8	7	8	↓	↓	2	2
★ Critical Indicator	✳ Equity Indicator	“NA” Not Available		↕↔ Directional Target	* None		

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Workplace injuries reported	10	8	5	*	*	2	5
★ Critical Indicator	✳ Equity Indicator	“NA” Not Available		↕↔ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	50%	61%	64%	57%	57%	45%	53%
E-mails responded to within 14 days (%)	87%	85%	88%	57%	57%	78%	80%
Calls answered within 30 seconds (%)	61%	81%	82%	*	*	83%	81%
CORE facility rating	98	95	99	85	85	NA	NA
Completed requests for interpretation	51	86	342	*	*	NA	NA
★ Critical Indicator	✳ Equity Indicator	“NA” Not Available		↕↔ Directional Target	* None		

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
Percent meeting time to first action – Elevator – Defective/Not Working (40 days)	97.7%	77.1%	70.6%	*	*	74.8%	74.7%
Percent meeting time to first action – Work Contrary/Beyond Approved Plans/Permits (40 days)	96.8%	97.6%	97.7%	*	*	98.0%	97.9%
Percent meeting time to first action – Failure to Maintain (40 days)	84.8%	75.1%	39.6%	*	*	35.7%	34.4%
Percent meeting time to first action – Illegal Conversion of Residential Building/Space (40 days)	96.0%	96.3%	97.5%	*	*	97.2%	97.1%
Percent meeting time to first action – Work Without Permit (40 days)	99.2%	99.9%	99.8%	*	*	99.7%	99.3%
★ Critical Indicator	✳ Equity Indicator	“NA” Not Available		↕↔ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$192.1	\$190.3	\$179.5	\$230.9	\$233.1	\$213.7	\$62.0	\$71.8
Revenues (\$000,000)	\$319.5	\$353.8	\$391.9	\$351.2	\$387.7	\$353.1	\$124.0	\$158.1
Personnel	1,569	1,563	1,605	1,853	1,883	1,894	1,522	1,606
Overtime paid (\$000,000)	\$9.3	\$4.6	\$3.7	\$3.0	\$3.0	\$3.3	\$0.9	\$1.0
¹ February 2026 Financial Plan. ² Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$145.6	\$177.3	
001 - Personal Services	\$73.2	\$82.1	All
003 - Inspections	\$65.2	\$84.6	All
005 - Sustainability	\$7.2	\$10.6	*
Other Than Personal Services - Total	\$34.0	\$55.8	
002 - Other Than Personal Services	\$27.9	\$47.0	All
004 - Inspections	\$5.4	\$5.2	All
006 - Sustainability	\$0.6	\$3.6	*
Agency Total	\$179.5	\$233.1	
¹ Comprehensive Annual Financial Report (CAFR) 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

- Previously published figures for 'Resubmission plan reviews completed – All applications (DOB NOW)' in Goal 1b were updated after data review; Fiscal 2024 from 92,392 to 102,342, four-month Fiscal 2025 from 31,792 to 35,581, and Fiscal 2025 total from 100,023 to 106,759.
- Previously published Fiscal 2025 four-month figures were updated in Goal 1c after data review. 'Average days between construction inspection request and inspection' was updated from 4.2 to 4.3 days, 'Average days between electrical inspection request and inspection' from 9.4 to 9.5 days, and 'Average days between plumbing inspection request and inspection' from 3.9 to 4.0 days.
- Previously published Fiscal 2025 four-month figures were updated in Goal 2a after data review. 'Residential illegal conversion complaints where access was obtained (%)' was adjusted from 25.8 percent to 28.3 percent, for 'Residential illegal conversion complaints where access was obtained and violations were written (%)' was updated from 20.9 percent to 29.1 percent, and 'Work without a permit complaints where access was obtained and violations were written (%)' was updated from 27.5 percent to 32.5 percent.
- Previously published Fiscal 2025 four-month figure for 'Construction-related fatalities' was adjusted from one to two.

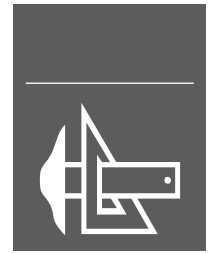
ADDITIONAL RESOURCES

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



WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies, as well as non-profit institutions receiving City funding, to deliver high-quality public buildings and infrastructure for New York City, on-schedule and within budget, 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 water mains, sewers, roads, public plazas, and coastal resiliency projects. DDC's total portfolio in Fiscal 2026, including the Borough-Based Jails Program (BBJ), consists of 546 currently active projects (not including projects in the planning or closeout phases) valued at \$28.7 billion.

FOCUS ON EQUITY

DDC has a diverse and growing portfolio of projects that support neighborhoods, promote economic growth and protect New Yorkers throughout the City. In the first four months of Fiscal 2026 that included a renovation of Queens Borough Hall Plaza, a project that made the plaza and the entrance to Borough Hall compliant with the Americans with Disabilities Act. Other projects included the re-opening of Leonard Library in Brooklyn, which now has a new roof, and the start of Phase 5 of the Agency's end-to-end rebuild of Grand Concourse in the Bronx, with new safety features, improved pedestrian access and bike lanes, bollards, wider medians, and new lighting.

DDC remains a leading agency in contract awards and payments to Minority and Women-owned Business Enterprises (M/WBEs). In Fiscal 2025, the Agency's M/WBE participation was 33.6 percent for contracts subject to Local Law 1 of 2013, with over \$1 billion in awards to City-certified M/WBEs, nearly half of the \$2.2 billion awarded to M/WBEs citywide.

DDC works to increase job opportunities in the construction and the construction-related services industries for women and minorities from underrepresented communities, and to address barriers to City work for M/WBEs. DDC's Office of Diversity and Industry Relations focuses on enhancing access to City contracts and building the prosperity of M/WBEs. DDC structures its procurements to leverage New York State rules that create additional opportunities for M/WBEs. DDC is the first City agency to set disaggregated M/WBE goals on procurements, which has had a significant impact in subcontract awards to underrepresented communities in Fiscal 2025, with 22 percent of all M/WBE subcontracts awarded to MBE-Black firms and 27 percent awarded to MBE-Hispanic firms.

DDC continued to make progress at its East Side Coastal Resilience (ESCR) and Brooklyn Bridge-Montgomery Coastal Resilience (BMCR) projects in Manhattan, installing over 900 feet of shoreline flood protection in the first four months of Fiscal 2026. The Agency has also launched its third major coastal resiliency effort in Red Hook, Brooklyn, a \$218 million project that will create a two-mile series of floodwalls, floodgates, and other infrastructure enhancements stretching across Atlantic Basin and Beard Street. DDC also completed two projects in Staten Island that are part of the Mid-Island Bluebelt system (a multi-phase initiative in New Creek, Staten Island that aims to address flooding-related challenges and deliver infrastructure upgrades), finished a wetland restoration project at Four Sparrow Marsh in Brooklyn, and opened large new sections of the rebuilt East River Park in Manhattan, including a reconstructed amphitheater, six new tennis courts, and the new Corlears Hook Bridge spanning the FDR Drive.

DDC continues to build on its effort to make City construction faster and more efficient and in August 2025 released the latest update to its Strategic Blueprint, detailing how DDC is reducing project timelines and saving taxpayer money, plus additional reforms needed to further enhance the City's capital project delivery. In early Fiscal 2026, the Agency took advantage of a reform that passed in Albany last year and designated several major projects to be part of its pilot CM-Build program.

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 the first four months of Fiscal 2026, 23 projects completed DDC's Front-End Planning process, a decrease from 32 in the same period of Fiscal 2025. This reflects a decrease in project initiations by the sponsor agencies that DDC builds for as submissions to the office declined by half during this period compared to last year.
- DDC completed 26 designs and 22 construction projects in the first four months of Fiscal 2026, a decrease from the same period in Fiscal 2025 when 30 designs and 34 construction projects were completed. Designs and construction completed fluctuates year to year based on the scope of the projects in DDC's portfolio.
- Continuing to upgrade and expand the City's streets, sewers and water mains in the first four months of Fiscal 2026, the Agency reconstructed 7.8 lane miles of roadway (compared to 10.6 miles in the same period of Fiscal 2025), built 3.9 miles of water mains (down from 7.5 miles) and installed 2.6 miles of new or upgraded sewers (up from 1.5 miles). These numbers reflect the priorities and capital investment of the City agencies that fund DDC's infrastructure projects and year-to-year variance is expected.
- To tackle New York's ever-changing climate needs, DDC installed 29,262 square feet of porous pavement in the first four months of Fiscal 2026, almost double the 15,693 it installed during the same period of Fiscal 2025. The City is moving toward more porous pavement use because it has proven to be more efficient at managing stormwater than either rain gardens or infiltration basins, neither of which had any installations in this reporting period. The Agency installed more than 900 linear feet of shoreline flood protection at its ESCR and BMCR projects. Together, these coastal resiliency projects will protect 150,000 residents from coastal flooding and other effects of climate change.
- DDC upgraded 1,499 corner pedestrian ramps in the first four months of Fiscal 2026, 10 percent fewer than in the same period of Fiscal 2025. This work advanced compliance with a federal court order to make pedestrian ramps citywide fully ADA compliant. With several active pedestrian ramp projects installing hundreds of ramps at a time, DDC expects to make significant progress towards the target before the end of the fiscal year.
- There were eight construction-related accidents and injuries, but no fatalities, on DDC-managed construction sites in the first four months of Fiscal 2026, up from six accidents and injuries in the same period the previous year. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. Contractors are required to immediately report all safety related accidents or incidents to DDC, where established protocols dictate follow-up and reporting requirements. In addition, every project's Site Safety Plan must now include a Multi-Employer Sites Accident Prevention and Safety Compliance Policy, outlining measures to reduce the risk of injuries.
- DDC audited 33 percent of its projects in the first four months of Fiscal 2026, down 25 percentage points compared to the same period of Fiscal 2025, when over half of all projects were audited. DDC has audited 100 percent of projects for nearly two decades and anticipates doing the same by the close of this fiscal year.
- In the first four months of Fiscal 2026, 54 percent of eligible projects completed a post-construction customer satisfaction survey, up from 21 percent in the same period of Fiscal 2025. Of the 18 surveys returned, 29 percent of respondents rated the completed project as adequate or better, a 71 percentage-point decrease in favorable responses from the same period of Fiscal 2025. Most of these responses were about a particular project which required the construction team to be on site longer than anticipated, in part due to utility delays.

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Front-End Planning phase completed	106	110	74	*	*	32	23
Designs completed	101	89	79	74	74	30	26
Construction completed	75	61	78	73	73	34	22
Roadway lane miles reconstructed	33.6	20.3	29.8	15.0	15.0	10.6	7.8
Sewers (new and replaced) (miles)	11.7	7.3	6.5	5.0	5.0	1.5	2.6
Water mains (new and replaced) (miles)	18.7	17.3	13.4	9.0	9.0	7.5	3.9
Rain gardens installed	NA	153	113	19	19	91	0
Infiltration basins installed	NA	1,096	378	36	36	269	0
Porous pavements installed (square feet)	NA	20,478	67,257	100,492	100,492	15,693	29,262
Pedestrian ramp corners installed	NA	5,488	3,822	4,035	4,035	1,673	1,499
Coastal protection constructed (linear feet)	NA	3,102	4,427	5,750	5,750	1,265	901
Completed designs early/on time (%)	81%	91%	85%	88%	88%	NA	NA
★ – Infrastructure (%)	91%	98%	88%	88%	88%	NA	NA
★ – Public buildings (%)	71%	83%	82%	88%	88%	NA	NA
★ Active designs — Early/on time (%)	71%	89%	86%	88%	88%	79%	84%
Completed construction early/on time (%)	76%	89%	90%	82%	82%	NA	NA
★ – Infrastructure (%)	87%	92%	94%	82%	82%	NA	NA
★ – Public buildings (%)	65%	86%	86%	82%	82%	NA	NA
★ Active construction — Early/on time (%)	73%	91%	88%	82%	82%	87%	89%
★ Construction cost variance (%)	NA	NA	0.66%	15.00%	15.00%	NA	3.00%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Goal 1b Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Construction-related accidents	12	27	18	*	*	6	8
★ Construction-related injuries	12	27	18	⬇️	⬇️	6	8
★ Construction-related fatalities	0	2	0	⬇️	⬇️	0	0
Projects audited (%)	100%	100%	100%	95%	95%	58%	33%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Goal 1c Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Eligible projects with completed post-construction surveys (%)	21%	18%	49%	*	*	21%	54%
Post-construction satisfaction — Surveys returned	71	33	584	*	*	17	18
Respondents rating a completed project as adequate or better (%)	100%	90%	97%	90%	90%	100%	29%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
E-mails responded to within 14 days (%)	100%	100%	100%	90%	90%	100%	100%
Letters responded to within 14 days (%)	100%	100%	100%	90%	90%	100%	98%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$228.4	\$171.9	\$162.2	\$164.5	\$178.9	\$163.4	\$70.7	\$61.0
Revenues (\$000)	\$26.3	\$0.0	\$0.7	\$50.0	\$50.0	\$50.0	\$0.6	\$0.0
Personnel	1,076	1,099	1,159	1,219	1,217	1,217	1,123	1,138
Overtime paid (\$000,000)	\$1.7	\$1.5	\$1.2	\$1.1	\$1.1	\$1.1	\$0.4	\$0.3
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$2,441.6	\$2,548.0	\$4,657.4	\$3,656.0	\$3,862.0	NA	NA	NA
¹February 2026 Financial Plan. ²Expenditures 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 FY25¹ (\$000,000)	February 2026 Financial Plan FY26² (\$000,000)	Applicable MMR Goals³
Personal Services - Total	\$121.7	\$132.01	
001 - Design and Construction	\$113.9	\$121.8	All
003 - Executive, Administrative, and Capital Planning	\$7.8	\$10.3	1a
Other Than Personal Services - Total	\$40.5	\$46.9	
002 - Design and Construction	\$24.4	\$34.9	All
004 - Executive, Administrative, and Capital Planning	\$16.15	\$12.0	1a
Agency Total	\$162.2	\$178.9	
¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter.			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2026 target for 'Designs completed' was changed from 88 to 74 due to contract and project bid policy changes for infrastructure projects.
- Previously published Fiscal 2026 target for 'Pedestrian ramp corners installed' was reduced from 6,347 to 4,035. This change is driven by the completion of pedestrian ramp corners in Fiscal 2025, which were originally projected to be newly completed in Fiscal 2026. Additionally, inclement weather delayed the completion of some pedestrian ramp corner installations.

ADDITIONAL RESOURCES

- 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

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	New York City Economic Development Corporation	p 319		Landmarks Preservation Commission	p 349
	Department of Housing Preservation and Development	p 327			

DEPARTMENT OF CITY PLANNING



WHAT WE DO

The Department of City Planning (DCP) plans for the future of New York City, working to create thriving and dynamic neighborhoods with access to housing, 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, housing access is expanded 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, informed decision-making is promoted through 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 promotes equity and prosperity in multiple ways, most notably with City of Yes, the most ambitious update to the City's zoning code since 1961. This citywide initiative has three components: carbon neutrality, economic opportunity, and housing opportunity. City of Yes for Carbon Neutrality and City of Yes for Economic Opportunity were approved by the New York City Council in Fiscal 2024. City of Yes for Housing Opportunity, which will help alleviate the City's housing affordability crisis by enabling the construction of more homes in every neighborhood of the City, was approved in Fiscal 2025.

By updating zoning regulations to allow for more homes to be built citywide—including income-restricted, permanently affordable homes—DCP is helping advance Housing Our Neighbors, the comprehensive blueprint to tackle the City's affordable housing crisis and get New Yorkers into safe, high-quality homes. DCP also supports this work through neighborhood plans that spur housing and job growth and guide community investments. These include the Midtown South Mixed-Use Plan in Manhattan and the Jamaica Neighborhood Plan and the OneLIC Neighborhood Plan, both in Queens, which were approved by the City Council in Fiscal 2026, as well as the Bronx Metro-North Station Area Plan and Atlantic Avenue Mixed-Use Plan in Brooklyn, which were approved in previous fiscal years.

DCP is committed to fostering a more equitable city and supports Where We Live NYC, the City's comprehensive plan to advance fair housing. City of Yes for Housing Opportunity emerged directly out of Where We Live NYC, and has implemented many of its strategies, including increasing housing opportunities for low-income New Yorkers in amenity-rich neighborhoods and expanding the number of homes available to New Yorkers who receive rental assistance benefits.

To promote transparency, DCP creates digital reports, interactive StoryMaps, and other publicly accessible tools to inform New Yorkers and provide context for its planning work. Some of this work includes Principles in Place, a series of one-pagers that show how the Agency's Principles of Good Urban Design are used to help create sustainable streets, a civic building, or a multi-phase, mixed-use development. DCP also continues to use the Equitable Development Data Explorer to facilitate public discussion around housing affordability, equity, and community displacement by helping New Yorkers find critical information about their neighborhoods and equipping them with data for planning a more equitable future.

To promote community involvement in the City's budget process, DCP works with the 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 training for Community Boards 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 and South Richmond land use and zoning actions, 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

- DCP completed and publicly presented five citywide proposals and studies and eight neighborhood proposals and studies during the first four months of Fiscal 2026. Both numbers are comparable to the seven citywide and seven neighborhood proposals advanced in the first four months of Fiscal 2025. These planning documents were primarily related to active neighborhood planning proposals to promote housing and affordability, sustainability, and quality of life. They reflect the completion of key initiatives, including the approval of the Midtown South Mixed-Use Plan, the Jamaica Neighborhood Plan, and the OneLIC Neighborhood Plan in Fiscal 2026, which resulted in a limited amount of new content that was needed during this period. DCP also advanced the draft NYC Industrial Plan through a report, a one-page explainer, and a digital data explorer tool that maps the impacts of this plan. Other materials presented to the public included promotional videos for City of Yes for Housing Opportunity and the Manhattan Plan, an ambitious initiative to tackle Manhattan's housing shortage by developing strategies to bring 100,000 new homes to the borough. In addition, DCP released a Cross Bronx Community Storybank that looks at the past, present, and future of the Cross Bronx Expressway and its surrounding neighborhoods.
- During the first four months of Fiscal 2026, DCP advanced, and the City Planning Commission reviewed, land use actions from public and private applications that are projected to create a total of 2,226 homes across the five boroughs—enough to house over 5,000 New Yorkers. This represents a 69 percent decrease in homes projected from applications in the first four months of Fiscal 2025. Of these homes, 750 would be income-restricted and affordable, either through DCP's Mandatory Inclusionary Housing requirement or from a City agency or non-profit funding source, a 74 percent decrease from the number of affordable homes projected in the first four months of Fiscal 2025. These numbers mainly account for individual site projects, as DCP's larger City-sponsored neighborhood plans advanced in earlier review periods. Performances of this indicator will continue to vary year over year, as the number of projects and their makeup varies. The developments that make up the Fiscal 2026 housing projections include 395 Flatbush Avenue Extension in Downtown Brooklyn, which is projected to create 1,200 new homes, 78-08 Linden Boulevard in Lindenwood, Queens, which is projected to create over 270 new homes, and 1727 Amsterdam Avenue in Manhattan, which is projected to create 200 new homes.
- The City Planning Commission approved 40,023 homes in the first four months of Fiscal 2026, more than 20 times more than the 1,704 homes approved during this period in Fiscal 2025. This increase is due in part to the Commission's approval of the Jamaica Neighborhood Plan and OneLIC Neighborhood Plan, which together account for more than 26,000 new homes. The number of homes approved follows those that the City Planning Commission projected in earlier reporting periods; for example, the large number of homes approved in the first four months of Fiscal 2026 reflects the large number of homes projected in Fiscal 2025.
- The number of simple zoning actions and City projects (non-zoning) that entered public review increased across comparative reporting periods, from 18 to 25 and eight to 16, respectively. The increase in simple zoning actions entering public review reflects projects that were advanced after resolving pre-certification issues. The increase in City projects entering public review is primarily due to other agencies, such as the Department of Housing Preservation and Development (HPD), the Landmarks Preservation Commission (LPC), and the Department of Environmental Preservation (DEP) advancing multiple initiatives on parallel timelines. The numbers of other zoning actions that entered public review declined slightly from the first four months of Fiscal 2025 to the same period in Fiscal 2026. Zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Assessment Statement (EAS) decreased from 13 to 10, zoning actions with CEQR requiring an Environmental Impact Statement (EIS) decreased from two to one, and renewals and South Richmond action projects, a composite of renewal projects citywide and actions located in Staten Island's South Richmond Development Special District, decreased from three to one.
- Of the zoning actions reviewed in the first four months of Fiscal 2026, 56 percent of the 25 simple zoning actions were certified or referred in their target time frame of 12 months, 30 percent of the 10 zoning actions with CEQR (EAS) were certified or referred in their target time frame of 15 months, the only zoning action with CEQR (EIS) was certified or referred in its target time frame of 22 months, 50 percent of the 16 non-zoning City projects were certified or referred in their target time frame of six months, and the only project renewal or South Richmond action for this time frame was not certified or referred in its target time frame of six months. Across comparative reporting periods, median days for zoning actions to enter public review increased from 257 to 308 for simple zoning actions, from 278 to 731 for zoning actions with CEQR (EAS), from 97 to 234 for zoning actions with CEQR (EIS), from 33 to 182 for City projects

(non-zoning), and from 172 to 201 for renewals and South Richmond action projects. Several outlier projects in the pipeline that took much longer to advance than the average which skewed the statistics and implementation of City of Yes initiatives also required many public and private applications to have additional revision loops based on those new rules going into effect. In addition, many of these projects included thorough environmental review that touched on multiple agencies, leading to challenges with CEQR review. Sister agency capacity, resources, and priorities regularly fluctuate, which can delay project completion.

- DCP presented or publicly released 128 planning information and policy analysis initiatives during the first four months of Fiscal 2026, comparable to the 122 released during the reporting period in Fiscal 2025. These initiatives or reports include an update to the BYTES of the BIG APPLE, DCP’s open data tool, and the Principles in Place one-page explainers.
- In the first four months of Fiscal 2026, DCP fulfilled 661 requests for zoning verification letters, which provide information about a property’s zoning designation, a 74 percent increase over the number of letters fulfilled in the comparative period in Fiscal 2025. This increase is due to one company requesting 262 letters for their townhome development. DCP also completed 611 requests made to the Zoning Help Desk, a 20 percent decrease compared to the same period in Fiscal 2025. This service allows members of the public to contact zoning specialists with land use or zoning-related questions and receive a response within two business days. Zoning Help Desk requests can vary greatly from month-to-month, as they are based on the calls DCP receives from New Yorkers with zoning questions.
- From the first four months of Fiscal 2025 to the same period in Fiscal 2026, Community Board requests fulfilled declined from 83 to 68. Community Board engagement typically increases as DCP crafts citywide initiatives or neighborhood plans. With City of Yes approved in previous fiscal years and most of the neighborhood plans already past the Community Board milestone of public review by the beginning of Fiscal 2026, the number of meetings DCP had with Community Boards decreased.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Citywide proposals and studies advanced	26	91	18	⬆	⬆	7	5
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Homes projected through land use actions reviewed by the City Planning Commission	NA	20,748	64,523	*	*	7,203	2,226
Affordable homes projected through land use actions reviewed by the City Planning Commission	NA	8,559	35,181	*	*	2,918	750
Homes approved by the City Planning Commission	12,473	19,872	27,746	*	*	1,704	40,023
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Neighborhood proposals and studies advanced	20	73	39	↑	↑	7	8
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Simple zoning action projects that entered public review	53	69	53	*	*	18	25
★ Simple zoning action projects that entered public review within 12 months (%)	57%	61%	64%	70%	70%	72%	56%
Median days for projects to enter public review	NA	307	278	365	365	257	308
Time that projects spent with DCP under review before entering public review (%)	NA	61%	64%	65%	65%	47%	61%
Time that projects spent with applicant before entering public review (%)	NA	39%	36%	*	*	53%	39%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Zoning actions with CEQR (EAS) that entered public review	44	53	52	*	*	13	10
★ Zoning actions with CEQR (EAS) that entered public review within 15 months (%)	34%	32%	43%	70%	70%	69%	30%
Median days for projects to enter public review	NA	527	482	456	456	278	731
Time that projects spent with DCP under review before entering public review (%)	NA	61%	65%	65%	65%	56%	57%
Time that projects spent with applicant before entering public review (%)	NA	39%	35%	*	*	44%	43%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Zoning actions with CEQR (EIS) that entered public review	3	9	11	*	*	2	1
★ Zoning actions with CEQR (EIS) that entered public review within 22 months (%)	33%	89%	91%	70%	70%	100%	100%
Median days for projects to enter public review	NA	148	369	669	669	97	234
Time that projects spent with DCP under review before entering public review (%)	NA	90%	86%	65%	65%	67%	76%
Time that projects spent with applicant before entering public review (%)	NA	10%	14%	*	*	33%	24%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
City projects (non-zoning) that entered public review	9	34	25	*	*	8	16
★ City projects (non-zoning) that entered public review within 6 months (%)	89%	74%	100%	70%	70%	100%	50%
Median days for projects to enter public review	NA	50	41	182	182	33	182
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 3e

Conduct timely and thorough review of renewals and South Richmond land use and zoning actions, subject to City Planning Commission review.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Renewals and South Richmond action projects that entered public review	56	19	3	*	*	3	1
★ Renewals and South Richmond action projects that entered public review within 6 months (%)	89%	89%	67%	70%	70%	67%	0%
Median days for projects to enter public review	NA	89	205	182	182	172	201
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
★ Planning information and policy analysis initiatives presented to the public	469	435	425	⬆️	⬆️	122	128
Zoning verification letter requests fulfilled	NA	753	1,160	*	*	381	661
Zoning Help Desk requests fulfilled	NA	2,454	2,194	*	*	760	611
Community Board engagement requests fulfilled	NA	869	393	*	*	83	68
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	97%	96%	93%	85%	85%	100%	100%
Letters responded to within 14 days (%)	100%	77%	100%	50%	50%	100%	100%
Completed requests for interpretation	15	18	9	*	*	5	4
CORE facility rating	99	100	99	90	90	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$39.7	\$45.7	\$49.1	\$56.8	\$58.2	\$51.5	\$19.3	\$25.1
Revenues (\$000,000)	\$3.4	\$4.2	\$3.5	\$2.7	\$2.7	\$2.7	\$1.1	\$2.1
Personnel	320	318	337	384	388	389	318	326
Overtime paid (\$000)	\$39	\$38	\$38	\$32	\$32	\$32	\$12	\$9
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$32.6	\$37.1	
001 - Personal Services	\$29.9	\$34.3	All
003 - Geographic Systems	\$2.6	\$2.8	2a
Other Than Personal Services - Total	\$16.6	\$21.1	
002 - Other Than Personal Services	\$16.3	\$20.8	All
004 - Geographic Systems	\$0.3	\$0.3	2a
Agency Total	\$49.1	\$58.2	
¹ Comprehensive Annual Financial Report (CAFR) 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

- Previously published Fiscal 2025 four-month actual data for the following indicators were revised as a result of routine data cleanup; the new figures reflect more accurate data:
 - The figure for 'Homes projected through land use actions reviewed by the City Planning Commission' in Goal 1b was revised from 6,244 to 7,203.
 - The figure for 'Affordable homes projected through land use actions reviewed by the City Planning Commission' in Goal 1b was revised from 2,191 to 2,918.
 - The figure for 'Simple zoning action projects that entered public review within 12 months (%)' in Goal 3a was revised from 71 percent to 72 percent.
 - The figure for 'Time simple zoning action projects spent with DCP under review before entering public review (%)' in Goal 3a was revised from 69 percent to 47 percent.
 - The figure for 'Time simple zoning action projects spent with applicant before entering public review (%)' in Goal 3a was revised from 31 percent to 53 percent.
 - The figure for 'Time zoning actions with CEQR (EAS) spent with DCP under review before entering public review (%)' in Goal 3b was revised from 70 percent to 56 percent.

- The figure for ‘Time zoning actions with CEQR (EAS) spent with applicant before entering public review (%)’ in Goal 3b was revised from 30 percent to 44 percent.
- The figure for ‘Zoning verification letter requests fulfilled’ in Goal 4a was revised from 405 to 381.
- The figure for ‘Zoning Help Desk requests fulfilled’ in Goal 4a was revised from 819 to 760.
- The figure for ‘Community Board engagement requests fulfilled’ in Goal 4a was revised from 69 to 83.
- The figure for ‘Completed requests for interpretation’ in Agency Customer Service was revised from 9 to 5.
- Fiscal 2023 and Fiscal 2024 data for ‘Homes approved by the City Planning Commission’ in Goal 1b for Fiscal 2023 and 2024 is now available. The previously published Fiscal 2025 figure was revised from 27,745 to 27,746.

ADDITIONAL RESOURCES

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

- City of Yes Zoning Text Amendments:
<https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/city-of-yes-housing-opportunity>
- City of Yes for Carbon Neutrality:
<https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/city-of-yes-carbon-neutrality>
- City of Yes for Economic Opportunity:
<https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/city-of-yes-economic-opportunity>
- City of Yes for Housing Opportunity:
<https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/city-of-yes-housing-opportunity>
- Housing Our Neighbors: A Blueprint for Housing and Homelessness:
<https://nyc.gov/housingblueprint>
- 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/>
- Bronx Metro-North Station Area Plan:
<https://www.nyc.gov/content/planning/pages/our-work/plans/bronx/bronx-metro-north-area>
- Atlantic Avenue Mixed-Use Plan:
<http://www.nyc.gov/atlanticavenue>
- Where We Live NYC:
<https://wherewelive.cityofnewyork.us/>
- 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>
- Principles of Good Urban Design:
<https://www.nyc.gov/assets/planning/downloads/pdf/our-work/reports/principles-of-good-urban-design-nyc-102425.pdf>
- Equitable Development Data Explorer:
<https://equitableexplorer.planning.nyc.gov/>
- Community District Profiles:
<https://communityprofiles.planning.nyc.gov>
- Community District Needs Survey:
https://www.nyc.gov/assets/planning/download/pdf/planning-level/community-district-needs/english_survey%20for%20gathering%20input.pdf
- NYC Industrial Plan Draft Report:
<https://www.nyc.gov/assets/planning/downloads/pdf/our-work/plans/citywide/nyc-industrial-plan/industrial-plan-draft-sept2025.pdf?r=1>
- Industrial Data Explorer:
<https://experience.arcgis.com/experience/9510e1c3050047d88a10f5f5bc6c2480/page/View-All-Data>
- The Manhattan Plan:
<https://manhattanplan.nyc/>
- Cross Bronx Community Storybank:
<https://crossbronxstorybank.portal.cortico.ai/>
- 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>
- BYTES of the BIG APPLE:
<https://www.nyc.gov/site/planning/data-maps/open-data.page>

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION



WHAT WE DO

New York City Economic Development Corporation (EDC) is a mission-driven, non-profit organization that works for a vibrant, inclusive, and globally competitive economy for all New Yorkers. EDC advances its mission through four core strategies: strengthening confidence in New York City as a premier business destination; fostering equitable growth in innovation sectors; developing neighborhoods as vibrant places to live, learn, work, and play; and investing in sustainable infrastructure to support 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

Equity plays a key role in EDC's mission to strengthen the City's economy. Through workforce development, inclusive entrepreneurship, and capital investment, EDC provides residents and businesses in historically underserved communities with quality jobs, access to innovation, and sustainable infrastructure.

EDC is expanding access to capital, networks, and innovation for New Yorkers, offering grants, loans, tax incentives, and capacity-building programs for Minority, Women-owned, and Disadvantaged Business Enterprises (M/W/DBEs). This includes Women.NYC, Venture Access Alliance, and the Founder Fellowship, programs providing capital and opportunity for underrepresented founders and entrepreneurs. Additionally, the NYC Catalyst Fund received approval to deploy its full \$40 million to fund managers committed to inclusive entrepreneurship, community development, and high-growth sectors. EDC also advances equitable innovation through NYC AI Nexus, supporting AI adoption for small and medium-sized businesses, and partnerships with the New York Public Library (NYPL) to pilot AI literacy programs.

Expanding pathways into quality careers remains a core focus of EDC's equity-driven workforce strategy. In the East New York and Sunset Park neighborhoods in Brooklyn, and Hunts Point in the Bronx, EDC has established economic mobility networks that connect residents to careers based at major local EDC project sites. In the tech industry, EDC's Startup and Venture Capital Internship Program helps place City University of New York (CUNY) students at startups and venture capital (VC) firms, providing exposure to innovation-driven careers. In the green economy sector, EDC is advancing the City's Green Economy Action Plan through initiatives that address environmental injustice such as the Climate Innovation Studios, which provide technical assistance to accelerate the deployment of climate technology solutions, and BATWorks at Brooklyn Army Terminal, which promotes climate innovation programming and green-collar job access for local residents. As part of the Green Economy Action Plan, EDC is investing in training and positioning New Yorkers—particularly those from communities most susceptible to climate change—to benefit from the nearly 400,000 projected green-collar jobs in New York City by 2040.

EDC also supports long-term neighborhood growth through major capital projects. In Kips Bay, Manhattan, SPARC will transform the Hunter College Brookdale campus into a life sciences, healthcare, and public health hub, which will provide equitable access for New Yorkers to education, training, and job opportunities in these sectors. SPARC will include classrooms and labs for CUNY students, a STEM-focused public high school, private and public medical and life science facilities, and integrated academic and career pathways. In Queens, EDC is advancing the Willets Point redevelopment, which will deliver affordable housing, public space, retail, and the City's first all-electric stadium. Willets Point, along with several other large capital projects, are covered by Project Labor Agreements with the Building & Construction Trades Council of Greater New York, connecting New Yorkers to union career opportunities.

Equity underpins EDC's work delivering sustainable infrastructure. NYC Ferry built off another historic year of ridership, supported in part by the Ferry Forward program, which expanded discounts to students and Fair Fares recipients. NYC Ferry also finalized its Ferry Optimization Plan, improving accessibility and reducing rider subsidies for all New Yorkers. In September 2025, the Brooklyn Marine Terminal (BMT) Task Force approved the historic vision plan to transform BMT into a modern, maritime port and a mixed-use community waterfront. The BMT plan will create jobs, reduce congestion, and increase housing and community amenities, marking a milestone for the Blue Highways Program—the initiative to activate the City's waterways. The Blue Highways Program progressed further in October 2025 when a company was chosen to remove the decommissioned Vernon C. Bain Correctional Center Barge from Hunt's Point, an enduring symbol of community inequity. The removal, which happened in November 2025, will enable the development of the Hunts Point Marine Terminal to support sustainable last-mile deliveries across New York City.

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

- EDC did not close any sale or long-term lease of City-owned property in the first four months of Fiscal 2026, consistent with this period in Fiscal 2025. However, EDC advanced several high-impact real estate redevelopment projects during this period. These projects include the selection of developers to build 590 units of mixed-income housing on the residential site of Gansevoort Square in the Meatpacking District of Manhattan, and to build over 500 units of mixed-income housing on Coney Island West in Brooklyn, as well as the acquisition by the City of three parcels in Queens for the construction of approximately 700 units of affordable housing as part of Willets Point.
- Capital expenditure on EDC-managed assets in the first four months of Fiscal 2026 decreased to \$14.8 million from \$17.7 million in this period of Fiscal 2025. Capital expenditure varies year to year depending on the size of projects during the reporting period. Capital expenditures in this period supported improvements under the Blue Highways program, including Brooklyn Marine Terminal, a new homeport for NYC Ferry vessels along Piers 10, 11, and 12, and at Brooklyn Army Terminal. Several projects are also nearing completion, such as Building A at the Bush Terminal Campus in Brooklyn, which is now ready for leasing. In October 2025, the City Council approved the vision plan for Kingsbridge Armory in the Bronx to become a cultural, commercial, and community space, with adjacent permanently affordable housing. Construction is expected to begin in calendar 2026.
- The New York City Industrial Development Agency (NYCIDA) closed six transactions during the first four months of Fiscal 2026, a significant increase from the one transaction closed during the same period in Fiscal 2025. Together, these projects are estimated to generate nearly \$149.3 million in City tax revenue, leverage more than \$588.6 million in private investment, and create 798 jobs within the first three years of their respective terms. Among the transactions driving this impact forward are two motion picture and television production facility projects that leveraged \$552 million in private investment. These two state-of-the-art film studios in Brooklyn, one in Red Hook and another in Bushwick, will provide approximately 600,000 square feet of studio space combined and create a combined 796 jobs within the first three years of operations.
- Build NYC Resource Corporation closed three transactions during the reporting period, compared to zero during the same period in Fiscal 2025. Together, these projects are expected to generate nearly \$17.9 million in City tax revenue, leverage more than \$216.6 million in private investment, and create 100 jobs within the first three years of their respective terms. One of these transactions was a \$10 million tax-exempt bond in the benefit of Sanctuary for Families, the largest not-for-profit wrap-around service provider for survivors of domestic and gender-based violence in New York State. The bond proceeds will support much needed renovations to one of Sanctuary's transitional shelter facilities located in the Bronx.
- M/WBE participation rates are already showing early and encouraging progress in the first four months of Fiscal 2026, increasing from 29 percent in the same period of Fiscal 2025 to 32 percent. This positive momentum is expected to strengthen over the remainder of the fiscal year as newer contracts with higher M/WBE goals move into active payment phases.
- The M/WBE award rate for the first four months of Fiscal 2026 was 19.9 percent. While nearly half the award rate of this period in Fiscal 2025, four large contracts totaling approximately \$82 million, each with an average M/WBE award goal of approximately 31.5 percent, are currently being subcontracted and are expected to contribute meaningfully as work advances. Taken together, these factors position EDC to exceed a 30 percent M/WBE Award Rate in Fiscal 2026, consistent with and building upon the strong performance achieved over the past two fiscal years.
- During the first four months of Fiscal 2026, capital expenditures for design and construction projects managed by EDC's Capital program totaled \$56.4 million, a decrease from \$72.7 million during the comparable reporting period of Fiscal 2025. This represents continued construction across multiple major projects, with several nearing completion, including renovations of several NYPL Carnegie libraries citywide, the relocation of the Department of Health and Mental Hygiene Public Health Laboratory, work on portions of the Manhattan Greenway, and the continued revitalization of the Tompkinsville Esplanade in Staten Island.
- NYC Ferry averaged 830,487 riders in the first four months of Fiscal 2026, a slight increase from the 826,871 riders in this period of Fiscal 2025 and the highest average ridership during this period in the program's history. In August 2025, NYC Ferry set an all-time single-month ridership record with over one million riders, with solid passenger growth recorded by the St. George Route. NYC Ferry looks to continue building its ridership base by making strategic service improvements, including the implementation of route changes proposed in the 2025 Optimization Plan to offer more direct connections to Midtown Manhattan while improving travel times and service frequencies for many landings.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$140.4	\$657.8	\$810.0	⬆	⬆	\$0.0	\$0.0
Capital expenditures on asset management (\$000,000)	\$69.8	\$144.1	\$115.7	*	*	\$17.7	\$14.8
★ Businesses served by industry-focused programmatic initiatives	4,759	6,034	5,553	⬆	⬆	1,104	NA
NYCIDA contracts closed	8	8	20	*	*	1	6
★ Projected three-year job growth associated with closed NYCIDA contracts	152	169	239	⬆	⬆	36	798
★ Projected net City tax revenues generated in connection with closed NYCIDA contracts (\$000,000)	\$30.0	\$151.6	\$775.2	⬆	⬆	\$8.1	\$149.3
Private investment leveraged on closed NYCIDA projects (\$000,000)	\$95.0	\$557.6	\$1,996.2	*	*	\$13.1	\$588.6
Build NYC contracts closed	13	6	6	*	*	0	3
★ Projected three-year job growth associated with closed Build NYC projects	332	80	396	⬆	⬆	0	100
★ Projected net City tax revenues generated in connection with closed Build NYC contracts (\$000,000)	\$137.6	\$58.6	\$89.6	⬆	⬆	\$0.0	\$17.9
Private investment leveraged on closed Build NYC projects (\$000,000)	\$620.5	\$197.2	\$653.4	*	*	\$0.0	\$216.6
Projected net City tax revenues generated in connection with closed NYCNC contracts (\$000,000)	\$12.2	\$52.6	\$58.3	*	*	\$0.0	\$0.0
Private investment leveraged on closed NYCNC projects (\$000,000)	\$47.5	\$73.2	\$43.8	*	*	\$0.0	\$0.0
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Square footage of assets actively managed by NYCEDC (000)	64,602.4	66,662.5	67,039.0	*	*	NA	NA
Private sector jobs in innovation industries (%) (CY)	15.5%	14.9%	14.5%	*	*	NA	NA
People receiving skills training / work experience through NYCEDC programs	5,660	12,477	25,616	*	*	4,058	NA
M/WBE participation rate (Local Law 1) (%)	31.7%	37.0%	30.0%	*	*	29.0%	32.3%
— Minority (%)	18.1%	17.0%	13.0%	*	*	11.3%	16.3%
— Asian (%)	5.4%	5.0%	5.0%	*	*	4.5%	4.9%
— Black (%)	5.1%	4.0%	3.0%	*	*	3.3%	2.5%
— Hispanic (%)	7.6%	8.0%	5.0%	*	*	3.2%	8.9%
— Non-Minority Women (%)	13.6%	20.0%	17.0%	*	*	17.3%	16.0%
★ M/WBE award rate (Local Law 1) (%)	29.2%	39.0%	35.0%	*	*	40.6%	19.9%
— Minority (%)	14.6%	26.0%	16.0%	*	*	21.1%	12.4%
— Asian (%)	8.3%	9.0%	7.0%	*	*	9.0%	4.5%
— Black (%)	2.7%	5.0%	2.0%	*	*	2.2%	1.4%
— Hispanic (%)	3.6%	12.0%	7.0%	*	*	9.9%	6.5%
— Non-Minority Women (%)	14.6%	12.0%	19.0%	*	*	19.5%	7.5%
M/WBE construction capacity building programs cohort participant ethnicity - Minority (All) (%)	83%	82%	91%	*	*	NA	NA
— Asian (%)	31%	34%	30%	*	*	NA	NA
— Black (%)	24%	26%	35%	*	*	NA	NA
— Hispanic (%)	28%	21%	26%	*	*	NA	NA
— Non-Minority Women (%)	17%	18%	9%	*	*	NA	NA
M/WBE construction capacity building programs total award value to cohort participants (\$000,000)	\$4	\$8	\$34	*	*	NA	NA
M/WBE construction capacity building programs - employees of cohort participants	NA	762	1,603	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$523.2	\$491.0	\$497.2	*	*	\$72.7	\$56.4
★ Occupancy rate of NYCEDC-managed property (%)	99.1%	99.1%	98.7%	↑	↑	98.8%	98.7%
Portfolio revenue generated (\$000,000)	\$313.2	\$313.8	\$342.1	*	*	NA	NA
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$169.7	\$170.4	\$93.4	*	*	\$41.0	\$31.1
Businesses operating in properties actively managed by NYCEDC	378	380	404	*	*	NA	NA
Community engagements facilitated by EDC	455	626	1,175	*	*	NA	NA
Square feet of building space to be developed or redeveloped through programs and investments (000)	1,417	6,471	6,969	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Average monthly NYC Ferry ridership	549,705	593,019	616,498	*	*	826,871	830,487
★ Total NYC Ferry ridership	6,596,463	7,116,233	7,397,980	*	*	3,307,483	3,321,947
NYC Ferry on time performance (%)	96%	91%	94%	*	*	NA	NA
Acres of open space to be developed or redeveloped through programs and investments	21.78	81.24	23.12	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Personnel	518	545	606	626	625	625	588	612
Capital commitments (\$000,000)	\$434.0	\$529.2	\$387.7	\$948.5	\$1,152.9	\$931.6	\$147.1	\$63.9
¹ February 2026 Financial Plan. "NA" - Not Available								

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 ² (\$000,000)	February 2026 Financial Plan FY26 ³ (\$000,000)	Applicable MMR Goals ⁴
006 - Economic Development Corporation (OTPS) ¹	\$80.0	\$106.7	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 Comprehensive Annual Financial Report (CAFR) 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

- In Goal 2a, previously reported values for 'M/WBE award rate (Local Law 1) (%)' in all categories under-counted the number of prime contractors, leading to an inflated M/WBE award rate. The following four-month actual figures for Fiscal 2025 were updated using a corrected calculation methodology:
 - M/WBE award rate (Local Law 1) (%): from 65.0 to 40.6
 - M/WBE award rate (Local Law 1)—Minority (All) (%): from 32.0 to 21.1
 - M/WBE award rate (Local Law 1)—Minority (Asian) (%): from 10.0 to 9.0
 - M/WBE award rate (Local Law 1)—Minority (Black) (%): from 3.0 to 2.2
 - M/WBE award rate (Local Law 1)—Minority (Hispanic) (%): from 19.0 to 9.9
 - M/WBE award rate (Local Law 1)—Non-Minority Women (%): from 33.0 to 19.5
- In Goal 1a, the indicator 'Businesses served by industry-focused programmatic initiatives' is NA for Fiscal 2026. The indicator will now be reported annually in the Mayor's Management Report to better align with application timeline of these programs.
- In Goal 2a, the indicator 'People receiving skills training/work experience through NYCEDC' is NA for Fiscal 2026. The indicator will now be reported annually in the Mayor's Management Report to better align with application timeline of these programs.

ADDITIONAL RESOURCES

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

- State of the Economy Report (2025):
<https://edc.nyc/research-insights/state-new-york-city-economy-2025>
- Incentives Portfolio Annual Report (2025):
https://edc.nyc/sites/default/files/2025-11/NYCEDC-Incentives-Portfolio-Annual-Report-FY25_11-21-2025.pdf
- NYCEDC Impact Report (2024):
<https://edc.nyc/sites/default/files/2025-04/NYCEDC-Impact-Report-2024-Digital-Accessible.pdf>
- AI Nexus:
<https://edc.nyc/program/nyc-ai-nexus>
- Venture Access NYC, the Venture Access Alliance, and the Founder Fellowship:
<https://edc.nyc/program/venture-access-nyc>
- Women.nyc:
<https://edc.nyc/program/womennyc>
- Startup and Venture Capital Internship Programs:
<https://edc.nyc/program/nyc-startup-internship-program>
- NYC Catalyst Fund:
<https://edc.nyc/program/nyc-catalyst-fund>
- Green Economy Action Plan:
<https://edc.nyc/green-economy-action-plan>

- SPARC Kips Bay:
<https://edc.nyc/project/sparc-kips-bay>
- Willets Point:
<https://edc.nyc/project/willets-point>
- Broadway Junction:
<https://edc.nyc/project/broadway-junction-east-new-york>
- Brooklyn Marine Terminal:
<https://edc.nyc/project/brooklyn-marine-terminal>
- BATWorks:
<https://edc.nyc/program/batworks>
- Removal of Vernon C. Bain Correctional Center Barge:
<https://edc.nyc/press-release/nycedc-unveils-winning-bid-remove-and-scrap-decommissioned-jail-barge-hunts-point>
- NYC Ferry:
<https://ferry.nyc>
- Blue Highways Program:
<https://edc.nyc/blue-highways>
- 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>
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>
- 2025 Ferry Network Optimization Plan:
<https://edc.nyc/2025-nyc-ferry-network-optimization>

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



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

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 neighborhoods of New York City, while 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 development, preservation, marketing, subsidy programs, and administration of vouchers, HPD seeks to ensure that New Yorkers at all incomes can access stable housing and that they can choose the homes and neighborhoods that best fit their needs. Through neighborhood planning, HPD engages communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community facilities, commercial space, open space, and other assets that neighborhoods need to thrive.

In June 2022, the City released *Housing our Neighbors: A NYC Blueprint for Housing and Homelessness*, which guides HPD's work. *Housing our Neighbors* emphasizes the need to invest in the physical and financial stability of the City's existing housing stock and services that benefit New Yorkers with the greatest needs, including those experiencing homelessness, housing instability, and housing quality issues that affect health and safety. HPD is placing an unprecedented focus on reducing administrative burdens and streamlining access to affordable housing and housing supports for households in need, as well as prioritizing the residential stability of households where they live. *Housing our Neighbors* also moves forward with many commitments that the City made through *Where We Live NYC*, the City's comprehensive plan from 2020 to affirmatively further fair housing. Under *Housing our Neighbors*, HPD is shaping its investments in City-financed affordable housing to support existing homeowners and improve access to homeownership.

HPD is also leading a set of initiatives to advance equity by increasing development opportunities for Black, Indigenous, and People Of Color (BIPOC)-led non-profits and Minority- and Women-owned Business Enterprises (M/WBEs), including at the contracting and vendor sourcing stages. These efforts address long-standing barriers to access, including capital, visibility, and capacity-building. Through initiatives like Build Up, HPD tracks M/WBE engagement across development stages and works to reduce procurement barriers. HPD also embeds workforce and contracting requirements into its Requests for Proposals (RFPs) and collaborates with partners like the Department of Small Business Services (SBS) and the Mayor's Office of M/WBEs to strengthen business and talent pipelines. These and other initiatives ensure HPD's investments in housing contribute to long-term economic empowerment for New Yorkers across all communities.

OUR SERVICES AND GOALS

SERVICE 1 Ensure that housing throughout NYC 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 through housing-related City contracting.

HOW WE PERFORMED

- HPD saw a slight increase in the number of housing maintenance problems reported in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. Over 229,000 housing maintenance problems were reported, a three percent increase from the same period in the prior year. Unique emergency housing maintenance problems requiring HPD response increased by six percent to more than 92,000, largely driven by heat and hot water complaints, which rose 39 percent to 26,279. Non-emergency problems decreased by three percent to just under 97,000. Problems prompting lead-based paint hazard inspections decreased nine percent to 14,261 in Fiscal 2025 compared with Fiscal 2026, likely due to wetter weather conditions, which can cause peeling paint.
- Despite the increase in problems reported across comparative reporting periods, the Department maintained strong response times to emergency problems. The median time to first inspection of a complaint remained steady at one day for immediate emergencies and 1.3 days for heat and hot water problems. Median response time for other emergency problems increased slightly to 4.3 days, while the median response time for lead-based paint inspections improved slightly to 2.7 days, attributed to the lower number of problems received in this category. Non-emergency problems were addressed in a median of 5.3 days, unchanged from last year.
- HPD closed a greater number of housing maintenance problems in this period, including over 94,800 emergency problems, a seven percent increase from the first four months of Fiscal 2025, and introduced new initiatives to better prioritize among older emergency cases. Heat and hot water problem closures rose 31 percent to 24,679, reflecting the increase in reported problems. The median time to close non-emergency problems increased from nine to 11 days, which is attributed to the Agency's summer focus on closing older non-emergency problems. Approximately 71 percent of emergency problems were closed within 12 days, and 83 percent within 21 days, while 69 percent of non-emergency problems were closed within 20 days.
- In the first four months of Fiscal 2026, HPD issued fewer total violations, down nine percent to 265,408. Class A non-hazardous violations decreased 14 percent to 49,474, largely driven by reductions in failure-to-post notice violations, violations requiring painting, and mold violations. Class B hazardous violations decreased six percent to 131,841, and Class C immediately hazardous violations decreased nine percent to 84,093. Heat and hot water violations, however, increased sharply, with heat violations more than tripling from 52 to 171 and hot water violations increasing 32 percent, from 2,746 to 3,635. This reflects the increase in problems reported in these categories.
- In the first four months of Fiscal 2026, there were 19 percent fewer violations dismissed as a result of comprehensive litigation closed compared to the reporting period the prior year, down to 11,021. The decrease is attributed to significant delays in receipt of settlement approvals, which are needed to close cases, from the Office of the New York City Comptroller.
- Distinct units affected by emergency repair work completed pursuant to emergency repair generating violations increased 15 percent across comparative reporting periods, up to 73,783. This increase is largely due to repairs made in the public areas of buildings or work that impacts the entire building, leading to all units in the building being counted as affected by emergency repair work.
- Units discharged from the Underlying Conditions program surged from 54 in the first four months of Fiscal 2025 to 460 in the first four months of Fiscal 2026, due to enhanced outreach efforts made to encourage compliance, which resulted in the discharge of large buildings from the program. The number of units in buildings discharged from the Alternative Enforcement Program (AEP) increased 13 percent from 1,173 to 1,327, in part due to the larger size of AEP buildings in recent rounds.
- The Department saw significant increases in proactive building visits across all programs across comparative reporting periods. Heat Sensor Program visits rose 39 percent from 181 to 251, while self-closing door surveys increased 74 percent from 54 to 94 as a result of the change in the timing of the inspections within the fiscal year. Building visits by Division of Neighborhood Preservation staff increased 16 percent from 1,199 to 1,385, due to additional staffing and more efficient deployment of field staff. Staffing changes also contributed to a significant increase in Anti-Harassment Unit visits, which climbed from 369 to 436.

- HPD saw an increase in affordable housing starts and completions in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. A total of 4,539 units were started, an 11 percent increase from the prior year, while 7,240 units were completed, a 78 percent increase. These variations reflect the timing of project closings early in the fiscal year. A full fiscal year will provide a more accurate point of comparison for housing production data.
- In the first four months of Fiscal 2026, there was an increase in the number of rental projects in HPD's Asset Management portfolio, a portfolio of buildings monitored by HPD to ensure compliance with regulatory and financial requirements. The portfolio grew 16 percent to 2,457 projects. This rise was partially driven by a large number of projects developed under the 421-a affordable housing tax abatement program that were added to the portfolio. The share of high-risk rental projects remained largely stable at 14 percent. Co-op projects in the portfolio remained mostly unchanged at 1,040, with high-risk co-ops increasing slightly to 32 percent.
- In the first four months of Fiscal 2026, the number of homeless households moved into newly constructed units increased to 1,489, up 41 percent from 1,056 households in the same period of the prior year. Higher placement levels reflect policy changes to the Augmented City Fighting Homelessness and Eviction Prevention Supplement (CityFHEPS) program, which prompted a surge in the volume of new, voluntary homeless units. At the same time, because of staff capacity focused on new units, placements into re-rental units declined during the first four months of Fiscal 2026. HPD housed 251 households in re-rental units, a 42 percent decrease from 434 households during the same period last fiscal year.
- Section 8 voucher activity decreased in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. The Housing Choice Voucher utilization rate was 87 percent, down two percentage points from last year. The Agency issued 765 vouchers, a 20 percent decrease, while the number of households assisted decreased two percent to 36,666. A big driver of the decrease in utilization and voucher issuance was the combination of increased subsidy costs and federal funding, with subsidy costs growing faster than funding. In addition, program reserves that could have provided a pathway to increase voucher utilization were significantly recaptured by the U.S. Department of Housing and Urban Development in Calendar 2025. Due to these budget constraints, the Agency issued fewer vouchers relative to the same period in the prior fiscal year. Median time from completed application to voucher issuance was 78 days, and median time from voucher issuance to lease-up increased to 137 days, reflecting ongoing operational challenges and the time needed to match households to available units. The proportion of subsidized units in abatement, meaning that they failed HPD inspections and the rent subsidy is suspended until the unit's conditions are corrected, was seven percent, a slight increase from the same period of the prior year. In addition, the Agency assisted 8,192 households through other programs such as Shelter Plus Care, NYC 15/15, and Moderate Rehabilitation, a four percent increase compared to the reporting period in Fiscal 2025.
- HPD increased housing production for homeless and supportive households across comparative reporting periods. Units started for homeless individuals and families increased to 581 units, a 12 percent increase, while supportive units started rose 56 percent to 240 units. Units completed for homeless households decreased by 18 percent to 619, and supportive units completed declined 44 percent to 188. These fluctuations are driven by the timing of project closings and completions in the first four months of the fiscal year. A full fiscal year will provide a more accurate picture of production for homeless and supportive households.
- The census for households in HPD temporary emergency housing remained relatively stable. Single adults decreased 10 percent to 405, adult families increased four percent to 219, and families with children declined two percent to 309. Average lengths of stay also shifted across comparative reporting periods. Single adults averaged 608 days, a one percent decrease; adult families averaged 494 days, an 11 percent increase; and families with children averaged 353 days, an 18 percent increase. These increases for adult families and families with children may be related to the impact of unpredictable events such as fires and emergency vacates and the overall citywide housing availability and access to rental subsidies.

SERVICE 1 Ensure that housing throughout NYC is physically safe and habitable.

Goal 1a

Respond to reported housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total housing maintenance problems reported	706,738	812,238	835,011	*	*	222,898	229,326
Unique housing maintenance problems requiring HPD response	597,620	702,132	694,831	*	*	210,614	211,879
Unique immediate emergency housing maintenance problems requiring HPD response	22,564	25,720	25,811	*	*	8,332	8,353
★ Unique emergency housing maintenance problems requiring HPD response	303,305	350,720	357,028	*	*	86,838	92,284
— Heat and hot water	133,274	144,134	161,773	*	*	18,870	26,279
— Other emergency	170,031	206,586	195,255	*	*	67,968	66,005
Unique problems prompting lead-based paint hazard inspections	38,753	48,763	42,774	*	*	15,714	14,261
Unique non-emergency housing maintenance problems requiring HPD response	232,998	276,929	269,218	*	*	99,730	96,981
Housing maintenance problem inspections attempted	636,209	784,225	746,402	*	*	237,211	228,076
Median time to first inspection (days) — Immediate emergency problems	1.0	0.9	1.0	*	*	1.0	1.0
Median time to first inspection (days) — Heat and hot water problems	2.0	1.6	1.9	*	*	1.3	1.3
Median time to first inspection (days) — Other emergency problems	6.0	5.2	4.9	*	*	4.1	4.3
Median time to first inspection (days) — Lead-based paint problems	3.9	3.0	2.5	*	*	3.0	2.7
Median time to first inspection (days) — Non-emergency problems	7.9	7.1	6.0	*	*	5.3	5.3
Unique housing maintenance problems closed	571,703	707,232	686,137	*	*	219,518	222,381
Unique emergency housing maintenance problems closed	301,326	353,239	352,869	*	*	88,882	94,814
— Heat and hot water	133,247	144,106	161,766	*	*	18,826	24,679
— Other emergency	168,079	209,133	191,103	*	*	70,056	70,135
Unique problems prompting lead-based paint hazard inspections closed	39,073	48,859	42,630	*	*	15,793	14,177
★ Median time to close emergency problems (days)	4.0	3.0	3.0	↓	↓	5.0	5.0
★ Median time to close non-emergency problems (days)	13.0	12.0	10.0	↓	↓	9.0	11.0
★ Unique emergency housing maintenance problems closed within 12 days of receipt (%)	74%	75%	79%	↑	↑	73%	71%
Unique emergency housing maintenance problems closed within 21 days of receipt (%)	84%	84%	88%	*	*	87%	83%
Unique non-emergency problems closed within 20 days of receipt (%)	65%	66%	71%	*	*	75%	69%
★ Critical Indicator	✳ Equity Indicator	"NA" Not Available		↑↓ Directional Target	* None		

Goal 1b

Track and promote the resolution of housing maintenance violations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total violations issued	722,597	895,457	878,481	*	*	290,523	265,408
Class A non-hazardous violations	217,167	228,273	217,595	*	*	57,447	49,474
Class B hazardous violations	287,550	379,303	372,811	*	*	140,395	131,841
Class C immediately hazardous violations	217,880	287,881	288,075	*	*	92,681	84,093
— Heat	6,211	9,204	9,055	*	*	52	171
— Hot Water	10,395	14,199	15,190	*	*	2,746	3,635
— Lead-based paint hazard	18,112	21,854	20,380	*	*	6,962	6,109
— Self-closing doors	49,897	73,325	72,714	*	*	23,989	21,978
— Other Class C	133,265	169,299	170,736	*	*	58,932	52,200
Class C violations certified as corrected (%)	41%	42%	43%	*	*	40%	37%
Class C violations for which HPD initiated the emergency repair process (%)	60%	61%	62%	*	*	60%	63%
Class C emergency repair violations corrected by owner (%)	50%	49%	49%	55%	55%	NA	NA
Class C emergency repair violations corrected by HPD (%)	7%	7%	7%	*	*	NA	NA
Class C violations closed (%)	56%	57%	60%	*	*	NA	NA
★ Violations issued and removed in the same fiscal year (%)	40%	41%	NA	40%	40%	NA	NA
Violations closed	596,736	782,576	847,206	*	*	266,433	250,475
Inspection visits per team per day	10.5	11.8	11.4	*	*	10.8	11.0
Ratio of completed inspections to attempted inspections (%)	82%	82%	84%	*	*	80%	80%
★ Critical Indicator ● Equity Indicator “NA” Not Available ⇅ Directional Target * None							

Goal 1c

Resolve significant or persistent housing quality issues through enforcement actions and litigation.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	6,007	5,335	3,805	*	*	2,334	2,125
★ Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	35,480	36,181	21,934	*	*	13,612	11,021
Distinct units affected by emergency repair work completed pursuant to HPD emergency repair generating violations	71,075	164,271	177,416	*	*	64,445	73,783
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	2,810	3,374	4,592	*	*	1,173	1,327
Units in buildings discharged from the Underlying Conditions program due to owner compliance	173	27	234	*	*	54	460
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	18	6	31	*	*	6	0
Proactive Building Visits — Heat Sensor Program	1,738	1,648	1,768	*	*	181	251
Proactive Building Visits — Fire Vacate Monitoring	3,667	3,814	4,075	*	*	1,325	1,497
Proactive Building Visits — Anti-Harassment Unit	973	872	1,079	*	*	369	436
Proactive Building Visits — Self-closing Door Survey	NA	354	338	*	*	54	94
Proactive Building Visits — Division of Neighborhood Preservation	3,322	3,734	3,809	*	*	1,199	1,385
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Total affordable housing starts (units)	24,689	25,552	28,281	20,000	20,000	4,102	4,539
— New construction starts (%)	52%	59%	47%	*	*	80%	52%
— Preservation starts (%)	48%	41%	53%	*	*	20%	48%
— Rental starts (%)	96%	92%	92%	*	*	99%	96%
— Homeownership starts (%)	4%	8%	8%	*	*	1%	4%
★ Total affordable housing completions (units)	24,678	25,558	20,975	17,500	17,500	4,068	7,240
— New construction completions (%)	39%	52%	59%	*	*	78%	68%
— Preservation completions (%)	61%	48%	41%	*	*	22%	32%
— Rental completions (%)	65%	82%	86%	*	*	97%	98%
— Homeownership completions (%)	35%	18%	14%	*	*	3%	2%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ New construction in limited affordability areas (%)	6%	11%	16%	*	*	NA	NA
★ Preservation in limited affordability areas (%)	9%	2%	6%	*	*	NA	NA
Additional housing starts (unrestricted units)	13,193	14,516	13,593	*	*	NA	NA
Stabilization housing assistance starts (units)	15,060	12,566	8,650	*	*	NA	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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Extremely low income (0-30% Area Median Income) starts (%)	23%	21%	20%	*	*	NA	NA
★ Very low income (31-50% Area Median Income) starts (%)	22%	24%	18%	*	*	NA	NA
Low income (51-80% Area Median Income) starts (%)	31%	26%	32%	*	*	NA	NA
Extremely low income (0-30% Area Median Income) completions (%)	15%	19%	16%	*	*	NA	NA
Very low income (31-50% Area Median Income) completions (%)	33%	28%	25%	*	*	NA	NA
Low income (51-80% Area Median Income) completions (%)	31%	28%	28%	*	*	NA	NA
Units started that serve senior households	1,842	2,875	1,904	*	*	67	78
Units completed that serve senior households	1,631	2,906	950	*	*	206	422
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Asset management — Rental projects in portfolio	1,868	2,090	2,454	*	*	2,112	2,457
★ Asset management — High risk rental projects in portfolio (%)	12%	14%	16%	⇓	⇓	13%	14%
Asset management — Co-op projects in portfolio	1,034	1,036	1,038	*	*	1,036	1,040
Asset management — High risk co-op projects in portfolio (%)	28%	28%	32%	*	*	30%	32%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Applicants approved for a new construction unit through the lottery	8,903	9,305	9,869	*	*	3,280	3,356
★ 🏠 Homeless households moved into a newly constructed unit	1,989	3,371	3,743	*	*	1,056	1,489
Homeless households moved into a re-rental unit	548	642	908	*	*	434	251
Lottery projects — Completed applicant approvals within three months (%)	15%	18%	16%	*	*	NA	NA
Lottery projects — Completed applicant approvals within six months (%)	32%	37%	41%	*	*	NA	NA
Lottery projects — Completed applicant approvals after two years (%)	13%	9%	NA	*	*	NA	NA
Lottery projects — Median time to complete applicant approvals (days)	262	202	210	*	*	NA	NA
Lottery units — Applicants approved within three months (%)	21%	24%	32%	*	*	NA	NA
Lottery units — Applicants approved within six months (%)	41%	45%	57%	*	*	NA	NA
Lottery units — Applicants approved after two years (%)	5%	5%	NA	*	*	NA	NA
★ Lottery units — Median time to approve an applicant (days)	192	191	142	*	*	NA	NA
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	243	196	235	*	*	NA	NA
Median time to lease-up a homeless placement voluntary new construction unit (days)	142	156	162	*	*	NA	NA
★ Critical Indicator 🏠 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 3b

Optimize rental subsidies for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Section 8 — Housing choice voucher utilization rate	98%	89%	86%	98%	98%	89%	87%
Section 8 — Housing choice vouchers issued	1,311	2,289	2,126	*	*	956	765
Section 8 — Housing choice voucher households assisted	37,444	37,394	36,263	*	*	37,093	36,666
★ Section 8 — Median time from completed application to voucher issuance (days)	57	44	77	*	*	77	78
★ Section 8 — Median time from voucher issuance to lease up (days)	99	81	142	*	*	128	137
Section 8 — Subsidized units in abatement (%)	6%	6%	7%	*	*	6%	7%
Households assisted through other programs	6,878	7,838	8,059	*	*	7,877	8,192
★ Critical Indicator 🏠 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 3c

Increase the quantity of housing for people experiencing homelessness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Units started for homeless individuals and families	3,581	4,126	4,178	*	*	518	581
Supportive units started	2,004	2,147	1,962	*	*	154	240
Units completed for homeless individuals and families	2,794	2,377	2,324	*	*	750	619
Supportive units completed	1,346	886	738	*	*	334	188
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Census for single adults	754	664	739	*	*	450	405
Census for adult families	298	314	357	*	*	211	219
Census for families with children	456	486	607	*	*	314	309
Average length of stay — Single adults (days)	617	573	564	*	*	616	608
Average length of stay — Adult families (days)	462	447	436	*	*	445	494
Average length of stay — Families with children (days)	340	283	318	*	*	300	353
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Financed affordable housing projects with an M/WBE Build Up goal (%)	75%	86%	84%	*	*	NA	NA
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program (\$)	\$240,458,397	\$328,206,342	\$328,412,938	*	*	NA	NA
★ Completed affordable housing projects that met or exceeded their M/WBE Build Up goal (%)	86%	100%	100%	*	*	NA	NA
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program (\$)	\$130,734,287	\$454,898,226	\$249,061,610	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 4b

Support wage growth and workforce growth in New York through housing-related City contracting.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total direct city subsidy investment	\$1,580,501,114	\$1,988,701,575	\$2,067,625,413	*	*	NA	NA
Employment impacts — Temporary jobs associated with housing production	33,194	37,834	23,412	*	*	NA	NA
Employment impacts — Permanent jobs associated with housing production	629	713	674	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Human services contracts	NA	NA	8	*	*	NA	NA
Human services contract registration within 30 days of the contract start date (%)	NA	NA	25%	*	*	NA	NA
Total dollars disbursed for human services contracts (\$000,000)	NA	NA	\$215.35	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY23	FY24	FY25	FY26	FY27	FY25	FY26
E-mails responded to within 14 days (%)	28%	23%	25%	58%	58%	36%	47%
Letters responded to within 14 days (%)	9%	29%	30%	52%	52%	62%	57%
Average customer in-person wait time (minutes)	13	21	24	29	29	23	20
Visitors to the Division of Tenant and Owner Resources (DTOR) rating customer service as good or better (%)	NA	100%	96%	95%	95%	NA	NA
Completed requests for interpretation	127	182	195	*	*	215	250
CORE facility rating	94	97	98	85	85	NA	NA
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Percent meeting time to close - Heating (5 days)	94%	99%	99%	90%	90%	97%	100%
Percent meeting time to close - Pests (30 days)	59%	61%	66%	60%	60%	74%	72%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	77%	78%	80%	70%	70%	83%	82%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	64%	67%	70%	69%	69%	75%	71%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	60%	62%	66%	68%	68%	70%	67%
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$1,324.1	\$1,871.8	\$1,978.5	\$1,611.1	\$2,023.1	\$1,457.6	\$771.6	\$856.8
Revenues (\$000,000)	\$92.3	\$110.1	\$123.8	\$39.5	\$96.9	\$39.4	\$36.3	\$56.3
Personnel	2,410	2,433	2,424	2,861	2,891	2,905	2,393	2,458
Overtime paid (\$000,000)	\$3.8	\$3.7	\$4.1	\$4.3	\$4.3	\$4.3	\$0.9	\$0.4
Capital commitments (\$000,000)	\$1,410.9	\$2,400.4	\$2,742.8	\$3,252.6	\$5,930.3	\$2,947.5	\$335.7	\$641.4
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$216.0	\$249.1	
001 - Office of Administration	\$56.8	\$65.6	All
002 - Office of Development	\$34.3	\$41.9	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	\$24.5	\$28.1	2a, 4a
004 - Office of Housing Preservation	\$76.7	\$85.7	1a, 1b
006 - Housing Maintenance and Sales	\$23.7	\$27.8	2a, 3a, 4b
Other Than Personal Services - Total	\$1,762.5	\$1,773.9	
008 - Office of Administration	\$14.4	\$17.9	All
009 - Office of Development	\$58.1	\$85.4	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$68.6	\$11.8	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$72.6	\$76.5	1a, 1b, 4b
012 - City Assistance to NYC Housing	\$435.1	\$536.9	All
013 - Rental Subsidy Program	\$791.1	\$884.4	2a, 4a
014 - Emergency Shelter Operations	\$322.7	\$161.1	1b
Agency Total	\$1,978.5	\$2,023.1	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Goal 1b, figures were changed for 'Inspection visits per team per day' to reflect finalized data. Data for Fiscal 2023 was updated from 14.3 to 10.5, for Fiscal 2024 from 15.2 to 11.8, for Fiscal 2025 from 14.5 to 11.4, and for Fiscal 2025 four-month actual from 13.6 to 10.8.
- In Goal 1b, figures were changed for 'Ratio of completed inspections to attempted inspections (%)' as previously calculated totals incorrectly included reinspections. Data for Fiscal 2023 was updated from 84 to 82, for Fiscal 2024 from 86 to 82, for Fiscal 2025 from 86 to 84, and for Fiscal 2025 four-month actual from 84 to 80.
- In Goal 2a, figures for some indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. These were: for 'Total affordable housing starts (units)' from 4,018 to 4,102, for 'Total affordable housing completions (units)' from 3,341 to 4,068, for 'New construction completions' from 76 to 78, for 'Preservation completions' from 24 to 22, and for 'Rental completions' from 98 to 97.
- In Goal 2c, figures for two indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. 'Units started that serve senior households' was changed from 47 to 67, and 'Units completed that serve senior households' was changed from 128 to 206.
- In Goal 3c, figures for two indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. 'Units completed for homeless individuals and families' was changed from 676 to 750, and 'Supportive units completed' from 316 to 334.

- The 'Agency-wide Management' section was added to the chapter to catalog indicators which apply to broad aspects of agency management rather than a single goal. The indicators 'Total dollars disbursed for human service contracts,' 'Human service contract registration within 30 days of the contract start date (%)', and 'Human service contracts' were added to this section. Due to the data processing timeline, the indicator data will be published annually in the Preliminary Mayor's Management Report (PMMR) following the close of the fiscal year reported.

ADDITIONAL RESOURCES

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

- Housing Our Neighbors: A Blueprint for Housing and Homelessness:
<https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf>
- Where We Live:
<https://www1.nyc.gov/site/hpd/services-and-information/where-we-live-nyc.page>
- The Social Indicators and Equity Report, EquityNYC:
<http://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



WHAT WE DO

The New York City Housing Authority (NYCHA), also referred to as the Authority, provides affordable housing to 500,645 authorized residents in 177,565 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 285,055 authorized residents in 149,928 apartments within 227 housing developments through the conventional public housing program (Section 9) and 51,904 authorized residents in 28,637 units within 108 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 83,926 families in locating and renting units in the private market.

NYCHA, which was established in 1934, is at a pivotal moment in its history. Its buildings, the majority of which are more than a half century old, need more than \$78 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. In addition to a \$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 the first four months of Fiscal 2026, NYCHA engaged 11,530 residents in the design and implementation of key initiatives, including planning for PACT conversions and the Trust. Three resident association leadership elections were completed during the first four months of Fiscal 2026, all of which required extensive engagement of residents. Resident engagement is central to NYCHA's efforts to deliver better services, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. NYCHA also 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. The Trust has hosted visioning sessions with residents to reflect their priorities in repairs, resident members participated in evaluating proposals to select the Design-Builders that would manage the relocation, and the Trust held meetings to inform residents about the details on converting to Section 8 and lease signings in addition to supporting resident events.

As of October 2025, the Trust has four developments with 1,776 units in its pipeline at various stages of pre-development. Planning for comprehensive modernization started at Hylan Houses in Brooklyn in anticipation of a procurement for a design-build partner in Fiscal 2026. Residents have partnered with the Trust throughout the pre-development process, including by serving on the selection committees for the design-builders, sharing priorities for the upcoming renovations and provision of community services and property operations, and learning more about the conversion to the Section 8 funding platform.

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

- Over the past couple of years, NYCHA has been working diligently to improve its rent collection. Rent collection was severely impacted by the effects of the COVID-19 pandemic, which left many NYCHA residents struggling to pay their arrears. As of October 2025, the cumulative rent collection dipped slightly from 67.8 percent during the first four months of Fiscal 2025 to 66.4 percent in the same period in Fiscal 2026; by comparison, the rent collection rate in Fiscal 2019 was 89.6 percent. NYCHA did not meet the target of 97.5 percent. Rent delinquency remained steady at 45.4 percent. There were 62,751 households in rent arrears during the reporting period, a drop of four percent compared to the same period last year (65,519). NYCHA will continue to monitor the rent collection trends through bi-weekly rent collection meetings, which bring departments from across the Authority together to review performance and identify areas for improvement.
- NYCHA showed an overall positive trend in its repair metrics. The average time to resolve emergency repair requests dropped by 30 percent from 19 hours and 9 minutes in the first four months of Fiscal 2025 to 13 hours and 28 minutes for the same period in Fiscal 2026 and remained below the 24-hour target. To achieve this improvement, NYCHA is using enhanced dashboards to track and prioritize emergency tickets and to monitor for any delays and backlogs. Emergency work orders include heat and hot water work orders for individual units, elevator outages, leaks, stove work orders, and gas outages. NYCHA continues to prioritize these time-sensitive work orders to ensure timely completion. The average time to resolve non-emergency repair requests also decreased by three days from 64.5 days in the first four months of Fiscal 2025 to 61.1 days for the same period in Fiscal 2026. The percent of non-emergency repair requests resolved within 15 days, and non-emergency repair requests resolved within 60 days slightly improved too.
- The average days to complete maintenance work orders dropped by 16 percent from 4.90 days in the first four months of Fiscal 2025 to 4.13 days in Fiscal 2026 and was below the target of seven days. The average days to complete skilled trades and vendor work orders decreased by eight percent from 137.22 days to 125.79 days. 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 will end on May 31, 2026. The average time to resolve heat outages remained steady at 7 hours and 18 minutes in October 2025 compared to 7 hours and 19 minutes in October 2024. It was under the target maximum of 12 hours required in the 2019 HUD Agreement. 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.
- NYCHA's buildings stayed steady on the average outages of elevators per month, however, the average time to resolve elevator outages rose by 50 minutes, up to 6 hours and 52 minutes in the first four months of Fiscal 2026 from 6 hours and 2 minutes in Fiscal 2025. The duration was skewed by a long-term outage in a building where there was structural damage and contractors had to replace the entire basement floor. In addition, the elevator pit flooring had to be rebuilt. This elevator had to be taken out of service for the work to be completed. Nonetheless, NYCHA was still below the target of 10 hours. NYCHA exceeded the target of 85 percent for the percentage of elevator outages resolved within 10 hours (89.58 percent). The elevator service uptime was 99.3 percent in the first four months of Fiscal 2026, exceeding the target of 97 percent. 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. The number of alleged elevator injuries dropped by half, from six to three, across comparative periods, and 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, and Compliance Departments to identify and resolve hazards and potential safety risks.

- 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 include installing new rat slabs that help to prevent mice and rats from entering crawl spaces, containers, and recycling infrastructure. In the first four months of Fiscal 2026, the percentage of rat complaints responded to within two business days was 85.8 percent, up slightly from 85.5 percent in the same period in Fiscal 2025. The percentage of rat complaints responded to within five days increased by nearly three percentage points from 89.2 percent to 91.9 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 still in need of a response, and introduced a mentorship program within the Pest Control Department to facilitate cross-training and uniformity in processes. Finally, NYCHA also periodically shifts exterminators' schedules to divert resources as needed. In the first four months of Fiscal 2026, the percentage of complaints from these pests responded to within seven days increased by 24 percentage points, from 61.7 percent in the first four months of Fiscal 2025 to 85.2 percent in the first four months of Fiscal 2026. Similarly, the percentage of other pest complaints responded to within 10 days increased by 13 percentage points, from 85.2 percent to 97.7 percent, just 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 continues to remediate mold to meet the HUD Agreement goals using tools, such as its Mold and Leak Scorecard data dashboard as well as other analytics, to help identify issues and expedite mold inspection and removal where it is needed most. Additionally, NYCHA is working to reduce the backlog of open mold remediation, tub enclosure, and plumbing work orders to complete mold and leak repairs. NYCHA has significantly improved the mold inspection and remediation process, though more progress needs to be made to meet the associated HUD Agreement targets. The percentage of mold removed within five business days improved by 16 percentage points, from 7.7 percent in the first four months of Fiscal 2025 to 23.3 percent in Fiscal 2026. Simple mold cases completed within seven days improved significantly by 47 percentage points, from 15.4 percent to 62.1 percent. NYCHA also improved its handling of complex mold cases. The percentage of complex mold cases resolved within 15 days increased from 3.0 percent in the first four months of Fiscal 2025 to 11.5 percent in the same period in Fiscal 2026. These complex cases involve multiple skilled trades and visits to address the root cause and perform restoration and cosmetic repairs. All these conditions are exacerbated by the aging of the buildings and the growing capital need. The percentage of mold cases without recurrence increased from 85 percent to 88.4 percent. The improved performance in mold removal and associated repairs is due to NYCHA Operations' prioritization of this work Authority-wide. 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 the first four months of Fiscal 2026, NYCHA abated 53 percent fewer units for lead compared to the same period in Fiscal 2025. This was due to a delay in receiving City funds, which was resolved. The work has resumed to its normal monthly productivity. NYCHA is back on track to meet its annual target of 3,000 units abated by the close of Fiscal 2026.
- The management cost per dwelling unit per month increased by four percent from \$1,340 in the first four months of Fiscal 2025 to \$1,398 in the same period of Fiscal 2026. The uptick is largely driven by increases in utilities expenses, including electricity, heating gas, and cooking gas.

- The turnaround time to re-occupy apartments dropped 17 percent from 423.1 days in the first four months of Fiscal 2025 to 350.2 days over the same period in Fiscal 2026. Though 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 13 percent more vacant units with turnover in progress (6,345) compared to the same point last year (5,600). 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.
- The number of felony crimes in NYCHA developments reported by the New York City Police Department (NYPD) remained relatively steady over the first four months of Fiscal 2026, with 1,974 major felony crimes compared to 1,933 in the same period of Fiscal 2025. NYCHA continues to strengthen its relationship with law enforcement agencies and takes safety measures such as assigning security guards to 49 senior developments, conducting weekly homeless initiatives with the NYPD and the Department of Homeless Services (DHS), and running Resident Watch as well as an anonymous tip line.
- As of the first four months of Fiscal 2026, the percentage of active capital projects on schedule or with minor delays increased from 73.3 percent to 80.2 percent, exceeding the target of 75 percent that was set in line with industry practice. This improvement is largely driven by a number of projects that were started July 2025 onward that have been on track since becoming active.
- 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 the first four months of Fiscal 2026, through the PACT program, NYCHA preserved seven developments consisting of 17 buildings and 1,452 units. There were no units rehabbed in that time, while 648 were rehabbed in the first four months of Fiscal 2025. The public housing portfolio has decreased as more developments are converting to PACT. NYCHA's conventional Section 9 program now consists of about 149,000 units across 227 developments and 1,841 buildings.
- NYCHA's occupancy rate remained steady at 95.3 percent. The number of applicants placed in public housing dropped by 22 percent from 715 in the first four months of Fiscal 2025 to 559 during the same period in Fiscal 2026. Overall, the number of homeless applicants decreased by 19 percent. Homeless placements dropped by 12 percent from 333 to 294 for public housing and dropped by 26 percent from 392 to 292 for Section 8. The drop in the number of applicants and homeless placements is related to the overall drop in the number of move-ins. NYCHA is diligently working to expedite the rental of vacant units. For the Section 8 program, effective August 1, 2025, NYCHA temporarily paused active outreach, including activities related to the application process, and voucher issuance for applicants on the general Housing Choice Voucher waitlist. This impacted the number of homeless families placed through Section 8.
- As of October 2025, there were about 197,000 families on the Section 8 waiting list, a decrease of three percent from the same period last fiscal year. As of the first four months of Fiscal 2026, the maximum allowable vouchers increased by four percent from 114,579 to 119,470. Funded vouchers increased from 99,760 to 103,018. The number of Section 8 occupied units increased by four percent from 106,310 to 110,222, reflecting new program admissions and PACT conversions.
- The number of applicants placed through Section 8 vouchers increased by 22 percent from 2,813 in the first four months of Fiscal 2025 to 3,430 in the same period in Fiscal 2026 due to PACT conversions.

- 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 21 percent, from 404 in the first four months of Fiscal 2025 to 320 in the same period in Fiscal 2026. The reduction in the number of approved emergency transfers is due to fewer overall emergency transfers requests year-over-year. The processing time for emergency transfers dropped by 10 percent from 12.60 days to 11.36 days and remained well below the 45-day target.
- The percentage of initial social service tenant contacts conducted within five days remained steady at 96 percent as of the first four months of Fiscal 2026. Referrals to supportive services provided to senior residents declined by 25 percent from 12,405 as of the first four months of Fiscal 2025 to 9,370 in the same period in Fiscal 2026. As more apartments are converted to the PACT program, those residents are served by different programs which are not captured in this indicator.
- 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 22 percent from 698 in the first four months of Fiscal 2025 to 543 in the same period in Fiscal 2026. Direct placements dropped 32 percent from 272 to 186. Partner placements decreased by 16 percent from 426 to 357. The transition of Jobs Plus sites to a new provider impacted services and outcomes, including placements. Partner placements also dropped 16 percent due to a lag in reporting data 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, and existing data will be corrected once final counts are available. NYCHA is also seeing a longer retention for the residents hired through the NYCHA Resident Training Academy (NRTA), which has also impacted the overall hires.
- The number of completed customer requests for interpretation increased 21 percent from 47,703 in the first four months of Fiscal 2025 to 57,689 in the same period in Fiscal 2026. The average wait time to speak with a customer service agent dropped by 25 minutes from 38 minutes and 48 seconds in the first four months of Fiscal 2025 to 13 minutes and 43 seconds in Fiscal 2026. The percentage of calls answered within 30 seconds rose by four percent from 19.0 percent to 23.4 percent. NYCHA redistributed customer service representative resources in Fiscal 2024, adding more capacity for customer contact interactions. This has helped reduce wait times and increased completed interpretation calls.

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Rent collection (%)	62.2%	69.2%	68.6%	97.5%	97.5%	67.8%	66.4%
Rent delinquency rate (%)	45.3%	44.2%	44.3%	*	*	45.3%	45.4%
Households in rent arrears	68,609	64,711	62,144	*	*	65,519	62,751
★ Critical Indicator	🌀 Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average time to resolve emergency service requests (hours:minutes)	27:49	20:43	17:01	24:00	24:00	19:09	13:28
★ Average time to resolve non-emergency service requests (days)	65.4	65.7	66.0	↓	↓	64.5	61.1
Non-emergency service requests resolved within 15 days (%)	71%	75%	77%	75%	75%	75%	77%
Non-emergency service requests resolved within 60 days (%)	82%	85%	85%	100%	100%	85%	86%
Average time to complete maintenance work orders (days)	6.23	5.03	4.06	7.00	7.00	4.90	4.13
Average time to complete skilled trades and vendor work orders (days)	109.04	133.37	129.65	*	*	137.22	125.79
★ Average time to resolve heat outages (hours:minutes)	7:30	6:37	6:50	12:00	12:00	7:19	7:18
★ Average time to resolve elevator outages (hours:minutes)	9:07	6:44	6:03	10:00	10:00	6:02	6:52
★ Elevator outages resolved within 10 hours (%)	77.78%	87.12%	89.65%	85.00%	85.00%	89.55%	89.58%
★ Average outage per elevator per month	0.93	0.78	0.70	1.01	1.01	0.73	0.72
★ Elevator service uptime (%)	98.0%	99.3%	99.4%	97.0%	97.0%	99.4%	99.3%
★ Alleged elevator injuries reported to the Department of Buildings	6	1	11	↓	↓	6	3
★ Elevator-related fatalities	0	0	0	↓	↓	0	0
★ Rat complaints responded within 2 business days (%)	40.7%	73.6%	90.1%	75.0%	75.0%	85.5%	85.8%
★ Rat complaints responded within 5 days (%)	53.0%	80.2%	93.3%	100.0%	100.0%	89.2%	91.9%
★ Other pest complaints responded within 7 days (%)	17.9%	32.4%	76.2%	75.0%	75.0%	61.7%	85.2%
★ Other pest complaints responded within 10 days (%)	26.4%	52.4%	92.1%	100.0%	100.0%	85.2%	97.7%
★ Mold removed within 5 business days (%)	6.6%	9.2%	11.5%	95.0%	95.0%	7.7%	23.3%
Simple mold repairs completed within 7 days (%)	28.1%	30.2%	28.0%	95.0%	95.0%	15.4%	62.1%
★ Complex mold repairs completed within 15 days (%)	3.6%	3.7%	7.6%	95.0%	95.0%	3.0%	11.5%
★ Mold cases without recurrence (%)	86.7%	83.6%	87.9%	85.0%	85.0%	85.0%	88.4%
★ Units abated for lead	3,267	5,037	5,295	↑	↑	2,016	953
Management cost per dwelling unit per month (\$)	\$1,372	\$1,345	\$1,419	\$875	\$875	\$1,340	\$1,398
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average turnaround time for vacant units (days)	370.0	424.4	371.1	300.0	300.0	423.1	350.2
New move-ins (units)	2,104	3,251	4,630	*	*	1,545	1,476
Vacant units - turnover in process	NA	5,087	5,986	*	*	5,600	6,345
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Major felony crime rate per 1,000 residents	17.9	19.4	19.4	*	*	6.6	7.0
★ Major felony crimes in public housing developments	6,062	6,117	5,818	↓	↓	1,933	1,974
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Active capital projects on track or with minor delays (%)	NA	67.2%	75.4%	75.0%	75.0%	73.3%	80.2%
★ Active capital projects in construction phase on track or with minor delays (%)	NA	85.1%	82.1%	85.0%	85.0%	84.2%	84.5%
★ Public Housing Portfolio — Unit Inventory (000)	160	156	150	*	*	154	149
Public Housing Portfolio — Buildings	2,063	1,934	1,858	*	*	1,888	1,841
Public Housing Portfolio — Developments	273	248	234	*	*	244	227
PACT Portfolio — Developments preserved	4	25	14	*	*	4	7
PACT Portfolio — Buildings preserved	43	128	76	*	*	46	17
PACT Portfolio — Units preserved	2,597	3,728	5,434	9,000	9,000	1,616	1,452
PACT Portfolio — Units rehabbed	0	3,039	4,191	*	*	648	0
PACT Portfolio — Cumulative developments preserved	62	87	101	*	*	91	108
PACT Portfolio — Cumulative buildings preserved	348	476	552	*	*	522	569
PACT Portfolio — Cumulative units preserved	18,023	21,751	27,185	*	*	23,367	28,637
PACT Portfolio — Cumulative units rehabbed	5,830	8,869	13,060	*	*	9,517	13,060
Section 8 — Housing Assistance Payments funding utilization rate (%)	93.0%	98.0%	105.0%	*	*	104.0%	104.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Apartment attrition rate (%)	3.0%	3.4%	4.1%	*	*	NA	NA
★ Occupancy rate (%)	96.8%	96.3%	95.5%	99.2%	99.2%	95.9%	95.3%
Applicants placed in public housing	1,029	1,215	2,077	*	*	715	559
Homeless applicants placed in housing — Total	4,425	2,635	2,118	*	*	725	586
– NYCHA housing	650	510	1,021	*	*	333	294
– Section 8	3,775	2,125	1,097	*	*	392	292
Working families residing in public housing (cumulative) (%)	38.2%	38.5%	38.3%	*	*	NA	NA
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None							

Goal 2c

Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
● Section 8 — Families on waiting list (000)	16	5	197	*	*	204	197
Section 8 — Maximum allowable vouchers	109,823	112,346	116,671	*	*	114,579	119,470
Section 8 — Funded vouchers	97,070	98,947	101,943	*	*	99,760	103,018
Section 8 — Funded vouchers occupied units (%)	97.0%	98.0%	101.0%	97.0%	97.0%	100.0%	102.0%
★ Section 8 — Utilization rate for authorized vouchers (%)	85.0%	85.0%	89.0%	86.0%	86.0%	88.0%	89.0%
★ Section 8 — Occupied units	98,414	104,040	111,164	87,000	87,000	106,310	110,222
Section 8 — Biennial inspections	97.0%	96.0%	98.0%	*	*	97.0%	98.0%
Section 8 — Annual recertifications	99.0%	99.0%	99.0%	*	*	99.0%	99.0%
Section 8 — Applicants placed through vouchers	2,974	6,358	6,320	*	*	2,813	3,430
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Residents approved for emergency transfers	1,552	1,207	1,084	*	*	404	320
★ Emergency transfer disposition time (days)	13.34	10.09	11.68	45.00	45.00	12.60	11.36
★ Initial social service tenant contacts conducted within five days of referral (%)	92%	95%	97%	76%	76%	97%	96%
Referrals to supportive social services for senior residents	38,083	39,684	30,530	*	*	12,405	9,370
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 3b

Increase employment opportunities for NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Resident job placements — Total	2,652	2,531	2,361	⬆️	⬆️	698	543
– Direct placements	1,031	854	914	1,593	1,593	272	186
– Program and partner placements	1,621	1,677	1,447	*	*	426	357
– Job training graduates placed (%)	84%	78%	83%	*	*	NA	NA
– Youth placed through youth employment programs	3,630	4,325	4,248	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Completed requests for interpretation	152,274	131,289	158,052	*	*	47,703	57,689
E-mails responded to within 14 days (%)	82.4%	NA	NA	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes:seconds)	28:42	44:42	33:08	*	*	38:48	13:43
CORE facility rating	95	98	92	*	*	NA	NA
Calls answered within 30 seconds (%)	63.8%	32.5%	27.1%	*	*	19.0%	23.4%
Agency customers surveyed for overall customer satisfaction	27,148	11,135	9,698	*	*	NA	NA
Customers rating service good or better (%)	79.0%	84.0%	94.0%	71.0%	71.0%	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$4,652.0	\$4,052.5	\$4,454.6	\$5,546.9	\$5,568.8	\$5,765.7	\$1,683.7	\$1,816.8
Revenues (\$000,000)	\$4,704.1	\$4,170.1	\$4,414.9	\$5,329.9	\$5,568.8	\$5,502.4	\$1,646.5	\$1,732.8
Personnel	11,891	11,896	11,998	12,368	12,265	12,228	12,024	11,986
Overtime paid (\$000,000)	\$198.0	\$178.6	\$161.0	\$181.6	\$179.8	\$178.4	\$71.7	\$58.6
Capital commitments (\$000,000) ³	\$416.6	\$862.2	\$593.1	\$1,279.5	\$1,302.5	\$723.1	\$130.2	\$147.6

¹February 2026 Financial Plan.
funds utilized by NYCHA.

²Expenditures include all funds
"NA" - Not Available

³Includes funds authorized in the City budget only, and excludes federal, State and other capital

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA updated the Fiscal 2026 target for the pest metrics to reflect the HUD Agreement timeline. The Agreement (Exhibit B, Paragraph 39) states “Within five years of the Effective Date, NYCHA shall a) respond to 90% of all rat complaints within two business days, and to all rat complaints within five days; b) respond to 90% of all other pest complaints within seven days, and to all other pest complaints within ten days.” As of January 1, 2024, NYCHA is now within five years of the Effective Date, so the target requirement has changed from 75 percent to 90 percent for ‘Rat complaints responded within 2 days’ and for ‘Other pest complaints responded within 7 days.’
- In Goal 2b, figures for two indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. These include ‘Homeless applicants placed in housing—Total,’ which was corrected from 655 to 725, and ‘Section 8,’ which was corrected from 322 to 392.
- In Goal 3a, figures for two indicators were changed for Fiscal 2025 four-month actuals to reflect finalized data. These include ‘Residents approved for emergency transfers,’ which was corrected from 403 to 404, and ‘Emergency transfer disposition time (days),’ which was corrected from 12.63 to 12.60.
- Fiscal 2026 four-month actual 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://nychamonitor.com/>
- The Social Indicators and Equity Report, EquityNYC:
<http://equity.nyc.gov/>

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

LANDMARKS PRESERVATION COMMISSION



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 following the demolition of the original Pennsylvania Station, which aims to safeguard the buildings and places that represent New York City's cultural, social, economic, political, and architectural history. To date, the Commission has designated 38,119 buildings and sites, including 1,470 individual landmarks and 157 historic districts and extensions across all five boroughs. LPC also administers a 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. In Fiscal 2025, LPC awarded three new grants totaling over \$100,000 to homeowners of landmark properties in Queens and Brooklyn and a not-for-profit organization in Staten Island. 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 how to preserve these historic resources, investigates complaints of illegal work, and initiates action to ensure compliance with the Landmarks Law.

FOCUS ON EQUITY

For over 60 years, LPC has seen firsthand 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 equity in all aspects of the Commission's work, integrating fairness, transparency, and efficiency in regulation and outreach, and prioritizing landmark designations that tell the stories of all New Yorkers, particularly those who have not been heard before. LPC staff meet community members in their neighborhoods and in online information sessions to ensure that stakeholders, especially property owners and faith-based organizations, understand the Commission's processes and have equal access to resources and technical assistance.

LPC continues to pursue equity through the efficient review of work permit applications via Portico, the Commission's online application portal launched in March 2024, which provides a user-friendly customer experience for people applying for permits to do work on their designated properties. Portico streamlines the application process by asking users simple questions to direct them to the appropriate permit. In addition, Portico can automatically determine whether an application qualifies for LPC's expedited review services like Business Express, which helps small business owners get permits faster through a dedicated hotline, pre-application consultation, and focused review. Portico's benefits extend beyond efficiency, offering increased transparency and accessibility by making it easier for applicants to file an application on their own without needing to hire a professional, allowing multiple users to access the same application, and offering access to detailed status updates from start to finish.

LPC conducts extensive outreach to ensure that property owners are aware of permit requirements and grant opportunities. In the first four months of Fiscal 2026, LPC staff organized presentations for property owners in two Staten Island historic districts and for faith-based organization leaders in Brooklyn. These in-person engagements make regulation and funding information accessible through conversations with LPC staff members who can answer questions in real-time and maintain contact with property owners as they prepare permit and grant applications.

During the first four months of Fiscal 2026, LPC designated five individual landmarks in the Garment District of Manhattan in coordination with the Department of City Planning's (DCP) Midtown South Mixed-Use Plan, adopted by the City Council in August 2025, which will allow for the creation of nearly 10,000 new homes in a neighborhood where housing was previously largely prohibited. The five buildings are architecturally significant and are also notable for their connection to the important history of the garment industry and the City's union and labor history, including the fight for improving the industry's working conditions and wages, particularly for women. With their rezoning and designation, these buildings can be adaptively reused for housing, and any excess air rights could be transferred to create additional housing opportunities.

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

- During the first four months of Fiscal 2026, the Commission designated five individual landmarks consisting of six buildings. The number of buildings designated may change year-to-year as designations are the outcome of an organic process with many steps, including extensive research and survey work, and careful and thoughtful outreach with stakeholders. The designations, located in the Garment District of Manhattan, are the Barbey Building, Fashion Tower, the Furcraft Building, 29th Street Towers, and Lefcourt Clothing Center. These buildings are impressive examples of early 20th century commercial architecture designed by some of the City’s leading architects, and they help tell the full story of the Garment District’s historic development, the people who worked there, and an industry that was one of the most important engines of New York City’s economy. LPC coordinated these designations with DCP’s Midtown South Mixed-Use Plan. Although no historic districts were designated in the reporting period, during the first four months of Fiscal 2026, LPC held public hearings for the proposed Beverly Square West and Ditmas Square West Historic Districts in Brooklyn, which feature distinctive homes built around the turn of the 20th century as the Flatbush neighborhood transitioned from a farming village to an early suburban development.
- LPC helps preserve the City’s designated landmark properties by regulating changes made to the buildings and sites. All applications to make changes to designated buildings are reviewed, approved, and tracked by the Commission. During the first four months of Fiscal 2026, LPC received 4,134 work permit applications and took actions on 4,229 work permit applications, four percent and 11 percent increases, respectively, compared to the same period in Fiscal 2025. While there were small decreases in the timeliness of all permits issued, the Commission performed above the 85 percent targets for Certificates of No Effect and Permits for Minor Work, but below the 100 percent target for Expedited Certificates of No Effect.
- During the first four months of Fiscal 2026, the Commission’s Enforcement Department received 311 complaints, a four percent increase from the same period in Fiscal 2025, and conducted 312 investigations concerning 203 properties, an eight percent increase in investigations and one percent decrease in properties investigated over the past year. The number of complaints LPC receives varies from year to year and can often reflect neighborhoods that have a higher number of engaged advocates who report violations. While LPC investigates every complaint received, the number of complaints investigated may vary from the number of complaints received due to investigations occurring outside the reporting period. Of the complaints investigated, LPC issued a total of 203 Warning Letters, Summonses, and Stop Work Orders, 28 percent more enforcement actions taken in the first four months of Fiscal 2025. An investigation of a single complaint on a property can identify multiple violations, resulting in multiple enforcement actions on that property and variations in the total number of enforcement actions within a single reporting period.
- LPC’s Archaeology Department provides technical assistance for environmental review applications with other City agencies acting as the lead agency. Of the applications received by the Archaeology Department in the first four months of Fiscal 2026, 98 percent of applications were reviewed within 10 business days, exceeding the 85 percent target.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Individual, interior, and scenic landmarks, and historic districts designated	12	11	4	*	*	1	5
– Individual, interior, and scenic landmarks designated	10	10	4	*	*	1	5
– Historic districts designated	2	1	0	*	*	0	0
★ Total buildings designated	81	164	4	*	*	1	6
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Work permit applications received	12,211	11,436	11,748	*	*	3,969	4,134
★ Actions taken on work permit applications	11,489	11,120	11,324	*	*	3,819	4,229
Certificates of No Effect issued within 10 business days (%)	83%	86%	92%	85%	85%	93%	92%
Expedited Certificates of No Effect issued within two business days (%)	98%	98%	98%	100%	100%	98%	96%
Permits for minor work issued within 10 business days (%)	84%	86%	92%	85%	85%	95%	93%
★ Critical Indicator 🌀 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Goal 1c

Increase landmark regulations compliance.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Complaints received	572	672	785	*	*	298	311
Complaints investigated	711	1,000	766	*	*	288	312
Properties investigated	555	748	531	*	*	205	203
★ Enforcement actions taken: Total Warning Letters, Summonses, and Stop Work Orders issued	427	468	468	*	*	159	203
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator 🌀 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

Goal 1d

Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Archaeology applications reviewed within 10 business days (%)	97%	97%	97%	85%	85%	97%	98%
★ Critical Indicator 🌀 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	88%	87%	74%	*	*	85%	63%
E-mails responded to within 14 days (%)	94%	98%	90%	*	*	100%	100%
★ Critical Indicator 🌀 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$7.2	\$8.0	\$7.7	\$8.1	\$9.0	\$8.1	\$2.7	\$2.6
Revenues (\$000,000)	\$7.6	\$8.5	\$10.4	\$7.1	\$7.3	\$7.1	\$4.1	\$4.1
Personnel	76	73	69	81	81	80	71	66
Overtime paid (\$000)	\$24	\$21	\$14	\$7	\$7	\$7	\$0	\$0
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$6.7	\$7.3	All
002 - Other Than Personal Services	\$1.0	\$1.7	All
Agency Total	\$7.7	\$9.0	
¹ Comprehensive Annual Financial Report (CAFR) 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

- In the first four months of Fiscal 2026, LPC Commissioner Angie Master was announced as LPC Vice Chair, and Erasmus Ikpemgbe, Frank Mahan, and Stephen Wilder were announced as LPC Commissioners. Chair Sarah Carroll retired in August 2025, and the Chair position is currently vacant.
- The Fiscal 2026 target for the indicator 'Permits for minor work issued within 10 business days (%)' in Goal 1b was updated from none to 85 percent.

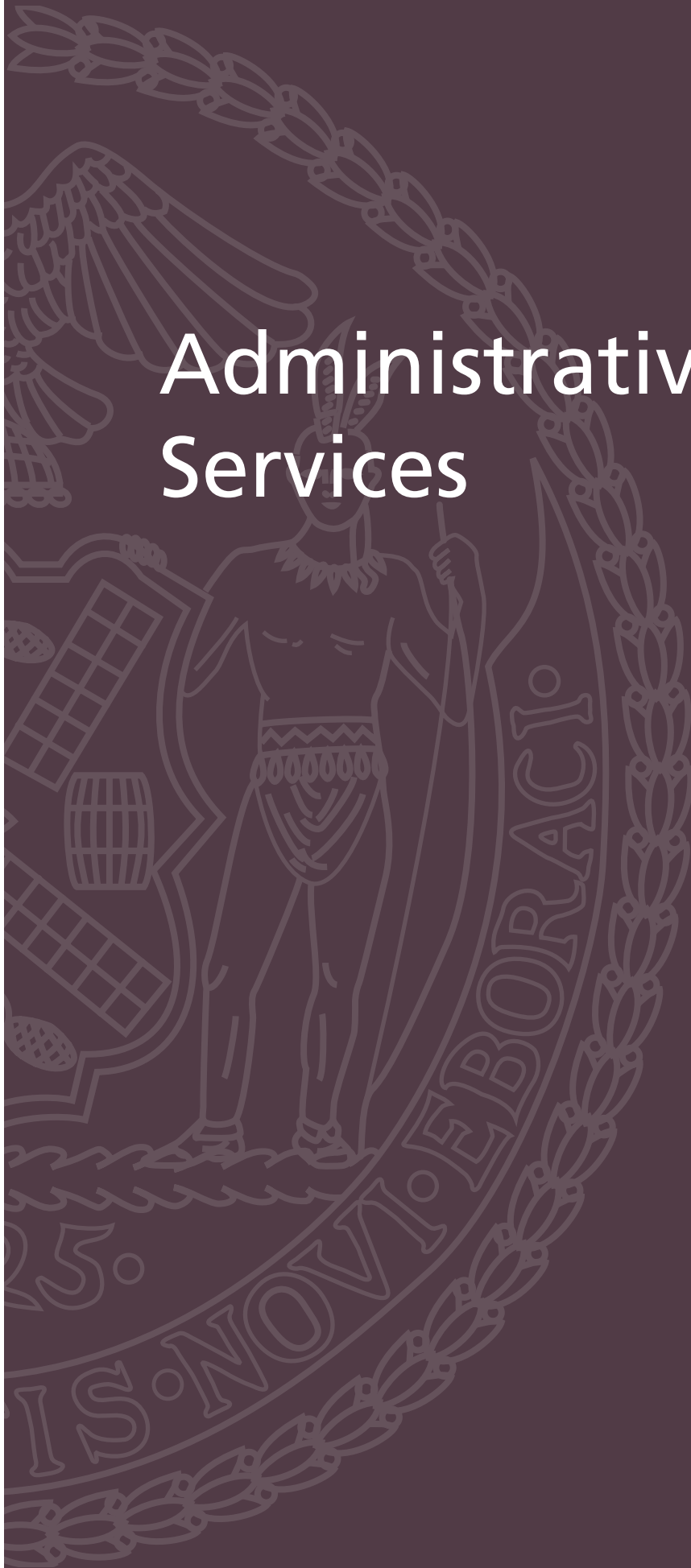
ADDITIONAL RESOURCES

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/NYCAAdmin/0-0-0-133896>
- Press Releases:
<https://www1.nyc.gov/site/lpc/about/news.page>
- Sixty Years of LPC Story Map:
<https://storymaps.arcgis.com/stories/981732666b194d63ab291a64b9543080>
- Upgraded Discover NYC Landmarks interactive map:
<https://www1.nyc.gov/site/lpc/designations/maps.page>
- Updated LPC Permit Guidebook:
<https://www.nyc.gov/site/lpc/applications/permit-application-guide.page>
- New 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 Commission, please visit: www.nyc.gov/landmarks.

Administrative Services



Administrative Services

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DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

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

DCAS is focused on ensuring that municipal government uplifts and empowers all New Yorkers, by increasing job opportunities through workforce development; promoting training and development for the City's workforce; advancing sustainability goals; and improving the spaces in which the City provides services to make them more accessible and comfortable for the City employees and constituents who access them every day.

Central to DCAS' equity efforts is building a workforce that reflects the talent and diversity of the communities DCAS serves. In the first four months of Fiscal 2026, DCAS participated in 101 career outreach events, reaching more than 4,700 participants. While partnering with 59 agencies and mayoral offices, DCAS also conducted training and fielded 152 inquiries on the City's Equal Employment Opportunity (EEO) Policy and related New York City Charter obligations. To support data-informed agency workforce planning, DCAS offers consultations and tools that help agencies effectively interpret and apply workforce metrics and performance expectations. DCAS also reviews agencies' annual EEO plans and quarterly reports detailing progress toward training, recruitment, and retention goals required by local laws and the City Charter. Reinforcing the City's commitment to a diverse and inclusive workforce, City employees completed 50,080 DCAS-provided trainings in equity and inclusion in the first four months of Fiscal 2026. DCAS further advances workforce diversity through the New York City Government Workforce Profile Report, a comprehensive, data-driven analysis of key demographic and workforce trends across City agencies. DCAS also manages the 55-a Program, which enables qualified individuals with disabilities to join the municipal workforce without taking a civil service exam, expanding access to opportunities across City government.

DCAS also demonstrates its commitment to equity through the City's growing electric vehicle (EV) charging network. To advance environmental justice, DCAS has pledged to install at least 50 percent of its fast-charging infrastructure 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. Prioritizing these communities not only supports the expansion of the EV fleet, but it also contributes to cleaner air for City residents and employees. Of the 23 fast-charging ports installed in the first four months of Fiscal 2026, 11 were located in DACs.

DCAS remains firmly committed to advancing diversity and inclusion in all aspects of City procurement, through the expansion of 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 contracts to M/WBEs by 2030, DCAS continues to develop and implement innovative strategies, including the use of the M/WBE Small Purchase Method, that promote equitable access for underrepresented groups. In the first four months of Fiscal 2026, DCAS awarded 17 contracts, totaling nearly \$7.1 million, to City-certified M/WBEs through the M/WBE Small Purchase Method. DCAS also participated in 11 M/WBE networking events and hosted 106 one-on-one meetings with potential M/WBE partners, showcasing its commitment to fostering new relationships and introducing vendors to the wide array 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 and 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

- The number of applications received for all DCAS civil service exams decreased by 45 percent, reaching 39,244 in the first four months of Fiscal 2026, compared with 71,409 applications during the same period in Fiscal 2025. Over the reporting in Fiscal 2025, several exams that typically attract large applicant pools opened for filing, such as firefighter and police officer exams. While similar exams opened for filing in the first four months of Fiscal 2026, including three separate exams for police officer, plus exams for correction officer and administrative community relations specialist they did not attract as many applicants as the interest in the exams offered in Fiscal 2025.
- Reflecting the diversity of New York City, people of color represented over 64 percent of total new hires in the first four months of Fiscal 2026. Fluctuations in the share of each ethnicity among new hires can be attributed to the combined factors, such as the City's hiring of different titles each year based on priorities and workforce development needs, and certain titles having an over- or under-representation of certain demographic groups. For example, the reporting period for Fiscal 2026 has seen a year-over-year increase in hires to the police cadet title from zero to 90. This title has a historical over-representation of Asian employees (about 30 percent of all police cadets are Asian) and thus increases the overall percentage of Asian employees dramatically. The proportion of male new hires increased by almost two percentage points in the first four months of Fiscal 2026, compared with the same period in Fiscal 2025. The majority of new hires were in uniformed positions, including police officers and sanitation workers, which generally attract a higher share of male applicants.
- In the first four months of Fiscal 2026, the median time from exam administration to exam results completion for DCAS-administered exams decreased 38 percent to 101 days, compared with 163 days in the same period in Fiscal 2025. The majority of exams that were completed during this period were single-part exams, which typically take less time to complete.
- The number of trainings completed by City employees/participants in managerial and professional development increased by over 92 percent compared to the first four months of Fiscal 2026 from the first four months of Fiscal 2025, from 2,653 to 5,101. This remarkable increase is due to stronger engagement to recruit participants in managerial courses. DCAS will expand training offerings in leadership, management, and communication throughout the following quarters of Fiscal 2026 to sustain growth.
- The number of trainings completed by City employees/participants in equity and inclusion and mandatory trainings completed by City employees/participants in equity and inclusion both fell by slightly over 34 percent in the first four months of Fiscal 2026 compared to the first four months of Fiscal 2025. The primary driver of the decline is the temporary pause of the "Everybody Matters: EEO and Diversity & Inclusion for NYC Employees" training effective as of April 1, 2025, due to a course curricula redesign to be inclusive of eLearning—the DCAS managed online platform for trainings, in-person, and live webinar sessions. In the upcoming quarters of Fiscal 2026, there will be system enhancements that allow agencies to schedule eLearning deployments and reminders for their staff through the system.
- Average completion times for in-house trade shop work have slightly increased to 3.3 days during the first four months of Fiscal 2026, but still below the 7.0 target. The share of work orders completed within 30 days has remained well above target at 97 percent. DCAS was able to maintain this efficiency level even as work-order volume reached a five-year high in Fiscal 2025, and the trend continuing early in Fiscal 2026.
- Lease revenue generated by DCAS decreased 23 percent, from \$17.8 million during the first four months of Fiscal 2025 to \$13.7 million during the first four months of Fiscal 2026 due to rent credits approved by the Mayor's Office of Management and Budget (OMB) at the request of the Department of Cultural Affairs to support a cultural organization's public programming. Lease revenue can also change because leases expire or end, some tenants pay rent based on their revenue, and new leases may be signed.
- Revenue generated from the sale of surplus goods by DCAS increased by 19 percent from \$3.5 million during the first four months of Fiscal 2025 to \$4.2 million during the first four months of Fiscal 2026, largely due to unusually high salvage sales in September 2025, including the sale of two barges for \$203,000 and \$46,000, respectively. Additionally, the Department of Environmental Protection held their annual auction of brass water meters, which typically generates significant income. The increase also reflects higher revenue per sale under the new auto auction vendor, GovDeals, who replaced the defaulted vendor, Insurance Auto Auctions.

- The average number of bidders per solicitation decreased 21 percent from 3.6 in the first four months of Fiscal 2025 to 2.8 in the same period in Fiscal 2026 despite an increase in total bids. This decline reflects a shift toward more specialized procurements, including helicopters, agency-specific trucks, vehicles, school buses, tractors, dump trucks, and chemicals, which draw smaller vendor pools. By contrast, solicitations during the same period in Fiscal 2025 focused on more commonly supplied goods such as traffic cones, concrete, salt, office furniture, and ammunition, which attracted more bidders per item.
- Inspections deemed non-compliant fell by almost 24 percent, from 157 in the first four months of Fiscal 2025 to 120 in the same period as Fiscal 2026. The DCAS Bureau of Quality Assurance has been working with vendors to improve vehicle specification compliance and has conducted pre-inspections of vehicles prior to delivery, resulting in fewer vehicles requiring corrective action. Notably, these non-compliant inspections represent only a small fraction of the total inspections conducted. The average number of inspections over the last four fiscal years were over 40,000.
- The value of cost avoidance decreased by 25 percent in the first four months of Fiscal 2026, from \$2.73 million during the same period in Fiscal 2025 to \$2.04 million. This decline occurred due to the 24 percent decrease in non-compliant inspections across comparative reporting periods, from 157 to 120 in Fiscal 2026. Vendors are delivering products that better meet contract specification requirements resulting in lower cost avoidance and fewer inspections deemed non-compliant.
- The average time to fulfill requisitions increased by 27 percent during the first four months of Fiscal 2026 to four days, as compared to three days in the reporting period last year. The increase is the result of staff shortages at the Central Storehouse. Additionally, some back orders impacted on final delivery dates due to vendors having issues with containers coming from overseas affecting delivery timelines.
- M/WBE Small Purchase Method contracts decreased in the first four months of Fiscal 2026, from 19 during the same period in Fiscal 2025 to 17, despite the value of these contracts increasing by 43 percent from \$4.9 million to \$7.1 million. The increase is the result of DCAS' concerted efforts to direct purchases to the M/WBE vendor community.
- Electric vehicles (EVs) in the DCAS-managed fleet increased nearly 17 percent in the first four months of Fiscal 2026 compared to the same period in Fiscal 2025, while electric vehicle charging ports installed rose 63 percent, and cumulative electric vehicle charging ports installed saw an increase of 14 percent during the same reporting periods. This is in accordance with Local Law 140 of 2023, which calls for the electrification of the light- and medium-duty fleet by 2035 and the heavy-duty fleet by 2038 subject to commercial availability and reliability. DCAS continues to make significant progress in replacing fossil fuel-powered fleet vehicles with EVs during the first four months of 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Applications received for all DCAS civil service exams	119,599	112,944	166,000	*	*	71,409	39,244
Employment applications received via Jobs NYC	736,011	1,373,696	1,770,614	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ 🌟 New hires — Asian/Pacific Islander (%)	10.5%	12.8%	11.7%	*	*	9.2%	14.6%
★ 🌟 New hires — Black (%)	30.2%	29.6%	28.8%	*	*	30.7%	21.3%
★ 🌟 New hires — Hispanic (%)	21.4%	21.5%	20.7%	*	*	21.9%	24.9%
★ 🌟 New hires — Some other race (%)	3.0%	2.9%	2.8%	*	*	3.3%	2.8%
★ 🌟 New hires — White (%)	22.6%	19.7%	20.4%	*	*	21.1%	23.4%
★ 🌟 New hires — Race/ethnicity: Prefer not to say or unknown (%)	12.3%	13.5%	15.5%	*	*	13.8%	13.0%
★ 🌟 New hires — Female (%)	46.2%	47.5%	40.6%	*	*	41.1%	38.0%
★ 🌟 New hires — Male (%)	52.7%	51.4%	58.0%	*	*	57.9%	60.7%
★ 🌟 New hires — Other gender (%)	0.4%	0.5%	0.4%	*	*	0.2%	0.4%
★ 🌟 New hires — Gender: Prefer not to say or unknown (%)	0.8%	0.6%	1.0%	*	*	0.8%	0.9%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1c Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Median time from exam administration to exam results completion for DCAS-administered exams (business days)	149	139	158	197	197	163	101
Civil service exams open for filing by DCAS	200	205	186	185	185	58	61
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 1d Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Average rating for professional development training sessions (%)	93%	92%	90%	92%	92%	92%	88%
🌟 Trainings completed by City employees/participants in managerial and professional development	12,161	13,208	18,769	10,377	10,377	2,653	5,101
🌟 Trainings completed by City employees/participants in equity and inclusion	421,969	435,996	364,333	284,995	284,995	75,907	50,080
– Mandatory trainings completed by City employees/participants in equity and inclusion	410,104	410,653	349,481	268,429	268,429	72,927	47,869
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	62%	59%	68%	72%	72%	NA	NA
CORE facility rating	99	100	100	95	95	NA	NA
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 2b

Meet timeliness standards for in-house trade shop construction and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ In-house trade shop work orders completed within 30 days (%)	95%	96%	96%	75%	80%	96%	97%
Average time to complete in-house trade shop work orders (days)	6.1	4.5	4.3	7.0	7.0	3.0	3.3
Completed in-house trade shop work orders	7,698	7,971	8,516	7,000	7,000	2,512	2,805
★ Critical Indicator	● Equity Indicator	"NA" Not Available		↕ Directional Target	* None		

Goal 2c

Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Lease-in agreements executed	32	35	33	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	2,535	2,884	2,938	*	*	NA	NA
★ 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 and surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Lease revenue generated (\$000)	\$46,606	\$44,193	\$42,021	\$38,794	\$38,794	\$17,800	\$13,727
★ Revenue generated from the sale of surplus goods (\$000)	\$13,740	\$10,392	\$7,192	\$7,893	\$7,893	\$3,547	\$4,224
– Revenue generated from auto auctions (\$000)	\$11,818	\$9,046	\$5,859	\$5,692	\$5,692	\$3,035	\$3,325
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average number of bidders per bid	3.5	4.4	4.4	3.4	3.4	3.6	2.8
Mayoral agency spending on goods against DCAS master contracts (%)	87%	90%	87%	*	*	89%	88%
Mayoral agency spending on services against DCAS master contracts (%)	16%	17%	15%	*	*	22%	15%
Inspections deemed non-compliant	557	718	526	*	*	157	120
Value of cost avoidance (\$000)	\$4,973	\$4,633	\$5,207	*	*	\$2,731	\$2,044
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Value of goods and services purchased (\$000,000)	\$1,272	\$1,884	\$1,718	*	*	\$606	\$628
Average time to fulfill an agency requisition (days)	4	3	3	*	*	3	4
★ Critical Indicator ✱ Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 4c Promote equitable contracting and procurement opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
M/WBE Small Purchase Method contracts	50	59	70	*	*	19	17
Value of M/WBE Small Purchase awards (\$000)	\$7,599	\$7,945	\$13,983	*	*	\$4,981	\$7,137
M/WBE one-on-one vendor meetings	141	218	255	180	180	103	106
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Electricity purchased (billions of kilowatt hours)	3.9	3.9	3.9	*	*	NA	NA
Total energy purchased (trillions of British thermal units)	27.8	27.8	28.5	*	*	NA	NA
– Electricity (%)	47.8%	47.1%	47.1%	*	*	NA	NA
– Natural gas (%)	46.1%	46.1%	46.2%	*	*	NA	NA
– Steam (%)	6.1%	6.1%	6.7%	*	*	NA	NA
★ Critical Indicator ✱ Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 5b Reduce the energy-related carbon footprint of City buildings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	30,596	30,558	60,407	50,000	50,000	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	371,594	402,152	462,559	512,559	562,559	NA	NA
Annual estimated avoided energy cost from all energy projects (\$000,000)	\$7.31	\$12.40	\$13.66	\$12.80	\$12.80	NA	NA
Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$126.31	\$138.71	\$152.37	\$165.17	\$177.97	NA	NA
Annual energy retrofit/conservation projects completed	501	589	713	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	4,921	5,510	6,223	*	*	NA	NA
★ Critical Indicator ✱ Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 5c

Increase the City’s renewable energy capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Cumulative installed solar capacity (megawatts)	21.94	24.17	31.31	*	*	NA	NA
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	71%	75%	77%	79%	81%	76%	77%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	86%	88%	91%	91%	91%	89%	93%
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	99%	100%	100%	100%	100%	NA	NA
Electric vehicles in the citywide fleet	4,646	5,198	5,569	6,000	6,500	5,359	5,752
– Electric vehicles in the DCAS-managed fleet	909	975	1,082	1,120	1,180	994	1,159
Biofuel used in diesel (%)	11%	68%	94%	95%	95%	92%	95%
Electric vehicle charging ports installed	507	346	221	250	250	64	104
Cumulative electric vehicle charging ports installed	1,538	1,865	2,072	2,250	2,500	1,924	2,185
★ Critical Indicator	⚙️ Equity Indicator	“NA” Not Available		⬆️⬆️ Directional Target	* None		

Goal 6b

Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Fleet in-service rate citywide (%)	88%	88%	87%	98%	98%	87%	86%
– Fleet in-service rate for DCAS-managed fleet (%)	97%	98%	98%	89%	89%	98%	99%
★ Critical Indicator	⚙️ Equity Indicator	“NA” Not Available		⬆️⬆️ Directional Target	* None		

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Workplace injuries reported	28	31	38	*	*	15	12
Accidents involving the public in DCAS-managed properties	25	12	12	*	*	6	2
★ Critical Indicator	⚙️ Equity Indicator	“NA” Not Available		⬆️⬆️ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	97%	96%	96%	*	*	96%	95%
Average wait time to speak with a customer service agent (minutes:seconds)	4:56	5:30	2:00	*	*	0:00	2:00
★ Critical Indicator	⚙️ Equity Indicator	“NA” Not Available		⬆️⬆️ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$1,623.6	\$1,823.5	\$1,987.5	\$1,774.7	\$1,845.9	\$1,693.5	\$1,692.7	\$1,190.2
Revenues (\$000,000)	\$73.4	\$72.3	\$65.2	\$61.7	\$61.0	\$62.1	\$27.2	\$23.1
Personnel	2,068	2,111	2,097	2,597	2,598	2,590	2,078	2,119
Overtime paid (\$000,000)	\$28.7	\$30.0	\$32.4	\$22.5	\$22.7	\$22.6	\$8.5	\$9.4
Capital commitments (\$000,000)	\$168.7	\$101.6	\$148.0	\$240.9	\$311.9	\$212.2	\$44.6	\$48.1
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$230.5	\$243.0	
001 - Human Capital	\$25.4	\$28.3	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.4	\$2.8	*
100 - Executive and Operations Support	\$35.9	\$36.3	All
200 - Division of Administration and Security	\$14.0	\$15.9	All
300 - Asset Management – Public Facilities	\$110.6	\$112.7	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$11.4	\$11.7	3a, 4a, 4b
500 - Division of Real Estate Services	\$14.5	\$15.6	3a
600 - External Publications and Retailing	\$3.2	\$3.2	*
700 - Energy Management	\$8.6	\$11.4	5a, 5b, 5c
800 - Citywide Fleet Services	\$4.6	\$5.0	3a, 6a, 6b
Other Than Personal Services - Total	\$1,757.0	\$1,602.9	
002 - Human Capital	\$9.1	\$14.0	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.1	\$0.3	*
190 - Executive and Operations Support	\$6.8	\$11.8	All
290 - Division of Administration and Security	\$45.5	\$21.1	All
390 - Asset Management – Public Facilities	\$240.7	\$258.7	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$341.6	\$98.3	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	\$1,124.7	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$87.8	\$68.0	3a, 6a, 6b
Agency Total	\$1,987.5	\$1,845.9	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The methodology for the indicators under Goal 1b 'Ensure a competitive and diverse candidate pool for City employment opportunities,' was revised for Fiscal 2026 and moving forward to omit short-term employment titles. i.e., student aides, interns, and seasonal employees to match the public Workforce Profile Report that draws on employee-level personnel data.
- The Fiscal 2027 target for 'In-house trade shop work orders completed within 30 days (%)' in Goal 2b was revised from 75 percent to 80 percent to reflect previous and anticipated performance.
- The indicator 'Value of M/WBE Non-competitive Small Purchase awards (\$000)' has been renamed to 'Value of M/WBE Small Purchase awards (\$000)' in Goal 4c to align with recent amendments to the Procurement Policy Board (PPB) Rules relating to M/WBE Non-competitive Small Purchases. The amendments set forth in PPB Rule § 3-08 clarify that the M/WBE Small Purchase procurement method does not require competition among contracts awarded, but agencies frequently employ various award criteria practices to promote competition and to serve the best interests of the City. The indicator name reflects this change and the amendments set forth in PPB Rule § 3-08.
- The Fiscal 2025 values for the indicator 'Value of M/WBE small purchase awards (\$000)' in Goal 4c were revised from \$16,498 to \$13,983 after internal data review.
- The Fiscal 2026 targets in Goal 5b were revised for the following indicators to reflect previous and anticipated performance:
 - 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)' was revised from 503,650 to 512,559.
 - 'Cumulative estimated avoided energy cost from all energy projects (\$000)' was revised from \$159.41 to \$165.17.
- The Fiscal 2026 targets were revised for the following indicators in Goals 6a and 6b to reflect DCAS' continued support in growing the EV fleet and are consistent with Local Law 140 of 2023:
 - 'Hybrid or alternative fuel vehicles in the citywide fleet (%)' was revised from 75 to 79 percent.
 - 'Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)' was revised from 90 percent to 92 percent.
 - 'Electric vehicles in the citywide fleet' was revised from 5,500 to 6,000.
 - 'Electric vehicles in the DCAS-managed fleet' was revised from 1,000 to 1,120.
 - 'Electric vehicles charging ports installed' was revised from 300 to 250.
 - 'Cumulative electric vehicle charging ports installed' was revised from 2,100 to 2,250.
- The previously published Fiscal 2025 four-month actual figure for the indicator 'Workplace injuries reported' in Agency-wide Management were revised from 14 to 15 after internal data review.

ADDITIONAL RESOURCES

For additional information go to:

- 55-a Program:
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:
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

WHAT WE DO

The mission of the Department of Records and Information Services (DORIS) is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 10.2 million digitized items including historical photographs, maps, and documents. The Department hosts a growing online collection of more than 67,000 reports and publications issued by City agencies. Additionally, the Historical Vital Records (HVR) platform provides free online access to 10.3 million high-quality copies of historical birth, death and marriage records. The Municipal Archives and Municipal Library (Library) staff annually respond to more than 34,000 reference requests and provide the public and City agencies access to approximately 185,000 cubic feet and 305 terabytes of historical City records and photographs, as well as a collection of more than 400,000 books, government reports, studies and other publications. Approximately 77 percent of the archival holdings require preservation work and the Conservation Unit oversees the necessary rehousing, conservation treatments and other specialized measures.

The Department's Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management. The Electronic Records Management System (ERMS), launched in Fiscal 2022, enables agencies to retrieve and dispose of records in electronic format. Currently, there are 30 agencies using the system, which manages more than 171 million records.

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, and inventorying and digitizing them 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 the first four months of Fiscal 2026, the Department continued to promote its storytelling initiative, the Neighborhood Stories project, which gathers and permanently preserves the stories of New York City community members—connecting local history with City government records that are maintained in the collections of the Municipal Archives and Library. The Department's exhibit, "New Visions of Old New York," opened in January 2025, continues to draw visitors. Curated in collaboration with the New Amsterdam History Center, the display illustrates how the lives of women, enslaved people, and Native Americans shaped the culture of the Dutch West India Company settlement that became New York City. There are now more than 4,000 entries in the Department's interactive City map that provides online access to biographical and background information about persons or entities honored with co-named streets, intersections, parks, and playgrounds across the five boroughs.

The Department strives to consider equity not only in actions to preserve and make available the historical and contemporary records of City government, but also in its public programming and events. The Department continued the popular "Lunch and Learn" webinar series with regular programs featuring speakers who examined Municipal Archives and Library collections to inform their research. Program highlights during the first four months of Fiscal 2026 included an exploration of how Central Park transformed human-animal relationships in 19th-century New York City, a discussion about a grassroots digital archive that preserves the stories of New York City's Latine communities, and the remarkable story of the financial crisis that engulfed the City during the 1970s.

In commemoration of the 400th anniversary of New York City, the Department hosted a day of programming in early July 2025 that included a pop-up showcase of rare and seldom-seen records from the Municipal Archives and Library, as well as three guided tours of the exhibit, "New Visions of Old New York". Additional tours of the exhibit, the Department's Industry City storage facility, and the lobby of 31 Chambers were provided to external organizations upon request, and in partnership with the nonprofit organization, Open House New York (OHNY), for OHNY Weekend 2025. The Department continued its partnership with the National Public Radio broadcast, Person Place Thing with Randy Cohen, and hosted the interview with the Commissioner of the Department of Transportation.

The Department is dedicated to fostering a working environment that is equitable, diverse, and inclusive. It is also committed to ensuring all individuals can access its services and to actively identifying, preventing and eliminating barriers to its resources. 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

- The Municipal Archives (Archives) accessioned 1.6 terabytes of records in electronic format during the first four months of Fiscal 2026, a substantial increase over the zero terabytes acquired in the corresponding period of Fiscal 2025. The electronic files consist of videos produced by artists hired by City agencies in the 1970s with funding provided by the federal Comprehensive Employment Training Act (CETA). The volume of hard-copy records accessioned by the Archives during the first quarter of Fiscal 2026 decreased 67 percent to 393 cubic feet compared to 1,192 cubic feet acquired in the same period of Fiscal 2025. The reduced volume is based on the types of material accessioned during the reporting period. The volume of Archival accessions is expected to recover by the end of Fiscal 2026.
- The Municipal Library acquired 8,303 digital publications and reports during the first four months of Fiscal 2026, nearly five times the amount of the 1,496 items acquired during the same period of Fiscal 2025. The greater volume is attributable to digitized copies of the City Record dated from 1899 to 1914 that have been added to the Government Publications Portal. By the end of Fiscal 2026, digitized copies of the City Record from 1915 to 1943 will be added to the portal.
- In the first four months of Fiscal 2026, the Department's digital laboratory scanned 4,077 items compared to 16,416 during the same period in Fiscal 2025. The greater volume in the prior fiscal year was attributable to the temporary grant-funded project to digitize the 1890 census that took place during Fiscal 2025.
- The Department's public programs continue to grow in frequency and popularity. Attendees during the first four months of Fiscal 2026 totaled 1,077, double the 529 who attended events during the comparable period of Fiscal 2025. Over 347,000 unique visitors used the Agency's website and online platforms, a 20 percent increase compared to last fiscal year. This is due to additional content and information about Library and Archive holdings being made available to the public.
- Though the number of vital record requests declined by over nine percent in the first four months of Fiscal 2026, the average time to respond to such requests increased to 14.1 days, up from 10.0 days in the same period of Fiscal 2025. Productivity is expected to recover by the end of the fiscal year when new staff assigned to the unit complete necessary training and orientation. Similarly, the percentage of vital record requests responded to within 12 business days is also expected to rebound. In the first four months of Fiscal 2026 it decreased to 76 percent, compared to 81 percent during the same period of Fiscal 2025.
- The average response time to historical photo requests increased significantly during the reporting period, rising to 6.2 days in the first four months of Fiscal 2026, a 94 percent rise over the 3.2 days reported during the same period of Fiscal 2025. The decreased performance results from a 30 percent increase in the volume of requests, which grew from 309 during the first four months of Fiscal 2025, to 403 in the same period of Fiscal 2026.
- DORIS performed 4,377 preservation actions in the first four months of Fiscal 2026, a 21 percent decrease from the 5,547 actions over the same period in Fiscal 2025. This is due to completion of a temporary grant-funded project at the end of Fiscal 2025.
- During the first four months of Fiscal 2026, the Department's retrieval rate for stored records from the off-site facilities upon owner-agency request remained consistent at 1.0 day compared to 1.1 days during the same period of Fiscal 2025. Similarly, the percent of record retrieval requests processed within 48 hours remained steady at 93 percent during the first four months of Fiscal 2026, compared to 89 percent in the comparable Fiscal 2025 time period.
- Relatedly, the total quantity of records disposed by City government agencies increased significantly, from 11,658 cubic feet in the first four months of Fiscal 2026 to 38,888 cubic feet in the comparable period of Fiscal 2025. The 234 percent volume increase is due to the Agency's efforts to streamline the disposal process. Records disposed by the Department from the Municipal Records Center and its other storage facilities also increased, from 1,062 cubic feet to 1,495 cubic feet during the two comparable time periods, an increase of 41 percent. The related increase in the volume of records transferred into the Municipal Record Center was enabled by disposal of obsolete records, creating space to accept additional client agency records into the facility.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Municipal library items available	397,272	402,615	411,576	*	*	404,711	415,790
Municipal Archives resource records	5	5	14	*	*	3	0
Publications and reports acquired	4,677	5,497	8,961	*	*	1,496	8,303
Required agency reports submitted to the Municipal Library publications portal (%)	54%	62%	62%	80%	80%	65%	58%
Records accessioned by Municipal Archives (cubic ft.)	280	117	1,624	*	*	1,192	393
Digital archival records accessioned (terabytes)	0.1000	0.0000	0.0000	*	*	0.0000	1.6000
★ Records digitized	126,505	103,499	457,846	⬆	⬆	16,416	4,077
Attendees at DORIS public programs	1,803	1,687	3,144	*	*	529	1,077
Visits made to agency walk-in facilities	1,653	2,036	2,158	*	*	715	781
Unique visitors to agency website and related online platforms (000)	824.28	692.88	1,216.74	*	*	288.56	346.79
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆⬆ Directional Target * None							

Goal 1b Promptly reply to information and reproduction service requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Vital record requests received	13,489	13,649	16,817	*	*	4,628	4,199
★ Average response time to vital record requests (days)	10.7	6.9	12.9	10.0	10.0	10.0	14.1
★ Vital record requests responded to within 12 business days (%)	77%	91%	74%	75%	75%	81%	76%
Photographic reproduction requests received	1,746	1,988	1,193	*	*	309	403
★ Average response time to historical photo requests (days)	5.4	2.0	4.4	12.0	12.0	3.2	6.2
Information requests received	29,891	31,130	34,636	*	*	11,364	10,240
Municipal Archives and Municipal Library patron services (hours)	2,208	2,217	2,186	*	*	795	1,058
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆⬆ Directional Target * None							

Goal 1c Ensure historical records are preserved according to archival standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Preservation actions performed	20,262	17,151	12,497	*	*	5,547	4,377
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average response time to agency requests for inactive records (days)	1.4	1.5	1.5	2.0	2.0	1.1	1.0
Requests for stored records processed within 48 hours (%)	96%	85%	80%	*	*	89%	93%
Agencies managing records in electronic format using the Electronic Records Management System (cumulative)	32	32	30	*	*	NA	NA
Records disposed by City government entities (cubic ft.)	10,720	10,237	74,968	*	*	11,658	38,888
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2b Promptly transfer eligible agency records to off-site storage.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Records transferred into Municipal Records Center (cubic ft.)	4,624	5,634	706	*	*	0	1,316
★ Storage capacity available for new accessions in Municipal Records Center (%)	19%	19%	21%	*	*	21%	21%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2c Dispose of all records according to their scheduled retention period.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.7	1.3	0.6	2.0	2.0	0.4	NA
★ Average time for Law Department to approve records disposal application (months)	1.3	3.7	2.1	3.0	3.0	4.3	4.5
Records disposed by DORIS from Municipal Records Center and its other storage sites (cubic ft.)	4,322	19,430	14,036	*	*	1,062	1,495
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE facility rating	100	100	100	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$14.2	\$13.5	\$14.5	\$15.2	\$16.1	\$15.5	\$8.0	\$8.3
Revenues (\$000,000)	\$0.6	\$0.7	\$0.7	\$0.9	\$0.9	\$0.9	\$0.2	\$0.2
Personnel	58	58	58	54	53	52	55	57
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
100 - Personal Services	\$5.0	\$5.1	All
200 - Other Than Personal Services	\$9.5	\$11.0	All
Agency Total	\$14.5	\$16.1	
¹ Comprehensive Annual Financial Report (CAFR) 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

- The indicator ‘Average time between records disposal eligibility and application sent to Law Department (months)’ is NA for this period as DORIS did not receive data for the first quarter of the fiscal year.
- The previously published Fiscal 2025 four-month actual figure for the indicator ‘Records digitized’ in Goal 1a was revised from 80,920 to 16,416 after the methodology for this indicator was changed. ‘Records digitized’ will now only include the number of items that have gone through the full digitization process, including quality inspection of the images and file renaming, among other steps. Numbers from previous fiscal years should not be compared to Fiscal 2025 and Fiscal 2026.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE



WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than \$50 billion in revenue annually for the City and the valuation of over one million properties worth a total of nearly \$1.5 trillion in Fiscal 2025. 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 public safety 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.

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.

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 Department of Finance 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 summonses.

- 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

- During the first four months of Fiscal 2026, the Tax Audit and Enforcement Division completed field audits 15 percent faster than the same period of Fiscal 2025, 484 days compared to 567 days. This improvement is due to the hiring of new and experienced auditors who were assigned specifically to work on field audits. The additional auditors were able to complete a high number of cases, reducing the turnaround time on field audits and increasing tax liability associated with field audits by 20 percentage points, up to 34.9 percent. Non-field audit completion time increased by 7 percent to 178 days, compared to 167 days. This is because a significant number of cases were assigned to new, less experienced auditors, as more experienced auditors were assigned to field audits, which tend to be more complex. The average amount collected from a closed audit, including all field and non-field audits, increased by 44 percent, totaling \$96,000. This was due in part to the newly hired experienced auditors, who were assigned to work on a backlog of higher-complexity audits, as high-complexity audit cases tend to generate a higher amount collected.
- The Agency processed 3,779 property refunds in the first four months of Fiscal 2026, a 12 percent increase from the same period of Fiscal 2025, totaling \$153.9 million. Despite the increase in requests for refunds, DOF reduced the time required to process these refunds by 34 percent to 24 days, following a spike in refund time in Fiscal 2025. This reduction in time was thanks to continued examiner training and increased staff familiarity with a new fraud-reduction review process.
- The number of hearings-by-mail decreased 12 percent, down from 49,970 in the first four months of Fiscal 2025 to 43,988 in the first four months of Fiscal 2026, as more respondents chose online hearings (four percent increase) and “Pay or Dispute” options (11 percent increase) to submit summonses for hearings. Turnaround times for in-person hearings increased from 9.0 to 13.6 days, or 50 percent, and turnaround times for online hearings decreased from 5.4 to 4.1 days, or 24 percent. Turnaround times for in-person hearings have increased because there is a continuing shortage of administrative law judges due to market conditions favorable to private-sector employment, and because DOF reallocated resources to non-in-person hearing requests to address a backlog of such requests. This backlog resulted from the overall eight percent increase in non-in-person hearings.
- The number of parking summons appeals reviewed increased 84 percent across comparative reporting periods. This is due to a significant rise in the number of camera violations issued and submitted for hearings, as the Metropolitan Transit Authority (MTA) increased use of cameras mounted on buses to capture double-parking and bus lane violations, as well as an increase in commercial hearings appealed.
- DOF demonstrated continued improvements and a sustained commitment to efficient service delivery for SCRIE, DRIE, SCHE, and DHE over the first four months of Fiscal 2026 compared to the same period in Fiscal 2025. The data shows ongoing reductions in processing times for rental programs. Operational improvements (including enhanced automation, streamlined validation workflows, and optimized resource allocation) across all programs have contributed to faster processing times and improved accuracy. These outcomes demonstrate the Agency’s continued commitment to supporting seniors and individuals with disabilities by ensuring timely access to essential benefits. DOF expects these positive trends to continue as it implements additional refinements throughout Fiscal 2026.
 - For SCRIE, the average time to process initial applications declined by 44 percent, from 15.2 to 8.6 days, and renewal application processing time also improved by nine percent to 8.3 days. Application volume remains strong, with only modest decreases in renewal submissions.
 - For DRIE, initial processing time improved by 57 percent, falling from 17.8 to 7.7 days, well below the 10-day target. Renewal time increased slightly, to 9.2 days, but remains under target. Application volumes for DRIE remain stable.
 - Processing times for SCHE and DHE have seen increases since last year. SCHE continues to process initial and renewal applications within five days; initial application processing time is at 4.8 days compared to 1.8 days during the same period of Fiscal 2025, while renewal application time is at 2.3 days compared to 0.8 days in Fiscal 2025. DHE is processing both initial and renewal applications in under one day, representing improvements by 5.8 days and 0.2 days from the same period last year, respectively. Renewal application volume for SCHE is down significantly as these benefits are renewed on two-year cycles and a high number of beneficiaries apply on odd-numbered years. Initial application volume for SCHE is also down, slipping 29 percent to 991 applications, as is renewal application volume for DHE, which dropped 94 percent to 26 applications.

- The rise in the Office of the Taxpayer Advocate’s average inquiry and case cycle time is directly related to its involvement in lien sale matters in late Fiscal 2025. Inquiries and cases related to the lien sale are more complex and often require significant interdivisional coordination. The time it took to address these inquiries increased from 5.1 days to 8.0 days across comparative reporting periods, and the time it took to close these cases increased to 64.1 days compared to 46.9 days during the same period last fiscal year.
- In the first four months of Fiscal 2026 compared to the same period of Fiscal 2025, the average time to record property documents increased by one day, from 0.9 to 1.9 days, primarily due to a higher volume of document submissions. Additionally, intermittent system issues affected operational efficiency for a few days of the reporting period. These disruptions temporarily slowed one step in the processing of documents, impacting average turnaround times.
- In the first four months of Fiscal 2026 compared to the same period of Fiscal 2025, arrest warrants executed by the Sheriff’s Office increased two percentage points, indicating consistent demand and operational capacity. Several other Sheriff’s Office service categories experienced declines. The number of orders of protection successfully served decreased by six percentage points, to 49 percent. However, the total number of cases attempted increased significantly. The successful service of child support orders also declined by six percentage points, to 47 percent, due in part to errors from the court in providing the respondents’ locations. This decrease continues a pattern that may hinder deputies’ ability to successfully serve orders. The most significant change occurred in the execution of property seizure orders, which fell by 35 percentage points (from 71 percent to 37 percent). This decrease is largely attributable to cannabis-related seizure orders that were ultimately closed as “unsatisfied,” as well as to the difficulty of satisfying judgments on debtors who refuse to pay and cannot be located. However, the Sheriff’s Office significantly increased the total number of smoke shops closed since the launch of Operation Padlock to Protect in May 2024, to more than 1,600 shops. The Sheriff’s Office continues to monitor its performance and adopt strategic adjustments as needed to increase productivity, including better coordination with the courts.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Property taxes billed that are paid (%)	97.8%	97.7%	98.0%	98.0%	98.0%	NA	NA
– Paid on time (%)	94.7%	94.4%	94.6%	*	*	94.2%	94.0%
Average turnaround time for field audits (days)	528	519	510	*	*	567	484
Average turnaround time for non-field audits (days)	197	190	194	*	*	167	178
Average amount collected from a closed audit (\$000)	\$133	\$113	\$112	*	*	\$67	\$96
Increase in tax liability as a result of audits (%)	25.3%	29.1%	29.5%	*	*	14.6%	34.7%
Increase in tax liability as a result of field audits (%)	24.9%	27.8%	28.3%	*	*	14.7%	34.9%
Increase in tax liability as a result of non-field audits (%)	33.2%	47.9%	43.5%	*	*	13.5%	33.3%
Originally noticed properties sold in lien sale (%)	NA	NA	15%	*	*	NA	NA
Properties in final lien sale	NA	NA	4,545	*	*	NA	NA
★ Field audits closed within a year (%)	51.3%	57.0%	60.0%	*	*	60.0%	55.0%
★ Non-Field audits closed within a year (%)	87.6%	87.0%	91.0%	*	*	93.0%	93.0%
★ Critical Indicator	● Equity Indicator	“NA” Not Available		↕ Directional Target	* None		

Goal 1b

Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Property tax refunds and adjustments processed	21,939	20,172	10,031	*	*	3,369	3,779
Business tax refunds processed	60,660	62,122	61,969	*	*	14,900	14,773
★ Average time to issue a property tax refund (days)	13	25	35	20	20	36	24
★ Average time to issue a business tax refund (requested or non-requested) (days)	12	11	12	25	25	13	12
Average time to issue a requested business tax refund (days)	12	12	12	17	17	13	12
★ Average time to issue a non-requested business tax refund (days)	12	12	12	17	17	11	11
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

SERVICE 2 Bill, adjudicate and collect on parking summonses.

Goal 2a

Increase the proportion of parking and camera violation summonses that are resolved.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Parking and camera summonses received (000)	17,314	16,101	16,559	*	*	5,788	5,657
Parking and camera summonses resolved within 90 days (000)	12,470	11,748	12,079	*	*	4,186	4,023
★ Parking and camera summonses paid within 90 days (%)	69.0%	69.0%	69.6%	65.0%	65.0%	69.0%	70.3%
Parking and camera summonses dismissed within 90 days (%)	3.4%	3.7%	2.9%	*	*	3.1%	2.6%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Parking summonses adjudicated (000)	2,247	2,004	2,087	*	*	740	754
★ Parking summons hearings	1,277,636	1,014,990	1,070,881	*	*	368,905	371,676
– In-person hearings	341,533	210,624	222,060	*	*	74,027	73,323
– Hearings-by-mail	190,708	138,999	134,075	*	*	49,970	43,988
– Web hearings	745,395	665,367	714,746	*	*	244,908	254,365
Parking summons "Pay or Dispute" app transactions	2,524,746	2,489,701	2,646,336	*	*	853,455	943,307
★ Average turnaround time for in-person parking summons hearings (minutes)	3.3	5.3	11.2	12.0	12.0	9.0	13.6
★ Average turnaround time to issue decision for parking summons hearing-by-web (days)	5.9	4.2	5.0	8.5	8.5	5.4	4.1
★ Average turnaround time to issue decision for parking summons hearing-by-mail (days)	7.8	6.6	6.7	14.0	14.0	6.9	6.9
Parking summons appeals reviewed	54,671	130,576	132,758	*	*	40,575	74,537
Parking summons appeals granted a reversal (%)	11.0%	7.0%	6.0%	*	*	6.9%	4.0%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Initial applications received — Senior Citizen Rent Increase Exemption	7,154	7,823	7,266	*	*	2,430	2,567
★ Average time to process initial Senior Citizen Rent Increase Exemption applications (days)	25.8	16.2	12.2	10.0	10.0	15.2	8.6
Renewal applications received — Senior Citizen Rent Increase Exemption	22,959	26,380	23,402	*	*	8,867	8,396
★ Average time to process Senior Citizen Rent Increase Exemption renewal applications (days)	25.3	9.0	9.4	10.0	10.0	9.1	8.3
Initial applications received — Disability Rent Increase Exemption	1,472	1,648	1,606	*	*	567	508
★ Average time to process initial Disability Rent Increase Exemption applications (days)	22.7	15.6	12.7	10.0	10.0	17.8	7.7
Renewal applications received — Disability Rent Increase Exemption	5,810	6,238	5,622	*	*	2,047	2,048
★ Average time to process Disability Rent Increase Exemption renewal applications (days)	22.4	8.3	8.5	10.0	10.0	8.4	9.2
Initial applications received — Senior Citizen Homeowners' Exemption	7,312	8,433	7,241	*	*	1,392	991
★ Average time to process initial Senior Citizen Homeowners' Exemption applications (days)	14.5	21.6	3.5	↓	↓	1.8	4.8
Renewal applications received — Senior Citizen Homeowners' Exemption	33,141	13,117	22,579	*	*	4,756	2,441
★ Average time to process Senior Citizen Homeowners' Exemption renewal applications (days)	19.3	25.2	5.5	↓	↓	0.8	2.3
Initial applications received — Disability Homeowners' Exemption	728	321	300	*	*	56	79
★ Average time to process initial Disability Homeowners' Exemption applications (days)	10.0	27.0	4.9	↓	↓	6.3	0.5
Renewal applications received — Disability Homeowners' Exemption	2,997	2,223	1,966	*	*	410	26
★ Average time to process Disability Homeowners' Exemption renewal applications (days)	12.8	13.9	3.2	↓	↓	0.5	0.3
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Inquiries received	1,201	1,231	1,608	*	*	395	406
★ Average time to address inquiries (days)	5.9	8.5	4.1	10.0	10.0	5.1	8.0
Cases opened	1,045	1,045	1,013	*	*	292	268
Cases closed	1,073	1,090	1,091	*	*	379	395
★ Average time to close a case (days)	33.0	41.5	36.7	45.0	45.0	46.9	64.0
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Property recording transactions online (%)	83.9%	86.8%	87.4%	*	*	87.0%	87.5%
★ Average time to record and index property documents citywide (days)	1.3	1.1	1.2	↓	↓	0.9	1.9
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Arrest warrants successfully executed (%)	65%	59%	57%	*	*	53%	55%
★ Orders of protection successfully served (%)	58%	56%	53%	↑	↑	55%	49%
Property seizure orders successfully executed (%)	51%	49%	67%	*	*	71%	37%
★ Child support orders successfully served (%)	56%	56%	50%	↑	↑	53%	47%
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Total revenue collected (\$000,000)	\$47,768	\$49,120	\$52,432	*	*	NA	NA
– Property taxes collected (\$000,000)	\$31,502	\$32,820	\$34,607	*	*	NA	NA
– Business taxes collected (\$000,000)	\$10,494	\$11,383	\$12,665	*	*	NA	NA
– Property transfer taxes collected (\$000,000)	\$2,175	\$1,723	\$2,027	*	*	NA	NA
– Parking summons revenue (\$000,000)	\$1,118	\$998	\$1,010	*	*	NA	NA
– Audit and enforcement revenue collected (\$000,000)	\$1,337	\$947	\$900	*	*	NA	NA
– Other revenue (\$000,000)	\$1,142	\$1,250	\$1,223	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
E-mails responded to within 14 days (%)	60%	51%	56%	85%	85%	57%	61%
Letters responded to within 14 days (%)	56%	68%	77%	85%	85%	71%	77%
Completed requests for interpretation	6,031	7,555	7,277	*	*	1,487	3,724
Average customer in-person wait time (minutes)	21	14	15	12	12	13	13
Calls answered by a Collections customer service representative (%)	30%	32%	23%	*	*	23%	30%
CORE facility rating	97	100	93	90	90	NA	NA
Number of calls answered by the Customer Contact Center	73,552	52,711	33,193	*	*	13,729	9,700
Average time to complete calls to the Customer Contact Center (minutes:seconds)	10:59	10:47	10:11	*	*	9:25	11:57
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$332.1	\$341.8	\$351.5	\$371.2	\$387.6	\$378.5	\$174.1	\$168.4
Revenues (\$000,000)	\$1,298.6	\$1,179.1	\$1,219.8	\$1,079.2	\$1,148.9	\$1,142.2	\$408.7	\$430.6
Personnel	1,691	1,709	1,760	2,047	2,066	2,078	1,672	1,756
Overtime paid (\$000)	\$8,552	\$7,920	\$8,262	\$1,358	\$1,803	\$1,803	\$2,234	\$2,151
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$175.1	\$194.0	
001 - Administration and Planning	\$51.4	\$51.6	All
002 - Operations	\$22.6	\$23.2	1b, 3a
003 - Property	\$30.2	\$34.1	1a, 1b, 5a
004 - Audit	\$30.6	\$36.2	1a, 1b
005 - Legal	\$6.3	\$7.5	1a, 1b, 2a
007 - Parking Violations Bureau	\$9.4	\$10.5	2a, 2b
009 - City Sheriff	\$24.6	\$30.9	1a, 2a, 6a
Other Than Personal Services - Total	\$176.4	\$193.7	
011 - Administration	\$100.3	\$102.4	All
022 - Operations	\$41.4	\$41.7	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	\$42.0	1a, 2a, 6a
Agency Total	\$351.5	\$387.6	

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Goal 1a, ‘Field audits closed within a year (%)’ and ‘Non-Field audits closed within a year (%)’ were changed from two decimal points to one, affecting previous figures, as having two decimal places was determined to be unnecessarily precise for these specific indicators.
- In Goal 3a, figures were changed for several indicators for Fiscal 2025 four-month actuals to reflect finalized data. Data for ‘Initial applications received—Senior Citizen Rent Increase Exemption’ was updated from 2,614 to 2,430, for ‘Renewal applications received—Senior Citizen Rent Increase Exemption’ from 8,430 to 8,867, for ‘Initial applications received—Disability Rent Increase Exemption’ from 486 to 567, and for ‘Renewal applications received—Disability Rent Increase Exemption’ from 2,062 to 2,047.

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

WHAT WE DO

The Office of Technology and Innovation (OTI) coordinates citywide policies and projects that democratize access to technology, improve service delivery, and keep New Yorkers and their data safe. OTI works closely with agencies across New York City government to help them effectively use technology to achieve their missions. In addition, OTI collaborates with industry, academic, and civic partners to bolster New York City's standing as a global innovation hub and to ensure that City agency technology deployments create a safer, more equitable City for New Yorkers.

FOCUS ON EQUITY

OTI is committed to making technology more accessible for New York City families, students, older adults, job seekers and business owners. OTI's extensive efforts to bridge the City's digital divide include enhanced access to free internet, internet-enabled devices, digital literacy and skills training, as well as support programs to ensure New Yorkers across the five boroughs are equipped to use the internet.

Last year, OTI hired its first Chief Digital Equity Officer (June 2025), published its first Digital Equity Roadmap, a plan outlining 11 new initiatives to meet the needs of under connected New Yorkers (March 2025), and in October 2025, hosted a forum during National Digital Inclusion Week festivities. This year's events, entitled 'Connecting NYC: Advancing Digital Equity', focused on the impact that community organizations and individuals have on closing the digital divide. The New York City Office of Data Analytics also partnered with civic tech organization BetaNYC and the Data Through Design art collective to celebrate the 9th annual NYC Open Data Week, a week-long celebration of publicly available data in New York City, featuring more than 70 free in-person and virtual events.

Advancing equitable access to the internet is a main priority of OTI's. Big Apple Connect—a program providing fast and free internet access to 330,000 public housing residents across 220 City-owned developments—was extended in September 2025 for an additional three years, providing safe and reliable internet connectivity into calendar year 2028. The extension also includes funding for digital literacy programs in libraries, the availability of online virtual training, and other resources to benefit public housing residents. OTI also funds and administers NYC Connected Communities, a long-term, large-scale digital inclusion initiative that provides digital literacy and employment resources in historically underserved areas for thousands of New Yorkers every year. In partnership with NYC Parks, the Department for the Aging (DFTA), New York City Housing Authority (NYCHA), and the city's three library systems, NYC Connected Communities underwrites over 100 public sites to enable critical delivery of devices, software, mobile hotspots, and over 24,000 hours annually of high-quality digital literacy programs.

Bridging the digital divide requires more than internet access alone, it also requires access to devices. Earlier in Fiscal 2026, OTI partnered with T-Mobile and Dell Technologies to launch a program to distribute 350,000 internet-enabled Chromebooks to New York City public school students, during the 2025-2026 School Year. This program is designed to ensure that students across the City have access to the essential tools necessary to succeed in today's digital learning environment. The internet-enabled devices come equipped with LTE or 5G access through the City's agreement with T-Mobile, which also offers discounted personal plans for New York City's nearly 300,000-person municipal workforce.

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

- OTI has always prioritized effective and efficient service delivery, and the increase in service offerings to 602 through the first four months of Fiscal 2026 (up from 547 in the same period last fiscal year) is reflective of that focus.
- Public safety outages put the lives of New Yorkers at risk. There were zero public safety outages in the first four months of Fiscal 2026, and therefore no corresponding outage time. This demonstrated a return to normal operations after one public safety outage in this period of Fiscal 2025 lasted for 420 minutes. Of note, critical 911 infrastructure did not experience service disruption during the global Azure software incident in October 2025. To support first responder agencies in responding to critical public safety incidents, which include outages, OTI recently deployed a first-of-its-kind emergency communications vehicle. This state-of-the-art vehicle provides essential mission-based support and ensures uninterrupted connectivity to the City's first responder agencies during planned events and disaster situations.
- Through the first four months of Fiscal 2026, critical and high-level incidents decreased by 21 percent and 31 percent, respectively, compared to the same period last year. This is attributable to downstream benefits from hardware and software upgrades and the migration to cloud services highlighted during Fiscal 2025.
- The average incident resolution time for high priority incidents increased 39 percent over the first four months of Fiscal 2026 compared to the same period last year. This is due to an unexpected uptick in August 2025. The average resolution time in September, October, and November 2025 were more typical of the Fiscal 2025 average. The average resolution time for medium priority incidents decreased 22 percent as staff continued to resolve such incidents with increasing efficiency.
- OTI is making the process of requesting and receiving services more efficient. During the first four months of Fiscal 2026, the number of catalog items that agency users can select when requesting a service increased 14 percent, from 21,025 to 23,906. The more specific the catalog item, the quicker the request can get to the right group of people to be processed. Therefore, the higher the number of catalog items, the more quickly and efficiently the requests can be processed.
- Viewership of NYC.gov web pages increased over 22 percent in the first four months of Fiscal 2026 as compared to the same period of Fiscal 2025, following a successful website redesign. The revamped NYC.gov was tested by New Yorkers, and its design was influenced by hundreds of residents with diverse backgrounds and skillsets.
- NYC Open Data Portal continues to see massive increases in dataset viewership with dataset views via application programming interface (API) up 34 percent, dataset views via the website up 61 percent, and dataset downloads up 59 percent across comparative reporting periods. OTI's Office of Data Analytics has driven these significant increases in user traffic by co-organizing the Open Data week festival and the nyc.gov/discoveropendata introductory classes. The Office of Data Analytics also runs the Analytics exchange community of practice for data analysts across City agencies, providing them with opportunities to showcase their work, and discuss shared resources and challenges.
- OTI continues to track the total number of video cable complaints made about cable providers. Through the first four months of Fiscal 2026, those complaints decreased nearly 83 percent compared to the same period last year because of the continued decline in cable tv subscriptions and the rise of streaming services.
- LinkNYC is one of OTI's most successful initiatives providing fast and free WiFi to over 19 million subscribers. Through October of Fiscal 2026, subscribership increased 16 percent due to OTI's continued investments into the program.
- Through the first four months of Fiscal 2026, child care applications submitted using the MyCity portal decreased almost 15 percent compared to the same point in Fiscal 2025. Fiscal 2025 was a record for child care applications submitted using MyCity after its launch in Fiscal 2023, the full fiscal year total will give better insights into utilization.

- Overall, the percentage of cable complaint service requests has improved during the first four months of Fiscal 2026 as a result of fewer complexities with incoming requests and increased efficiency from responders. The percentage of billing complaints meeting their service level agreement time to first action increased from 44 percent to 77 percent. Those meeting their service level agreement times for miscellaneous complaints increased from 59 percent to 79 percent and those for cable TV service complaints decreased slightly from 74 percent to 72 percent. Cable provider responsiveness has a large impact on response rates as they handle the majority of investigations and the ultimate resolution of incidents.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Services OTI provides	531	534	600	↑	↑	547	602
★ Critical public safety outages	0	0	1	↓	↓	1	0
★ Total outage time for critical public safety infrastructure (minutes)	0	0	420	↓	↓	420	0
★ Major incidents that directly impact services that OTI provides	163	225	171	↓	↓	56	58
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1b Resolve all service disruptions within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Incidents by severity level — Critical	163	171	146	↓	↓	58	46
Incidents by severity level — High	818	684	401	*	*	174	120
Incidents by severity level — Medium and Low	20,764	18,869	17,907	*	*	6,375	5,955
★ Average incident resolution time by SLA level (hours) — Critical	11	7	7	↓	↓	8	8
Average incident resolution time by SLA level (hours) — High	27	23	60	*	*	33	46
Average incident resolution time by SLA level (hours) — Medium	53	54	54	*	*	64	50
Average incident resolution time by SLA level (hours) — Low	25	16	11	*	*	13	13
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ New service catalog submissions to support outside agencies	57,077	64,677	62,222	*	*	21,025	23,906
Catalog items	91	109	117	*	*	113	122
Delivery time of services for external agencies (days)	17	13	18	*	*	18	18
Customer satisfaction rate (%)	90.94%	92.18%	92.49%	90.00%	90.00%	91.73%	92.01%
Customer survey completion rate	10%	9%	7%	*	*	8%	7%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
NYC.gov web page views (000)	274,770.7	281,120.5	276,976.1	*	*	96,598.5	118,325.6
★ NYC.gov unique visitors (average monthly) (000)	6,081	6,262	6,170	↑	↑	6,455	6,535
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

Goal 2b Increase the amount of publicly available data.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Rows of data available for download on NYC.gov/OpenData (000)	4,586,343.5	5,703,296.5	6,206,470.0	*	*	6,106,849.5	6,279,962.5
Datasets with data dictionaries on NYC.gov/OpenData (%)	91.9%	92.7%	93.8%	*	*	92.8%	93.5%
NYC.gov/OpenData Dataset Downloads	1,526,703	2,999,769	5,657,778	*	*	1,488,045	2,359,543
NYC.gov/OpenData Dataset Views (Website)	4,909,461	5,624,596	7,352,248	*	*	2,206,358	3,552,284
NYC.gov/OpenData Dataset Views (API) (000)	613,414	989,342	897,539	*	*	266,950	356,752
★ Critical Indicator 🌟 Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved positively.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Video cable complaints citywide	1,550	1,390	639	*	*	476	83
★ Video complaints resolved citywide (%)	90%	96%	94%	↑	↑	99%	100%
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Cumulative number of LinkNYC subscribers	13,597,643	16,069,742	18,713,093	↑	↑	17,015,184	19,735,830
Summonses issued for LinkNYC kiosks with inoperable phone service or unacceptable appearance	42	30	9	*	*	NA	NA
Revenue collected from LinkNYC Franchise Fees and liquidated damages (\$000)	\$5,892.0	\$5,960.8	\$6,438.0	\$4,500.0	\$4,500.0	\$2,128.6	\$2,221.3
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Eligible households adopting Big Apple Connect services (%)	76.0%	80.1%	81.4%	⬆	⬆	79.9%	82.4%
Households eligible for the Big Apple Connect program	136,374	152,401	152,401	*	*	152,401	152,407
★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
★ Child care applications submitted using MyCity	8,624	41,586	69,856	⬆	⬆	24,315	20,765
★ Critical Indicator	🔴 Equity Indicator	"NA" Not Available		⬆⬆ Directional Target	* None		

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Citywide IT professional services contracts in use by agencies (%)	43%	40%	43%	*	*	41%	43%
★ Critical Indicator	🔴 Equity Indicator	"NA" Not Available		⬆⬆ Directional Target	* None		

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Customer Experience							
Letters responded to within 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to within 14 days (%)	99%	94%	81%	*	*	82%	78%
★ Critical Indicator	🔴 Equity Indicator	"NA" Not Available		⬆⬆ Directional Target	* None		

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Response to 311 Service Requests (SRs)							
SLA — Cable complaint — Cable TV video service (% of SRs meeting time to action)	73%	78%	67%	*	*	74%	72%
SLA — Cable complaint — Billing (% of SRs meeting time to action)	68%	84%	60%	*	*	44%	77%
SLA — Cable complaint — Miscellaneous (% of SRs meeting time to action)	65%	74%	58%	*	*	59%	79%
★ Critical Indicator	🔴 Equity Indicator	"NA" Not Available		⬆⬆ Directional Target	* None		

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26 ¹	FY27 ¹	FY25	FY26
Expenditures (\$000,000) ²	\$897.4	\$972.6	\$922.3	\$817.8	\$967.2	\$702.5	\$492.3	\$409.1
Revenues (\$000,000)	\$155.1	\$147.7	\$138.0	\$141.4	\$131.3	\$140.6	\$46.7	\$44.0
Personnel	1,508	1,526	1,535	1,585	1,580	1,546	1,515	1,502
Overtime paid (\$000)	\$1,352	\$2,066	\$2,493	\$305	\$324	\$324	\$789	\$1,043
¹ February 2026 Financial Plan. ² Expenditures include all funds "NA" - Not Available								

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)	February 2026 Financial Plan FY26 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$173.7	\$181.0	
001 - Technology Services	\$84.6	\$87.3	All
003 - Admin/Operations	\$21.0	\$21.5	All
007 - 911 Technical Operations	\$21.1	\$20.0	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	\$9.3	\$10.4	*
011 - 311	\$20.9	\$23.5	*
013 - New York City Cyber Command	\$16.9	\$18.2	*
Other Than Personal Services - Total	\$748.6	\$786.2	
002 - Technology Services	\$457.3	\$458.0	All
004 - Admin/Operations	\$51.9	\$51.8	All
008 - 911 Technical Operations	\$95.4	\$122.1	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	\$12.1	\$24.0	*
012 - 311	\$41.3	\$42.8	*
014 - New York City Cyber Command	\$90.6	\$87.6	*
Agency Total	\$922.3	\$967.2	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds. ²Includes all funds. ³Refer to agency goals listed at front of chapter. * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

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:
<http://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



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 New York City borough upon recommendation by both political parties and then appointed by the New York City Council for a term 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 ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards.

HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY23	FY24	FY25	FY26	FY27	FY25	FY26
Voter turnout — General Election (000) (CY)	1,820	579	2,819	*	*	NA	NA
Voter Registration forms processed (CY)	710,947	362,237	1,030,444	*	*	NA	NA
Registered voters (000) (CY)	5,199	5,132	5,354	*	*	NA	NA
Active voters (000) (CY)	4,736	4,643	4,769	*	*	NA	NA
Absentee Ballots utilized (CY)	262,000	66,000	473,000	*	*	NA	NA
Accessible Absentee Ballot requests (CY)	1,233	230	981	*	*	NA	NA
Accessible Absentee Ballots requests accepted (%) (CY)	100%	100%	100%	*	*	NA	NA
Accessible Absentee Ballots returned (%) (CY)	48%	37%	47%	*	*	NA	NA
Poll worker attendance on election day (%) (CY)	90.6%	97.3%	96.2%	*	*	NA	NA
Voter complaints regarding poll workers (CY)	551	154	90	*	*	NA	NA
Voter complaints regarding poll workers — Service (CY)	400	117	45	*	*	NA	NA
Voter complaints regarding poll workers — Procedure (CY)	151	37	45	*	*	NA	NA
Voting equipment replacement rate — Ballot scanners (%) (CY)	0.8%	0.7%	1.5%	*	*	NA	NA
Voting equipment replacement rate — Ballot marking devices (%) (CY)	2.2%	0.3%	3.7%	*	*	NA	NA
Precision of unofficial election results (%) (CY)	1.9%	0.7%	0.5%	*	*	NA	NA
Interpreters deployed on election day (CY)	6,949	7,049	7,708	*	*	NA	NA
Interpreters deployed on election day — Bronx (CY)	582	617	667	*	*	NA	NA
Interpreters deployed on election day — Brooklyn (CY)	2,285	2,293	2,717	*	*	NA	NA
Interpreters deployed on election day — Queens (CY)	2,700	2,723	2,930	*	*	NA	NA
Interpreters deployed on election day — Manhattan (CY)	1,174	1,207	1,144	*	*	NA	NA
Interpreters deployed on election day — Staten Island (CY)	208	209	250	*	*	NA	NA
Interpreter attendance on election day (%) (CY)	92%	96%	97%	*	*	NA	NA
Interpreter attendance on General Election (%) (CY)	95%	97%	95%	*	*	NA	NA
★ Critical Indicator 🌟 Equity Indicator “NA” Not Available ⬆️⬆️ Directional Target * None							

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2025 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY23	FY24	FY25	FY26	FY26¹	FY27¹	FY25	FY26
Expenditures (\$000,000)²	\$258.0	\$257.3	\$273.4	\$146.9	\$214.4	\$146.9	\$59.7	\$48.1
Revenues (\$000)	\$33.3	\$31.7	\$36.0	\$38.0	\$38.0	\$38.0	\$4.7	\$7.1
Personnel	860	875	898	652	652	652	905	891
Overtime paid (\$000,000)	\$11.7	\$12.4	\$16.1	\$8.3	\$8.3	\$8.3	\$2.5	\$3.1
¹February 2026 Financial Plan. ²Expenditures include all funds “NA” - Not Available								

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY25 ¹ (\$000,000)	February 2026 Financial Plan FY26 ² (\$000,000)
001 - Personal Services	\$126.6	\$69.9
002 - Other Than Personal Services	\$146.8	\$144.6
Agency Total	\$273.4	\$214.4
¹ Comprehensive Annual Financial Report (CAFR) 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



Additional Tables

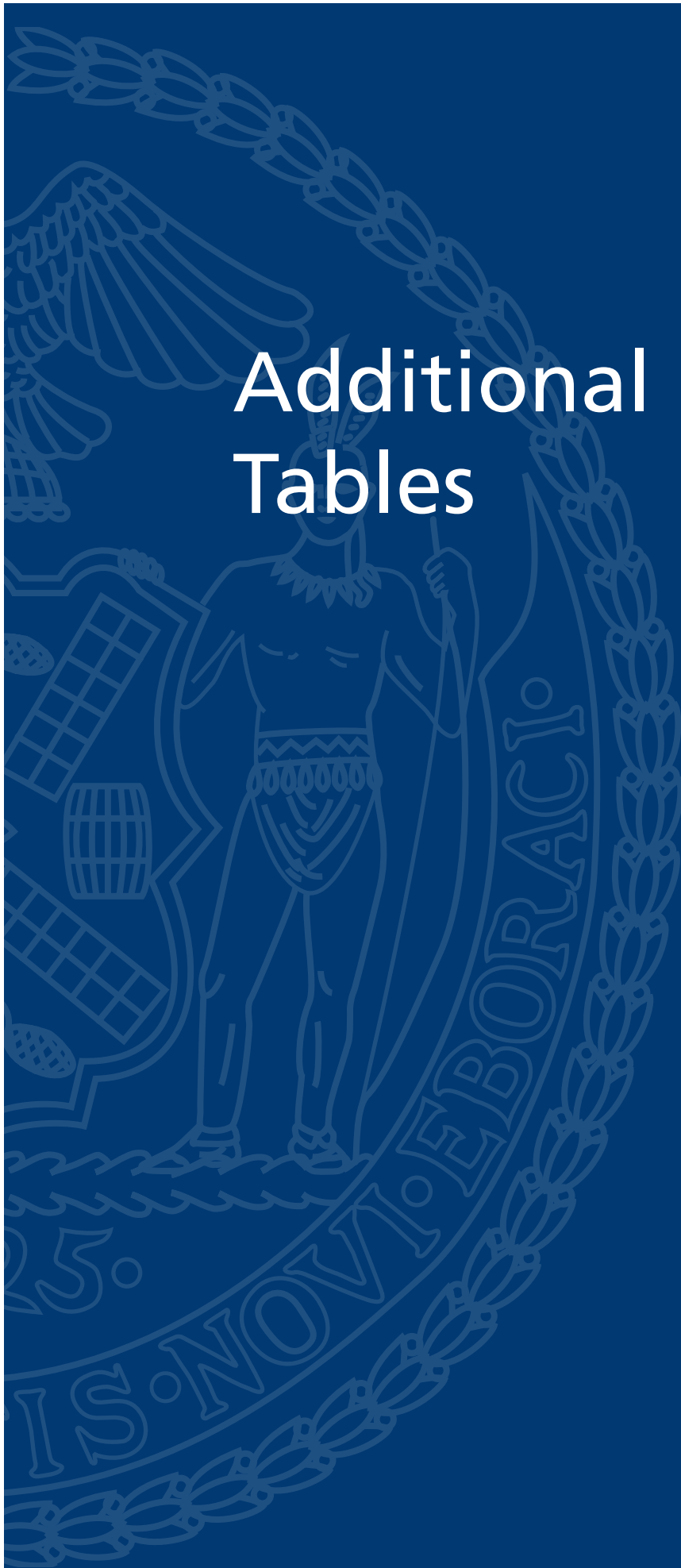




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PAID ABSENCE RATES

FIRST FOUR MONTHS OF FISCAL YEAR 2026

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)	8.30%	2.90%	11.19%	11.35%	27.9
FDNY (U)	1.67%	5.17%	6.84%	7.85%	17.0
NYPD (U)	3.92%	0.53%	4.44%	4.61%	11.1
DSNY (U)	5.92%	1.89%	7.80%	8.26%	19.4
Uniformed Subtotal	4.72%	1.34%	6.05%	6.48%	15.1
LARGER CIVILIAN WORKFORCES					
NYPD (C)	0.17%	0.01%	0.17%	0.18%	0.4
FDNY (C)	3.92%	0.11%	4.03%	3.99%	10.0
ACS (*)	3.25%	0.98%	4.23%	4.86%	10.5
HRA	3.49%	0.13%	3.62%	3.62%	9.0
DHS	3.37%	0.70%	4.07%	4.25%	10.1
HPD	3.13%	0.23%	3.36%	3.39%	8.4
DOHMH	3.16%	0.03%	3.19%	3.17%	7.9
DEP (*)	3.21%	0.32%	3.53%	3.35%	8.8
DSNY (C)	4.15%	0.48%	4.63%	4.81%	11.5
DOF (*)	2.86%	0.32%	3.19%	3.41%	7.9
DOT (*)	3.29%	0.56%	3.86%	3.64%	9.6
DPR	2.48%	0.20%	2.68%	2.89%	6.7
LAW	2.90%	0.01%	2.92%	3.01%	7.3
DCAS	2.94%	0.11%	3.04%	3.10%	7.6
DDC	3.26%	0.00%	3.26%	3.21%	8.1
DOC (C)	2.96%	1.23%	4.19%	4.05%	10.4
PROBATION (*)	3.33%	0.38%	3.71%	4.22%	9.2
DOB (*)	3.03%	0.08%	3.11%	3.30%	7.7
DOITT	2.55%	0.00%	2.56%	2.68%	6.4
Subtotal	2.52%	0.25%	2.77%	2.57%	6.9
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.16%	0.00%	2.16%	2.13%	5.4
DCP	2.40%	0.00%	2.40%	5.38%	6.0
DOI	2.88%	0.00%	2.88%	5.15%	7.2
DftA	2.87%	0.00%	2.87%	3.51%	7.1
DCLA	2.22%	0.02%	2.24%	2.70%	5.6
LPC	2.52%	0.00%	2.52%	2.71%	6.3
TLC	3.00%	0.26%	3.27%	4.11%	8.1
CCHR	3.21%	0.00%	3.21%	3.70%	8.0
DYCD	2.57%	0.01%	2.58%	2.76%	6.4
SBS	3.52%	0.00%	3.52%	3.24%	8.8
DORIS	3.66%	0.02%	3.68%	4.19%	9.2
DCWP	2.96%	0.00%	2.97%	3.28%	7.4
BIC	2.63%	0.00%	2.63%	2.37%	6.5
OATH	2.70%	0.00%	2.70%	2.54%	6.7
BOE	4.21%	0.04%	4.25%	4.11%	10.6
CCRB	2.25%	0.32%	2.57%	2.74%	6.4

DVS	1.08%	0.00%	1.08%	2.26%	2.7
Subtotal	3.02%	0.05%	3.07%	3.53%	7.6
Uniformed	4.72%	1.34%	6.05%	6.48%	15.1
Civilian	2.55%	0.24%	2.79%	2.61%	6.9
TOTAL	3.37%	0.65%	4.03%	4.15%	10.0
CITYWIDE	3.37%	0.15%	3.52%	3.26%	8.8
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 NYC 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, FleetStat reporting, fuel, internships, parts, procurement, repairs, service contracting, sustainability efforts, 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, emergency management, safety, sustainability, and transparency. A few of the efforts undertaken over the reporting period are described below.

- During the first four months of Fiscal 2026, the City fleet totaled 28,748 vehicles, down 970 units, or three percent, from April 2022, when a citywide fleet reduction initiative began. Although the initiative formally concluded in December 2022, DCAS continues to uphold the reduction, identify further downsizing opportunities, and require electric offsets for any approved fleet increases tied to operational needs. Compared to the first four months in Fiscal 2025, the City fleet decreased 146 units. Notably, there was an increase to the DSNY fleet to support expanded organics collection in Fiscal 2025.
- 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 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 the first four months of Fiscal 2026. EVs in the citywide fleet rose to a record high of 5,752 from 5,359 in the first months of Fiscal 2025, an increase of seven percent. DCAS also added 104 electric vehicle charging ports in the first four months of Fiscal 2026 to support electrification, 63 percent more than at this point last fiscal year. DCAS operates the largest EV charging network in the state with over 2,400 ports. DCAS installs Level 2 overnight chargers, solar carports, and Level 3 fast chargers.

DCAS is prioritizing Level 3 fast charger deployment due to agencies reporting that staffing limitations have impacted Level 2 overnight charger installations. 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 the more than 23,000 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. Additionally, as of October of Fiscal 2026, 100 percent of authorized City drivers were trained in defensive driving, exceeding the 95 percent target.
- The citywide daily vehicle in-service rate fell one percentage point to 86 percent during the first four months of Fiscal 2026, remaining below the target of 90 percent, while the percentage of days the target for vehicle in-service rate was met fell 13 percentage points to 48 percent from 61 percent in the first months of Fiscal 2025. Several factors contributed to this decline, including a high average fleet age, driven by greatly reduced expense funding for electric vehicle replacements, and ongoing supply chain disruptions, which held up new vehicle procurement. Continued staffing reductions in mechanic roles also negatively affected these in-service rates.
- 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 5.5 million gallons of biofuel (B100 equivalent) powering the fleet in the first four months of 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.
- DCAS did not purchase any buses, including alternative fuel models, in the first four months of Fiscal 2026.

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	Actual		Target		4-Month Actual	
	FY24	FY25	FY26	FY27	FY25	FY26
Total Fleet Size	28,706	28,768	28,600	28,650	28,602	28,748
- On-road fleet total	23,785	23,904	23,700	23,750	23,739	23,884
- Light-duty	11,682	11,767	11,650	11,700	11,643	11,806
- Medium-duty	4,447	4,394	4,400	4,400	4,376	4,373
- Heavy-duty	7,656	7,743	7,650	7,650	7,720	7,705
- Off-road / Other equipment	4,921	4,864	4,900	4,900	4,863	4,864
Vehicle in-service rate (%)	88%	87%	90%	90%	87%	86%
Daily fleet in-service targets achieved (%)	77%	64%	90%	90%	61%	48%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	100%	100%	NA	NA
Alternative fuel vehicles	21,243	21,723	22,000	22,500	21,458	21,921
Alternative fuel vehicles in City fleet (%)	75%	77%	79%	79%	76%	77%
Electric vehicles	5,198	5,569	6,000	6,500	5,359	5,752
- On-road electric vehicles	4,363	4,714	5,075	5,575	4,500	4,903
- Off-road electric vehicles	835	855	925	925	859	849
Vehicle fuel used (gallons)	25,441,390	25,607,905	24,000,000	24,000,000	8,847,462	8,757,270
- Biodiesel fuel used (gallons)	14,604,008	15,927,795	14,500,000	16,000,000	5,313,103	5,549,752
- B100/RD100 equivalent used (gallons)	11,163,623	15,927,795	14,500,000	16,000,000	5,331,148	5,551,467
Fleet miles per gallon (FMPG)	6.2	5.9	7.0	7.0	NA	6.0
Electric vehicle charging ports installed	346	221	250	250	64	104
Cumulative electric vehicle charger ports	1,865	2,072	2,250	2,500	1,924	2,185
Vehicles purchased	1,596	1,844	1,700	1,700	641	423
Average age of fleet (months)	87.1	90.0	90	90	88.0	92.0
Collisions in City vehicles¹	5,684	5,729	*	*	1,904	1,864
Collisions per 100,000 miles involving City vehicles citywide	6.1	6.2	*	*	NA	6.0
Preventable collisions per 100,000 miles involving City vehicles citywide	2.6	2.5	*	*	NA	2.6
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.7	*	*	NA	0.7
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*	NA	0.4
Preventable collisions in City vehicles	2,400	2,344	*	*	799	810
Injuries involving collisions in City vehicles	682	676	*	*	189	219
Fatalities involving collisions in non-emergency City vehicles	3	2	*	*	1	0
Revenue from recoverable affirmative claims	\$2,232,173	\$2,094,027	*	*	\$664,929	\$526,515
City employees trained in defensive driving citywide	11,552	8,037	7,000	7,000	2,450	2,813
Authorized City drivers trained in defensive driving (%)	100%	100%	95%	95%	100%	100%
Fleet repair expenditures (\$000,000)	\$305.40	\$327.00	*	*	\$97.70	\$97.00
Fleet fuel expenditures (\$000,000)	\$95.40	\$87.90	*	*	\$30.90	\$29.10
Fleet acquisition expenditures (capital) (\$000,000)	\$424.40	\$415.00	\$374.00	\$350.00	\$208.00	\$70.60
Fleet acquisition expenditures (expense) (\$000,000)	\$21.70	\$48.90	\$100.00	\$50.00	\$10.60	\$84.20
Automotive repair personnel	1,314	1,301	1,320	1,320	1,295	1,298
Fleet support personnel	313	309	305	305	298	320
¹The 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		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	2,205	2,118	*	*	2,196	2,093
- On-road total	2,005	1,925	*	*	1,995	1,898
- Light-duty	1,657	1,576	*	*	1,647	1,553
- Medium-duty	280	281	*	*	281	277
- Heavy-duty	68	68	*	*	67	68
- Off-road / Other equipment	200	193	*	*	201	195
Vehicle in-service rate (%)	98%	98%	*	*	98%	99%
Fleet miles per gallon (FMPG)	25.3	24.6	*	*	NA	23.9
Collisions in City vehicles	442	345	*	*	115	119
Collisions per 100,000 miles involving City vehicles	3.3	2.9	*	*	NA	3.2
Preventable collisions per 100,000 miles involving City vehicles	1.1	1.1	*	*	NA	1.4
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.4	*	*	NA	0.4
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*	NA	0.2
City employees trained in defensive driving	3,360	2,255	*	*	521	966
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$374,119	\$310,266	*	*	\$100,164	\$34,098
"NA" Not Available *None						

DEPARTMENT OF CORRECTION	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	702	698	*	*	711	708
- On-road total	581	573	*	*	589	575
- Light-duty	256	242	*	*	257	245
- Medium-duty	154	157	*	*	154	156
- Heavy-duty	171	174	*	*	178	174
- Off-road / Other equipment	121	125	*	*	122	133
Vehicle in-service rate (%)	94%	93%	*	*	93%	92%
Fleet miles per gallon (FMPG)	7.2	7.7	*	*	NA	7.3
Collisions in City vehicles	119	97	*	*	24	13
Collisions per 100,000 miles involving City vehicles	4.0	3.0	*	*	NA	1.3
Preventable collisions per 100,000 miles involving City vehicles	0.9	2.5	*	*	NA	0.9
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.1	*	*	NA	0.0
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	NA	0.0
City employees trained in defensive driving	546	587	*	*	237	91
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$0	\$9,553	*	*	\$0	\$0
"NA" Not Available *None						

DEPARTMENT OF EDUCATION	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	228	227	*	*	228	223
- On-road total	217	216	*	*	217	212
- Light-duty	94	94	*	*	94	94
- Medium-duty	101	100	*	*	101	100
- Heavy-duty	22	22	*	*	22	18
- Off-road / Other equipment	11	11	*	*	11	11
Vehicle in-service rate (%)	100%	100%	*	*	100%	NA
Collisions in City vehicles	NA	NA	*	*	NA	NA
City employees trained in defensive driving	NA	NA	*	*	NA	NA
Revenue from recoverable affirmative claims	\$15,363	\$3,379	*	*	\$3,379	\$2,053
"NA" Not Available *None						

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	2,096	2,027	*	*	2,005	2,016
- On-road total	1,728	1,675	*	*	1,648	1,653
- Light-duty	862	844	*	*	824	846
- Medium-duty	443	412	*	*	406	403
- Heavy-duty	423	419	*	*	418	404
- Off-road / Other equipment	368	352	*	*	357	363
Vehicle in-service rate (%)	86%	86%	*	*	85%	84%
Fleet miles per gallon (FMPG)	12.7	12.3	*	*	NA	12.7
Collisions in City vehicles	329	243	*	*	81	112
Collisions per 100,000 miles involving City vehicles	2.9	2.3	*	*	NA	3.1
Preventable collisions per 100,000 miles involving City vehicles	1.4	1.0	*	*	NA	1.9
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.1	*	*	NA	0.4
Injuries involving preventable collisions per 100,000 miles	0.1	0.0	*	*	NA	0.2
City employees trained in defensive driving	1,570	878	*	*	320	646
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$102,391	\$57,078	*	*	\$16,893	\$11,384
"NA" Not Available *None						

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	210	207	*	*	207	205
- On-road total	208	205	*	*	205	203
- Light-duty	147	145	*	*	144	143
- Medium-duty	58	57	*	*	58	57
- Heavy-duty	3	3	*	*	3	3
- Off-road / Other equipment	2	2	*	*	2	2
Vehicle in-service rate (%)	98%	97%	*	*	97%	NA
Fleet miles per gallon (FMPG)	26.4	27.3	*	*	NA	25.1
Collisions in City vehicles	15	10	*	*	1	4
Collisions per 100,000 miles involving City vehicles	1.6	1.1	*	*	NA	1.3
Preventable collisions per 100,000 miles involving City vehicles	0.7	0.3	*	*	NA	0.0
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.1	*	*	NA	0.3
Injuries involving preventable collisions per 100,000 miles	0	0	*	*	NA	0
City employees trained in defensive driving	365	333	*	*	91	119
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$57,111	\$13,209	*	*	\$9,534	\$0
"NA" Not Available *None						

DEPARTMENT OF PARKS AND RECREATION	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	2,833	2,814	*	*	2,824	2,831
- On-road total	1,739	1,735	*	*	1,746	1,748
- Light-duty	569	599	*	*	583	611
- Medium-duty	793	758	*	*	783	757
- Heavy-duty	377	378	*	*	380	380
- Off-road / Other equipment	1,094	1,079	*	*	1,078	1,083
Vehicle in-service rate (%)	92%	91%	*	*	92%	93%
Fleet miles per gallon (FMPG)	7.2	8.8	*	*	NA	8.3
Collisions in City vehicles	492	634	*	*	244	211
Collisions per 100,000 miles involving City vehicles	6.9	7.6	*	*	NA	7.5
Preventable collisions per 100,000 miles involving City vehicles	4.2	4.4	*	*	NA	4.2
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.3	*	*	NA	0.2
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	NA	0.2
City employees trained in defensive driving	1,609	1,970	*	*	556	551
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$13,746	\$58,849	*	*	\$0	\$13,174
"NA" Not Available *None						

DEPARTMENT OF SANITATION	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	6,021	6,108	*	*	6,075	6,064
- On-road total	5,093	5,162	*	*	5,134	5,130
- Light-duty	845	845	*	*	843	845
- Medium-duty	350	328	*	*	325	328
- Heavy-duty	3,898	3,989	*	*	3,966	3,957
- Off-road / Other equipment	928	946	*	*	941	934
Vehicle in-service rate (%)	78%	78%	*	*	76%	77%
Fleet miles per gallon (FMPG)	2.9	3.0	*	*	NA	3.0
Collisions in City vehicles	2,142	2,354	*	*	705	736
Collisions per 100,000 miles involving City vehicles	7.9	8.2	*	*	NA	7.7
Preventable collisions per 100,000 miles involving City vehicles	4.6	4.6	*	*	NA	4.6
Injuries involving collisions in City vehicles per 100,000 miles	0.8	0.8	*	*	NA	0.7
Injuries involving preventable collisions per 100,000 miles	0.4	0.4	*	*	NA	0.5
City employees trained in defensive driving	1,091	347	*	*	48	139
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$82,085	\$102,546	*	*	\$18,969	\$12,993
"NA" Not Available *None						

DEPARTMENT OF TRANSPORTATION	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	3,390	3,473	*	*	3,379	3,424
- On-road total	2,365	2,474	*	*	2,392	2,436
- Light-duty	903	980	*	*	932	964
- Medium-duty	503	530	*	*	507	515
- Heavy-duty	959	964	*	*	953	957
- Off-road / Other equipment	1,025	999	*	*	987	988
Vehicle in-service rate (%)	89%	90%	*	*	89%	89%
Fleet miles per gallon (FMPG)	5.3	5.2	*	*	NA	4.6
Collisions in City vehicles	356	387	*	*	139	118
Collisions per 100,000 miles involving City vehicles	3.2	3.6	*	*	NA	3.2
Preventable collisions per 100,000 miles involving City vehicles	2.3	1.8	*	*	NA	1.7
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.7	*	*	NA	0.4
Injuries involving preventable collisions per 100,000 miles	0.4	0.2	*	*	NA	0.2
City employees trained in defensive driving	1,323	1,322	*	*	535	152
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*	100%	100%
Revenue from recoverable affirmative claims	\$14,209	\$56,623	*	*	\$17,009	\$67,348
"NA" Not Available *None						

FIRE DEPARTMENT	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	2,239	2,232	*	*	2,246	2,255
- On-road total	2,086	2,077	*	*	2,090	2,096
- Light-duty	310	311	*	*	312	316
- Medium-duty	445	453	*	*	449	455
- Heavy-duty	1,331	1,313	*	*	1,329	1,325
- Off-road / Other equipment	153	155	*	*	156	159
Vehicle in-service rate (%)	79%	78%	*	*	78%	77%
Fleet miles per gallon (FMPG)	4.4	4.0	*	*	NA	4.0
Collisions in City vehicles	1,789	1,659	*	*	595	551
Collisions per 100,000 miles involving City vehicles	9.7	9.4	*	*	NA	9.2
Preventable collisions per 100,000 miles involving City vehicles	1.4	0.8	*	*	NA	1.0
Injuries involving collisions in City vehicles per 100,000 miles	1.6	1.6	*	*	NA	1.7
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*	NA	0.7
Revenue from recoverable affirmative claims	\$472,390	\$390,127	*	*	\$161,210	\$130,011
"NA" Not Available *None						

POLICE DEPARTMENT	Actual		Target		4-Month Actual	
INDICATORS	FY24	FY25	FY26	FY27	FY25	FY26
Vehicles	8,782	8,864	*	*	8,731	8,929
- On-road total	7,763	7,862	*	*	7,723	7,933
- Light-duty	6,039	6,131	*	*	6,007	6,189
- Medium-duty	1,320	1,318	*	*	1,312	1,325
- Heavy-duty	404	413	*	*	404	419
- Off-road / Other equipment	1,019	1,002	*	*	1,008	996
Vehicle in-service rate (%)	91%	90%	*	*	90%	89%
Fleet miles per gallon (FMPG)	9.3	9.0	*	*	NA	9.6
Collisions per 100,000 miles involving City vehicles	6.4	6.3	*	*	6.4	5.4
Revenue from recoverable affirmative claims	\$1,100,758	\$1,092,396	*	*	\$337,771	\$255,453
"NA" Not Available *None						

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- For the Fiscal 2025 PMMR, DCAS had been updating and reviewing system parameters that impact miles reporting. As a result, DCAS was unable to report the Fiscal 2025 four-month actuals for the indicators, 'Collisions per 100,000 miles involving City vehicles citywide,' 'Preventable collisions per 100,000 miles involving City vehicles citywide,' 'Injuries involving collisions in City vehicles citywide per 100,000 miles,' and 'Injuries involving preventable collisions per 100,000 miles.' Thus, the four-month actuals for the above indicators are NA. DCAS resolved this issue for Fiscal 2026.
- 'Electric chargers installed' was renamed to 'Electric vehicle charging ports installed' to more accurately reflect the number of vehicles that can be charged. Electric chargers come equipped with one or two ports.
- The Fiscal 2026 target for 'Cumulative electric vehicle charger ports' was revised from 2,300 to 2,250.
- 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.
- The Fiscal 2026 target for 'Fleet acquisition expenditures (expense) (\$000,000)' was revised from \$48.00 to \$100.00.

ADDITIONAL RESOURCES

- DCAS Fleet Management:
www.nyc.gov/site/dcas/agencies/fleet-services.page
- NYC Fleet Newsletter:
www1.nyc.gov/site/dcas/agencies/fleet-news.page
- Air Pollution from City Vehicles Report (Local Law 38):
<https://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:
www1.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:
<https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc-dcas-clean-fleet-update-report-2024.pdf>

- NYC Greenhouse Gas Inventories:
<https://www.nyc.gov/content/climate/pages/initiatives/nyc-greenhouse-gas-inventories>
- NYC Fleet Daily Service Report:
www1.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:
<https://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):
<https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/2025/dcas-local-law-75-report-fy24.pdf>

FLEET DEFINITIONS

Alternative fuel vehicles:

The total number of City vehicles that use alternative fuel as of the last day of the reporting period.

Alternative fuel vehicles in City fleet (%):

The percentage of City vehicles that use alternative fuel as of the last day of the reporting period.

Automotive repair personnel:

The number of City personnel assigned to repair and maintain the City fleet as of the last day of the reporting period.

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.

B100/RD100 equivalent used (gallons):

The volume of diesel used during the reporting period 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 as of the last day of the reporting period.

Collisions in City vehicles:

The number of collisions that occurred during the reporting period as reported by City agencies.

Collisions per 100,000 miles involving City vehicles citywide:

The number of City-vehicles involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH) that occurred during the reporting period.

Cumulative electric vehicle charger ports:

The total number of ports available for all electric vehicle chargers as of the last day of the reporting period. 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 during the reporting period.

Electric vehicle charging ports installed:

The number of electric vehicle charging ports installed for City electric powered vehicles during the reporting period.

Electric vehicles:

The number of electric and plug-in vehicles in the citywide fleet as of the last day of the reporting period.

Employees trained in defensive driving:

The number of City employees trained in defensive driving centrally during the reporting period.

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) that occurred during the reporting period.

Fleet acquisition expenditures (capital) (\$000,000):

The amount of capital funds spent on City fleet during the reporting period.

Fleet acquisition expenditures (expense) (\$000,000):

The amount of expense funds spent on the City fleet during the reporting period.

Fleet fuel expenditures (\$000,000):

The amount spent on fuel for City fleet during the reporting period.

Fleet miles per gallon (FMPG):

This indicator shows a total miles per gallon (MPG) average during the reporting period 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 reporting period.

Fleet support personnel:

The number of City personnel assigned to administer and support City fleet operations as of the last day of the reporting period.

Heavy-duty:

On-road vehicles over 14,000 Gross Vehicle Weight (GVW) as of the last day of the reporting period.

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 that occurred during the reporting period.

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 that occurred during the reporting period.

Injuries involving preventable collisions per 100,000 miles:

The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet that occurred during the reporting period.

Light-duty:

On-road vehicles 8,500 GVW or less as of the last day of the reporting period.

Medium-duty:

On-road vehicles over 8,500 but not more than 14,000 GVW as of the last day of the reporting period.

Off-road electric vehicles:

The number of off-road electric and plug-in vehicles in the citywide fleet as of 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 as of the last day of the reporting period. 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 as of 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 as of the last day of the reporting period.

Preventable collisions in City vehicles:

A collision in which the driver, by their own admission or in the judgment of an Agency Collision 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 during the reporting period.

Purchased vehicles compliant with Local Law 38 (%):

The percentage of light and medium-duty vehicles purchased for the City through DCAS during the reporting 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 during the reporting period following collisions in City vehicles.

Vehicle and biodiesel fuel used (gallons):

The volume of fuel used by City fleet during the reporting period (biodiesel is included in vehicle fuel).

Vehicle in-service rate (%):

The percentage of fleet in full service during the reporting period.

Vehicles purchased:

The number of City fleet vehicles acquired during the reporting period.

LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	Department of Parks and Recreation
Department of Correction	Department of Sanitation
Department of Education	Department of Transportation
Department of Environmental Protection	Fire Department of New York
Department of Health and Mental Hygiene	New York Police Department

*"DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:

Administration for Children's Services	Department of Youth and Community Development
Board of Elections	Financial Information Services Agency
Bronx Borough President	GrowNYC (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	NYC 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 and Worker Protection	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	Staten Island Borough President
Department of Probation	Tax Commission
Department of Records and Information Services	Taxi and Limousine Commission
Department of Small Business Services	

SPENDING AND BUDGET INFORMATION

FISCAL 2026 PRELIMINARY MAYOR'S MANAGEMENT REPORT (PMMR)

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 Comprehensive Annual Financial Report 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>

PMMR 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 York City residents.

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 — Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

Performance Indicators — Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current 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 critical to agency performance. These are the indicators that 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.

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. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

Agency Resources — Overview of the financial and workforce resources used by an agency over the past three 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.

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293	Department of Buildings	173	Human Resources Administration
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39	Department of Correction	33	New York City Emergency Management
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301	Department of Design and Construction	13	New York City Police Department
217	Department of Education	165	NYC Health + Hospitals
273	Department of Environmental Protection	81	Office of Administrative Trials and Hearings
375	Department of Finance	157	Office of Chief Medical Examiner
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199	Department of Homeless Services	247	Public Libraries*
327	Department of Housing Preservation and Development	233	School Construction Authority
69	Department of Investigation	135	Taxi and Limousine Commission
105	Department of Parks and Recreation		

*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
Maria Luiza Lima Alves da Costa
Joseph Lormel
Ilana Luther
Marina Peebles
Lauren Quiñones
Caleb Seamon

