

MAYOR'S MANAGEMENT REPORT

September 2025

The City of New York
Mayor Eric L. Adams

Camille Joseph Varlack
Deputy Mayor for Administration

Daniel Steinberg
Director, Mayor's Office of Operations

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LETTER FROM THE MAYOR



My fellow New Yorkers —

Since our administration took office over three years ago, we have worked every day to create a cleaner, safer, and more affordable city. This year's Mayor's Management Report (MMR) demonstrates our efforts have been working to improve the lives of all New Yorkers.

We are continuing to make New York City more affordable by breaking record-after-record on affordable housing, with over 28,000 affordable housing units created or preserved in Fiscal Year 2025, a 40 percent increase in families moving from shelter to permanent housing, sustained private sector job growth, and putting more money back into New Yorkers' pockets through investments in programs such as early childhood education, Fair Fares NYC, and student loan forgiveness. We are also leading on ensuring our students get the best education with high-performing programs like NYC Reads and NYC Solves, as well as expanding extra-curricular opportunities for our young people and families. We have achieved a record high participation in the Summer Youth Employment Program with 100,000 students who earned nearly $140 million in wages and stipends, helping pave the path for our children's futures.

Our relentless efforts to clean city streets and improve quality of life across the five boroughs are working. Thanks to our signature initiatives, such as garbage containerization and our 'Trash Revolution,' signs of rat infestation are at their lowest in five years, and trash going to landfill has decreased to the lowest amount in 15 years. Above all, we have made good on our commitment to make our city safer with almost every major felony crime category seeing decreases in Fiscal Year 2025, as well as crime decreases on our streets, in our parks, and on the transit system, all helping to continue our work to keep New York City the safest big city in America.

Mandated by the City Charter since 1977, the MMR holds city agencies to the highest standards, delivering clear, hard-hitting data on the services that shape New Yorkers' lives. The report covers 45 agencies and organizations and features several chapters highlighting administration initiatives. Additionally, since taking office, our administration has introduced nearly 400 new performance indicators to boost transparency and accountability.

I also invite you to view the Dynamic Mayor's Management Report (DMMR) at dmmr.nyc.gov, which we launched in 2022. With more than 1,000 indicators updated monthly, the DMMR provides the public with a user-friendly tool for accessing current performance metrics. Users can compare indicators across a custom time period, view indicator metadata, and read about agency commitment to equity.

This MMR proves our continuous drive to deliver results is working to make our city stronger. From decreasing crime to improving our neighborhoods and investing in crucial programs, our administration is working every day to deliver real progress for all New Yorkers. I'm proud to lead our dedicated city workforce, using every data point possible to build the safest, most affordable, and most livable, New York City — a city that stands tall as the greatest in the world.

Sincerely,
Eric L. Adams
Mayor



Mayor's Management Report

Fiscal 2025

The City of New York
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MESSAGE FROM THE DIRECTOR

The Mayor's Management Report (MMR) remains the bedrock of an open and accountable government. It demystifies New York City's government by organizing its vast activities into agency chapters with distinct services and goals, provides over 2,000 unvarnished indicators, and perhaps most importantly, includes narrative explanations and context for notable trends. The MMR invites the reader to evaluate agency performance against stated targets, which themselves are subject to scrutiny and debate. These trends are reported on the fiscal year to inform resource considerations, making the MMR foundational for a democratic budgeting process.

In 2022 the Mayor's Office of Operations brought the MMR into the 21st century with the launch of the Dynamic Mayor's Management Report (DMMR), an interactive website that makes performance data both more accessible and more potent for analysis. This is the essence of digital democracy—not only can technology improve service delivery, but it also enhances our capacity to process large volumes of information, provide critique, and collectively make informed decisions.

The MMR continues to evolve in substance as well as form. Over the past several years, our office led a reassessment of performance goals and metrics pursuant to Executive Order 13 of 2022, which yielded hundreds of new indicators.

Behind the MMR is a performance management unit that epitomizes rigor and integrity. For them, the MMR is the culmination of year-round performance surveillance, analysis, and reporting. It has been a tremendous honor to lead this storied team of public servants.

Daniel Steinberg
Director, Mayor's Office of Operations

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INTRODUCTION

MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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

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

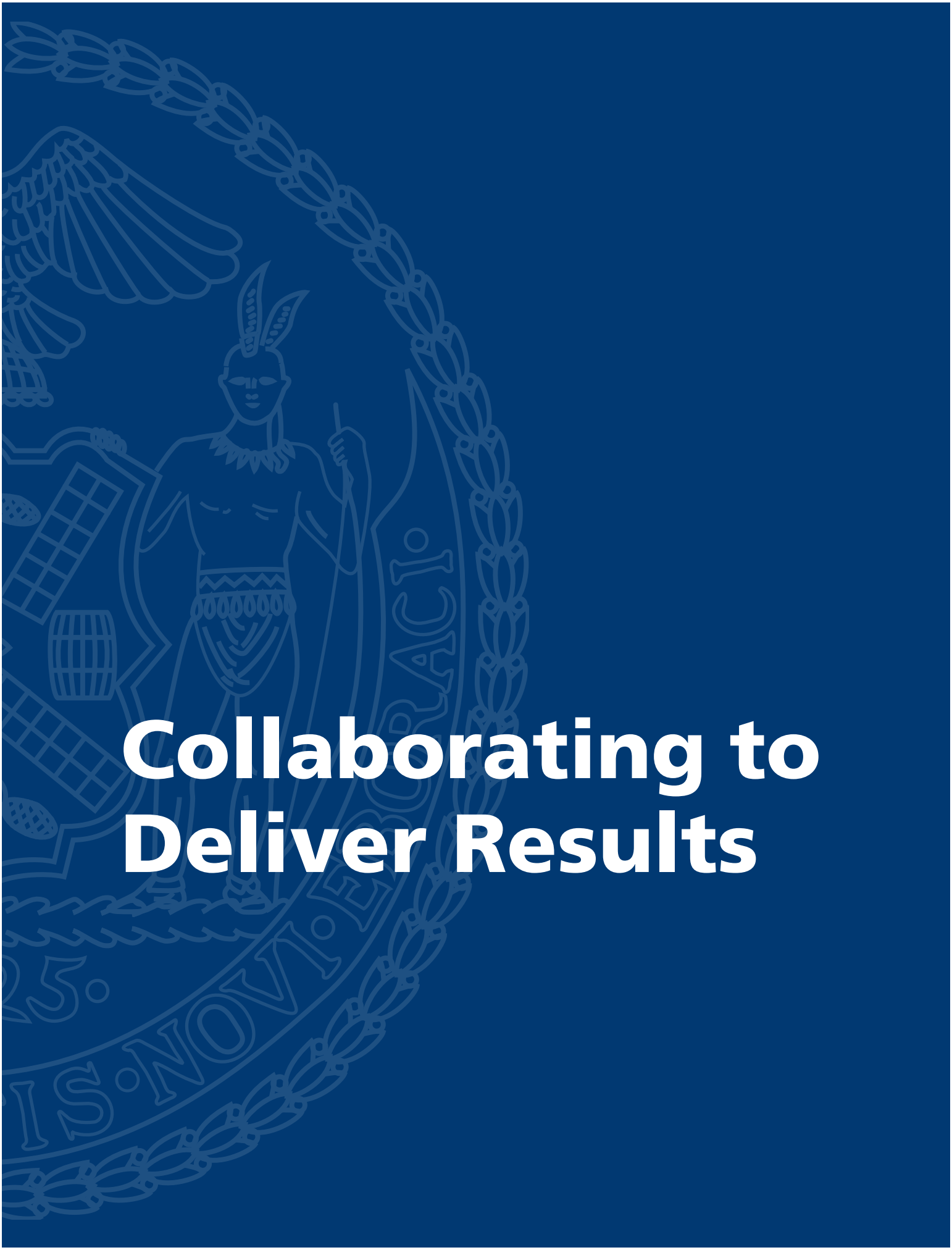
The MMR/PMMR is available online in the form of a printable book. Both reports can be viewed at www.nyc.gov/mmr. The website also includes the following:

1. Definitions for each Agency performance indicator including the data source.
2. Additional tables showing information of interest across Agencies, including workforce absence rates and fleet vehicle usage.
3. An archive of all previously released reports beginning Fiscal 1997.

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

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

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



Collaborating to Deliver Results


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Collaborating to Deliver Results

VISION ZERO
Building a Safer City

PARTNER AGENCIES & OFFICES

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

- 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. 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 ten 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 equity in their engineering, enforcement, and education efforts. The City's investment in Vision Zero, funded with a total of $4.5 billion through Fiscal 2028, has ensured that resources will be available to continue an accelerated pace of redesign and reconstruction of City streets, as well as for 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 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 (NYC Aging), the Law Department (Law), the Office of Management and Budget (OMB), the District Attorneys' offices, the Metropolitan Transportation Authority (MTA), 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 it'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 has used this interagency collaboration to implement key Vision Zero initiatives, including reducing the speed limit first to 25 MPH citywide in 2014 and then to 20 MPH in targeted locations in 2024, the creation and expansion of automated speed camera enforcement, data-driven and targeted high visibility enforcement of Vision Zero violations such as speeding and failure-to-yield to pedestrians, innovative infrastructure redesigns that protect pedestrians and cyclists, extensive public outreach, and a legislative agenda to deter dangerous driving.

In Fiscal 2025, the City achieved major legislative victories including the extension of the City's speed camera program through 2030, allowing the City to continue to utilize over 2,200 speed cameras to curb dangerous speeding, and the introduction of the Super Speeders bill, which passed the New York State Senate in June 2025. This bill would mandate that a speed limiter be placed on the vehicles of recidivist speeders. In addition, with the new authority granted by the legislature in 2024, DOT began the installation of the first new red-light cameras working towards the goal of 600 intersections, quadrupling the program. Sammy's Law, passed by the legislature in Fiscal 2024, allowed the City to complete the installation of five regional slow zones in Fiscal 2025, reducing the speed to 20 MPH in these areas.

These successes have led to significant, tangible results. In Fiscal 2025, overall citywide traffic fatalities fell by 24 percent, from 276 fatalities in Fiscal 2024 to 211 in Fiscal 2025, with reductions in almost every category of road user. Fatalities among motorized two-wheel vehicle users (including e-bikes, e-scooters, mopeds, and motorcycles) saw dramatic declines across all modes resulting in an overall decline of 39 percent, from 99 to 60 fatalities. Fatalities for motor vehicle occupants also fell by 32 percent, down from 54 fatalities in Fiscal 2024 to 37 fatalities in Fiscal 2025. Fatalities among traditional cyclists remained consistent year-over-year with four in both Fiscal 2024 and Fiscal 2025.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
★ Total traffic fatalities	DOT	271	266	270	276	211	⇩	⇩	Down	Down
Pedestrian fatalities	DOT	121	115	121	119	110	*	*	Neutral	Down
Traditional bicyclist fatalities	DOT	13	10	10	4	4	*	*	Down	Down
Motorized two-wheel vehicle fatalities	DOT	74	73	86	99	60	*	*	Neutral	Down
— Electric bicycle	DOT	13	9	20	20	14	*	*	Up	Down
— Stand-up scooter	DOT	1	5	8	11	3	*	*	Up	Down
— Moped	DOT	12	18	19	31	14	*	*	Up	Down
— Motorcycle	DOT	45	33	34	31	27	*	*	Down	Down
— Off-road vehicle	DOT	2	8	5	6	2	*	*	Down	Down
— Other	DOT	1	0	0	0	0	*	*	Down	Down
Motor vehicle occupant fatalities	DOT	63	68	53	54	37	*	*	Down	Down
— Car	DOT	52	51	37	29	23	*	*	Down	Down
— SUV	DOT	9	14	14	22	11	*	*	Up	Down
— Other motor vehicle	DOT	2	3	2	3	3	*	*	Up	Down

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

STREET DESIGN

DOT works to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible, and shorten pedestrian crossing distances at Vision Zero priority locations. In Fiscal 2025, DOT constructed 49 percent fewer speed humps and cushions (from 433 in Fiscal 2024 to 224 in Fiscal 2025) and installed accessible pedestrian signals at 19 percent fewer intersections (from 950 to 772). With fewer contractors available, shortages in equipment and installation materials, and stakeholder feedback delaying project completions, production for total lane miles and protected lane miles decreased by 19 percent and 17 percent, respectively, from Fiscal 2024.

ENFORCEMENT

Data-driven law enforcement that deters dangerous driving behavior helps to reduce traffic fatalities and serious injuries. Consequently, Vision Zero agencies, including NYPD and TLC, continued to focus on enforcing especially hazardous driving violations including speeding, failure to yield to pedestrians, signal violations, improper turns, and the use of hand-held devices while driving. During Fiscal 2025, the number of total Vision Zero-related moving summonses issued increased nine percent, up from 383,970 summonses in Fiscal 2024 to 417,324 summonses in Fiscal 2025. NYPD specifically issued 403,015 Vision Zero summonses, including 97,053 speeding summonses and 39,182 failure to yield to pedestrian summonses. This represents increases of three percent and 16 percent, respectively, from Fiscal 2024. TLC issued 16 percent more summonses Vision Zero-related summonses in Fiscal 2025 than in Fiscal 2024. These summonses are for violations such as speeding, failing to yield, stop sign violations, using electronic communication devices, and traffic signal violations. The increase in summons issuance is a result of a new cohort of TLC Enforcement Officers joining the Agency.

NYPD also seized 5,960 illegal motorcycles and 16,674 mopeds/scooters in Fiscal 2025, down 23 and 19 percent from Fiscal 2024, respectively. NYPD's ongoing seizure operations are leading to more compliance by the riders, therefore

reducing the number of illegal devices on the roadways. Additionally, the decrease in seizures is due partially to resource reallocation by the NYPD to conduct citywide ghost license plate operations. Despite the decrease from Fiscal 2024 to Fiscal 2025, motorcycle and moped seizures have previously seen triple digit percentage increases as compared to Fiscal 2019. Along with these direct enforcement efforts, NYPD convenes weekly with the Traffic Safety Forum where borough police commanders and Vision Zero partners come together to discuss current traffic safety trends, enforcement, education, and engineering.

OUTREACH AND EDUCATION

The Vision Zero Street Teams, staffed by members of DOT and NYPD, use both education and enforcement to discourage unsafe behavior on City streets. These teams collaborate to identify corridors with significant crash history and analyze the contributing factors of those crashes. Staff then distribute fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors. This outreach is followed by NYPD enforcement in the same areas.

Vision Zero agencies continue to educate drivers about the importance of street safety and safe driving practices. Nine TLC-approved education providers offer mandatory, in-person training to all new applicants and renewing licensees for TLC driver licenses. The pre-licensure 3-Day TLC Driver Education Course prepares applicants for a professional driving career, as well as the TLC Driver License Exam, which is administered at a TLC-authorized test center. All TLC-licensed drivers are also required to complete a continuing education course every three years as a condition of their license renewal. In Fiscal 2025, approximately 53,000 applicants and licensees took the 3-Day TLC Driver Education Course and the TLC Driver License Renewal Course.

The training curriculum for new and renewing drivers includes a specialized Vision Zero training developed specifically for for-hire drivers. The training covers the goals of Vision Zero, safe driving practices, strategies to reduce reckless driving and driver fatigue, updated road designs, guidance on sharing the road with cyclists, and the role that professional drivers play in promoting safe driving culture to prevent fatal crashes.

At TLC-approved education providers, applicants and licensees are provided with professional and practical hands-on training to support their work as professional drivers and enhance public safety. These education initiatives reflect TLC's commitment to the continued safety of its licensed professional drivers and the public.

DCAS' Vision Zero and defensive driving program continued to see high participation, with over 8,000 attendees in Fiscal 2025, surpassing its Fiscal 2025 target of 7,000 participants. DCAS rolled out an updated curriculum that debuted in Fiscal 2025 for City fleet operators and finalized training curriculums for school bus operators and contractor drivers, in accordance with Executive Order 39 of 2024 (EO 39) signed in February 2024. EO 39 is one of the nation's leading initiatives to address visual impairment for truck operations. EO 39, which took full effect for contractors on July 1, 2025, significantly expands safety requirements for both City and contracted fleets and requires contractors to invest in telematics, surround cameras, and training, and they must issue written safety plans. In Fiscal 2025, DCAS concentrated its outreach on the contractor and vendor community to explain the safety plans and technology upgrades required under EO 39. In July 2024, DCAS presented to the Trucking Association of New York—representing hundreds of members, many of whom hold City contracts—on EO 39's requirements, including measures to address visual impairments for trucks and Local Law 108 of 2021, which requires truck sideguards. In October 2024, DCAS partnered with BIC to present these new rules to BIC regulated fleets. Outreach and engagement around EO 39 will continue as these requirements become active in more and more City contracts.

In October 2024, DCAS held the ninth annual Fleet Safety Forum. This year's event saw record attendance levels, reaching full capacity for the first time in the event's history. The forum began with an announcement of the expansion of the City's Intelligent Speed Assistance (ISA) program to 500 vehicles, with the 150 latest installations targeting the City fleet's worst speeders. The announcement coincided with the release of DCAS' two-year ISA pilot study, which was completed in partnership with the US DOT Volpe Center (Volpe).

At the 2025 Fleet Safety Forum, DCAS also hosted the first ever award ceremony for the safest drivers across the entire City fleet as identified through telematics and the DCAS Fleet Office of Real Time Tracking (FORT). Three drivers from

DOT, FDNY, and the Department of Buildings (DOB) were recognized for their exemplary safe telematics scores, each with zero crashes, zero tickets, no seatbelt alerts, and single digit speeding alerts, despite driving over 8,000 miles annually.

In May 2025, DCAS hosted the 36th annual NYC Vehicle and Equipment Show in Flushing Meadows Corona Park, in Queens. Over 1,000 attendees walked the park paths and visited the over 200 participating vendors from the fleet safety, sustainability, and operations industries. The Chairman from the National Safety Council was among those in attendance and spoke on fleet safety during the event.

FLEETS

Just as roads are redesigned based on analysis and engineering, vehicles can be redesigned to be safer for drivers, occupants, pedestrians, and other vulnerable road users. It was not until 1950 that the first seatbelt was offered in American made cars, and seatbelt usage was not mandated in New York State until 1984. The National Highway Traffic Safety Administration (NHTSA) five-star safety program was established in 1993, rollover testing ratings in 2001, and pedestrian warning systems were introduced in 2018. These vehicle enhancement measures have markedly improved the safety of such vehicles, and their widespread implementation proves that introducing and familiarizing drivers with new safety features is feasible on a large scale.

In October 2024, DCAS and Volpe released a study of the City's ISA program, which at that time had just reached 500 units. 150 ISA units in the study were chosen based on the high speeding frequency, tickets, and telematics alerts. This population of at-risk vehicles were studied before and after ISA activation, and the results were included along with a study comparing the 300 original installations with a control group that did not have ISA. The study found that vehicles with ISA activated demonstrated a 64 percent reduction in speeding, while the control group experienced a 10 percent increase in speeding over the same time period. Moreover, ISA had a stronger effect in higher speed limit zones and on vehicles with more severe speeding records. DCAS plans to expand the ISA initiative to an additional 1,600 vehicles through federal DOT grant support.

DCAS will continue reducing excessive speeding and at-risk driving through safety reporting and live alerts from FORT. Since the release of its results in October 2024, several other states have introduced and even passed "Super Speeder" bills, or bills requiring ISA be installed on private vehicles with severe and pervasive speeding records. DCAS is proud that its work has led to such efforts and looks forward to continuing its support.

In January 2025, DCAS and Volpe released the second update to the Safe Fleet Transition Plan (SFTP), last updated in November 2018. The SFTP serves as DCAS' guiding document for required, best practice, and exploratory safety equipment. In the 2025 update, DCAS announced the completion of over 100,000 safety upgrades to City vehicles under the SFTP. Other key updates included recategorized surround cameras as required technology for any conventionally designed truck cab, mirroring the requirements in EO 39. The SFTP update also mandated lane departure warnings on City vehicles for the first time and upgraded ISA from exploratory to best practice technology. Another technology, Pedestrian Turn Alerts (PTAs) for trucks, was also given the best practice technology designation.

In the latter half of Fiscal 2025, DCAS aligned reporting with the new SFTP requirements and expanded its fleet of ISA and PTA equipped vehicles. By the end of Fiscal 2025, an additional 200 vehicles were equipped with ISA and 100 with PTAs, bringing the totals of each to 700 and 301, respectively. DCAS will continue to expand use of these technologies in Fiscal 2026, with future ISA installations targeting high-risk vehicles identified through driving records and telematics data.

In Fiscal 2025, DCAS continued implementation of EO 39 in collaboration with the Law Department, the Mayor's Office of Contract Services, and the Mayor's Office of Operations by developing a contract rider related to EO 39 to help contractors plan for these safety requirements during their bidding process. EO 39 governs new contracts only.

Fleet safety for the City remains a top priority under EO 39. In Fiscal 2025, DCAS received 649 vehicles equipped with truck surround cameras and the Agency expects hundreds more to be delivered in Fiscal 2026. Additionally, DCAS was selected in September 2024 for its second ever Safe Streets for All (SS4A) grant. This is a $2.4 million dollar grant to retrofit 600 in-service trucks with surround camera systems. DCAS will begin rolling out this important retrofit project in Fiscal 2026.

DATA-DRIVEN SOLUTIONS

Although the burden of traffic injuries and fatalities in the City is well documented, many questions remain about the causes of crashes and the impact of prevention measures. By collecting and analyzing data, Vision Zero agencies continue to improve their understanding of roadway incidents to support better decision making. In Fiscal 2025, the Vision Zero Data Working Group, with the Department of Design and Construction's (DDC's) Town+Gown:NYC, conferred the inaugural Vision Zero Research Award to a winner and two honorable mention recipients at the annual Research on the Road symposium. The annual symposium connects City agency staff with external research partners, including academic institutions, to promote and advance Vision Zero goals.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
Total Vision Zero-related moving summonses issued	NYPD/ TLC	307,783	361,357	418,901	383,970	417,324	*	*	Up	Up
— NYPD	NYPD	298,377	342,858	404,188	371,006	403,105	*	*	Up	Up
— TLC	TLC	9,406	22,249	17,575	12,271	14,219	*	*	Neutral	Up
★ Speed humps and cushions installed	DOT	104	262	231	443	224	250	250	Up	Up
Older Adult Centers partnering with DOT to increase feedback on street safety improvements	DOT	82	203	222	214	334	*	*	Up	*
Bicycle lane miles installed	DOT	65.3	62.3	47.7	63.7	51.8	50.0	50.0	Down	*
— Protected	DOT	29.2	33.2	25.9	32.9	27.5	*	*	Neutral	Up
Leading pedestrian intervals installed	DOT	256	801	320	313	316	300	300	Down	Up
★ Intersections with accessible pedestrian signals installed (CY)	DOT	211	273	605	950	772	900	900	Up	Up
City employees trained in defensive driving citywide (total)	DCAS	6,671	7,054	2,253	11,552	8,037	7,000	7,000	Up	Up
Motorcycle seizures	NYPD	NA	7,395	10,409	7,714	5,960	*	*	NA	*
Moped/Scooter seizures	NYPD	NA	2,773	5,509	20,456	16,674	*	*	NA	*

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

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published data related to traffic fatalities was amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the date of the crash. Data changes include: 'Total traffic fatalities' for Fiscal 2024 was changed from 274 to 276, 'Pedestrian fatalities' for Fiscal 2024 was changed from 118 to 119, and 'Motorized two-wheel vehicle fatalities' was changed from 98 to 99.

- Previously published street safety indicators were amended to reflect the most up to date data. Data changes include:

  – 'Speed humps and cushions installed': Fiscal 2024 was changed from 433 to 443.

  – 'Bicycle lane miles installed': Fiscal 2022 was changed from 61.0 to 62.3 and Fiscal 2024 was changed from 63.8 to 63.7.

  – 'Bicycle lane miles installed — Protected': Fiscal 2022 was changed from 31.9 to 33.2.

  – 'Leading pedestrian intervals installed': Fiscal 2024 was changed from 314 to 313.

  – 'Intersections with accessible pedestrian signals installed (CY)': Fiscal 2021 was changed from 206 to 211, Fiscal 2022 was changed from 373 to 273, and Fiscal 2024 was changed from 998 to 950.

- 'Speed boards deployed' was removed as DOT no longer tracks their deployment.
- 'Speed reducers installed' was amended to 'Speed humps and cushions installed' to clarify what is measured.
- 'Senior centers partnering with DOT to increase feedback on street safety improvements' was renamed to 'Older Adult Centers partnering with DOT to increase feedback on street safety improvements' to match updated language used by NYC Aging.

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-crosswalk-signals-over-the-next-10-years/
- New York City Intelligent Speed Assistance Pilot Evaluation:
  https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc-intelligent-speed-assistance-pilot-evaluation-2024-oct.pdf
- 2025 NYC Safe Fleet Transition Plan Update:
  https://www.nyc.gov/assets/dcas/downloads/pdf/fleet/2025/nyc-safe-fleet-transition-plan-update-2025.pdf

Collaborating to Deliver Results

THE GUN VIOLENCE PREVENTION TASK FORCE

PARTNER AGENCIES & OFFICES

- NYPD
- DOHMH
- DYCD
- ACS
- OCME
- DOC
- DHS
- DOP
- HHC
- HPD
- HRA
- NYCHA
- DPR
- SBS

- Mayor's Office of Criminal Justice
- New York City Public Schools
- Mayor's Office for Economic Opportunity
- Mayor's Office to End Domestic and Gender-Based Violence
- Mayor's Office of Equity and Racial Justice
- Mayor's Office of Food Policy
- NYC Talent

INITIATIVE OVERVIEW

The Gun Violence Prevention Task Force (GVPTF), also referred to as the Task Force, established in June 2022, is tasked with stopping the rise in gun violence by using a public health and community-development approach to address its root cause: long-term disinvestment in the programs and services that make and keep New York City's neighborhoods safe. From housing to jobs, mental health, policing, vibrant public spaces, and opportunities for the youngest New Yorkers to thrive, the Task Force's goal is to prevent gun violence now and into the future. Since its inception, GVPTF has operated under the belief that gun violence is a symptom of a lack of access to economic, social, educational, and healthcare resources. To that end, GVPTF sets an ambitious vision and mission for New York City:

> Vision: All New Yorkers live in safe communities and are free from gun violence.
>
> Mission: Address the upstream causes of violence in impacted communities to reduce shooting incidents and ensure that children and their families, young adults, and formerly incarcerated New Yorkers have full access to the opportunities that help them thrive.

In July 2023, GVPTF launched its Blueprint for Community Safety, which focuses on strategies to address the root social determinants of gun violence. Certain neighborhoods face a disproportionate amount of social and economic challenges that impair residents' health and produce trauma. Left unaddressed, this trauma can yield violence that spurs more trauma and perpetuates a lethal cycle. Since the GVPTF first launched, it has continued to work with the six precincts that had the highest rates of gun violence in 2022; Brownsville and Ocean Hill in Brooklyn (the 73rd), East New York and Cypress Hill in Brooklyn (the 75th), Port Morris, Mott Haven and Melrose in the Bronx (the 40th), Morrisania, Claremont and Crotona Park in the Bronx (the 42nd), Grand Concourse, Bronx Terminal Market and Yankee Stadium in the Bronx (the 44th), Wakefield, Woodlawn, Baychester and Williamsbridge in the Bronx (the 47th.) The neighborhoods these precincts service, reflect the historic disinvestment and quality of life challenges that GVPTF seeks to address. The Task Force has implemented a holistic approach to healing, prevention, and care tailored to each neighborhood, reversing disinvestment by bringing resources into communities through public-private partnerships. GVPTF is responsible for coordination and collaboration among federal agencies and between City agencies, elected officials, community-based organizations and key community stakeholders to deliver on this goal.

GVPTF and its partner agencies work towards this holistic strategy for gun violence reduction across seven focus areas named in the Blueprint: early intervention, housing, employment and entrepreneurship, trauma-informed care, community and police relations, navigation and benefits, and community vitality. Beginning with its first year of implementation, the GVPTF has demonstrated the value of robust and deep collaboration between City agencies and community partners. Through intentional and consistent communication, the Task Force has aligned multi-agency, cross-sector stakeholders towards the unified goal of reducing gun violence.

In Fiscal 2025, there was an overall downward trend in gun violence citywide. Notably, incidences of gun violence reached a record low in Brooklyn during this fiscal year, and August 2024 had the fewest number of shootings ever reported for any August since the launch of CompStat in 1994. CompStat is a data-driven policing strategy developed by the New York Police Department (NYPD) that involves the collection and analysis of crime data to inform policing decisions and drive crime reduction initiatives. These statistics reflect a significant stride towards the goal of reducing gun violence and enhancing community safety. Despite these important achievements, there is still work to be done.

In February 2025, the GVPTF moved from the office of the Deputy Mayor for Strategic Initiatives to the Department of Youth & Community Development (DYCD) but the Deputy Mayor remains the co-chair of the Task Force. The move to DYCD demonstrates the continued commitment to a community-based approach to gun violence reduction and public safety improvements across New York City communities experiencing the highest levels of gun violence.

EARLY INTERVENTION

The Early Intervention strategy involves providing timely and targeted support to individuals, especially young children, to address developmental delays, disabilities, or other risks of poor outcomes before they become more severe. Low attendance rates, poor educational attainment, and lack of access to training programs can impact a student's sense of safety and belonging. Interventions to mitigate these impacts include improving educational opportunities, providing better support in schools and ensuring that young people have positive mentors and networks.

Average daily school attendance measures the outcome of the Task Force's work to engage students more deeply in career and education services. In Fiscal 2025, the GVPTF worked closely with NYC Public Schools (NYCPS) and DYCD to ensure programming was focused on the six priority neighborhoods. Although the average daily attendance in public schools citywide remained relatively constant, 89.6 percent, for the school-year 2024 to 2025 as it was for the previous school-year, it remains two percent below the Department of Education's target of 92.0 percent.

Beacon and Cornerstone programming, though not inclusive of all GVPTF activity, demonstrate the City's commitment to providing opportunities for increased early educational opportunities, offering better support in schools, and providing mentors and positive networks for youth. This type of support and engagement helps prevent youth from becoming involved in gun violence and consequently increases community safety. Beacon programs, which offer a range of services during after-school, evening, and Saturday hours, enrolled 62,292 youth participants and 17,353 adults in Fiscal 2025, representing increases of 10 percent and four percent respectively compared to Fiscal 2024, as programs offered increased opportunities for family-focused experiences. Cornerstone programs, which provide academic, extracurricular, and skill development programming year-round for all ages, operated in 99 community centers located in New York City Housing Authority (NYCHA) developments, served 21,122 young people, an increase of 11 percent, as youth engaged with strategic partnership opportunities such as basketball tournaments and community service projects. Cornerstone programs served 6,725 adults in Fiscal 2025, a decrease of five percent from Fiscal 2024. The Beacon and Cornerstone programs continue to be successful, for not only the youths, but for adults as well. For each group of people, the targeted number of participants for the full fiscal year was easily surpassed by the actual number of participants of youths and adults. These programs continue to offer many activities including life skills, civic engagement and recreation just to name a few.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average daily attendance in public schools (%)	DOE	89.5%	88.1%	89.4%	89.6%	89.8%	92.0%	92.0%	Neutral	Up
– Elementary/middle	DOE	91.7%	89.7%	90.5%	90.8%	91.1%	92.6%	92.1%	Neutral	Up
– High school	DOE	85.2%	84.6%	86.8%	87.0%	87.1%	87.7%	87.7%	Neutral	Up
Youth participants at Beacon programs - Full fiscal year	DYCD	15,510	29,706	49,210	56,525	62,292	55,200	55,200	Up	*
Youth attendance at Beacon program events – Full fiscal year	DYCD	14,248	34,255	33,363	49,005	57,561	*	*	Up	*
Youth participants in Beacon programs - Summer	DYCD	2,701	10,295	12,450	14,084	18,730	9,200	9,200	Up	Up
Adult participants in Beacon programs - Full fiscal year	DYCD	4,617	9,417	13,043	16,712	17,353	9,200	9,200	Up	*
Adult attendance in Beacon program events - Full fiscal year	DYCD	27,068	31,084	36,623	65,992	68,612	*	*	Up	*
Youth participants in Cornerstone programs - Full fiscal year	DYCD	13,488	15,991	17,895	19,065	21,122	15,704	15,796	Up	Up
Adult participants in Cornerstone programs - Full fiscal year	DYCD	5,304	6,337	7,471	7,074	6,725	3,565	3,582	Up	Up

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

HOUSING

The Housing strategy aims to increase the availability of housing and improve the quality of existing housing for residents of the six priority precinct areas, as well as providing access to economic opportunities for residents and local vendors. Within this strategy, the Task Force and its partners seek to address the lack of affordable housing units, the poor condition of NYCHA housing stock, and the lack of economic opportunities related to housing development for local vendors.

The total number of affordable housing starts increased in Fiscal 2025 to 28,281 units. This number exceeded the target set by the Department of Housing and Development (HPD) by 41 percent, or more than 8,000 units. The City plans to build upon this success in Fiscal 2026 with projects like the Jamaica Neighborhood Plan in Queens. This plan would update the area's zoning code to create over 12,000 new homes across 230 City blocks.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total affordable housing starts (units)	HPD	29,826	17,022	24,689	25,552	28,281	20,000	20,000	Neutral	*

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

EMPLOYMENT AND ENTREPRENEURSHIP

The Employment and Entrepreneurship strategy improves access to employment programs, thus reducing the impact economic insecurity has on youth and justice-involved individuals. The strategy provides youth job training and entrepreneurship classes while encouraging local hiring. DYCD's youth workforce development programs have experienced tremendous growth during the last four years, recognizing the need to engage youth at the tail-end of the COVID-19 pandemic as well as strengthening the pipeline of local talent to support New York City's economic recovery. As a member of the Task Force, DYCD has committed to growing outreach and recruitment strategies in the six priority precincts to better serve young New Yorkers residing or going to school in these areas.

The Summer Youth Employment Program continues to demonstrate its success by increasing the number of participants each and every year. The number of participants in Summer Youth Employment Program (SYEP) increased for a fourth consecutive year to 97,004 participants in Fiscal 2025, one percent more than last year to another record high—nearly triple the amount from Fiscal 2021. The amount of SYEP stipends and wages paid increased 12 percent, nearly six times the amount in Fiscal 2021.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Eligible Summer Youth Employment Program (SYEP) applicants placed in compensated internships (%)	DYCD	26%	49%	55%	54%	53%	*	*	Up	Up
★ Participants in Summer Youth Employment Program (SYEP)	DYCD	35,198	74,884	91,270	95,563	97,004	95,000	95,000	Up	Up
Total SYEP stipends and wages paid ($000,000)	DYCD	$24.7	$97.4	$117.6	$124.6	$139.9	$124.6	$124.6	Up	Up

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

TRAUMA-INFORMED CARE

The Trauma-Informed Care strategy was created to enhance mental health support for youth and individuals with diagnosed mental illnesses and ensure appropriate health crisis responses. Within this strategy, the Task Force and its partners seek to address the need for comprehensive mental health services and crisis interventions citywide to reduce the reliance on law enforcement for care, the lack of trauma-informed programming for justice-involved individuals, the need for support for victims of community violence in hospitals, and extended hours for community and health services.

One way the City seeks to address trauma is through hospital-based violence intervention programs (HVIP). These programs provide comprehensive, trauma-informed care and social support to individuals injured by violence, aiming to reduce the cycle of violence by offering safety planning, crisis support, and connections to resources like job training and housing assistance, extending care beyond the hospital walls. In Fiscal 2025, the number of eligible HVIP patients who received conflict mediation services increased 12 percent compared to Fiscal 2024 to 1,784 patients. This increase can be attributed to a multitude of factors. During Fiscal 2025, all HVIP programs continued to build out and refine their response protocols which resulted in more coverage. The team at the Department of Health and Mental Hygiene that runs the City's HVIP programming both increased the frequency of trainings offered to Hospital Responders to meet their needs, and continued to provide regular technical assistance to HIVP programs to ensure the effective implementation of their protocols. The HVIP trainings increased by four sessions this fiscal year to 14 sessions, and the number of participants increased by 48 percent, going from 120 in Fiscal 2024 to 178 in Fiscal 2025. Additionally, there was a 22 percent increase in the health-led crisis response and community-based de-escalations year over year.

The Department of Health and Mental Hygiene runs the program Vibrant Emotional Health, NYC 988. If someone dials the toll-free number, 988, they get connected to free confidential crisis counseling, mental health and substance use support, information and referrals. Having originally launched in 2016 as NYC Well, it transitioned into Vibrant Emotional Health in September 2023 and continues to be a resource New Yorkers can count on.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Eligible hospital-based violence intervention program (HVIP) patients who received conflict mediation services	DOHMH	1,330	1,202	1,220	1,600	1,784	*	*	Up	Up
Eligible hospital-based violence intervention program (HVIP) patients who received conflict mediation services at partner hospitals (%)	DOHMH	76%	83%	69%	64%	66%	*	*	Down	Up
Hospital-based violence intervention programs (HVIPs) trainings	DOHMH	4	4	8	10	14	*	*	Up	Up
Hospital-based violence intervention programs (HVIP) training participants	DOHMH	65	72	316	120	178	*	*	Up	Up
Youth served by Atlas	DYCD	171	373	653	884	1,137	1,225	1,225	Up	Up
Health-led crisis response and community-based de-escalations	DOHMH	NA	NA	NA	8,145	9,970	*	*	NA	*

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

COMMUNITY AND POLICE RELATIONS

The Community and Police Relations strategy is to cultivate strong relationships of mutual trust between law-enforcement agencies, primarily the New York Police Department (NYPD), and communities to maintain public safety and ensure effective policing so that neighborhoods are safe, thriving and free of gun violence. The Task force recognized how important and critical to the safety of neighbors was improving the relationship between the NYPD and the communities, especially among young people, and to create spaces for the community to discuss and create collaborative solutions with the NYPD.

In April 2025, GVPTF released a negotiated acquisition solicitation for GVPTF's Neighborhood Safety Councils (NSCs). DYCD sought to identify Community Based Organizations (CBOs) to provide services for the Task Force's Neighborhood Safety Councils in seven high-need precincts across the City (67th, 73rd, 75th, 40th, 42nd, 44th, 47th). The 67th precinct, East Flatbush and Remsen Village in Brooklyn, was added to the original six priority precincts due to the high number of gun incidents in Fiscal 2024. GVPTF will use the Neighborhood Safety Councils to mobilize strategic partnerships and resources to address the upstream root causes of neighborhood gun violence. The NSCs will empower community leaders to co-design, implement, and monitor safety initiatives.

NAVIGATION AND BENEFITS

The Navigation and Benefits strategy seeks to provide effective support for justice-involved families, increasing their access to government benefits and helping them navigate government programs which improves the lives of City residents and reduces gun violence.

The Administration for Children Services' Fair Future partnership seeks to provide dedicated coaches and tutors, employment and housing specialists for youth in foster care ages 11 to 21. Youth in foster care receiving Fair Futures services increased five percent to 4,330 between Fiscal 2024 and Fiscal 2025. This increase in youth engagement can be attributed to a steadily growing number of coaches serving young people in foster care as well as strong youth engagement and messaging strategies.

Engaging residents in recreation programing is a great way to foster safe communities, and the Department of Parks and Recreation has been doing public outreach about their offerings for years. As such, recreation memberships increased 10 percent in Fiscal 2025 from Fiscal 2024 to 156,078 memberships, up for a third consecutive year.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Youth in foster care receiving Fair Futures services	ACS	2,946	3,172	3,932	4,115	4,330	*	4,686	Up	Up
★ Recreation center memberships	DPR	142,915	100,385	117,116	141,486	156,078	⇧	⇧	Up	Up

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

COMMUNITY VITALITY

The Community Vitality strategy was created to generate more vibrant, healthy neighborhoods, free from gun violence through the creation and improvement of community centers, parks, playgrounds, and other physical infrastructure and programs. The Task Force identified the need to improve and maintain infrastructure and programming in public spaces, the lack of resources for community gardens in priority neighborhoods, and the lack of capacity and budget constraints community-based development organizations and business improvement districts face in implementing new public projects.

The Department of Parks are Recreation invests a lot into increasing community vitality by expanding green space citywide. The number of new or renovation green space construction projects initiated in priority neighborhoods increased from seven in Fiscal 2024 to 12 in Fiscal 2025.The construction occurred in five of the original six high priority neighborhoods. At least half of the projects were completed this fiscal year, and these spaces are currently being enjoyed by the public.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
New or renovation green space construction projects initiated in priority neighborhoods	DPR	NA	NA	NA	7	12	7	7	NA	*

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2023 data for school attendance indicators in Goal 1a were revised after routine data review. 'Elementary/Middle School attendance (%)' was changed from 90.6 to 90.5; 'High School attendance (%)' was changed from 86.9 to 86.8;
- The values for the indicator 'Total affordable housing starts (units)' have been revised up for Fiscal 2021 from 29,447 to 29,826, for Fiscal 2022 from 16,960 to 17,022, for Fiscal 2023 from 24,273 to 24,689, for Fiscal 2024 from 25,266 to 25,552.

ADDITIONAL RESOURCES

For additional information go to:

- Blueprint for Community Safety:
  https://www.nyc.gov/assets/home/downloads/pdf/press-releases/2023/Blueprint-Community-Safety.pdf
- Recreation Centers: NYC Parks:
  https://www.nycgovparks.org/facilities/recreationcenters
- Atlas—NYC—Mayor's Office of Criminal Justice:
  https://criminaljustice.cityofnewyork.us/programs/atlas/
- Violence: A Health Issue:
  https://www.nyc.gov/site/doh/health/neighborhood-health/anti-violence.page
- SYEP—DYCD:
  https://www.nyc.gov/site/dycd/services/jobs-internships/summer-youth-employment-program-syep.page
- 911 Mental Health Response—Mayor's Office of Community Mental Health:
  https://mentalhealth.cityofnewyork.us/b-heard
- 988—NYC Health:
  https://www.nyc.gov/site/doh/health/health-topics/nyc-well.page
- Vital Parks for All: NYC Parks:
  https://www.nycgovparks.org/about/vital-parks/
- Neighborhood Opportunity Network:
  https://www.nyc.gov/site/neon/index.page
- Jobs NYC:
  https://www.nyc.gov/site/wkdev/recent-initiatives/jobs-nyc.page
- Project PIVOT:
  https://www.schools.nyc.gov/school-life/school-environment/project-pivot
- Beacon Programs—DYCD:
  https://www.nyc.gov/site/dycd/services/after-school/beacon.page
- Cornerstone—DYCD:
  https://www.nyc.gov/site/dycd/services/after-school/cornerstone.page
- Work, Learn & Grow Employment Program—DYCD:
  https://www.nyc.gov/site/dycd/services/jobs-internships/work-learn-grow-employment-program.page
- Brownsville Plan—HPD:
  https://www.nyc.gov/site/hpd/services-and-information/brownsville.page
- Office of Neighborhood Safety:
  https://www.nyc.gov/site/dycd/services/office-of-neighborhood-safety.page

Collaborating to Deliver Results

HOUSING OUR NEIGHBORS: A BLUEPRINT FOR HOUSING AND HOMELESSNESS

PARTNER AGENCIES & OFFICES



- HPD
- NYCHA
- DOHMH
- DCP
- H+H
- DYCD
- DOB
- DSNY

- New York City Housing Development Corporation
- Department of Social Services
- Mayor's Office of Climate and Environmental Justice
- Mayor's Office to Protect Tenants
- Mayor's Office of Housing Recovery Operations
- The Mayor's Office to End Domestic and Gender-Based Violence

INTRODUCTION

Housing our Neighbors: A Blueprint for Housing and Homelessness (the Blueprint) takes a comprehensive approach to the housing crisis in New York City, prioritizing access to affordable, high-quality housing for all New Yorkers, including but not limited to households experiencing homelessness, New York City Housing Authority (NYCHA) residents, families, single New Yorkers, renters, and homeowners. Increasing the supply of housing, affordable housing especially, is crucial to addressing the City's housing crisis. The strategies of the Blueprint have been executed with a keen focus on racial equity, a determination to serve the most vulnerable New Yorkers, and a comprehensive approach to help New Yorkers and their communities thrive.

Since the Blueprint's launch, dozens of City agencies and offices have collaborated to provide the housing solutions that New Yorkers need. This historic effort includes more than $28 billion investment in the creation and preservation of affordable homes, including an investment of $2 billion in capital funds across Fiscal 2025 and Fiscal 2026 to the Department of Housing Preservation and Development (HPD) and NYCHA's capital budgets. The Blueprint's strategies and initiatives are underway to meet its five core goals: transform NYCHA, address homelessness and housing instability, create and preserve affordable housing, improve the health and safety of New Yorkers, and reduce administrative burden. The following is an update on the progress made across these goals in Fiscal 2025.

TRANSFORM NYCHA

Transforming NYCHA is a major pillar of the City's plan to spur housing development and improve its housing stock. For too long, NYCHA was excluded from citywide housing plans, but recently the City has worked to both protect NYCHA units through innovative funding sources and to improve the quality of life for NYCHA residents. With over 350,000 of the lowest-income New Yorkers in its public housing and Permanent Affordability Commitment Together (PACT) portfolio, and an additional 169,000 low-income residents in its Section 8 voucher programs, NYCHA is a critical component of the City's affordable housing planning. With funding unlocked through PACT and the New York City Public Housing Preservation Trust, as well as through NYCHA's Comprehensive Modernization program, NYCHA is making much needed renovations to dramatically improve residents' quality of life while preserving their rights and protections and connecting them with employment opportunities. As such, Housing Our Neighbors charts a new approach to put NYCHA, the most critical piece of affordable housing infrastructure in New York City, at the top of the City's list of housing priorities and needs.

As part of efforts to transform NYCHA, NYCHA's Asset and Capital Management Division implemented improvements in planning and project management from Fiscal 2022 to Fiscal 2024 that led to an eight percentage-point increase in the percentage of active capital projects on schedule or with minor delay in Fiscal 2025. Also in Fiscal 2025, NYCHA converted

5,434 apartments to Project-Based Section 8 housing through PACT, a 46 percent increase from the previous fiscal year. To date, NYCHA has used the PACT program to convert 27,185 apartments at 101 developments, representing over $7.95 billion in capital repairs across the City. Additional improvements in Fiscal 2025 include a drop in average days to complete maintenance work orders by 19% from 5.03 days in Fiscal 2024 to 4.06 days in Fiscal 2025. While still facing incredible challenges with the aging infrastructure and staggering capital needs, NYCHA has seen improvement for work order timeliness 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. Additional progress in Fiscal 2025 includes:

Announced Financial Closings of PACT Modernization Projects Across the City

- **Frederick Samuel Apartments:** In September 2024, NYCHA and the New York City Housing Development Corporation (HDC) closed on the $383.6 million PACT financing of Frederick Samuel Apartments in Harlem, Manhattan, in partnership with Minority-owned Business Enterprises (MBEs) Genesis Companies and Lemor Development Group. As a result, more than 1,200 residents living in 660 apartments across 40 residential buildings will benefit from comprehensive repairs, guaranteed affordability, and ongoing tenant protections. The project will also bring two dedicated social services staff who will be on site to assess residents' needs, connect them with resources and services, and provide community programming.

- **Boston Secor, Boston Road Plaza, and Middletown Plaza:** In October 2024, NYCHA and HDC closed on the $419.6 million financing of the PACT project, with Beacon Communities, Kalel Companies, and MBD Community Housing Corporation, that will fund comprehensive repairs for nearly 1,600 residents, including nearly 600 seniors, living in 951 apartments across six buildings of the Boston Secor, Boston Road Plaza, and Middletown Plaza developments in the Bronx.

- **Manhattanville:** In December 2024, NYCHA closed on the $222 million financing of the PACT project, with MBE Apex Building, Gilbane Development Company, and the non-profit organization West Harlem Group Assistance, which will fund comprehensive repairs for 2,900 residents living in 1,272 apartments across the Manhattanville campus in West Harlem, Manhattan. These repairs were also partially financed by capital generated by the sale of the campus' unused development rights to adjacent property owners.

- **Eastchester Gardens:** In March 2025, NYCHA closed on the $391 million financing of the PACT project, with MDG Design + Construction, Infinite Horizons, and Wavecrest Management, that will fund comprehensive repairs for 1,850 residents living in 877 apartments across 10 residential buildings in the Eastchester Gardens campus in the Bronx.

- **Northwest Bronx Scattered Sites:** In June 2025, NYCHA closed on $539.7 million financing of the PACT project, with Arker Companies, Dabar Development, Partners, a Minority and Woman-Owned Business Enterprise (M/WBE), and SBV RE Investments LLC, that will fund comprehensive repairs for 3,000 residents living in 1,669 apartments in 14 buildings across eight developments in the Bronx.

Mobilized Engagement for the NYCHA Preservation Programs

- **Coney Island Houses and Coney Island I:** In August 2024, NYCHA announced the results of two separate, simultaneous resident votes at Coney Island Houses and Coney Island I (Site 1B) developments in Brooklyn over whether to remain in the Section 9 program, convert to the PACT Program, or join the Public Housing Preservation Trust. Residents of the Coney Island Houses elected to keep their development under the traditional Section 9 model, and Coney Island I (Site 1B) residents elected to enter the Public Housing Preservation Trust.

- **Randal Avenue-Balcom Avenue and Throggs Neck Addition:** In March 2025, NYCHA kicked off the resident engagement process for two separate, simultaneous resident votes at Randal Avenue-Balcom Avenue and Throggs Neck Addition developments in the Bronx. In April 2024, it was announced that Randall Avenue-Balcom Avenue elected to enter the PACT program while residents of Throggs Neck Addition elected to keep their development under the traditional Section 9 model. NYCHA estimates it will take $121 million for Randall Avenue-Balcom Avenue and nearly $134 million for Throggs Neck addition to be brought into a state of good repair.

- **Hylan Houses:** In August 2024, NYCHA kicked off the resident engagement process for the residents of Hylan Houses in Bushwick, Brooklyn, to vote on the available funding models to address repairs. The resident vote in November 2024 resulted in a tie between the Preservation Trust and PACT program. In February 2025, NYCHA held a tie-breaking runoff vote between the Trust and PACT, which resulted in a vote to join the Preservation Trust.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
★ Active capital projects on track or with minor delays (%)	NYCHA	NA	NA	NA	67.2%	75.4%	75.0%	75.0%	NA	Up
PACT Portfolio — Developments preserved	NYCHA	17	8	4	25	14	*	*	Up	*
PACT Portfolio — Units preserved	NYCHA	1,718	5,909	2,597	3,728	5,434	9,000	9,000	Up	*
PACT Portfolio — Cumulative developments preserved	NYCHA	50	58	62	87	101	*	*	Up	*
PACT Portfolio — Cumulative units preserved	NYCHA	9,517	15,426	18,023	21,751	27,185	*	*	Up	*
Average time to complete maintenance work orders (days)	NYCHA	NA	8.10	6.23	5.03	4.06	*	7.00	NA	Down
Average time to complete skilled trades and vendor work orders (days)	NYCHA	NA	77.40	109.04	133.37	129.65	*	*	NA	Down
★ Units abated for lead	NYCHA	NA	621	3,267	5,037	5,295	⇧	⇧	NA	Up

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

ADDRESS HOMELESSNESS AND HOUSING INSTABILITY

The City has made several recent investments to break the cycle of housing instability and homelessness throughout the five boroughs. With a committed effort to connect formerly homeless New Yorkers to permanent housing, providing rental assistance, and unveiling plans and opening shelters, the City has made key inroads to increase housing stability and prevent homelessness.

In Fiscal 2025, the Department of Homeless Services (DHS) helped 22,965 households move out of shelters and into permanent housing, 23 percent higher than last fiscal year. Efforts by DHS and their contracted shelter providers to expedite housing placements throughout the year helped to drive these increases, including the expansion of the City Fighting Homelessness and Eviction Prevention Supplement rental subsidy, or CityFHEPS. Additionally, in Fiscal 2025, HPD completed 2,324 units for homeless households, remaining relatively steady since Fiscal 2024. This figure includes 738 supportive units, a 17 percent decrease from the previous fiscal year. HPD continues to work proactively with its development partners to ensure the timeliness of project completion schedules, including those that serve homeless and supportive populations. Recent accomplishments include:

- **Increased street outreach:** In August 2024, the City announced that the Street Homelessness Advocacy Project (SHAP) increased the percentage of homeless New Yorkers they are assisting in moving voluntarily off the streets and into some form of supportive programing from an approximate 33 percent success rate in the project's first year (Fiscal 2024) to almost 50 percent in its second year (Fiscal 2025). SHAP is a volunteer outreach initiative that aims to build relationships and provide direct support to those experiencing homelessness.

- **Made it easier to replace aging and substandard shelters with high-quality facilities:** In August 2024, DSS, HDC, and SeaChange Capital Partners announced the disbursement of the first ever loan, totaling $3.75 million, from the New York City Shelter Acquisition and Predevelopment Fund to the nonprofit shelter services provider Urban Resource Institute (URI). The loan will cover the acquisition and predevelopment expenses required for shelter development and allow URI to develop, own, and operate this state-of-the-art 84-unit shelter facility for families with children experiencing homelessness. The fund was first announced in Calendar 2023 to help nonprofit homeless service providers to build, own, and operate shelters.

- **Cracked down on discrimination against tenants based on their source of income:** In August 2024, the NYC Commission on Human Rights (CCHR) announced the largest civil rights settlement in City history for a housing discrimination settlement against Parkchester Preservation Management that will hold the company accountable for discriminating against voucher holders. CCHR imposed $1 million in civil penalties, the highest ever ordered for

violations under the housing provisions of the New York City Human Rights Law and secured 850 apartment units to be set aside for housing voucher holders, the most ever secured in a CCHR settlement.

- **Committed to provide emergency rental assistance to NYCHA residents:** In October 2024, NYCHA announced two new programs to provide up to $185 million in rental assistance to eligible residents with rent arrears. These programs, the COVID-19 Rental Assistance (CRA) Program and the HOME American Rescue Plan (HOME-ARP) Program, will provide up to $35 million allocated by New York State and up to $150 million awarded by the United States Department of Housing and Urban Development (HUD). NYCHA identified and kicked off outreach for nearly 61,500 potentially eligible households whose outstanding rental arrears total over $370 million.

- **Supported housing access for patients:** In August 2024, NYC Health and Hospitals (H+H) announced that more than 1,200 patients and their families found housing through H+H's Housing for Health initiative. This initiative offers patients support in gathering key documents, filling out paperwork to apply for housing, identifying housing opportunities that they qualify for, visiting apartments, and transitioning into permanent housing. Patients who are housed through Housing for Health are placed in affordable or supportive housing and pay no more than 30 percent of their income towards rent. Additionally, in March 2025, H+H, alongside HPD, announced the opening of the Woodhull II Residence, a 93-unit apartment building that contains both supportive housing and affordable housing for H+H patients experiencing homelessness, as well as low-income seniors and other low-income New Yorkers.

- **Created affordable housing for New Yorkers in the shelter system:** In September 2024, the Department of Social Services announced through their Affordable Housing Services (AHS) initiative, they were able to create 844 permanently affordable homes for New Yorkers in the shelter system utilizing CityFHEPS vouchers. This initative helps non-profits purchase or enter long-term building-wide leases on affordable housing sites.

- **Committed to linking mental health patients access to stable housing:** In January 2025, H+H announced its new Bridge to Home plan. This plan will provide patients with serious mental illness who lack housing with temporary housing for six months to a year. This temporary housing provides a single room, three meals a day, and structured recreation, behavioral health care, and medication management.

		Actual					Target		Trend	
Performance Indicators	Agency	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Households moving from shelters into permanent housing	DHS	14,226	12,754	14,973	18,629	22,965	*	*	Up	*
Units completed for homeless individuals and families	HPD	1,884	2,058	2,794	2,377	2,324	*	*	Up	*
Supportive units completed	HPD	998	907	1,346	886	738	*	*	Down	*

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

CREATE AND PRESERVE AFFORDABLE HOUSING

In Fiscal 2025, HPD and HDC celebrated the opening of many new affordable housing projects as well as neighborhood plans that will boost opportunities for new housing. Along with partner City agencies, including the New York City Economic Development Corporation (EDC), NYCHA, DHS, DSS, the Department of City Planning (DCP), and the Department for the Aging (DFTA), the City's housing development entities collaborated to produce thousands of affordable homes and associated community benefits.

In Fiscal 2025, the City financed 28,281 units of affordable housing, making it the highest annual production to date under this Administration and fourth highest ever in a fiscal year, driven by an increase in the production of 421-a units. The City also started 4,178 units of housing for the formerly homeless, a slight increase from Fiscal 2024, representing the most formerly homeless units produced in a fiscal year on record for HPD. HPD has broken this record for the third fiscal year in a row. Additionally, the City preserved 5,434 units through the PACT program in Fiscal 2025, a 46 percent increase from Fiscal 2024 due to the preservation of much larger buildings than in Fiscal 2024, contributing to the 15 percent increase in the number of affordable units created and preserved. Stabilization housing assistance starts, however, are down 31 percent from Fiscal 2024, at 8,650 in Fiscal 2025. Examples of progress from Fiscal 2025 include:

Invested in Creating and Preserving Affordable Housing

- **Made historic investments in financing housing production:** In July 2024, the City announced an investment of $2 billion in capital funds across Fiscal 2025 and Fiscal 2026 to HPD and NYCHA'S capital budgets, adding to a record $26 billion invested in housing capital in the City's 10-year plan to address the generational housing crisis. Also in July 2024, the City, the New York State Governor's office and the City Comptroller's office announced a $500 million investment from the Battery Park City Authority's Joint Purpose Fund to build and maintain affordable housing across New York City. The Authority will disburse $500 million in excess operating funds to New York City's Affordable Housing Accelerator Fund for the purpose of building affordable housing.

- **Streamlined the preservation of affordable housing:** In October 2024, HPD announced the Capital Partnership for Affordable Renovation Loan Program, a new pilot initiative to streamline the process for property owners seeking HPD financing. The program, in partnership with qualified lenders, Community Preservation Corporation (CPC) and the Local Initiatives Support Corporation (LISC), targets residential buildings with three or more units to expand HPD's capacity to assist owners seeking financing and empowers the lending partners to conduct preliminary screenings, eligibility assessments, and due diligence on behalf of the City. Additionally, in April 2025, HPD announced the re-launch of the Neighborhood Pillars Program. This popular program was relaunched to include a focus on providing financial resources, such as construction and permanent financing, and property exemptions, to target the acquisition and rehabilitation of physically and financially distressed buildings. The program will also now have a downpayment assistance fund to aid M/WBEs and non-profit entities in acquiring affordable housing.

- **Operationalized new State incentive programs:** In October 2024, the City and the New York State Governor's office announced that HPD had received developers' letters of intent to create approximately 650 buildings, representing 21,000 affordable units, under the extended 421-a tax incentive program. Similarly, in February 2025, HPD officially relaunched the newly reformed J-51 program, a program originally launched after World War II to address the housing shortage that is now called J-51 R, by opening applications and kicking off a three-month period for owners to apply. The J-51 R program provides tax relief to help finance the rehabilitation of their buildings in exchange for opting into rent stabilization and protecting rent levels.

Opened Hundreds of New Affordable Units Serving Formerly Homeless New Yorkers, Older Adults, and Low-Income Families

- **Bedford-Stuyvesant older adult housing:** In July 2024, HPD and nonprofit IMPACCT Brooklyn celebrated the opening of affordable housing in Bedford Stuyvesant, Brooklyn. The development builds on a $36 million investment to provide affordable living for older New Yorkers, specifically for older adults at risk of homelessness, with 64 units of deeply affordable housing.

- **Mott Haven development on NYCHA grounds:** In July 2024, HPD and NYCHA celebrated the opening of affordable housing in the Mott Haven area of the Bronx. The development was built on underutilized land at the site of NYCHA's Betances VI campus. The development will provide 101 units of deeply affordable housing, including 70 homes for extremely low-, low-, and moderate-income New Yorkers, 30 apartments set aside for New Yorkers who have previously experienced homelessness, and 18 units reserved for NYCHA residents to receive priority housing.

- **Melrose affordable and supportive units:** In October 2024, HPD, HDC, NYCHA, and development partners Services for the UnderServed and Bronx Pro Group celebrated the opening of 171 affordable homes in the Melrose neighborhood of the South Bronx. A Passive House Certified development, Melrose North includes 103 supportive housing units for formerly homeless individuals and families.

- **Opening of the 1607 Surf Avenue development in Brooklyn:** In October 2024, HPD, HDC, and BFC Partners celebrated the grand opening of 1607 Surf Avenue in Brooklyn. The development brings 376 affordable homes to the community, as well as 11,000 square feet of retail space, 9,000 square feet of community space, and a 2,500-square-foot primary care facility operated by H+H. The multi-phased project is divided into three buildings that will collectively provide 1,300 affordable housing units.

- **Morris Heights affordable and supportive units:** In June 2025, HPD along with development partners Volunteers of America-Greater New York and Robert Sanborn Development celebrated the opening of 117 units of affordable and supportive homes in the Morris Heights neighborhood of the Bronx. The development will serve Bronxites who are 55 years old or older and will have both indoor and outdoor communal spaces, a rooftop terrace, and a courtyard.

Advanced and Announced Plans to Develop Affordable Housing, Invest in Communities, and Bring Lasting Positive Impacts to New York City Neighborhoods

- **Advanced the City of Yes for Housing Opportunity zoning change proposal:** In September 2024, the City celebrated the City Planning Commission's vote to approve "City of Yes for Housing Opportunity," a historic citywide zoning proposal to enable every community to help address the citywide housing crisis, and spur as many as 80,000 new homes over 15 years. The plan includes measures to eliminate mandates that parking spaces be constructed with new homes across a majority of the City; create additional affordable and supportive housing; facilitate the creation of accessory dwelling units across the City, allow three-, four-, or five-story apartment buildings on large lots near transit stops in lower density neighborhoods; and enable conversions of empty office buildings into homes for New Yorkers.

- **Cut red tape to create more efficient, effective, and equitable processes to deliver housing and assistance:** In August 2024, the City issued executive Order 43 of 2024, requiring City agencies to review their City-owned and controlled land for potential housing development sites. The executive order establishes the City Housing Activation Task Force, with representatives from mayoral agencies and other public entities. The Task Force will review land under the ownership and control of the City to identify potential sites for housing development, and develop guidelines to ensure agency policies promote housing production. Also in Fiscal 2025, NYCHA announced the launch of its Micro Purchase Prequalification List for Responsibility in October 2024, an essential initiative aimed at strengthening the process for micro purchase awards up to $10,000. This program ensures that all vendors meet necessary standards for responsibility, and integrity, enhancing the efficiency and transparency of NYCHA's vendor selection process.

- **Expedited the conversion of office buildings to housing:** In Fiscal 2025, DCP's Office Conversion Accelerator continued to work to expedite the conversion of office buildings to housing. This includes the completion of 588 housing units at the Pearl House in the Financial District, Manhattan, which received its competed certificate of occupancy as well as the completion of 571 units at 55 Broad Street. Two additional projects in the Accelerator Program also started construction of what will be 1,125 units.

- **Bronx Metro-North Station Area Plan:** In August 2024, the City celebrated the New York City Council's approval of the Bronx Metro-North Station Area Plan, the first DCP-led neighborhood plan certified and approved under the current Administration. Designed to accompany four new Metro-North stations coming to Parkchester/Van Ness, Morris Park, Hunts Point, and Co-op City in the Bronx in 2027, the plan is expected to create approximately 7,000 homes, including permanently income-restricted affordable housing, and 10,000 permanent jobs, along with improved public spaces and enhanced access to mass transit.

- **New Stapleton Waterfront project on Staten Island:** In September 2024, the City broke ground on 12 acres of interconnected public open space on the New Stapleton Waterfront in Staten Island, a key progress marker in the City's North Shore Action Plan. As part of the plan, the City is transforming a 35-acre former United States naval base into a new mixed-use community on the New Stapleton Waterfront. The Waterfront will bring over 2,100 mixed-income residential units, 12 acres of interconnected public open space, and more.

- **Gansevoort Square mixed-income housing:** In October 2024, the City released its plan to transform 66,000 square feet at Gansevoort Square in Manhattan into as many as 600 mixed-income housing units. The development will be partially built on the lot of the Gansevoort Market Co-op and includes a new 11,200 square foot public open space and the opportunity for additional development on a 45,000 square foot space.

- **Jamaica Neighborhood Plan:** In March 2025, DCP kicked off the public review process for the Jamaica Neighborhood Plan, which would create an additional 12,000—including 4,000 permanently income-restricted units—across 230 blocks in Queens. In addition to significant infrastructure investments, the plan would also add 7,000 new jobs, better transit access, open space, and job training.

- **OneLIC Neighborhood Plan:** In April of 2025, DCP began the public review process for the OneLIC Neighborhood Plan, the largest residential rezoning in over two decades. The plan would bring 14,700 new units of housing, 3.5 million square feet of new commercial space, 14,400 new jobs, and a wide range of neighborhood investments to Long Island City in Queens. The plan builds on two years of robust engagement with the local community and stakeholders.

- **Atlantic Avenue Mixed-Use Plan:** In May 2025, DCP obtained approval for the Atlantic Avenue Mixed-Use Plan, a community-led proposal that will bring new housing, jobs, and infrastructure investments in central Brooklyn. The plan will result in an additional 4,600 new homes – including 1,440 permanently income-restricted, affordable homes – and 2,800 permanent new jobs to a roughly 21-block stretch of Atlantic Avenue in Brooklyn.

- **Midtown South Mixed-Use (MSMX) Plan:** In August 2025, DCP also received approval for the Midtown South Mixed-Use (MSMX) Plan, which will produce 9,700 homes, up to 2,800 of them permanently income-restricted and affordable, across 42 Manhattan blocks where housing was previously not permitted. With the State repeal of the Floor Area Ratio (FAR) cap, which limited the size of residential buildings, the City has been able to create new, high-density, mixed-use zoning districts with higher residential FARs that will allow for more housing, along with commercial and manufacturing uses.

Broke Ground on Thousands of New Affordable Units Across the City

- **Starhill Phase II affordable and supportive apartments in Morris Heights:** In July 2024, HPD, HDC, DCP, Services for the UnderServed and Bronx Pro Group LLC celebrated the groundbreaking ceremony for Starhill Phase II, an affordable and supportive housing redevelopment project in the Morris Heights neighborhood of the Bronx. Starhill Phase II will comprise 244 affordable apartments, including 74 supportive housing units for formerly homeless individuals and families with on-site supportive services provided by Services for the UnderServed.

- **Gail P. Duke Senior Residence in Brownsville:** In September 2024, HDC, HPD, DFTA, local elected officials, and members of the City's clergy broke ground on the new Catholic Charities Gail P. Duke Senior Residence. This $143.4 million sustainably designed development will provide 141 units of affordable apartments for low-income seniors with supportive services in the Brownsville neighborhood of Brooklyn.

- **Samaritan Daytop Village in the Bronx:** In December 2024, HPD in partnership with the HDC, DHS, the New York State Office of Temporary and Disability Assistance, and the Samaritan Daytop Village broke ground on Samaritan Daytop Village, a 422-unit permanently affordable, supportive, and transition housing project in the Bronx.

- **La Central Housing Development in Melrose:** In June 2025, HPD, along with the development team of BRP Companies, Hudson Companies, and J.P. Morgan broke ground on Phase II of the La Central Housing Development. This 420-unit project located in the Melrose neighborhood of the Bronx will also provide 63 supportive housing units for the formerly homeless.

- **Innovative Urban Village in East New York:** Also in June 2025, HPD and HDC celebrated the groundbreaking of Phase 1B of Innovative Urban Village in East New York alongside Gotham Development and the Christian Cultural Center in Brooklyn. The 450 new units of Phase 1B is the second phase of the Innovative Urban Village that will ultimately provide up to 2,000 units as well as community services, a world-class arts center, and a 24/7 child care facility.

Increase Opportunities for Affordable Homeownership

- **Helped low- and moderate-income homeowners stay in and maintain their homes:** In September 2024, HPD re-launched and expanded HomeFix as HomeFix 2.0, a homeownership assistance program to help low- and moderate-income homeowners throughout the five boroughs fund needed repairs and upgrades to their homes. Through a partnership with the Center for New York City Neighborhoods, HomeFix 2.0 aims to assist 450 homeowners over the next three years by offering expanded repairs and new opportunities for upgrading and fortifying homes. The City is also expanding assistance though low-cost loans to owners of one- to four-family homes and will help residents make essential improvements including green upgrades and repairs to make homes more resilient to environmental challenges.

- **Plus One Accessory Dwelling Unit (ADU) pilot:** In August 2024, the City announced a $4 million grant to support the Plus One Accessory Dwelling Unit (ADU) pilot, which provides up to $395,000 in funding to qualified homeowners through HPD and grant funding from New York State Homes and Community Renewal to build or convert an ADU, a small rentable dwelling unit, on their property. The added funding will allow up to 35 homeowners to add or convert a secondary home as permitted under current zoning. The funding also creates a central portal of resources to help New Yorkers add an ADU to their properties.

- **Small Homes Rehab-NYCHA program successes:** In October 2024, NYCHA, with HPD and the non-profit Restored Homes Housing Development Fund Corporation (HDFC), completed the rehabilitation of 19 homes that, through the Small Homes Rehab-NYCHA program, will provide affordable homeownership opportunities to low- and moderate-income families with three of the 19 properties set aside exclusively for NYCHA residents buying their first homes.

- **Expanding the HomeFirst Payment Assistance Program:** In January 2025, HPD announced an $82 million investment to expand the HomeFirst Payment Assistance Program. This program provides qualified first-time homebuyers with up to $100,000 toward the down payment or closing costs on a one- to four-family home in the five boroughs. This investment made it possible to expand eligibility beyond the prior limit of 80 percent of area median income (AMI) to families and individuals earning up to 120 percent of AMI.

Facilitated the Development of Hundreds of Units on City-Owned Land

- **Completed the City's "24 in '24" initiative, the City's Plan to advance 24 affordable housing project on public sites in 2024:** In October 2024, HPD released an RFP to transform a vacant City-owned parking lot along the waterfront in northern Manhattan's Inwood neighborhood. The project is expected to build over 500 affordable apartments, as well as create homes for thousands of New Yorkers, publicly accessible waterfront open space, opportunity for commercial use, and a Science, Technology, Engineering, and Math (STEM)-focused community facility. In December 2024, HPD also announced plans to redevelop a City-owned parking lot at 324 East 5th Street into 100 percent affordable housing, beginning with an extensive community engagement campaign for the new development project. The advancement of this project marked the City's completion of its goal of advancing 24 affordable housing projects in 2024.

- **Hillside Grove in Staten Island:** In December 2024, HPD announced it would be partnering with Volunteers of America-Greater New York, Spatial Equity Co., and Nehemiah Housing Development Fund Corporation (HDFC) to transform a Department of Sanitation (DSNY) garage into Hillside Grove, a mixed-use affordable housing development with 232 homes. This development opportunity awarded under the Jersey Street RFP will have a Passive Housing certification, a geothermal energy system, rooftop solar, and will utilize stormwater management and heat mitigation strategies including planting over 100 trees, green roofs, retention ponds, dry wells, porous pavement, and rainwater capture and storage.

- **Affordable housing development in Crotona Park East:** In March 2025, HPD announced the selection of The Doe Fund Inc., Xenolith Partners, and Ametrine Group to transform a City-owned empty lot into a 149-unit affordable housing project that will also have a 30,000 square foot state-of-the art recreation center operated by Asphalt Green, a non-profit dedicated to improving access to fitness and wellness. The residential portion of the building will also have a 14,000 square foot of green space accessible to all residents of the building.

- **Supportive housing in Morris Heights:** In April 2025, as a part of HPD's Supportive Housing request for qualifications (RFQ), HPD, in partnership with DSS, designated the development team of Bronxworks and Slate Property Group as the rehabilitation team to convert a homeless shelter at 1605 Nelson Avenue in the Bronx into 129 units of permanent supportive housing and a ground-floor early childhood education center that will serve both residents and the surrounding community. This marked the first designation of HPD's re-released 2023 Supportive Housing RFQ.

- **Third Act Apartments senior housing in Boerum Hill:** Also in April 2025, HPD selected Cornerstone Construction Group, St. Nicks Alliance, and Staton Street Development Partners as the development team to transform a 7,200 square foot parking lot into 68 units of newly affordable senior housing. This development, Third Act Apartments, will also have 1,700 square feet of commercial space that will be occupied by a local pharmacy and 1,000 square feet of community space.

Announced RFPs to Develop Thousands of Units

- **West Village affordable housing:** In February, HPD released an RFP in partnership with the Department of Environmental Protection (DEP) and the Department of Parks and Recreation (NYC Parks) to convert a vacant lot at 388 Hudson Street in the West Village. The project aims to transform an underutilized lot into hundreds of affordable housing units and a state-of-the-art recreation center for local residents in Lower Manhattan.
- **Grand Concourse Library and housing redevelopment:** In February 2025, HPD partnered with the New York Public Library (NYPL) to release an RFP to reconstruct the Grand Concourse Library into a brand-new library with affordable housing on top. This RFP is a part of the City's Living Libraries initiative that will focus on jointly development new libraries and housing to better support families in New York City.
- **Redevelopment of City offices at 100 Gold Street into housing:** In March 2025, HPD and EDC announced the release of an RFP to develop 100 Gold Street, home to HPD offices and several other City agencies, into over 1,000 mixed income units. Proceeds from the project will be used to relocate the building's existing older adult center. This project is a core component of the City's Manhattan Plan.
- **Long Island City mixed-income housing:** In June 2025, HPD announced they would be releasing an RFP for Hunter's Point South Parcel E, the sixth RFP in a larger plan to develop over 3,000 units and an 11-acre waterfront in the Long Island City neighborhood. This forthcoming mixed income project would create hundreds of units of housing at deeper levels of affordability.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total affordable housing starts (units)	HPD	29,826	17,022	24,689	25,552	28,281	20,000	20,000	Neutral	*
PACT Portfolio — Units preserved	NYCHA	1,718	5,909	2,597	3,728	5,434	9,000	9,000	Up	*
Affordable units created and preserved	HPD & NYCHA	31,544	22,931	27,286	29,280	33,715	29,000	29,000	Up	*
New construction in limited affordability areas (%)	HPD	7.0%	7.0%	6.0%	11.0%	16.0%	*	*	Up	*
Preservation in limited affordability areas (%)	HPD	1.0%	4.0%	9.0%	2.0%	6.0%	*	*	Up	*
Extremely low income (0-30% Area Median Income) starts (%)	HPD	18%	22%	23%	21%	20%	*	*	Neutral	*
Extremely low income (0-30% Area Median Income) completions (%)	HPD	24%	17%	15%	19%	16%	*	*	Down	*
Units started for homeless individuals and families	HPD	2,859	2,305	3,581	4,126	4,178	*	*	Up	*
Supportive units started	HPD	1,408	1,216	2,004	2,147	1,962	*	*	Up	*
Total supportive housing units	HPD, HRA, & DOHMH	NA	27,233	32,966	36,094	38,566	*	*	NA	*
Supportive housing occupancy rate (%)	HPD, HRA, & DOHMH	NA	91.0%	94.0%	94.4%	94.7%	*	*	NA	*
Applicants approved for a new construction unit through the lottery	HPD	5,343	6,585	8,903	9,305	9,869	*	*	Up	*
Homeless households moved into affordable units	HPD	1,919	2,175	2,537	4,013	4,651	*	*	Up	*
Amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program ($)	HPD	$126,611,722	$146,090,650	$130,734,287	$454,898,226	$249,061,610	*	*	Up	*
Stabilization housing assistance starts (units)	HPD	NA	NA	15,060	12,566	8,650	*	*	NA	*
Additional housing starts (unrestricted units)	HPD	NA	NA	13,193	14,516	13,593	*	*	NA	*

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

IMPROVE THE HEALTH AND SAFETY OF NEW YORKERS

As a social determinant of health, housing plays a vital role in health and safety outcomes. As part of the Housing Our Neighbors blueprint, the City has placed a focus on creating access to housing that is not just affordable but also high-quality, sustainable, and resilient. In Fiscal 2025, through strategies for housing design, neighborhood investment, community planning, and proactive code enforcement, the City has continued its strong efforts to address health inequities and keep New Yorkers safe in their homes. The median time for HPD to close non-emergency problems improved from 12 days in Fiscal 2024 to 10 days in Fiscal 2025 (a 17 percent reduction), due in part to a summer initiative in which HPD deployed inspectorial resources to multiple targeted zones across the City, addressing all categories of problems within those areas. Similarly, the City is making gains in lead-related hazards. In Calendar 2024, there were 3,289 children under the age of 18 with blood lead levels at or above five micrograms per deciliter, a decrease of almost five percent compared to Calendar 2023, and 2,600 children under the age of six with blood lead levels at or above five micrograms per deciliter, about seven percent less than in Calendar 2023. The decrease may be

due to multiple factors, including the Department of Health and Mental Hygiene's continued focus on removal of lead hazards in homes, targeted community outreach, and follow-up care for affected children and families. Additional progress in Fiscal 2025 includes:

- **Promoted initiatives to improve resident health outcomes:** In October 2024, NYCHA announced that it has surpassed 10,000 public housing apartments abated to be lead-free. With lead abatement as a key initiative of the 2019 agreement with HUD, NYCHA's Healthy Homes Department is conducting lead-based paint testing at a rate of 700 to 800 apartments per week and abating at a rate of 300 to 400 apartments monthly, exceeding industry standards.
- **Fast-tracked equitable decarbonization and beneficial electrification to serve low-income households:** In September 2024, the City created the GreenHOUSE Fund, a new fund to help building owners comply with Local Law 97 of 2019, a law mandating that residential buildings falling into certain categories decrease their emissions, and direct critical resources to help affordable housing developments afford emissions reduction projects. The fund takes the proceeds from offset purchases (which large buildings can buy instead of decarbonizing in the initial stages of Local Law 97's deadlines) and directs them towards decarbonizing and electrifying affordable housing developments that would not otherwise be able to afford them.
- **Promoted strategies to ensure safety for flood-prone apartments:** In September 2024, the City broke ground on the first Cloudburst project at the NYCHA South Jamaica Houses, which will keep nearly 3.5 million gallons of stormwater out of the sewer system each year. The program manages cloudbursts — sudden, heavy downpours — by using localized green stormwater infrastructure, open spaces, and other innovative methods of absorbing, storing, and transferring stormwater.
- **Improved enforcement of housing violations:** In March 2025, HPD launched a new Certification Watchlist. This watchlist will identify properties where owners or agents have falsely certificated the correction of HPD-issued violations.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
★ Unique housing maintenance problems requiring HPD response	HPD	466,570	583,312	597,620	702,132	694,831	*	*	Up	*
Unique housing maintenance problems closed	HPD	467,136	577,134	571,703	707,232	686,137	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections	HPD	26,974	39,784	38,753	48,763	42,774	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections closed	HPD	26,549	39,791	39,073	48,859	42,630	*	*	Up	*
★ Median time to close emergency problems (days)	HPD	4.0	4.0	4.0	3.0	3.0	⇩	⇩	Down	Down
★ Median time to close non-emergency problems (days)	HPD	13.0	13.0	13.0	12.0	10.0	⇩	⇩	Down	Down
★ Childhood blood lead levels — Number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	DOHMH	3,015	3,036	3,243	3,456	3,289	⇩	⇩	Up	Down
Childhood blood lead levels — Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	DOHMH	2,603	2,557	2,713	2,803	2,600	*	*	Neutral	Down

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

REDUCE ADMINISTRATIVE BURDEN

The City's decades-long housing crisis requires policies that respond with urgency and help New Yorkers secure safe, quality housing as quickly as possible. Yet access to public assistance, rental subsidy vouchers, and affordable units often requires long and onerous processes involving extensive paperwork, in-person appointments, and valuable time. Housing Our Neighbors prioritizes changing this dynamic by redesigning systems and services to fit the needs and experiences of residents, rather than the internal bureaucracy of government.

In Fiscal 2025, HPD implemented a number of tech performance and usability improvements to the lottery system as well as programmatic updates to reduce administrative burden for all parties involved in the lease-up process. As a result, the median time to approve an applicant (household) for a lottery unit decreased by seven weeks compared to Fiscal 2024, to 142 days. Furthermore, the percent of applicants approved for a lottery unit within three months increased by eight percentage points.

In Fiscal 2025, the median time to lease up new construction homeless set-aside units increased by 20 percent compared to Fiscal 2024, to 235 days. Homeless set-aside units have complex qualification steps, particularly related to subsidy processing. Overall, subsidy processing for homeless referrals is an inter-agency process that can take several weeks. The City is working to expedite homeless placement timelines through developing more automated technology systems, intensive inter-agency coordination, and process and policy changes to reduce administrative burden.

In Fiscal 2025, the median time from completed Section 8 voucher application to voucher issuance was slower by 33 days, reaching 77 days compared to 44 last year. Similarly, the median time from voucher issuance to lease-up time increased to 142 days, compared to 81 days the prior year. This change was partly due to a shift in the types of vouchers issued: in Fiscal 2025 a larger portion of incoming households received Tenant-Based Vouchers, while in Fiscal 2024, most received Project-Based (PBV) vouchers. PBVs typically have faster processing and leasing times because eligible households are matched directly with available units and do not need to identify housing on their own. By contrast, Tenant-Based Voucher holders must search for and secure a rental unit on the private market, which adds time and complexity. Additional progress over Fiscal 2025 included filling more affordable housing units. DSS created vacancy management reports to more efficiently identify and target units for occupancy. Additionally, DHS and supportive housing providers focused on units with longstanding vacancies through open houses and outreach. DSS and DHS also partnered on a referral support project to reduce the number of individuals who did not attend their unit interview to further increase occupancy rates.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
Lottery projects — Completed applicant approvals within six months (%)	HPD	54%	42%	32%	37%	41%	*	*	Down	*
Lottery projects — Median time to complete applicant approvals	HPD	168	171	262	202	210	*	*	Up	*
Lottery units — Applicants approved within three months (%)	HPD	56%	32%	21%	24%	32%	*	*	Down	*
★ Lottery units — Median time to approve an applicant	HPD	88	163	192	191	142	*	*	Up	*
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	HPD	106	203	243	196	235	*	*	Up	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	HPD	215	214	142	156	162	*	*	Down	*
Section 8 — Median time from completed application to voucher issuance (days)	HPD	26	26	57	44	77	*	*	Up	*
Section 8 — Median time from voucher issuance to lease up (days)	HPD	133	101	99	81	142	*	*	Neutral	*
Supportive housing — Median time from determination to referral (days)	HRA,HPD, & DOHMH	NA	100	78	59	63	*	*	NA	*
Supportive housing — Median time from viewing to move-in (days)	HRA,HPD, & DOHMH	NA	75	63	67	63	*	*	NA	*
Supportive housing — Median time from determination to move-in (days)	HRA,HPD, & DOHMH	NA	169	153	140	146	*	*	NA	*

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Two new indicators, 'Additional housing starts (unrestricted units)' and 'Stabilization housing assistance starts (units),' were added to the 'Create and Preserve Affordable Housing' section. These new indicators reflect the impact of HPD's work beyond the direct financing of income restricted affordable housing. Through its close work with both public and private partners, HPD contributes to the development and preservation of housing that adds to the City's overall supply and improves stability in ways not captured in existing indicators.

- Several indicators were renamed in order to bring the indicators into alignment with new or existing indicators in agency chapters. These are:

  – The indicators 'New construction in low affordability areas (%)' and 'Preservation in in low affordability areas (%)' were renamed to 'New construction in limited affordability areas (%)' and Preservation in in limited affordability areas (%).'

  – The indicators 'PACT Portfolio — Total developments preserved' and 'PACT Portfolio — Total units preserved' were renamed to 'PACT Portfolio — Cumulative developments preserved' and 'PACT Portfolio — Cumulative units preserved.'

  – The indicators 'Childhood blood lead levels — Number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)' and 'Childhood blood lead levels — Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)' were edited to 'Childhood blood lead levels — Number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)' and 'Childhood blood lead levels — Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary).'

  – The indicators 'Lottery units — Median time to approve an applicant' and 'Lottery units — Median time to complete applicant approvals' were edited to 'Lottery units — Median time to approve an applicant (days)' and 'Lottery units — Median time to complete applicant approvals (days).'

- Several indicators had data updated for previous years to reflect finalized information. These include:

  – 'Total affordable housing starts (units)' was updated from 25,689 to 25,552 for Fiscal 2024.

  – 'Extremely low income completions (%)' was updated from 16 to 19 for Fiscal 2024.

  – 'Supportive units started' was updated from 1,972 to 2,004 for Fiscal 2023, and from 2,155 to 2,147 for Fiscal 2024.

  – 'Supportive units completed' was updated from 1,275 to 1,346 for Fiscal 2023.

  – 'Units started for homeless individuals and families' was updated from 3,565 to 3,581 for Fiscal 2023.

  – 'Units completed for homeless individuals and families' from Goal 3c was updated from 1,940 to 1,884 for Fiscal 2021, from 1,981 to 2,058 for Fiscal 2022, and from 2,314 to 2,377 for Fiscal 2024.

  – 'PACT Portfolio — Cumulative units preserved' was updated from 18,018 to 18,023 for Fiscal 2023.

ADDITIONAL RESOURCES

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

- Housing Our Neighbors: a Blueprint for Housing and Homelessness: https://www1.nyc.gov/site/hpd/about/housing-blueprint.page

Collaborating to Deliver Results

ACCESSIBLE, AFFORDABLE, AND HIGH-QUALITY CHILD CARE AND EARLY CHILDHOOD EDUCATION IN NEW YORK CITY

PARTNER AGENCIES & OFFICES



- ACS
- CUNY
- DHS
- DOE
- DOHMH
- DOF
- EDC
- HRA
- OTI

- Office of Child Care and Early Childhood Education
- Mayor's Office of Contract Services
- Office of Management and Budget
- NYC Opportunity
- Mayor's Office of Operations
- Office of the Deputy Mayor of Strategic Initiatives

BACKGROUND

The Child Care and Early Childhood Education Blueprint (the Blueprint) was released in June 2022, recognizing the importance of child care as a key to New York City's economic recovery from the COVID-19 pandemic and as an engine for promoting equity. This historic investment in the future of the City's children outlined in the Blueprint set five ambitious goals:

- Offer an accessible child care experience to the City's families that is rooted in equity
- Make child care affordable for families
- Increase child care enrollment across the City
- Ensure child care programs are high-quality and establish systems of support for the early childhood workforce
- Create oversight and accountability structures for child care and early childhood education

The Blueprint lays out strategies to achieve these goals with bold targets: reach more than 41,000 children, support child care educators through workforce development plans, advocate for legislative changes at the New York State level to expand eligibility criteria for subsidized care, and improve processes for families and providers when they interact with the City.

The City also launched the Mayor's Office for Child Care and Early Childhood Education (OCCECE) in February 2023 to strengthen coordination among City agencies; foster innovation in partnership with families, providers, and the private sector; and promote effective communication, policy advocacy, and public engagement. OCCECE was previously funded by philanthropic contributions, but as of July 2024, the City now provides baseline funding for a total of five OCCECE staff, including three new staff members hired in Fiscal 2025. These staff will boost the City's efforts to make child care accessible by spearheading major child care initiatives and coordinating progress across agencies.

There are three City agencies responsible for operating and managing the funding and service delivery for much of New York City's child care and early education system: the Administration for Children's Services (ACS), New York City Public Schools (NYCPS), and the Human Resources Administration (HRA). ACS issues child care vouchers for eligible children ages six weeks to 13 years old (up to 19 if special needs) for subsidized child care, including low-income vouchers. NYCPS provides children ages six weeks to five years old with free or low-cost high-quality early childhood education in a variety of settings across all five boroughs of the City. HRA helps provide child care benefits to children ages six weeks to 13 years of old (up to 19 if special needs) for eligible families receiving public assistance.

EXPANDING ACCESS AND INCREASING ENROLLMENT

Creating equitable, accessible child care and early childhood education experiences for New York City families is a top priority for the City. In August 2024, the City announced a $100 million investment to strengthen early childhood education across the five boroughs and address longstanding systemic issues, while boosting enrollment and connecting more families with Pre-K and 3-K seats. The investment allowed the City to make an offer to every family who applied for 3-K, created 700 new pre-school special education seats, launched a $5 million outreach and enrollment initiative, and increased the number of School-Day+ seats, a new seat type that provides extended hours to meet the needs of working families. In addition, in April 2025 the City announced the baselining of $167 million for early childhood education, with $122 million baselined for 3-K and $55 million baselined for pre-school special education.

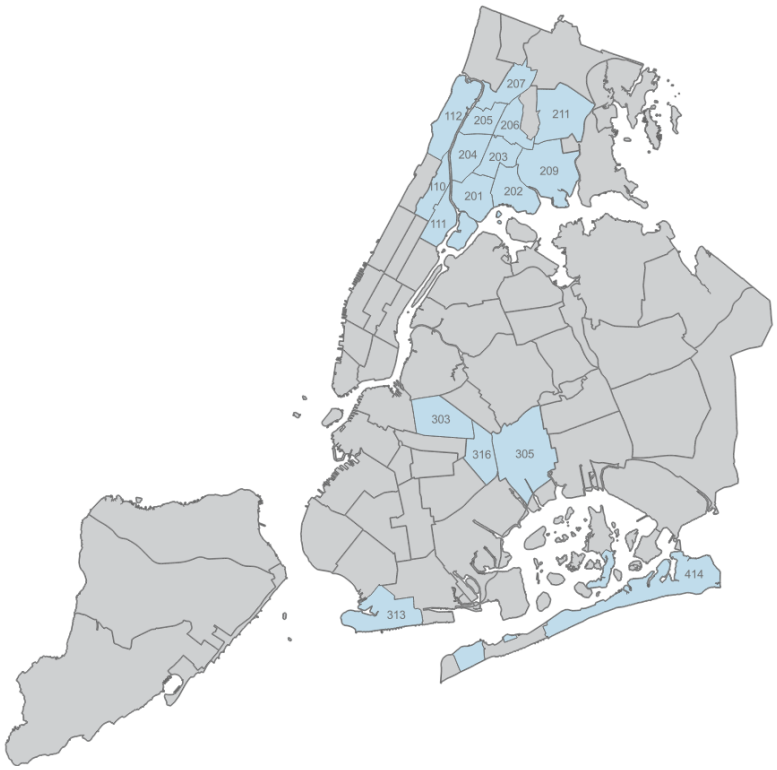
Since October 2022, applications for vouchers to help low-income caregivers pay for child care have been opened citywide. Average child care voucher enrollment rose 28 percent from 71,039 in Fiscal 2024 to 91,227 in Fiscal 2025, driven by a 78 percent increase in the usage of non-mandated, low-income vouchers from 31,948 to 56,931. Mandated voucher enrollment for families receiving public assistance rose 14 percent from 22,803 to 25,932 during the same period. The large increase in overall voucher enrollment was a result of ACS' partnership with the Office of Technology and Innovation (OTI) to launch MyCity, the first ever online child care application system, in conjunction with enhanced outreach efforts in high-need community districts.

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

In Fiscal 2025, 69,856 applications were submitted, a 68 percent increase over the previous year, of which 47,622 were new applications and 22,234 were recertifications. Voucher applications with eligibility determinations within 30 days increased 12 percentage-points from 80 percent in Fiscal 2024 to 92 percent in Fiscal 2025 after experiencing a brief drop in Fiscal 2024 due to an unprecedented volume of applications stemming from the launch of MyCity. ACS improved application processing through successful strategies including centralizing the case assignment process, improving efficiency and eliminating redundancies in the application review process, enhancing processing capacity through training and coaching for staff, overtime work, and onboarding new permanent and temporary staff.

NYCPS offers free or low-cost high quality early childhood education across three age categories: Infant/Toddler for qualifying families with children ages six weeks to three years, 3-K for three-year-olds, and Pre-K for four-year-olds. Total Infant/Toddler student enrollment decreased 39 percent from 10,441 in Fiscal 2024 to 6,378 in Fiscal 2025. Over the same period, total 3-K student enrollment rose slightly from 43,957 to 44,729 while total Pre-K enrollment decreased slightly from 59,250 to 56,950.

PRIORITIZED COMMUNITY DISTRICTS FOR CHILD CARE VOUCHERS



Community District #	Borough	Community District Name
110	Manhattan	Central Harlem
111	Manhattan	East Harlem
112	Manhattan	Washington Heights/Inwood
201	Bronx	Mott Haven/Melrose
202	Bronx	Hunts Point/Longwood
203	Bronx	Morrisania/Crotona
204	Bronx	Highbridge/Concourse
205	Bronx	Fordham/University Heights
206	Bronx	Belmont/East Tremont
207	Bronx	Kingsbridge Heights/Bedford Pk
209	Bronx	Parkchester/Soundview
211	Bronx	Morris Park/Bronxdale
303	Brooklyn	Bedford Stuyvesant
305	Brooklyn	East New York/Starrett City
313	Brooklyn	Coney Island
316	Brooklyn	Brownsville
414	Queens	Rockaway/Broad Channel

ACS prioritized outreach for child care assistance to eligible low-income families in 17 community districts (CDs) with the highest concentrations of poverty, unemployment, and inadequate child care resources. The expanded outreach to families in these districts increased awareness of and ability to apply for assistance, advancing equity in access to child care. The number of children from these CDs enrolled in child care with the support of a non-mandated low-income voucher rose from 11,979 in Fiscal 2024 to 21,203 in Fiscal 2025.

EXPANDING CAPACITY

Increasing enrollment requires a parallel increase in the availability of child care space and seats. The Department of Finance (DOF) launched the Childcare Center Tax Abatement in February 2023 to aid in the creation of new seats. The Childcare Center benefit is a property tax abatement for property owners whose property construction, conversion, alteration, or improvement completed after April 1, 2022, resulted in the creation of a new child care center or an increase in the maximum number of children allowed in an existing child care center as specified in the permit issued by the New York City Department of Health and Mental Hygiene (DOHMH). Property owners who create a child care center or increase the number of seats at an existing child care center may be eligible for a property tax abatement covering up to $225,000 of construction costs in child care deserts, and up to $100,000 for non-child care deserts.

In Fiscal 2025, 1,343 additional seats were approved, bringing the total approved to 4,848 seats from the inception of the tax abatement. Applications for the tax abatement are approved on a rolling basis, and DOF is continuing to review and approve applications after the reporting period. The City estimates 11,000 additional seats will ultimately be generated by this method by the end of Calendar 2025. The City successfully advocated to the New York State Legislature to extend the applications period from March 2025 to March 2027, and to increase the maximum benefit for the abatement to up to $350,000 for centers in non-child care deserts and up to $750,000 for centers in child care deserts. The bill awaits the Governor's signature as of June 30, 2025.

Additionally, in August 2023 the City launched the Child Care Business Income Tax Credit, which is a tax credit for businesses that provide free or subsidized infant or toddler care for their employees in a center-based location. The credit is limited to a span of three tax years, from Calendar 2023 to Calendar 2025. It is calculated based on the average number of new or additional child care seats that are occupied while the child care program is in operation and is capped at 25 new or additional child care seats. There is a $25 million cap on the total value of credits that can be issued each year, and the credits will be prorated if this amount is exceeded. In Fiscal 2025, no seats were generated by this method, and the final deadline to apply was November 1, 2024. The City had made a rough estimate that 6,000 additional seats would be generated. Businesses did not choose to pursue this tax credit because it was cost-prohibitive to create new infant and toddler seats and the credit only applied to up to 25 seats, and the tax credit only applied to new or additional seats.

IMPROVING QUALITY AND SUPPORTING PROVIDERS

The New York State Office of Children and Family Services (OCFS) establishes the maximum payment rates child care providers can receive in New York City and establishes new market rates every two years. The 2024 market rate came into effect on October 1, 2024, and data through Fiscal 2024 reflects those who applied for the 2022 market rate while data for Fiscal 2025 reflects those who applied for the 2024 rate. This figure represents unique applications submitted to ACS. Child care providers may now be eligible to receive a higher payment for children in their care, and providers whose cost of care has increased can submit an attestation of costs to ACS for approval. From the inception of the higher payment rates through Fiscal 2025, 5,026 providers applied for the higher market rates with 4,409 approved, for an approval rate of 88 percent as of the end of Fiscal 2025. Providers are approved on a rolling basis and the remaining applications are under review.

The Mayor's Office for Child Care and Early Childhood Education launched the Child Care Advisory Group in October 2024. Comprised of providers, parents, key early childhood stakeholders, and City agencies such as ACS, DOHMH, and NYCPS, the group works to improve delivery of accessible, high-quality child care across the City. The advisory group works with the City to ensure alignment with provider and family priorities and needs, provide input on the design of new strategies, and support planning and implementation of key policies. In addition, using feedback and input from child care and early childhood providers, OCCECE will work with City agencies to review, assess, and streamline polices and processes to make it easier for child care providers to sustain their operations and thrive.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
Average mandated child care voucher enrollment	ACS	26,251	20,714	21,897	22,803	25,932	*	*	Neutral	*
Average number of children accessing child care services through use of a non-mandated low-income voucher	ACS	8,323	9,393	16,236	31,948	56,931	*	*	Up	*
Children from 17 Community Districts enrolled in child care with a voucher	ACS	NA	NA	5,500	11,979	21,203	11,000	11,000	NA	Up
★ Child care applications submitted using MyCity	OTI	NA	NA	8,624	41,586	69,856	⇧	⇧	NA	Up
— New applications	OTI	NA	NA	8,624	37,834	47,622	*	*	NA	Up
— Recertification applications	OTI	NA	NA	NA	3,752	22,234	*	*	NA	Up
Voucher applications with eligibility determinations within 30 days (%)	ACS	74%	96%	92%	80%	92%	96%	96%	Neutral	Up
Total Infant/Toddler student enrollment	NYCPS	NA	NA	6,346	10,441	6,378	10,883	6,394	NA	Up
Total 3-K student enrollment	NYCPS	NA	NA	32,361	43,957	44,729	47,156	45,454	NA	Up
Total Pre-K student enrollment	NYCPS	NA	NA	59,687	59,250	56,950	61,038	59,250	NA	Up
New seats created by eligible property owners receiving an abatement	DOF	NA	NA	1,797	1,708	1,343	*	*	NA	Up
Providers who applied for higher reimbursement rates for current New York State market rate (cumulative)	ACS	NA	NA	3,903	4,936	5,026	*	*	NA	*
Providers who applied and were approved for higher reimbursement rates for current New York State market rate (%)	ACS	NA	NA	99%	97%	88%	*	*	NA	*

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Children enrolled in Promise NYC' was removed due to the close out of reporting on programs specific to asylum seekers.
- The following indicators were added, replicated from the NYCPS and ACS chapters:
  - 'Total Infant/Toddler student enrollment'
  - 'Total 3-K student enrollment'
  - 'Total Pre-K student enrollment'
  - 'Average mandated child care voucher enrollment'
- Previously published Fiscal 2023 and 2024 data for the indicator 'New seats created by eligible property owners receiving an abatement' were revised as a result of DOF continuing to approve applications on a rolling basis after the conclusion of the reporting periods. The Fisal 2023 value was changed from 1,791 to 1,797 and the Fiscal 2024 value was changed from 1,348 to 1,708.

ADDITIONAL RESOURCES

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

- Accessible, Equitable, High-quality, Affordable: A Blueprint for Child Care & Early Childhood Education in New York City:
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Childcare-Plan.pdf
- Mayor Adams Announces Creation of First-ever Mayor's Office of Child Care and Early Childhood Education:
  https://www.nyc.gov/office-of-the-mayor/news/105-23/mayor-adams-creation-first-ever-mayor-s-office-child-care-early-childhood
- Care Center Tax Abatement Application:
  https://www.nyc.gov/site/finance/benefits/group-childcare-abatement.page
- Toward a Working Future: A Childcare Toolkit for New York City Employers:
  https://edc.nyc/sites/default/files/2023-03/Childcare-Toolkit.pdf
- MyCity Child Care Application:
  https://mycity.nyc.gov/s/childcarelanding?language=en_US&LanguageCode=en_US
- Comprehensive Background Check Application:
  https://www.nyc.gov/site/doh/business/permits-and-licenses/children-and-adolescents-childcare.page
- 10-Point Plan Announcement for Early Childhood Education:
  https://www.nyc.gov/office-of-the-mayor/news/668-24/mayor-adams-city-council-historic-10-point-plan-make-high-quality-child-care-more#/0
- Adams Administration Baselines Funding for Early Childhood Education:
  https://www.nyc.gov/office-of-the-mayor/news/233-25/mayor-adams-makes-historic-167-million-long-term-commitment-fund-critical-early-childhood#/0

Collaborating to Deliver Results

"NEW" NEW YORK: MAKING NEW YORK WORK FOR EVERYONE

PARTNER AGENCIES & OFFICES



- SBS
- EDC
- DCLA
- ACS
- HPD
- DYCD
- DOT
- DSNY
- DOB
- DCP
- NYCHA

- Housing Development Corporation (HDC)
- Metropolitan Transportation Authority (MTA)

INTRODUCTION

The COVID-19 pandemic upended how and where New Yorkers work, disrupted business districts, and laid bare and exacerbated harmful inequities among the City's residents. At the same time, the COVID-19 pandemic provided both the urgency and the opportunity to address and combat these inequities. While the City necessarily dedicated years of action to recover from the fallout of this specific economic crisis, this chapter now reports the City's comprehensive efforts to foster a more equitable and thriving global center of commerce and culture.

New York City's success over the centuries has been defined by its ability to adapt and convert crises into opportunities. However, as demonstrated by the economic success of the years following the financial crisis of 2009, these responses have failed to equitably distribute the benefits of success to all New Yorkers—and failed to give all the City's residents a real chance to participate in and benefit from economic growth and prosperity.

Thus, the "New" New York Panel was brought together by the City and New York State, comprised of 59 community and business leaders who were charged with creating an agenda for investments, legislation, development projects, infrastructure, and long-term, transformative initiatives. The resulting action plan, "Making New York for Everyone," released on December 14, 2022, lays out 40 initiatives across three primary goals to make New York City the best place to work and live in the world:

1. Reimagine the City's business districts as vibrant, 24/7 destinations anchored by new public spaces, transforming them into attractive places for workers, companies, residents, locals, and tourists alike.

2. Make it easier for New Yorkers to get to work by ensuring faster commutes into Manhattan, developing economic hubs across every borough in the City, or creating new remote work options for New Yorkers whose homes are not equipped to take advantage of these new, more flexible opportunities.

3. Generate inclusive, future-focused growth that positions New York City to lead the emerging industries of the 21st century and unlock the economic potential of all its residents by connecting them to jobs of the future, expanding access to child care, dramatically increasing the housing supply, investing in urban innovation, and ensuring access to opportunity is fair and equitable.

Implementation is underway for all 40 initiatives. Roughly one-third of initiatives have been completed but more work remains. To measure progress, this chapter includes performance indicators sourced from an array of City agencies to demonstrate progress. In Fiscal 2025, its third year of implementation, "New" New York initiatives across all five boroughs have strengthened the City's commitment to enhancing public spaces, advancing neighborhood rezonings, investing in cultural institutions, fostering urban innovation, and expanding access to child care. Further work is needed to increase bus lane production, advance Minority and Women-owned Business Enterprises (M/WBE) cross-certifications between the City and State, build more housing, invest in additional public realm partnerships, and activate storefronts in districts with persistently elevated retail vacancy.

OVERALL OUTCOME METRICS

The average labor force participation rate in Fiscal 2025 remained steady at approximately 62 percent, consistent with Fiscal 2024. From Fiscal 2024 to Fiscal 2025, the Latinx labor force participation rate improved by over two percentage points to 60 percent. The Black labor force participation rate worsened slightly, dropping almost one percentage point to 58 percent. The female labor participation rate continues to be the lowest across all categories at 57 percent. The unemployment rate citywide stayed relatively consistent at 5.2 percent in Fiscal 2025. The unemployment rate for Black New Yorkers reached 8.3 percent, slightly higher than in Fiscal 2024. Total private sector employment increased from Fiscal 2024 to a record-setting 4.22 million jobs. Manhattan office vacancy remains elevated at 15 percent.

		Actual					Target		Trend	
Performance Indicators	Agency	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Labor force participation rate (%)	EDC	59%	60%	61%	62%	62%	*	*	Neutral	Up
BIPOC labor force participation (%)	EDC	57%	58%	59%	59%	59%	*	*	Neutral	Up
Black labor force participation (%)	EDC	54%	56%	59%	59%	58%	*	*	Neutral	Up
Latinx labor force participation (%)	EDC	57%	59%	57%	58%	60%	*	*	Neutral	Up
Female labor force participation (%)	EDC	52%	55%	56%	56%	57%	*	*	Neutral	Up
Male labor force participation (%)	EDC	65%	66%	66%	67%	67%	*	*	Neutral	Up
Unemployment rate (%)	EDC	12.9%	7.6%	5.0%	4.9%	5.2%	3.7%	3.7%	Down	Down
Black unemployment rate (%)	EDC	11.9%	10.1%	9.1%	8.2%	8.3%	*	*	Down	Down
Total private sector employment	EDC	3,532,475	3,844,000	4,064,000	4,137,000	4,222,000	*	*	Up	Up
Foot-traffic in business districts (% of Pre-COVID level)	EDC	51%	75%	83%	86%	88%	100%	100%	Up	Up
Manhattan office vacancy (%)	EDC	10%	13%	14%	15%	15%	10%	10%	Up	Down

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

Labor force participation data is a result of EDC's analysis of the U.S. Bureau of Labor Statistics' Current Population Survey (CPS) Microdata and Local Area Unemployment Statistics (LAUS). Manhattan office vacancy metrics come are sourced from Costar.

REIMAGINE NEW YORK'S COMMERCIAL DISTRICTS AS VIBRANT 24/7 DESTINATIONS

The work of reimagining commercial districts aims to shed old ideas about single-use business districts and support their evolution into great places where people live, work, and play. This includes making sure the City's and State's regulatory environments create enough flexibility for land and building use, encouraging investments in beautiful public space, improving quality of life, and creating new reasons to visit business districts. The following is a summary of key efforts during Fiscal 2025:

ALLOWING FLEXIBILITY TO REPURPOSE SPACE

Zoning updates and redevelopment projects help repurpose underutilized areas into vibrant mixed-use hubs. This enables thousands of new homes, public spaces, and expanded cultural and commercial opportunities that foster vibrant, 24/7 communities.

- **Midtown South Mixed-Use (MSMX) Plan:** The MSMX Plan was certified at the City Planning Commission Review Session in January 2025. The MSMX Plan is a key component of the broader Manhattan Plan—an initiative to add 100,000 new homes to the borough over the next decade, and will create 9,700 new homes, of which 2,800 will be permanently income-restricted, across 42 Midtown Manhattan blocks. The plan received favorable recommendations from Manhattan Community Board 5, the Manhattan Borough Board, and the Manhattan Borough President in spring 2025, followed by approval by the City Planning Commission in June 2025.

- **Meatpacking District Revitalization:** In January 2025, the City released a request for proposals (RFP) for a housing development in Manhattan's Meatpacking District that will include up to 600 mixed-income housing units, half of which will be affordable for low-income individuals. The RFP also outlined potential streetscape redesigns, in addition to sustainability and resiliency measures. The City is in the process of reviewing RFPs and plans to select one by the end of Calendar 2025.

- **Office Conversions:** The Office Conversion Accelerator—which provides building owners with a single point of contact within city government to help ensure office conversion projects can be completed in a Code-compliant and timely manner—continued to expedite the conversion of office buildings to housing. This includes the completion of 588 housing units at the Pearl House in the Financial District of Manhattan, which received its completed certificate of occupancy in the first quarter of Fiscal 2025, and 25 Water Street in the Financial District, which is close to final elevator inspection and contains 1,320 units, and 330 affordable units. Two additional projects through the Accelerator program have started construction including 77 Water Street with a total of 625 units and 156 affordable units, along with 80 Pine Street which has 500 units in total. Additional projects are already in the conversion pipeline, including 222 Broadway in Manhattan, projected to create around 798 housing units, 95 Madison Avenue in Manhattan, projected to create 75 housing units, and 176 Remsen Street in Brooklyn, projected to create 747 units. Others which have reached completion include 55 Broad Street with 571 total units, and 143 affordable, and 90 John Street with 114 total units.

- **100 Gold Street Conversion:** In March 2025, the Economic Development Corporation (EDC) and the Department of Housing Preservation and Development (HPD) announced the release of a RFP for the transformation of 100 Gold Street, a City-owned site in Manhattan, into a mixed-income residential building, which is expected to provide more than 1,000 mixed-income units, at least 25 percent of which must be affordable. The building currently houses several City agencies, including HPD and the Department of Citywide Administrative Services (DCAS), that will receive new office space. Proceeds from the project will be used to relocate the building's existing older adult center. Additionally, in May 2025, the City announced the upcoming conversion of 5 Times Square, a project which will repurpose nearly one million square feet of underutilized office space to create roughly 1,250 homes, including 313 affordable units, while preserving over 37,000 square feet of retail.

ENHANCING PUBLIC SPACE

In Fiscal 2025, 404,139 square feet of pedestrian space were installed, 17 percent less than in Fiscal 2024. Despite this decrease, recent projects, including the redesigns of several avenues and streets, parks and plazas, continue to transform key Manhattan corridors into pedestrian-focused public spaces. These initiatives expand and add sidewalks, greenery, seating, and safety features, and create plazas and shared streets, fostering accessibility and sustainability.

- **Fifth Avenue Redesign:** In Fiscal 2025, the Future of Fifth Partnership unveiled a plan to transform Manhattan's Fifth Avenue (between Bryant Park at 42nd Street and Central Park at 59th Street) into a world-class pedestrianized boulevard. In December 2024, the City announced an initial investment in this project of $152.7 million, and in May 2025, it announced an additional $250 million investment, bringing the project's total budget to $402 million. This redesign, the first in Fifth Avenue's 200-year history, will redistribute space from cars to the public by reducing vehicle lanes (from five to three), expanding sidewalks (from 23 to 33.5 feet wide), (from 23 to 33.5 feet), and adding seating. The project also aims to mitigate urban heat and prevent flooding, adding 20,000 square feet of plantings and 230 trees. The project supports over 300,000 jobs and $111.5 billion in economic output, which Fifth Avenue sustains annually. Through increased property and sales tax revenues, the project is expected to pay for itself within five years.

- **Park Avenue Enhancements:** In August 2024, DOT introduced planned streetscape enhancements on Park Avenue, Manhattan (between East 46th and 57th Street), including safer pedestrian crossings, expanded medians, public seating options, and provisions for concessions. The first block to undergo these changes—Park Avenue between East 47th and 48th Street—is expected to be opened to the public in Calendar 2025.

- **Broadway Vision:** DOT completed the latest phase of Broadway Vision in September 2024—a plan that seeks to reclaim and transform public spaces along the storied boulevard, from Union Square to Columbus Circle, adding a public plaza, a two-lane bike highway, narrowed intersections, and remodeled curbs to improve safety and access on Broadway between East 17th and East 21st Street.

- **Gotham Park/The Arches:** In November 2024 and in June 2025, the City opened newly revitalized portions of The Arches, a long-shuttered public space on the Manhattan side of the Brooklyn Bridge, and announced $50 million in additional funding to improve the public space. The investment will add additional amenities, including public seating, plantings, and lighting.

- **Vital Parks for All/We Outside Summer:** In May 2025, the Department of Parks and Recreation (NYC Parks) and the Department of City Planning (DCP) announced a new effort to transform vacant, abandoned lots into parkland, playgrounds, and open spaces in 19 targeted community districts that currently lack such resources. Moreover, NYC Parks plans to acquire new parkland through land transfers from other agencies. These efforts are part of the City's $80 million commitment to expanding New Yorkers' access to green spaces, which has resulted in an additional 86 acres being added as parkland since January 2022.

- **Union Square-14th Street District Vision Plan:** In June 2025, the City allocated funding in the Fiscal 2026 Adopted Budget through a public-private partnership to commission a redevelopment design study that evaluates economic development opportunities and public space improvements on 14th Street in Manhattan.

- **Pershing Square Plaza:** In May 2025, the City completed the final phase of Pershing Square Plaza, creating a new multi-purpose public space that invites pedestrian activity and supports local businesses. New additions include tables and public seating, a Citi Bike station, Americans with Disabilities Act (ADA)-compliant pedestrian ramps, trees and planters, and over 20,000 square feet of public space. The project also added wayfinding signage, new pedestrian signals, upgraded streetlights and traffic signals, water and storm sewer upgrades, and catch basins.

QUALITY OF LIFE IMPROVEMENTS

Efforts to enhance community and business districts during Fiscal 2025 included significant investments and initiatives across multiple agencies. Small Business Services (SBS) facilitated almost $47 million in financial awards through 563 grants to 488 businesses, supporting economic growth and stability. Moreover, SBS gave financial awards valued at more than $9.6 million to 92 community-based development organizations. These investments align with broader initiatives to improve small business support, elevate sanitation standards, invest in community spaces, and foster cultural development. Additionally, EDC leveraged more than $1.9 billion on closed New York City Industrial Development Agency (NYCIDA) projects, more than double than in Fiscal 2024. NYCIDA helps businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation, and working capital.

- **Neighborhood Development Grants and Funding:** In February 2025, SBS opened applications for $5.3 million in new grant funding for projects that promote commercial corridor and neighborhood revitalization projects. These efforts build on over $40 million invested in neighborhood development since Calendar 2022.

- **Waste Containerization:** In July 2024, the Department of Sanitation (DSNY) launched NYC Bin, a program offering affordable, secure garbage bins with wheels to property owners. In June 2025, DSNY completed its installation of roughly 1,100 large on-street containers, known as Empire Bins, which serve over 29,000 households in the West Harlem pilot area, making Manhattan Community Board 9 the first neighborhood in North America to containerize 100 percent of its waste.

- **Dining Out NYC Program and Marketplace:** The Dining Out NYC program, managed by the Department of Transportation (DOT), regulates outdoor dining setups to better integrate them into public spaces by requiring that all food establishments with outdoor dining have a permit. In Fiscal 2025 DOT received 4,051 applications for permits, up significantly from last year. The 2025 season of Dining Out NYC officially began in April 2025 and after three months is already more than twice the size of the pre-COVID program, with nearly 1,000 roadway and 2,000 sidewalk cafes issued or conditionally approved for licenses for immediate use. Applications remain open year-round, and many restaurants with pending applications may operate provisionally in the meantime. As of the end of Fiscal 2025, over 3,000 set-ups are allowed to operate on NYC streets and sidewalks. Also in April 2025, DOT and the State Liquor Authority announced that liquor sales will be permitted at approved sites. In January 2025, DOT also launched the Dining Out NYC Marketplace, which provides businesses with affordable equipment rentals, allowing food establishments to participate in the program without needing to find storage for their setups during the off-season.

- **Operation Padlock to Protect:** In May 2025, the City announced that it had closed nearly 1,400 illegal cannabis businesses and seized over $95 million in illegal products over the previous year. This progress has been made in part due to Operation Padlock and Protect, which gives law enforcement the ability to inspect smoke and cannabis shops and padlock those caught unlawfully selling cannabis. The City is working to convert those storefronts into legal, small businesses.

- **Get Sheds Down Initiative:** Sidewalk sheds are temporary construction equipment that cover sidewalks to protect pedestrians and property against falling debris, and although they perform an important public safety function, they also block light, narrow the sidewalk, obscure business signs, collect garbage and grime, and impede access to adjacent properties. In April 2025, a historic package of bills passed by the New York City Council strengthened the Department of Buildings' (DOB) regulatory powers over scaffolding and sheds, including measures establishing new penalties, compelling property owners to complete building repairs in a timely manner and remove sheds more quickly, and reducing the duration of sidewalk shed permits. DOB made progress in improving pedestrian conditions by removing 227 miles of sheds in Fiscal 2025, creating safer and more accessible sidewalks.

PROVIDE NEW REASONS TO GO TO BUSINESS DISTRICTS

Throughout Fiscal 2025, the City made progress in revitalizing its commercial corridors, creating new opportunities and reasons to visit business districts. The retail vacancy rate, a key measure of business district health, improved to 11.15 percent in Fiscal 2025, down from 11.41 percent in Fiscal 2024 and marking the second consecutive fiscal year of improvement. Moreover, tourism in New York City has been booming, with nearly 65 million visitors in Calendar 2024, the second-highest figure in history. Several initiatives during Fiscal 2025 contributed to this progress.

- **Storefront Activations:** The City, in partnership with Art on the Ave NYC and Chashama, helped to activate 23,000 square feet of vacant City-owned storefront space just two blocks north of City Hall at 2 Lafayette Street in Manhattan. The space is now being used by numerous artists as a collaborative studio and exhibition space. Due to the success of this effort, SBS has activated two additional storefronts in the Lower East Side, Manhattan and East Williamsburg, Brooklyn in summer 2025 as part of its Building Creative Capacity Project. Moreover, the Van Alen Design Sprint program provided select community-based organizations with capacity building and design support to address issues related to storefront vacancies in their neighborhoods. Organizations were selected in spring 2025 after applying for this program in the fall. The final projects redesigned the exteriors of four vacant storefronts in Lower Manhattan and Williamsburg, Brooklyn, and were on view to the public in June 2025.

- **Investments in DCLA's Cultural Institutions Group and Cultural Development Fund:** In Fiscal 2025, the Department of Cultural Affairs (DCLA) awarded a record $154.4 million in operational support to the 34 Cultural Institutions Group members across the five boroughs, a 22 percent increase from Fiscal 2024. The Department also awarded 1,078 program organizations with Cultural Development Fund payments, a five percent increase over last fiscal year.

- **NYC Create in Place:** In December 2024, DCLA announced the NYC Create in Place program, which aims to safeguard and support community-based cultural and creative spaces. The Create in Place team hosted an interagency roundtable in May 2025, where stakeholders and partner agencies were able to discuss their challenges, goals, and ideas. The Create in Place team has also hosted four webinars for over 600 registrants and has engaged with 54 local businesses and community organizations seeking support.

- **DOT's Open Streets and Summer Streets:** In March 2025, DOT opened a call for programming partners and artists for the 2025 iteration of Summer Streets, which promotes small-scale pedestrian activity across nearly 20 miles of City streets in all five boroughs over the course of five Saturdays in July and August. The 2025 Open Streets season, of which Summer Streets is a main component, officially began in April with the City's largest-ever Car-Free Earth Day celebration, spanning 54 streets across all five boroughs.

- **DOT's Art Community Commissions Initiative:** In February 2025, DOT launched its Art Partners initiative with an RFP for community partners to exhibit temporary public artwork on DOT properties around the five boroughs.

- **East Harlem 125th Street Business Improvement District (BID):** In June 2025, the City passed legislation to create the East Harlem BID, codifying a dynamic new organization to advocate for and coordinate among its businesses and community organizations. The new BID, which community leaders have supported for roughly a decade and currently spans over 85 commercial tenants, will also support sanitation and beautification efforts.

Performance Indicators	Agency	Actual					Target		Trend	
		FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Pedestrian space installed (square feet)	DOT	546,337	199,679	554,032	486,440	404,139	*	*	Neutral	Up
Dollar value of financial awards to businesses (facilitated or disbursed) ($000)	SBS	$83,333	$261,123	$109,277	$61,552	$46,890	*	*	Down	*
Financial awards to businesses (facilitated or disbursed)	SBS	1,624	10,942	1,312	669	563	450	450	Down	Up
★ ✹ Businesses receiving financial awards (facilitated or disbursed)	SBS	1,424	10,627	1,232	610	488	400	400	Down	Up
Value of all financial awards to community-based development organizations ($)	SBS	$4,444,350	$5,834,796	$13,181,864	$9,645,000	$9,618,000	*	*	Up	Up
Community-based development organizations receiving financial awards	SBS	55	62	96	102	92	*	*	Up	Up
Private investment leveraged on closed NYCIDA projects ($000,000)	EDC	$31.0	$83.2	$95.0	$557.6	$1,996.2	*	*	Up	*
Operational support to Cultural Institutions Group ($000,000)	DCLA	$102.3	$121.8	$147.1	$126.9	$154.4	*	*	Up	Up
Program organizations awarded Cultural Development Fund payments	DCLA	1,037	1,022	1,096	1,031	1,078	*	*	Neutral	*
Dining Out NYC applications received (cumulative)	DOT	NA	NA	NA	477	4,051	*	*	NA	Up
Miles of sheds removed	DOB	153	159	215	188	227	*	*	Up	Up
Retail vacancy rate (%)	DCP	NA	NA	NA	11.41%	11.15%	*	*	NA	Down

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

MAKE IT EASIER FOR NEW YORKERS TO GET TO WORK

The City's vast public transportation network is integral to the City's economic success and the strength of its business districts. Thus, it is essential that the City make commutes more seamless, create new job clusters in all five boroughs, and support remote work in order to maintain global competitiveness and build an equitable future. The efforts in this section lay out actions and efforts to improve commutes, reduce traffic, and bring jobs closer to where people live. Following is a summary of progress made during Fiscal 2025.

EXPAND TRANSIT OPTIONS

The City's efforts to expand transit options in Fiscal 2025 included projects that improved cycling, busing, and accessibility. DOT installed 51.8 miles of new bike lanes, including 27.5 protected miles, and 3,414 new bike parking spaces installed in Fiscal 2025, alongside major projects like Citi Bike expansion and improvements. While the installation of bike infrastructure decreased from Fiscal 2024, Citi Bike trips taken increased 18 percent over the past fiscal year. The decrease is due to fewer contractors available, shortages in equipment and installation materials, and general political opposition delaying project completions. The number of bus lane miles installed also decreased from 15.7 miles installed in Fiscal 2024 to 5.5 miles in Fiscal 2025. This decrease reflects resource constraints, including delays in contract approvals and staff shortages. However, there were several other types of bus infrastructure upgrades implemented in Fiscal 2025, including the installation of Automated Camera Enforcement (ACE) to enhance bus speeds and safety. Overall, average monthly bus ridership increased seven percent from Fiscal 2024 to over 36 million riders a month in Fiscal 2025 and bus ridership in comparison to pre-pandemic levels increased slightly to about 73 percent. Similarly, average monthly subway ridership also increased almost seven percent from Fiscal 2024 to over 103 million riders a month in Fiscal 2025, now reaching about 64 percent of ridership levels before the COVID-19 pandemic. Similarly, NYC Ferry and Staten Island Ferry ridership increased about four percent and three percent, respectively. These increases in public transit ridership may be partly due to the following transit improvement projects.

- **Expanding Speed and Traffic Safety Enforcement:** In March 2025, DOT announced that it would expand its automated enforcement program, bringing red-light cameras, speed cameras, and bus lane enforcement cameras to all five boroughs, as well as cameras used to enforce weight limits on the Brooklyn-Queens Expressway. This expansion follows the City's successful advocacy at the State level for permission to quadruple the number of red-light cameras at additional locations, which was formalized through legislation signed by the Governor.

- **Bus Transit Improvement Projects:** The City made significant strides in enhancing bus transit infrastructure and services. In December 2024, DOT completed a major redesign of Manhattan's 96th Street, adding 1.7 miles of dedicated bus lanes in each direction and pedestrian safety features to benefit over 15,500 weekday bus riders, as well as cyclists and pedestrians who vastly outnumber cars on this route.

- **ADA-Compliant Subway Improvements:** The Metropolitan Transportation Authority (MTA) announced accessibility projects across the subway system through the 2025-2029 Capital Plan and opened nine newly accessible stations, including 14th Street and 34th Street-Penn Station in Manhattan, and Woodhaven Boulevard and Queensboro Plaza in Queens.

- **Pedestrian and Cycling Infrastructure Improvements:** In December 2024, DOT announced plans to expand and improve Citi Bike to meet growing ridership demand and help ensure New Yorkers have equitable access to the system. After the expansion is completed by the fall of 2025, 64 percent of New Yorkers will live within a five-minute walk of a Citi Bike station. In April 2025, DOT announced that it finished installing new bike lane traffic signals along Third Avenue on the Upper East Side in Manhattan. The new signals are at eye-level for cyclists and have improved safety and cyclist compliance with traffic laws in other locations. In May 2025, DOT announced that the space available for pedestrians and cyclists on the heavily utilized Queensboro Bridge will be doubled by repurposing one vehicular lane into a pedestrian walkway. Also in May 2025, DOT, NYC Parks, and EDC began construction on more than four lane miles of greenway bike lanes and pedestrian space that will connect the Bronx waterfront with Van Cortlandt Park in the Bronx and Randall's Island Park.

REDUCE DEMAND FOR CARS AND TRUCKS

In Fiscal 2025, efforts to reduce demand for cars and trucks focused on optimizing curb space for sustainable transportation options, improving infrastructure for electric vehicles, and encouraging the shift of freight from trucks to more eco-friendly modes of transport. Additionally, the State officially implemented congestion pricing in Midtown and Lower Manhattan after years of policy discussions and development. These changes aim to reduce vehicle congestion, traffic crashes, and emissions, and instead promote more efficient, environmentally friendly local deliveries, ultimately reducing reliance on traditional vehicles. Key to this work, DOT installed 207 electric vehicle charging stations in Fiscal 2025, 11 percent more than in Fiscal 2024.

- **DOT's Local Delivery Hub Pilot Program:** Announced in early Fiscal 2025, DOT's local delivery hub pilot program will create dedicated spaces, or "microhubs," where truck operators can transfer cargo to more sustainable delivery methods like e-cargo bikes, handcarts and electric sprinter vans. The first of 36 planned microhubs arrived on the Upper West Side in Manhattan in April 2025 as part of as part of DOTs ongoing Smart Curbs program, complementing Earth Day celebrations. The three preliminary sites—Amsterdam Avenue and West 73rd Street, Amsterdam Avenue and West 85th Street, and Broadway and West 77th Street—were selected with community input on account of their compatible land uses and proximity to high density areas, truck routes, bike lane networks, and transit.

- **"Smart Curbs" Program:** The first phase of DOT's "Smart Curbs" program, which is focused on improving curb space utilization in high-density areas, is nearing completion on the Upper West Side of Manhattan, with strong community support. Completed enhancements thus far include a new 'Street Seat'; a welcoming public space where residents and visitors can relax at Columbus Avenue and 72nd Street, 27 designated loading zones, three pilot freight microhubs, and three curbside bike corrals, with two additional corrals to be installed by the end of August 2025. The project will also expand and reconfigure parking meter improvements throughout the rest of Calendar 2025.

- **The "Blue Highway" Initiative:** The "Blue Highway" initiative is a joint project between DOT and EDC dedicated to promoting the use of New York City's waterways for transporting goods in and around the city. Blue Highway sites under development include the Downtown Skyport in lower Manhattan and the Brooklyn Marine Terminal. The initiative also includes the development of a new waterside transloading facility located adjacent to the Fulton Fish Market hub in the Hunts Point Food Distribution Center, one of New York State's busiest trucking destinations. By utilizing marine facilities for freight, the City can reduce overreliance on trucks, reduce traffic congestion and improve air quality which in turn will result in a decrease wear and tear on roadways, alleviate supply chain bottlenecks, and move goods more quickly from ships to shelves. This initiative aligns with the City's goal of reducing greenhouse gas emissions while increasing transportation resiliency and redundancy, making New York City better equipped to receive goods during times of emergency or disaster.

- **Congestion Pricing:** In July 2025, MTA announced that tolls from the Congestion Relief Zone, which was implemented in January 2025, had generated $61 million in revenue during the month of May, with a net after expenses of $50.1 million. The program has reduced traffic, increased vehicle speeds, boosted ridership across all modes of public transit, and remains on track to provide the $500 million that was initially projected to be collected by the end of the Calendar 2025. As of July 2025, crashes in the Congestion Relief Zone are down 14 percent, traffic injuries are down by 15 percent in the zone, and pedestrian fatalities overall are at historic lows, matching levels last seen in 2018.

STRENGTHEN EMPLOYMENT HUBS ACROSS THE FIVE BOROUGHS

Recent initiatives across the five boroughs, including the Atlantic Avenue Mixed-Use Plan, the Jamaica Neighborhood Plan, and the Queens Public Library modernization project, among more, are strengthening employment hubs and enhancing local economies. These projects create thousands of new homes, including affordable units, and generate tens of thousands permanent jobs. They also invest in key infrastructure improvements, such as new public plazas, transportation access, flood mitigation, and community services.

- **OneLIC Neighborhood Plan:** Led by DCP, the OneLIC Neighborhood Plan supports the creation of nearly 15,000 new homes, including 4,000 affordable units, commercial spaces, and over 14,000 jobs to promote new housing, public services, and sustainable growth in Long Island City, Queens. In April 2025, the plan began the public review process and received favorable recommendations from Queens Community Boards 1 and 2 in June 2025.

- **Atlantic Avenue Mixed-Use Plan (AAMUP):** In October 2024, DCP began public review for the AAMUP, a rezoning which aims to transform a stretch of Brooklyn's Atlantic Avenue into a mixed-use employment hub. In May 2025, City Council approved the AAMUP, which includes provisions for $235 million in community investments. The plan will create 4,600 new housing units, including 1,440 permanently affordable units through Mandatory Inclusionary Housing and 380 income-restricted units through HPD, and generate 2,800 new permanent jobs. It also addresses infrastructure improvements, including wider sidewalks, bike lanes, daylighting at intersections, and flood mitigation measures such as upgraded stormwater and sewer systems and rain gardens.

- **Jamaica Neighborhood Plan:** In March 2025, the Jamaica Neighborhood Plan entered public review. The plan projects nearly 12,000 new homes (including roughly 4,000 permanently income-restricted affordable homes), over two million square feet of commercial and community facility space, 7,000 new jobs, over $300 million in sewer system improvements, and new public space in Jamaica, Queens. The plan received a favorable recommendation by the Queens Borough President in June 2025.

- **Queens Public Library (QPL) Modernization:** In Fiscal 2025, QPL advanced several major capital projects, including breaking ground on a $7.4 million renovation of Hollis Library under the City's $900 million initiative for infrastructure upgrades at the three library systems—including those in Manhattan and Brooklyn—from Fiscal 2025 to Fiscal 2028. QPL also opened a new $39 million branch in Far Rockaway, began a $17.3 million expansion of Arverne Library, reopened Bay Terrace Library following a $6.1 million overhaul, and finalized leases for the future Lefrak City and Court Square Library locations. Additional modernization milestones included reopening Broadway Library after renovating its lower level, completing roof and HVAC replacements at Hillcrest and Laurelton, and launching a new mobile library that serves several Queens communities.

- **Neighborhood Tech Help:** In April 2025, HPD and the City's three public library systems formally launched Neighborhood Tech Help, an innovative, in-person program designed to offer one-on-one technological support for Section 8 tenants. This new service will engage hard-to-reach communities throughout the City, build confidence in basic digital literacy skills, train vulnerable populations on how to be safe online, and boost participation in library programming. Digital literacy skills include avoiding scams, connecting with family, friends, teachers, or case workers, navigating online social services, recovering passwords, finding reliable health information, and accessing low-cost internet services, all of which will enable access to public services and support remote work across the five boroughs.

- **United Nations Plaza:** In February 2025, the United Nations Development Corporation announced a $500 million development plan for One and Two United Nations Plaza that will help create more than 1,800 jobs, infuse millions of dollars back into the local economy, further secure New York City's reputation as a global leader, and revitalize commercial office spaces.

		Actual					Target		Trend	
Performance Indicators	Agency	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Bicycle lane miles installed	DOT	65.3	62.3	47.7	63.7	51.8	50.0	50.0	Down	Up
Bicycle lane miles installed — Protected	DOT	29.2	33.2	25.9	32.9	27.5	*	*	Neutral	*
Bike parking spaces added	DOT	4,350	7,442	3,734	6,928	3,414	*	*	Down	Up
Citi Bike trips (000)	DOT	23,080	28,487	32,151	38,622	45,621	*	*	Up	Up
Bus lane miles installed	DOT	20.5	12.9	7.8	15.7	5.5	*	*	Down	Up
Average monthly bus ridership (000,000)	MTA	23.89	34.71	36.33	33.66	36.13	*	*	Up	Up
Bus ridership compared to pre-COVID-19 pandemic (%)	MTA	NA	61.87%	65.04%	60.31%	63.99%	100.00%	100.00%	NA	Up
Average monthly subway ridership (000,000)	MTA	46.14	77.65	91.89	97.02	103.33	*	*	Up	Up
Subway ridership compared to pre-COV-ID-19 pandemic (%)	MTA	NA	56.56%	66.94%	70.68%	73.01%	100.00%	100.00%	NA	Up
NYC Ferry — Average monthly ridership	EDC	312,082	447,782	549,705	593,019	616,498	*	*	Up	Up
Staten Island Ferry ridership (000)	DOT	7,561	12,119	14,715	16,215	16,705	*	*	Up	Up
Electric vehicles charging stations installed	DOT	NA	140	189	189	207	*	*	NA	Up

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

GENERATE INCLUSIVE, FUTURE-FOCUSED GROWTH

The City's efforts toward advancing economic growth have been driven by a commitment to actualize a kind of growth in which all New Yorkers have an equity stake in the City's investment in its people, potential, and future. Following is a summary of progress made during Fiscal 2025.

A HUB FOR INDUSTRIES AND INNOVATION

Recent initiatives to support industries and innovation in the City, including changes to the procurement code, the Greenlight Innovation Fund, the NYC Industrial Plan, and the SPARC Development, among more, foster economic growth and drive innovation. These efforts aim to streamline procurement processes, fund cutting-edge industries, and promote a sustainable industrial economy.

- **Enabling Challenge-Based Procurements:** In September 2024, the Procurement Policy Board (PPB) adopted changes to the PPB Rules to enable Mayoral agencies to use Challenge-Based Procurement, a procurement model designed to incentivize agencies to devise and implement solutions to the specific challenges or problems that require urgent solutions. The new PPB rule streamlines the bidding process by expanding the use of demonstration projects beyond client service programs, removing requirements that contracts be awarded "competitively" to provide clarity to agencies. These changes encourage City agencies to use the Demonstration Project method of procurement, which allows for a short-term, carefully planned pilot to test and evaluate the feasibility and application of an innovative product or approach without a large commitment of resources and extends the maximum renewal term for contracts under this method from one year to three years with approval of the City Chief Procurement Officer.

- **Greenlight Innovation Fund:** The Greenlight Innovation Fund will provide at least $3 million in capital funding to support facilities in the green economy, life sciences, and advanced technology sectors. The Fund is specifically designed for single-site projects initiated by non-profits on private property. To qualify, projects must include real estate acquisitions, facility construction, or equipment purchases, and recipients are required to self-fund at least 50 percent of the total project costs. In January 2025, EDC allocated up to $50 million for the third and final round of responses to an RFP, for which submissions were due in May 2025.

- **NYC Industrial Plan:** In September 2024, DCP, SBS, and EDC jointly announced the NYC Industrial Plan, which advocates for a sustainable industrial economy centered around good jobs and thriving businesses. The ongoing public engagement phase included a public workshop hosted by the three agencies in April 2025. The City plans to release the final plan by December 2025, with updates scheduled every eight years.

- **SPARC Kips Bay Development:** In February 2025, the Science Park and Research Campus (SPARC) Kips Bay in Manhattan, a 600,000 square-foot monumental hub for innovation, career, and education opportunities in the life sciences sector, and the adjacent Innovation East development, which will replace the former public health lab currently on the site with a new state-of-the-art life science hub, both passed through Uniform Land Use Review Procedure (ULURP) and were approved by City Council. Both the deconstruction of the existing facilities on the SPARC site and the relocation of the structures occupying the Innovation East site will begin by the end of Calendar 2025. Demolition is scheduled for Calendar 2026 and construction for Calendar 2027 through Calendar 2031.

- **Climate Innovation Hub at Brooklyn Army Terminal:** In May 2025, EDC announced that a consortium led by the Los Angeles Cleantech Incubator (LACI) and the Cambridge Innovation Center (CIC) will design and operate "BATWorks," a roughly 200,000 square-foot, cutting-edge climate innovation hub at the Brooklyn Army Terminal in Sunset Park, Brooklyn. EDC's $100 million investment will help create over 600 jobs, serve 150 startups over 10 years, and generate $2.6 billion in economic impact for New York City. EDC simultaneously awarded $1.4 million to the South Brooklyn Industrial Development Corporation to lead an "Economic Mobility Network" across Sunset Park, connecting local residents to jobs in innovation industries.

- **Artificial Intelligence (AI):** In January 2025, EDC released New York City's AI Advantage report, which outlined a plan to establish NYC AI Nexus, a platform to facilitate collaborations between startups and founders with businesses in the City to identify, build, and ultimately adopt applied AI solutions to ensure the continued competitiveness of New York City's key industries, through a $3 million RFP and a partnership with OpenAI, a leading AI organization.

- **New York Climate Exchange on Governors Island:** In February 2025, Skanska was announced as the construction manager for the landmark New York Climate Exchange campus on Governors Island. The Exchange will be a first-of-its-kind research and education institute for developing and implementing solutions to the global climate crisis in New York and around the world, leveraging the power of education, research, workforce development, policy development, and public programming to advance climate action at the local, national, and global level.

- **Urban Innovation Fellows:** In partnership with New York City, Cornell University's Urban Tech Hub manages the Urban Innovation Fellows program, which helps spur tech innovation in City agencies and establishes a new model for collaboration across government, academia, and startups. The Urban Innovation Fellows work directly within seven City agencies, spanning the areas of housing, transportation, water, building decarbonization, sanitation, economic development, and procurement. The Urban Innovation Fellows help implement urban technology solutions that advance City goals, remove policy roadblocks, and guide promising tech startups.

- **Pilot Pitchfest:** In May 2025, Pilot Pitchfest hosted an event in partnership with the Social Science Research Council that brought together City agencies, academic researchers, and skilled volunteers to promote partnerships that encourage the implementation of more innovative and evidence-based City programs and policies. Fifty presenters shared projects from 25 City agencies, including New York City Housing Authority (NYCHA), DOT, the Department of Environmental Protection (DEP), NYC Parks, DSNY, DCAS, the Department of Health and Mental Hygiene (DOHMH), the Department of Social Services (DSS), the Department of Youth and Community Development (DYCD), and the Office of Technology and Innovation (OTI). The event attracted over 400 in-person attendees and 600 online viewers, with 244 academic and 103 volunteer applications to match with agency projects.

EXPANDING AFFORDABLE HOUSING

In Fiscal 2025, the City financed the creation and preservation of 28,281 affordable units, exceeding its target by 41 percent, or more than 8,000 units, and surpassing the Fiscal 2024 total by 10 percent. In Fiscal 2025, the City also completed 20,975 affordable housing units, exceeding its completions target of 17,500 by nearly 20 percent, but down 18 percent from Fiscal 2024. The decline reflects the lower number of housing starts in Fiscal 2022, driven by increased construction costs and Agency staffing challenges, which impacted the pipeline of projects available to complete in later years. Additionally, DCP advanced and the City Planning Commission reviewed land use actions from public and private applications that are projected to create 64,523 homes across the five boroughs—enough to house over 130,000 New Yorkers, a threefold increase from the 20,748 homes projected in Fiscal 2024. Of these, 35,181 would be income-restricted and affordable, an over 300 percent increase compared to Fiscal 2024, either through DCP's Mandatory Inclusionary Housing requirement or from a City agency or non-profit funding source. These increases in homes projected is attributable to the start of public review for four neighborhood plans during Fiscal 2025: the Atlantic Avenue Mixed-Use Plan, the Midtown South Mixed Use Plan, the Jamaica Neighborhood Plan, and the OneLIC Long Island City Neighborhood Plan. If all of them are approved, these four plans would generate over 40,000 of all new homes projected, including over 12,000 income-restricted affordable homes. However, there was an 80 percent decrease in DCP's citywide proposals and studies advanced, largely because of the historically high number of proposals advanced in Fiscal 2024 due to the successful passage of the City of Yes Housing Opportunity plan, which generated most of last year's materials. Several initiatives contributed to expanding affordable housing in the City in Fiscal 2025. These include new tax incentive programs, capital fund commitments, the approval of the City of Yes for Housing Opportunity plan, NYCHA apartment conversions, and efforts to increase permanent housing for the homeless.

- **New Tax Incentives for Affordable Housing:** In December 2024, HPD reached a significant milestone in its mission to expand affordable housing by publishing the official rules for two new State tax incentives programs: Affordable Neighborhoods for New Yorkers (Real Property Tax Law Section 485-x) and Affordable Housing from Commercial Conversions (Real Property Tax Law Section 467-m). These two initiatives promote the development of affordable housing by offering property tax exemptions for new residential construction and for the conversion of commercial properties into affordable units, respectively, in order to help address the City's housing shortage. HPD officially opened registration for both programs shortly after they became effective in January 2025 and some projects have already begun utilizing the incentives.

- **Increasing Capital Funding for Housing Programs:** In July 2024, the City committed $2 billion in capital funds for affordable housing, supportive housing, and homeownership programs in Fiscal 2025 and Fiscal 2026, contributing to a record $26 billion in housing capital over the current 10-year housing plan. These investments support the City's moonshot goal of building 500,000 new homes by 2032 and modernize NYCHA housing.

- **City of Yes for Housing Opportunity (COYHO):** In September 2024, the City Planning Commission approved the COYHO plan, which was later approved by the City Council in December 2024. By updating overly restrictive zoning rules to make it possible to build more housing in every neighborhood, COYHO will allow for the construction of up to 80,000 additional housing units over the next 15 years. This initiative will complement the City's ongoing efforts to address the housing crisis, building upon the 82,101 units already completed in the past three years. In May 2025, the City received its first private application to utilize new zoning tools from COYHO to build roughly 680 homes, including over 150 affordable homes, above a future Q train subway stop at 125th Street and Lexington Avenue in Manhattan.

- **Accessory Dwelling Units (ADUs):** In August 2024, HPD announced multiple new tools to help City homeowners create ADUs that will not only help them to afford to remain in their communities but also build generational wealth. ADUs are defined as any secondary independent unit on the same property as a primary home, including backyard cottages and basement apartments with separate entrances. The new tools include a streamlined portal to cut through bureaucratic red tape and a new $4 million grant to support an ADU pilot program. Additionally, in January 2025, the City launched the City of Yes for Families initiative, which includes a focus on streamlining the development of ADUs.

- **Affordable Senior Housing in the Bronx:** In June 2025, the City and State announced the completion of a 117-unit affordable housing development in Morris Heights reserved for older New Yorkers who earn up to 60 percent of the Area Median Income (AMI), with a vast majority reserved for New Yorkers 62 and older. The $81 million project includes 37 sustainable and supportive apartments where eligible tenants will receive onsite supportive services.

- **Coney Island Plan:** In February 2025, the City announced the next phase of a plan that will deliver roughly 1,500 new homes on City-owned sites in Coney Island, Brooklyn, along with investments in new streets, sewers, and public realm improvements, including a $42 million renovation of the Abe Stark Sports Center and the reconstruction of the historic Riegelmann Boardwalk. The City is also working to advance a series of shoreline enhancements along Coney Island Creek to protect against rising sea levels and the impacts of climate change. In June 2025, EDC and HPD announced a partnership with a real estate development firm based in New York City to continue phase three of the project, which will bring 420 additional affordable homes, roughly 10,700 square feet of commercial space, and approximately 9,700 square feet of community space to the area. The City also announced a partnership with a City-based affordable housing developer and non-profit to build 178 units of affordable and supportive housing as part of the Coney Landing Project.

- **Staten Island North Shore Action Plan:** The Staten Island North Shore Action Plan outlines a four-year roadmap for $400 million in City investment to produce 2,400 homes, over 20 acres of public space, more than 7,500 family-sustaining jobs, and $3.8 billion in economic impact over 30 years. Construction is expected to begin in Calendar 2027. In July 2024 EDC hit several milestones such as securing $2.5 million in federal funding to renovate the currently closed Pier 1 and reestablish public access, breaking ground on 12 acres of interconnected public open space on the New Stapleton Waterfront. In December 2024, HPD too selected a developer to convert the City-owned sanitation garage on the North Shore into affordable housing with a grocery store, community services, and world-class public open space. Since the beginning of Calendar 2025, EDC has started construction on Tompkinsville Esplanade to build two acres of new public waterfront open space. EDC also announced development partners who will build over 500 mixed-income housing units in two areas along the New Stapleton Waterfront on the North Shore of Staten Island; a quarter of the new units will be set aside for affordable housing.

- **La Central Project Phase Two:** In June 2025, the City broke ground on phase two of the "La Central" housing development to bring 420 new affordable homes to the Melrose neighborhood of the Bronx. Phase two will include a range of unit types from studios to four-bedroom apartments, as well as 63 supportive housing units for formerly homeless New Yorkers. Phase two will also include 13,000 square feet of community facility space, 1,500 square feet of retail space, and 7,000 square feet of new public gardens.

- **Innovative Urban Village:** In June 2025, the City unveiled phase 1B of the Innovative Urban Village project, which will create over 450 new units of affordable housing in East New York, Brooklyn, and will set aside 15 percent of its units for formerly homeless New Yorkers. The phase will also include roughly 10,250 square feet of retail and commercial space, 12,600 square feet of daycare space, and a new 9,500 square foot playground, and it will cost over $313 million. The Innovative Urban Village project will ultimately bring up to 2,000 new affordable homes by Calendar 2031, as well as community services, a world-class arts center, 24/7 child care, and more to the community. Phase 1A, which began construction in April 2024 and is scheduled for completion in July 2026, is expected to create over 380 affordable homes as well as a fresh food grocery store for the community.

FAIR AND EQUITABLE OPPORTUNITY

The City implemented several initiatives to support equitable workforce development and expand opportunities for made-vulnerable populations in Fiscal 2025. Important to this work, the Summer Youth Employment Program (SYEP), managed by DYCD, expanded to serve 97,004 participants in summer 2025, a two percent increase from summer 2024. This program provides paid summer jobs to youth ages 14-24, prioritizing those from underserved communities who face economic or social barriers to employment opportunities. Participation in DYCD's Learn & Earn—a career exploration and academic support program for high school juniors and seniors—and Advance & Earn—a training program for young adults ages 16 to 24 who are not working and not in school, also increased by 20 percent and four percent, respectively. However, participation in the Train & Earn program—a career pathways and postsecondary education support program for 16- to 24-year-olds who are not working and not in school—decreased by 17 percent.

Additionally, 22,502 jobseekers secured employment or promotions through SBS' Workforce1 System, centers that provide specialized career support to underrepresented groups, up one percent from Fiscal 2024. In efforts to foster greater economic equity, SBS also certified a total of 11,382 Minority and Women-owned Enterprises (M/WBEs) in Fiscal 2025, a two percent increase from last fiscal year and the annual M/WBE recertification rate remained mostly stable over the last year at around 60 percent. To further enhance opportunities for families, the Administration for Children's Services (ACS) reported a 28 percent increase in child care voucher enrollment over the last fiscal year, driven by an 78 percent rise in children accessing services through non-mandated low-income voucher, thereby increasing access to affordable child care for those in need. These initiatives, as well as the ones highlighted below, collectively work to ensure that more New Yorkers have equitable access to employment, business opportunities, and essential services. Following is a summary of additional progress made during Fiscal 2025.

- **Access to Education and Childcare:** In April 2025, the City announced new investments totaling $167 million to support young children and their families and strengthen funding to preserve and protect critical early childhood education programming benefiting the most made-vulnerable children across the five boroughs. These investments include committing to annual funding for 3-K and for Pre-K students with disabilities to ensure continuity. In June 2025, the City announced its first-ever inclusive early childhood education center for children in general education classes and for children with autism and other disabilities in Flatbush, Brooklyn that will open for the 2025-2026 School Year. In June 2025, the City also announced $80 million in additional investments to support Pre-K special education students, finally delivering universal Pre-K for all, and for a child care pilot program for zero- to two-year-olds that will serve low-income families across New York City.

- **Connecting People with Disabilities to Jobs:** In August 2024, the Mayor's Office of Talent and Workforce Development (NYC Talent), in partnership with the Mayor's Office for People with Disabilities (MOPD), expanded workforce services for New Yorkers with disabilities by launching the New York Systems Change and Inclusive Opportunities Network (SCION) at 18 Workforce1 Career Centers. Supported by a $1.5 million investment from the New York State Department of Labor, this initiative trains Workforce1 staff to better assist individuals with disabilities in preparing for careers. Additionally, the Partnership for Inclusive Internships (PII) program was expanded to place 100 additional New Yorkers with disabilities into paid internships over the next three years. Since originally announcing a goal of connecting 2,500 New Yorkers with disabilities to good-paying jobs and careers over three years in Fiscal 2024, NYC Talent and MOPD are ahead of schedule, already connecting over 500 individuals with disabilities to jobs.

- **Jobs NYC Initiative:** Jobs NYC is a collaborative citywide effort to reduce barriers to economic opportunities and deliver workforce development services directly to communities across the five boroughs that experience the highest levels of unemployment. The City connected 8,500 job seekers to jobs and free training resources at 26 hiring halls over six months in neighborhoods with highest unemployment rate. In February 2025, the City announced a $2 million investment to support Jobs NYC and bring more workforce opportunities to economically-disadvantaged communities.

- **After-School for All:** In April 2025, DYCD announced a historic $331 million commitment to support a comprehensive effort to strengthen and scale after-school programs with the goal of achieving universal access for all students and families across the five boroughs, marking the first increase in after-school program seats in over a decade. The new funding will support the addition of 20,000 new seats over the next three school years, bringing the total number of public school students served by universal after-school programming to 184,000 with a total investment of $755 million annually.

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY25**	**FY26**	**5-Year**	**Desired Direction**
★ Total affordable housing starts (units)	HPD	29,826	17,022	24,689	25,552	28,281	20,000	20,000	Neutral	*
★ Total affordable housing completions (units)	HPD	15,118	23,190	24,678	25,558	20,975	17,500	18,500	Up	*
★ Homes projected through land use actions reviewed by the City Planning Commission	DCP	NA	NA	NA	20,748	64,523	*	*	NA	*
—Affordable homes projected through land use actions reviewed by the City Planning Commission	DCP	NA	NA	NA	8,559	35,181	*	*	NA	*
Citywide proposals and studies advanced	DCP	9	9	26	91	18	*	*	Up	Up
★ Participants in Summer Youth Employment Program	DYCD	35,198	74,884	91,270	95,563	97,004	95,000	95,000	Up	Up
Participants in Learn & Earn (In-School Youth) programs	DYCD	1,460	1,486	1,408	1,587	1,903	1,066	1,190	Up	Up
Participants in Advance & Earn training and internship programs	DYCD	957	948	905	1,152	1,197	1,200	1,380	Up	*
Participants in Train & Earn (Out-of-School Youth) programs	DYCD	1,270	1,506	1,600	1,635	1,350	1,343	1,380	Neutral	*
Workforce1 systemwide hires and promotions	SBS	18,889	22,324	23,599	22,270	22,502	25,000	25,000	Up	*
★ M/WBEs certified	SBS	10,665	10,768	10,799	11,115	11,382	10,800	10,800	Neutral	Up
★ Annual M/WBE recertification rate (%)	SBS	66.7%	61.3%	60.6%	61.2%	60.2%	⇧	⇧	Neutral	Up
Average child care voucher enrollment	ACS	50,266	47,535	56,978	71,039	91,227	*	*	Up	*
★ Average mandated child care voucher enrollment	ACS	26,251	20,714	21,897	22,803	25,932	*	*	Neutral	*
Average number of children accessing child care services through use of a non-mandated low-income voucher	ACS	8,323	9,393	16,236	31,948	56,931	*	*	Up	Up
Average number of children accessing child care through use of a child welfare voucher	ACS	15,692	17,428	18,846	16,288	8,364	*	*	Down	Up

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

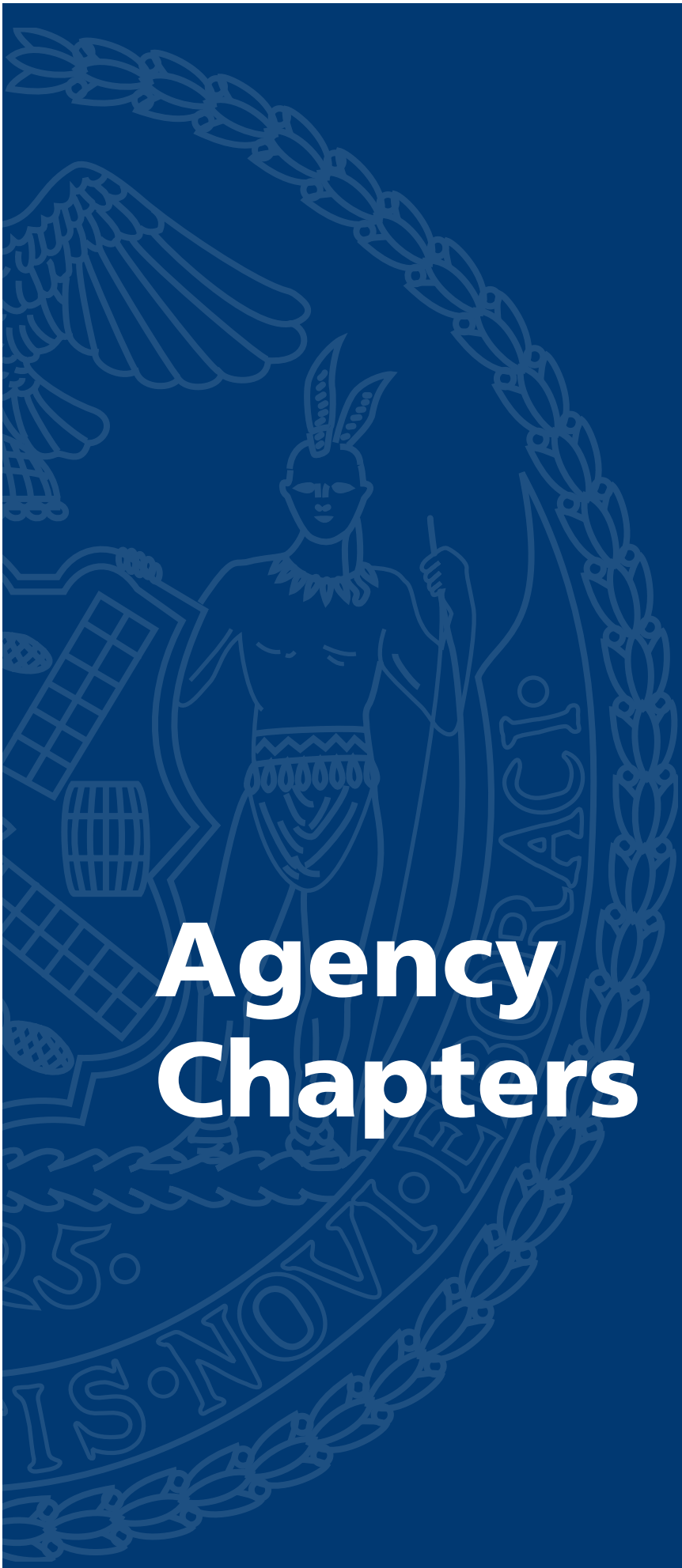
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A number of previously published figures were updated as part of this publication after a review of historical data:
  - The Fiscal 2024 figure for 'Black labor force participation (%)' was updated from 60 to 59. The Fiscal 2022 figure for 'Latinx labor force participation (%)' was updated from 58 to 56. The Fiscal 2024 figure for 'Female labor force participation (%)' was updated from 57 to 56. The Fiscal 2024 figure for 'Male labor force participation (%)' was updated from 68 to 67.
  - The Fiscal 2023 figure for 'Unemployment rate (%) was updated from 5.2 to 5.0. The Fiscal 2024 figure was updated from 5.0 to 4.9.
  - The Fiscal 2022 figure for 'Black unemployment rate (%)' was updated from 10.2 to 10.1. The Fiscal 2023 figure was updated from 9.2 to 9.1 and the Fiscal 2024 figure was updated from 8.4 to 8.2.
  - The Fiscal 2022 figure for 'Total private sector employment' was updated from 3,848,000 to 3,844,000. The Fiscal 2023 figure was updated from 4,077,000 to 4,064,000 and the Fiscal 2024 figure was updated from 4,126,000 to 4,222,000.
  - The Fiscal 2022 figure for 'Foot traffic in business districts (% of Pre-Covid level)' was updated from 73 to 75. The Fiscal 2023 figure was updated from 86 to 83 and the Fiscal 2024 figure was updated from 88 to 86.
  - The Fiscal 2021 figure for 'Manhattan office vacancy (%)' was updated from 16 to 10. The Fiscal 2022 figure was updated from 12 to 13.
  - The Fiscal 2022 figure for 'Total affordable housing starts (units) was updated from 16,960 to 17,022. The Fiscal 2023 figure was updated from 24,273 to 24,689 and the Fiscal 2024 figure was updated from 25,266 to 25,552.
  - The Fiscal 2022 figure for 'Total affordable housing completions (units)' was updated from 23,468 to 23,190. The Fiscal 2023 figure was updated from 24,273 to 24,678 and the Fiscal 2024 figure was updated from 21,428 to 25,558.
  - The Fiscal 2021 figure for 'Miles of sheds removed' was updated from NA to 153. The Fiscal 2022 figure was updated from 179 to 159. The Fiscal 2023 figure was updated from 346 to 215. The Fiscal 2024 figure was updated from 685 to 188.

ADDITIONAL RESOURCES

For additional information go to:

- "New" New York: Making New York Work for Everyone Action Plan: https://edc.nyc/sites/default/files/2023-02/New-NY-Action-Plan_Making_New_York_Work_for_Everyone.pdf



Agency Chapters


SIGILLUM CIVITA
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Public Safety and Access to Justice


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Business Integrity Commission p 139

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

WHAT WE DO

Established in 1845, the New York City Police Department (NYPD) is responsible for policing an 8.8-million-person city. It performs a wide variety of public safety, law enforcement, traffic management, counterterrorism, and emergency response roles. NYPD is divided into major bureaus for enforcement, investigations, and administration. It has 78 patrol precincts with patrol officers and detectives covering the entire City. The Department also operates 12 transit districts to police the subway system and its nearly three million daily riders, and nine Police Service Areas (PSAs) to patrol the New York City Housing Authority's public housing developments, which are home to more than 500,000 residents. Additionally, uniformed civilians, serving as traffic enforcement agents on the City's busy streets and highways, school safety agents, protecting public schools and the nearly one million students who attend them, and 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 newly formed Quality of Life Teams (Q-Teams). Q-Teams are comprised of officers from across 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. 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 incidence of transit crime.

SERVICE 2 Manage public safety programs related to traffic safety.

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

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

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

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

- Goal 4a Improve police/community relations.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a Reduce the incidence of crime.

Crime reduction is achieved through various means of police visibility, enforcement, response and engagement, as well as continuous collaboration between the public, patrol officers, and specialized units of the Department. The effectiveness of patrol officers as local crime fighters and local problem solvers has been enhanced by partnering with the Department's neighborhood safety teams (NSTs), community response teams (CRTs), and investigators, as well as regional criminal justice and law enforcement partners.

In Fiscal 2025, overall major felony crime decreased by three percent compared to Fiscal 2024. Murders and non-negligent manslaughter decreased for the fourth consecutive fiscal year by almost six percent, continuing the desired downward trend. Within Fiscal 2025, a change in the New York State Penal Law that broadened the scope of forcible rape became effective. With this broader definition and reporting past incidents from prior fiscal years, forcible rape increased by over 62 percent, when compared to Fiscal 2024. Other than forcible rape, major felonies across all other categories declined. Robberies decreased by 17 percent, felonious assault decreased by nine percent, burglary decreased by five percent, and grand larceny and grand larceny auto each decreased by 10 percent, respectively. These crime reductions are the result of interdepartmental and interagency efforts to protect New Yorkers through deterrence, intelligence, and swift apprehension. The Department will continue to strengthen its crime reduction efforts with community-oriented and precision policing and maintain security for all residents.

Murder related to domestic violence decreased by 13 percent, while domestic violence-related rape and felonious assault increased by 25 and four percent, respectively. The Department continues to encourage survivors of sexual assault to come forward and report these incidents, while also actively engaging with victims of domestic violence to connect them to social services and prevent revictimization.

Hate crimes decreased by 15 percent in Fiscal 2025 when compared to Fiscal 2024. NYPD regularly meets with religious and community leaders to address tension and concerns from marginalized communities. This also extends to the City's and Department's goal to reduce gun violence. Through focused intervention, gang motivated incidents decreased by 20 percent. Interruption efforts also resulted in a 14 percent decrease in shooting incidents in Fiscal 2025, which is associated with the 13 percent reduction in gun arrests. Fewer deadly weapons on City streets saves lives. Reducing narcotics use remains a priority for the City. The Department recorded an increase in narcotics arrests for a third consecutive year, up 23 percent in Fiscal 2025, destabilizing narcotics-associated harm citywide.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Major felony crime	95,369	119,313	126,929	125,728	121,723	⇩	⇩	Up	Down
★ – Murder and non-negligent manslaughter	489	465	424	359	339	⇩	⇩	Down	Down
★ – Forcible rape	980	1,168	1,090	1,070	1,741	⇩	⇩	Up	Down
★ – Robbery	13,030	16,178	17,047	17,324	14,312	⇩	⇩	Neutral	Down
★ – Felonious assault	21,387	25,034	26,959	28,850	26,308	⇩	⇩	Up	Down
★ – Burglary	13,823	14,793	15,054	13,142	12,510	⇩	⇩	Down	Down
★ – Grand larceny	35,735	49,227	51,455	49,938	44,942	⇩	⇩	Up	Down
★ – Grand larceny auto	9,925	12,448	14,902	15,045	13,565	⇩	⇩	Up	Down
★ Major felony crime in housing developments	5,373	5,859	6,062	6,117	5,818	⇩	⇩	Neutral	Down
Crime related to domestic violence - Murder	53	56	71	70	61	*	*	Up	Down
– Forcible Rape	591	712	660	719	898	*	*	Up	Down
– Felonious assault	8,324	10,104	10,692	11,502	11,971	*	*	Up	Down
Hate crimes	424	573	546	729	618	*	*	Up	Down
Gang motivated incidents	1,371	1,021	804	323	258	*	*	Down	*
✹ Gun arrests	6,426	6,426	6,837	6,129	5,331	*	*	Down	*
✹ Major felony crime arrests	34,587	42,607	49,830	54,871	55,230	*	*	Up	*
✹ Narcotics arrests	10,708	10,172	13,273	17,351	21,306	*	*	Up	*
Crime in progress calls	255,362	280,489	297,236	294,367	297,116	*	*	Up	*
911 calls (total)	7,404,903	7,612,535	7,949,885	7,997,267	7,492,892	*	*	Neutral	*
Shooting incidents	1,741	1,461	1,140	932	804	*	*	Down	Down

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

Goal 1b Prevent terrorist attacks.

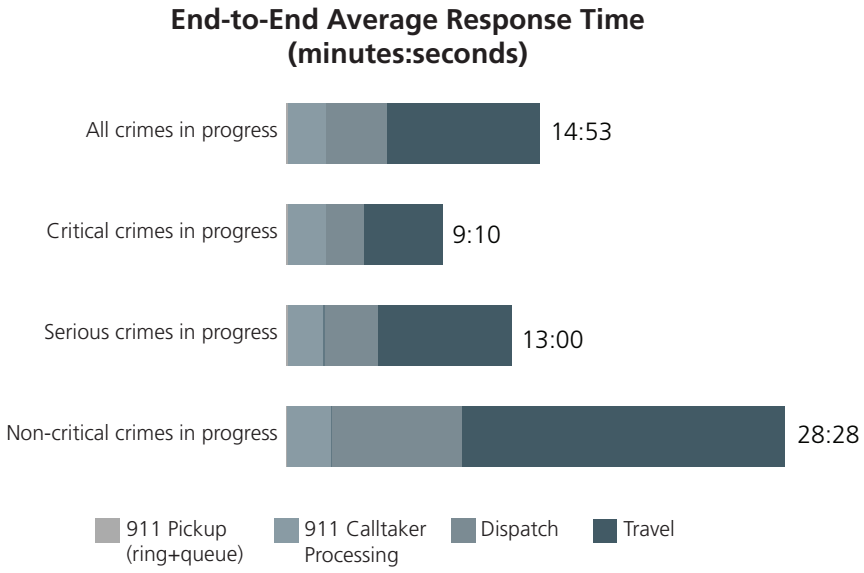
The Department places a high priority on the prevention and detection of terrorist acts. The frontline defense is upheld by NYPD's Critical Response Command, a sub-unit of the Counterterrorism Division, which is staffed with dedicated personnel who are trained and equipped to respond swiftly to active-shooters and other attacks. There are continuous efforts to conduct in-depth training for all first responders, to maintain partnerships with other government agencies at the local, State, and federal levels, and to gather terrorism-related intelligence as effectively and expeditiously as possible. In Fiscal 2025, total counterterrorism training hours for members of the service and non-members decreased by 35 percent and 83 percent, respectively. Renovations to the regional training facility to accommodate state-of-the-art technology have necessitated a reduction in training class size. However, the improved capabilities will facilitate more effective and in-depth training and after-action analysis, with the ultimate goal of advancing preparedness. Federal funding received in Fiscal 2023 has been optimized to extend training for members and non-members through reductions in certain class sizes as well.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Counterterrorism training — Members (hours)	82,243	137,101	177,647	143,612	94,116	*	*	Up	*
– Non-members (hours)	1,563	12,411	12,412	8,432	1,430	*	*	Down	*

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

Goal 1c Respond to police emergencies quickly.

NYPD has the City's largest fleet, with nearly 10,000 vehicles, operating 24 hours a day, seven days a week, which includes responding to 911 calls and emergencies during both heavy congestion and severe weather emergencies. The Department has continued to improve the condition of its fleet and meet City directed climate change goals by deploying new electric vehicles. The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that the public is provided with optimal levels of police service in every instance where police assistance is required.



The end-to-end average response time to all crimes in progress decreased three percent during Fiscal 2025 to 14 minutes and 53 seconds and the end-to-end average response time to critical crimes in progress decreased by one percent to nine minutes and 10 seconds. Reductions in response times are attributed to the Department's efforts to effectively deploy personnel and align staffing with Department goals. The Department constantly reevaluates strategies to reduce response times and ensure operations are effectively running at all levels.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	11:40	12:44	14:24	15:23	14:53	*	*	Up	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:52	8:26	9:02	9:24	9:10	*	*	Up	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	10:52	11:47	13:09	13:31	13:00	*	*	Up	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	19:28	22:02	26:20	29:47	28:28	*	*	Up	Down
Average response time to all crimes in progress (dispatch and travel time only) (minutes:seconds)	9:18	10:24	12:00	12:59	12:30	*	*	Up	Down
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes:seconds)	5:36	6:06	6:38	7:00	6:49	⇩	⇩	Up	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes:seconds)	8:36	9:36	11:00	11:16	10:46	*	*	Up	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes:seconds)	16:36	19:12	23:30	26:53	25:35	*	*	Up	Down

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

Goal 1d Reduce the incidence of youth crime.

NYPD is committed to fostering a safe and secure educational atmosphere to ensure the well-being of students, faculty, and the entire school community. Accomplishing this requires a holistic approach that starts with safe school corridors. Youth Coordination Officers (YCOs) are dispatched by the Department along designated and coordinated police patrols before and after school hours to increase visibility and prevent any criminal incidents. Youth response teams supplement this strategy by deploying citywide in a responsive manner to areas that experience increases in youth crimes, particularly violent ones. School safety agents guard the safety of students, faculty, and visitors within and around school grounds, while also securing points of ingress and egress, including conducting the scanning of entries. The Department operates several programs outside of school hours to provide outlets for youth to commune and engage in constructive and educational experiences in safe spaces.

In Fiscal 2025, major felony crime in schools decreased by nine percent, when compared with Fiscal 2024. There were two murders recorded outside of schools on parks and playground areas. Rape in schools increased from 6 incidents in Fiscal 2024 to 17 incidents in Fiscal 2025, with some of the victims coming forward to report previous incidents in prior fiscal years. Robberies, often perpetrated by criminals on mopeds around the perimeters of schools, increased by seven incidents to 40. Increases in site visits of schools with scaffolding and more directed patrols during non-school hours helped deter unlawful intrusions and thefts, reducing burglaries by 12 percent. Crime prevention flyers written in multiple languages and monthly in-person school safety committee meetings helped raise awareness of safeguarding property, which contributed to a 24 percent decrease in grand larcenies in schools. Mediation efforts and conflict resolution initiatives helped reduce non-criminal incidents by 12 percent. The Department will continue to work with the Department of Education to provide a safe environment for all students and staff.

Outside of schools, youth arrests for major felonies increased nine percent and youth victims of major felonies increased by nine percent. The Department continues to innovate and implement new strategies and programs to protect youth.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Youth arrests for major felonies	2,807	4,037	4,529	5,177	5,623	*	*	Up	*
★ School safety — Major felony crime	85	346	402	404	368	⇩	⇩	Up	Down
– Murder	0	0	0	0	2	*	*	Up	Down
– Forcible Rape	5	15	11	6	17	*	*	Up	Down
– Robbery	0	36	28	33	40	*	*	Up	Down
– Felonious assault	5	151	136	139	130	*	*	Up	Down
– Burglary	35	37	65	34	30	*	*	Down	Down
– Grand larceny	37	102	156	187	143	*	*	Up	Down
– Grand larceny auto	3	5	6	5	6	*	*	Up	Down
School safety — Other criminal categories	169	1,758	1,683	1,494	1,392	*	*	Up	Down
– Other incidents	461	5,965	6,779	5,792	5,111	*	*	Up	Down
Crime committed against youths (7 major felonies)	2,807	4,037	4,529	5,177	5,623	*	*	Up	Down

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

Goal 1e Reduce the incidence of transit crime.

A concerted effort by local and State partners to address transit safety was launched in Fiscal 2025. These included overnight subway police patrols, increased police presence on platforms, and outreach programs for those in need within the transit system. Major felony crime in transit decreased by approximately two percent in Fiscal 2025. Enforcement efforts were increased to maintain order and discourage rule violations within the transit system. As such, total arrests within the transit system increased by 78 percent. Summonses returnable to the Transit Adjudication Board increased by approximately three percent, with a new option to remedy violations through the Fair Fares program—a City initiative that provides eligible low-income residents with a 50 percent discount on public transportation fares, including subways, local buses, and Access-A-Ride paratransit trips.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Major felony crime in transit system	1,452	2,185	2,322	2,259	2,215	*	*	Up	Down
Transit Summonses	52,315	88,112	139,402	174,500	179,542	*	*	Up	*
Arrests within the transit system	NA	NA	8,705	14,545	25,833	*	*	NA	*

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

SERVICE 2 Manage public safety programs related to traffic safety.

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

NYPD constantly endeavors to improve and maintain the safety of pedestrians, motorists, and bicyclists alike. Total traffic fatalities decreased 24 percent in Fiscal 2025 compared to Fiscal 2024. Significant decreases were observed in fatalities involving motorcyclists and motor vehicle passengers of 39 percent and 31 percent respectively, and nine fewer pedestrians were lost. Traditional bicyclists suffered four fatalities, which is the same as in Fiscal 2024. The City's efforts to achieve zero traffic fatalities are progressing.

Education outreach efforts and the enforcement of vehicle and traffic law regulations contribute to the Department's traffic safety program. The Department issued 8,233,896 parking violations in Fiscal 2025, a decrease of less than one percent from Fiscal 2024. Total moving violation summonses increased by four percent. Summonses written to operators of e-bikes for violations increased by 118 percent. Driving While Intoxicated (DWI) arrests increased by nine percent while DWI fatalities decreased 44 percent during Fiscal 2025 compared to Fiscal 2024. Traffic safety outreach events increased by 66 percent, as the Department has invested and focused on efforts to educate the public on proper utilization of micro-mobility devices and dangerous intersections. The Department will continue to intensify its efforts to improve traffic safety both through outreach to the public and purposeful enforcement.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Driving while intoxicated (DWI) related fatalities	17	22	11	34	19	*	*	Up	Down
✹ DWI arrests	2,583	2,870	3,636	3,517	3,835	*	*	Up	*
Moving violation summonses (000)	461	543	652	645	673	*	*	Up	*
– Summonses for hazardous violations	387,469	450,530	527,691	496,487	528,193	*	*	Up	*
Traffic Safety Outreach Events	238	542	496	985	1,632	*	*	Up	*
Parking violations	9,431,122	8,926,905	8,809,102	8,294,420	8,233,896	*	*	Down	Up
Total traffic fatalities	271	266	270	276	211	*	*	Down	Down
— Pedestrians	121	115	121	119	110	*	*	Neutral	Down
— Traditional bicyclists	13	10	10	4	4	*	*	Down	Down
— Motorized two-wheel vehicles	74	73	86	99	60	*	*	Neutral	Down
— Motor vehicle occupants	63	68	53	54	37	*	*	Down	Down
Summonses for E-Bikes	NA	NA	6,218	6,120	13,371	*	*	NA	*

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

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

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

In Fiscal 2025, NYPD launched Quality of Life Teams (Q-Teams) who strive to strengthen communities by focusing directly on quality-of-life issues in a fair and equitable manner. At the close of the fiscal year, there were only five precincts and one Police Service Area (PSA) that had deployed Q-Teams. However, citywide rollout is expected to be completed within the first few months of Fiscal 2026. The policies and strategies developed to support these teams have always been a part of the Department but have been augmented and focused on delivering tangible results.

Even while realigning personnel and resources, the Department continued to respond to community complaints and address quality-of-life violations citywide. There were 1,643,239 service requests to the Department via the NYC311, an increase of 13 percent from Fiscal 2024. This in part resulted in a nine percent increase in quality-of-life summonses compared to Fiscal 2024. Tow removals for various violations increased by 14 percent, clearing streets for proper commuting and parking. Community meetings decreased by 19 percent. Community engagement is necessary for the success of the Department's quality-of-life initiative, though 'Build-the-Block' meetings, a type of community meeting, were not conducted by Q-Teams in the initial pilot phase.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Tow removals	89,505	50,885	50,491	41,593	47,541	*	*	Down	Up
★ Quality-of-life summonses	57,876	67,408	134,580	179,673	196,102	*	*	Up	*
– Unreasonable noise summonses	932	1,568	3,979	4,076	3,696	*	*	Up	*
Public consumption of alcohol summonses	6,867	18,239	50,874	63,505	57,653	*	*	Up	Up
Public urination summonses	746	2,129	6,772	9,904	10,003	*	*	Up	Up
New individuals served by a DOHMH Co-Response Team	658	558	641	391	384	500	500	Down	*
Community Meetings	1,160	1,240	1,237	1,256	1,014	*	*	Neutral	*
311 calls	1,314,332	1,372,141	1,381,037	1,452,859	1,643,239	*	*	Up	Down

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

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

Goal 4a Improve police/community relations.

Delivering police service in a courteous, professional, and respectful manner is a fundamental Department principle. This begins by ensuring members of the service are providing enhanced customer service. The Department measures customer service through random audits of uniformed and civilian personnel who are not told they are being tested. The results of the audits are used to correct deficiencies and improve personnel-public interaction. The overall number of total Courtesy, Professionalism, and Respect tests conducted in Fiscal 2025 decreased by three percent compared to Fiscal 2024. The percentage of tests conducted that were rated 'below standard' increased from six to nine percent, with more intense scrutiny given to responses to 311 service requests. The Department will continue to audit its members to ensure positive engagements with community members.

For NYPD, force is only used when absolutely necessary to protect subjects, bystanders, and officers. Incidents where force is used are fully investigated by a tiered review process to ensure proper documentation, rectify tactical errors, and review the legality and procedural correctness. In Fiscal 2025, there were 14,561 Use of Force (UOF) incidents, an increase of 11 percent from Fiscal 2024. However, there were three percent fewer injuries to officers involved even with the increase in force incidents, which is indicative of proper training, safe tactics, and swift resolution. The Department will continue to review its use of force incidents and policies to ensure the safety of all.

The Department conducts training to elevate skillsets and positively influence the actions of its members. Ongoing comprehensive training includes lessons identifying implicit bias, active bystandership in law enforcement, crisis intervention, and victim trauma. The concept, techniques, and goals of these courses are to enhance positive interactions between police and members of the public using effective communication tools, sound decision making, and active listening. Training is not reserved for recruits in the academy but received throughout the entirety of a member's career. This allows for current and novel techniques to be disseminated to the entire Department, with the goal of always policing in a fair and impartial manner. In Fiscal 2025, Crisis Intervention Team (CIT) training hours increased 43 percent. Active Bystandership in Law Enforcement (ABLE) training, offered only to recruits, decreased by 26 percent as scheduled training will occur within Fiscal 2026. In Fiscal 2025, Trauma-Informed Sexual Assault Victim Interview and Investigations training increased by 223 percent due to personnel increases in units that investigate sensitive and distressing incidents.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Fair and Impartial Policing training (hours) (Uniformed members)	14,287	17,731	15,421	18,286	16,919	*	*	Up	Up
Crisis Intervention Team training (hours) (Uniformed members)	0	12,192	40,960	18,616	26,554	*	*	Up	Up
Trauma-informed sexual assault victim interview/investigations training (hours) (uniformed and civilian members)	2,112	720	9,368	11,087	35,816	*	*	Up	Up
Active Bystandership within Law Enforcement (ABLE)	174,053	71,806	69,769	18,578	13,657	*	*	Down	Up
★ Courtesy, Professionalism and Respect testing	3,867	3,577	4,407	4,852	4,719	*	*	Up	*
– Exceeds standard	0	0	1	1	0	*	*	Up	Up
– Meets standard	3,857	3,554	4,353	4,548	4,298	*	*	Up	*
– Below standard	10	23	54	303	421	*	*	Up	Down
Civilian complaints against members of the service	3,326	3,483	4,700	5,644	5,575	*	*	Up	Down
Deviation Letters	NA	6	2	2	0	*	*	NA	Down
Use of force (UOF) incidents	6,818	9,189	11,102	13,075	14,561	*	*	Up	Down
Uniform Members of Service (UMOS) injured from UOF incidents	3,473	4,354	5,226	5,723	5,542	*	*	Up	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,003	1,776	1,877	2,037	2,830	*	*	Up	*
Payout ($000)	$154,432	$208,702	$298,214	$333,223	$278,314	*	*	Up	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	65%	58%	50%	47%	40%	*	*	Down	*
Workplace injuries reported (uniform and civilian)	10,048	13,931	9,666	9,386	10,038	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	267,680	298,230	340,694	411,160	461,972	*	*	Up	*
CORE facility rating	84	100	99	94	82	*	*	Neutral	Up
Calls answered within 30 seconds (%)	99%	99%	99%	97%	97%	*	*	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to close – Residential Noise - Loud Music/ Party (0.3 days)	92	84	93	98	83	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/ Pounding (0.3 days)	99	99	97	98	92	*	*	Neutral	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	99	99	98	99	96	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	97	99	96	94	87	*	*	Down	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$5,542.4	$5,881.3	$6,310.8	$6,627.3	$7,003.3	$6,419.9	$6,276.5	Up
Revenues ($000,000)	$99.1	$92.5	$95.9	$98.9	$95.7	$95.6	$96.2	Neutral
Personnel (uniformed)	34,858	34,825	33,797	33,812	33,614	35,051	34,975	Neutral
Personnel (civilian)	15,638	15,135	15,117	14,588	14,293	15,783	15,584	Neutral
Overtime paid ($000,000)	$483.8	$779.0	$951.4	$1,093.3	$1,135.6	$685.7	$601.9	Up
Capital commitments ($000,000)	$192.0	$162.2	$90.2	$145.1	$166.3	$290.6	$311.3	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$6,012.3	$6,207.1	
001 - Operations	$2,164.5	$2,065.8	All
002 - Executive Management	$452.4	$427.6	All
003 - School Safety	$287.7	$286.2	1a, 1b, 1c, 4a
004 - Administration - Personnel	$307.6	$309.1	All
006 - Criminal Justice	$65.7	$69.5	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	$173.1	$193.9	1a, 2a, 3a, 4a
008 - Transit Police	$292.1	$368.2	1a, 1b, 1c, 3a, 4a
009 - Housing Police	$206.9	$221.9	1a, 1c, 3a, 4a
010 - Patrol	$1,709.1	$1,810.4	1a
016 - Communications	$113.3	$134.1	1c, 4a
020 - Intelligence and Counterterrorism	$239.8	$252.2	1b
024 - Community Affairs Bureau[4]	NA	$68.2	4a
Other Than Personal Services - Total	$615.0	$796.2	
100 - Operations	$55.7	$98.3	All
200 - Executive Management	$67.0	$182.8	All
300 - School Safety	$7.2	$4.3	1a, 1b, 1c, 1d, 4a
400 - Administration	$407.6	$434.4	All
500 - Communications	$59.9	$59.2	1c, 1d, 4a
600 - Criminal Justice	$0.5	$0.3	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	$9.6	$10.0	1a, 2a, 3a, 4a
800 - Patrol, Housing, and Transit	$2.3	$2.0	1a, 1b, 1c, 1d, 3a, 4a
900 - Intelligence and Counterterrorism	$5.0	$4.8	1b
Agency Total	$6,627.3	$7,003.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2024. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2024 value for the indicator in Goal 1a 'Crime related to domestic violence — murder' was changed from 68 to 70.
- The indicators 'Crimes related to domestic violence — Rape' in Goal 1a and 'School safety — Rape' in Goal 1d were renamed 'Crimes related to domestic violence — Forcible Rape' in Goal 1a and 'School safety — Forcible Rape' to be more consistent with other language used in this chapter.
- Previously published Fiscal 2024 value for the indicator in Goal 1a 'Crime related to domestic violence — forcible rape' was changed from 715 to 719.
- Previously published Fiscal 2024 value for the indicator in Goal 1a 'Crime related to domestic violence — felonious assault' was changed from 11,474 to 11,502.
- Previously published data for the indicator in Goal 1d 'Youth arrests for major felonies' has changed. Fiscal 2021 value was changed from 2297 to 2807, Fiscal 2022 value was changed from 4084 to 4037, Fiscal 2023 value was changed from 4189 to 4529 and Fiscal 2024 value was changed from 5212 to 5177.
- Goal 1e 'Reduce the incidence of transit crime' was added to specifically capture crimes and enforcement measures within the transit system subways, platforms, and stations. As a result, a new indicator 'Total transit arrests' has been added to this goal, while 'Major felony crime in transit' and 'Transit summons' were moved from Goal 1a and Goal 3a, respectively, into Goal 1e.
- The indicator in Goal 2a 'Summonses for prohibited use of cellular phones' has been removed as this indicator is already captured in 'Summonses for hazardous violations.'
- Previously published Fiscal 2024 value for the indicator in Goal 2a 'Total traffic fatalities' was changed from 275 to 276.
- Previously published Fiscal 2024 value for the indicator in Goal 2a 'Traffic fatalities — pedestrians' was changed from 118 to 119.
- Previously published Fiscal 2024 value for the indicator in Goal 2a 'Traffic fatalities — motorized two-wheel vehicles' was changed from 98 to 99.
- Previously published Fiscal 2024 value for the indicator in Goal 2a 'Traffic fatalities — motor vehicle occupants' was changed from 55 to 54.
- The indicator 'Summonses for E-bikes' has been added to Goal 2a to account for all summonses issued to operators of e-bikes.
- The indicator 'Tow removals' has been moved from Goal 2a to Goal 3a to align with quality-of-life initiatives.
- The indicator 'New individuals engaged by a Co-Response Team' in Goal 3a was renamed to 'New individuals served by a DOHMH Co-Response Team' to clarify that this metric reflects the work of NYPD and DOHMH's co-response, but there are other co-response teams between different agencies in the City not reflected in this indicator. Also, previously published Fiscal 2021 value was changed from 661 to 658.

ADDITIONAL RESOURCES

For additional information go to:

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

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

FIRE DEPARTMENT

Robert S. Tucker, Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

FDNY equitably protects the lives and property of all citizens and visitors in New York City, as first responders to more than 1.9 million fires, medical 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 historically have 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, as well as its inclusive culture strategy. These objectives are supported by its Equal Employment Opportunity, Sexual Harassment, Anti-Hazing/Anti-Bullying and similar policies.

The Department also facilitates diversity and inclusion by: partnering with affiliated organizations to amplify DEI initiatives; showcasing Agency diversity through poster campaigns; creating quiet spaces in the workplace for the practice of religious faith and wellness activities; and conducting trainings regarding unconscious bias and inclusive leadership.

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 1 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 FISCAL 2025

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

Goal 1a Reduce the risk associated with fire incidents.

FDNY reduces the risk associated with fires through its inspection, investigation, and education programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one is carried out by firefighters and fire officers, the other is carried out by civilian fire prevention personnel. In Fiscal 2025, the Bureau of Fire Prevention conducted nine percent more inspections compared to Fiscal 2024. Violation orders issued increased 22 percent and violation orders corrected increased 27 percent. The number of summonses issued increased by almost ten percent. Violation orders issued increased due to focused enforcement of specific safety issues, including those surrounding liquid propane gas, emergency access lanes, proper permitting procedures and referrals by other City Agencies or inquiries received directly from members of the public. Additionally, the Bureau of Fire Prevention has further expanded its use of electronic record keeping, which allows for easier tracking and reporting of violation orders issued by units that were previously using paper-based systems. As more violation orders were issued, more businesses and individuals corrected violation orders.

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. In Fiscal 2025, fire companies conducted four percent fewer mandatory inspections and six percent fewer risk-based inspections than in Fiscal 2024. Once a fire has occurred, the Bureau of Fire Investigation conducts investigations to identify the cause, including intentionally set fires, and analyzes the trends and risk factors. These trends and factors are then targeted by FDNY's Fire Safety Education Unit (FSEU), the Bureau of Fire Prevention and Community Engagement and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. The Bureau of Fire Investigation found that there was a 13 percent decrease in intentionally set fires and a less than one percent decrease in arrests by fire marshals in Fiscal 2025 when compared to Fiscal 2024. The FSEU held 2,693 presentations in Fiscal 2025, which is a 16 percent increase from last year. The FSEU has recently implemented the 100 Block Initiative, which provides education events and resources to a hundred blocks identified as having the highest risk of fires.

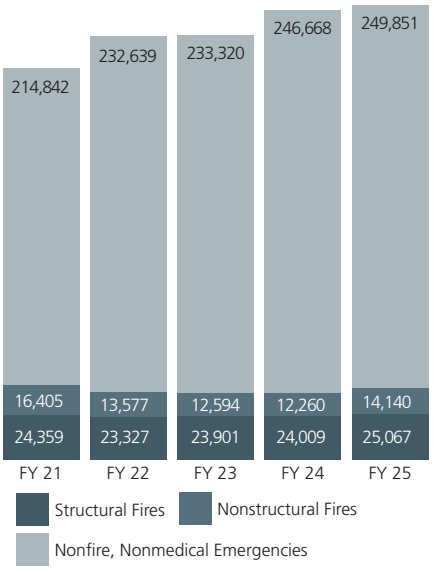
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed risk-based inspections performed by uniformed personnel	16,526	41,727	43,543	42,199	39,776	*	*	Up	*
Completed mandatory inspections performed by uniformed personnel	27,824	31,262	32,869	33,351	32,129	*	*	Up	*
★ Completed inspections performed by civilian fire prevention personnel	179,943	149,300	153,691	188,097	205,294	161,000	161,000	Up	Up
Hazard complaints resolved within one day (%)	93%	91%	91%	94%	94%	85%	85%	Neutral	Up
Violation orders issued	55,077	29,456	36,572	38,943	47,522	*	*	Neutral	*
Violation orders corrected	45,675	25,521	30,192	31,314	39,903	*	*	Neutral	*
Violation orders corrected (%)	83%	76%	85%	80%	84%	*	*	Neutral	Up
Summonses issued	1,521	220	179	217	238	*	*	Down	*
★ Investigations	5,864	5,815	5,856	5,335	5,353	*	*	Down	*
Intentionally set fires	1,119	1,153	1,058	919	802	*	*	Down	Down
✹ Fire and life safety education presentations	798	4,661	3,488	2,319	2,693	*	*	Up	*

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

Goal 1b Promptly respond to fires and other emergencies.

In Fiscal 2025, structural residential fires increased three percent while structural non-residential fires increased over nine percent compared to Fiscal 2024. There were 14,140 non-structural fires this fiscal year, a 15 percent increase over Fiscal 2024. Rubbish fires, manhole fires, and brush fires had some of the largest increases within the category of non-structural fires. Increases in brush fires coincide with dry conditions in the fall of 2024—a Drought Watch was elevated to, and declared, a Drought Warning by the City in November 2024. The end-to-end average response time to structural fire incidents called into 911 increased by four seconds to five minutes and six seconds. Response time to incidents that are not reported through 911, such as those reported through private fire alarms, are not included in the end-to-end response time metrics. These incidents are included in FDNY dispatch plus travel time indicators. In Fiscal 2025, the average dispatch and travel time to all structural fire incidents, including those reported via private fire alarm companies, increased by two seconds compared to Fiscal 2024. Fire company responses between Fiscal 2024 and Fiscal 2025 decreased by almost three percent and incidents requiring an emergency response (one or more fire companies) decreased from 693,005 in Fiscal 2024 to 682,466 in Fiscal 2025.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies



Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Structural residential fires	20,487	19,299	19,666	19,544	20,180	⇩	⇩	Neutral	Down
★ Structural non-residential fires	3,872	4,088	4,238	4,465	4,887	⇩	⇩	Up	Down
Structural fires per 100,000 people	277	265	278	289	302	*	*	Up	Down
★ Non-structural fires	16,405	13,595	12,594	12,260	14,140	⇩	⇩	Down	Down
Fire company responses	1,038,405	1,101,689	1,133,831	1,209,136	1,176,232	*	*	Up	*
Emergency incidents requiring one or more fire companies	588,819	627,045	654,924	693,005	682,466	*	*	Up	*
Non-fire emergencies	214,841	232,639	244,235	246,668	249,851	*	*	Up	Down
Malicious false alarms	18,041	19,949	21,524	22,599	21,966	*	*	Up	Down
Medical emergencies (fire companies only)	315,172	336,718	363,617	388,652	371,517	*	*	Up	Down
End-to-end average response time to structural fires (minutes:seconds)	4:52	5:01	5:02	5:02	5:06	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:22	4:32	4:31	4:33	4:35	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:23	5:41	5:48	5:52	5:51	*	*	Neutral	Down

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

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

A serious fire has an alarm level of "All Hands" and above. Serious fires require a response of at least 60 FDNY personnel. There were 2,175 serious fires in Fiscal 2025, a 15 percent increase from Fiscal 2024, while multiple alarm fires increased by 12 percent. The overall percentage of serious fires that became multiple alarm fires remained at eight percent. Life-threatening fire scene injuries increased by three percent and non-life-threatening fire scene injuries increased seven percent when compared to Fiscal 2024. Civilian fire fatalities increased from 74 to 76 between Fiscal 2024 and Fiscal 2025.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Serious fires	NA	NA	2,096	1,898	2,175	*	*	NA	Down
Multiple alarm fires	NA	NA	205	158	177	*	*	NA	Down
Serious fires reaching second alarm or higher (%)	NA	NA	10%	8%	8%	*	*	NA	Down
Non-life-threatening fire scene injuries	762	959	837	771	823	*	*	Neutral	*
Life-threatening fire scene injuries	67	74	61	58	60	*	*	Down	*
★ ✹ Civilian fire fatalities	64	92	102	74	76	⇩	⇩	Neutral	Down
Civilian fire fatalities per 100,000 people	0.73	1.04	1.19	0.89	0.92	*	*	Neutral	Down

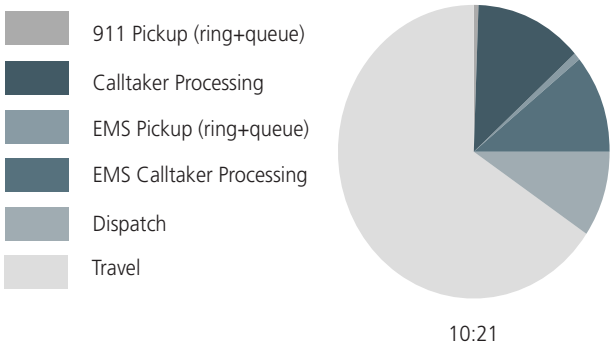
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

The overall incidence of medical emergencies decreased slightly between Fiscal 2024 and Fiscal 2025, including a two percent decrease in life-threatening medical emergencies. In Fiscal 2025, dispatch and travel time to life-threatening medical emergencies for ambulances and fire companies combined increased 22 seconds compared to Fiscal 2024, from seven minutes and twenty-three seconds to seven minutes and forty-five seconds. This metric has increased steadily at a similar rate for the last four fiscal years. This metric includes calls that are not initially classified as life-threatening and then become life-threatening. These calls are counted using the duration of the entire dispatch and travel time, not just the portion of the timeline when the incident was considered life-threatening. The average response from ambulances to life-threatening medical emergencies (dispatch and travel) increased by 33 seconds over the past fiscal year, an eight percent increase. Fiscal 2025 end-to-end average response time to life-threatening medical emergencies by ambulances increased 29 seconds, which is a four percent increase, from Fiscal 2024. The average ambulance in service hours has decreased slightly by three percent over the course of Fiscal 2025.

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



The Department has introduced a strategic plan with a comprehensive agenda to streamline and improve medical responses. In acknowledgment of increasing hospital turnaround times, the FDNY has piloted a successful Hospital Liaison Unit (HLU) initiative to reduce turnaround times in hospitals. HLU teams stationed in hospitals expedite the process of getting ambulances back into service by taking responsibility for patients requiring less medical attention. As part of a staggered rollout, beginning in November 2024, a pilot program at ten NYC Health + Hospital (H+H) facilities has yielded a reduction in average ambulance turnaround times of about 10 minutes and 30 seconds through the end of Fiscal 2025. FDNY is working to expand this initiative to other hospitals. Occurring simultaneously with this program, FDNY has also been piloting Paramedic Response Units (PRUs). By design, PRUs treat more patients during their tours than conventional ALS ambulances because they are not required to be involved in patient transport. This has led to an increase in the percentage of ALS incidents responded to by an ALS capable unit. In addition, the Department is exploring alternative transport options and an expansion of the 911 to telemedicine initiative, started during the COVID-19 pandemic, so that low acuity patients (with physical or mental health symptoms) can be connected to a healthcare provider and receive treatment without the need for transportation to an emergency department.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Life-threatening medical emergency incidents	515,598	564,412	605,140	633,361	620,467	*	*	Up	*
Emergency medical incidents (ambulances)	1,388,043	1,531,959	1,613,316	1,644,446	1,615,531	*	*	Up	*
Average number of medical emergencies per day	3,794	4,179	4,380	4,430	4,361	*	*	Up	Down
Medical emergencies resulting in patient transport	875,276	959,114	1,009,613	1,029,292	1,001,801	*	*	Up	*
Average turnaround time for ambulances at hospitals (minutes:seconds)	34:02	36:17	38:10	40:50	40:40	*	*	Up	Down
Average ambulance in-service hours per day	9,442	8,891	8,686	8,653	8,399	*	*	Down	*
End-to-end combined average response time to life-threatening medical emergencies by ambulances and fire companies (minutes:seconds)	8:44	9:30	9:50	10:03	10:21	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:34	10:17	10:43	10:52	11:21	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	8:29	9:01	9:24	9:37	9:42	*	*	Up	Down
★ Combined average response time to life-threatening medical emergencies by ambulances and fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:53	6:31	7:03	7:23	7:45	6:00	6:00	Up	Down
Combined average response time to life-threatening medical emergencies by ambulances and fire companies, with calls starting at indication of life-threatening emergency (FDNY dispatch and travel time only) (minutes:seconds)	5:40	6:11	6:31	6:29	6:46	*	*	Up	Down
Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:46	7:26	7:59	8:16	8:49	6:55	6:55	Up	Down
Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:13	5:35	5:50	5:56	5:52	4:38	4:38	Up	Down

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

Goal 2b Provide high quality emergency medical care.

In Fiscal 2025, FDNY responded to 28,320 reports of patients in cardiac arrest or choking (segment one incidents), representing a decrease of about six percent when compared to Fiscal 2024. The percentage of confirmed cardiac arrest patients that had a return of spontaneous circulation (revived) upon arrival at the hospital was about 17 percent in Fiscal 2025. A subset of these incidents is classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help and possibly perform CPR, often resulting in better outcomes. Witnessed cardiac arrest patients with a return of spontaneous circulation upon arrival at the hospital was about 31 percent in Fiscal 2025. FDNY has a Mobile CPR Training Unit that provides New Yorkers with the skills to act in the event of cardiac arrest or heart attack. The goal of EMS is not only to resuscitate patients in cardiac arrest but also to treat patients with acute life-threatening issues, thereby preventing cardiac arrest. Each year a substantial and increasing number of life-saving interventions are performed by EMS including asthma patients receiving nebulized medications, allergic patients receiving epinephrine injections, and patients with stroke or myocardial infarction (heart attack) being transported to specialized treatment centers. Overall, over 133,000 patients received life-saving interventions by EMS personnel in Fiscal 2025.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	29,843	30,736	30,306	30,038	28,320	*	*	Neutral	*
Cardiac arrest patients revived (%)	NA	NA	20%	20%	17%	*	*	NA	Up
Witnessed cardiac arrest patients revived (%)	NA	NA	34%	37%	31%	*	*	NA	Up
Asthma patients who received nebulized medication	7,687	9,023	10,475	10,508	10,850	*	*	Up	*
Allergic reaction patients who received Epinephrine	1,011	1,341	1,572	1,675	2,117	*	*	Up	*
Severe stroke patients transported to specialty stroke hospitals	1,151	1,199	1,269	1,427	1,511	*	*	Up	*
STEMI patients transported to specialty cardiac hospitals	1,571	1,514	1,063	883	882	*	*	Down	*
★ Critical patients who received advanced life supporting treatments	106,463	111,948	126,056	117,269	133,789	*	*	Up	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Payout ($000)	NA	NA	$47,387	$35,061	$44,195	*	*	NA	Down
FDNY workers who sustained service-connected injuries (total agency-wide)	9,141	8,964	9,055	8,311	7,978	*	*	Down	Down
Firefighters/fire officers who sustained service-connected injuries	7,296	7,192	7,204	6,225	6,306	*	*	Down	Down
Firefighters/fire officers who sustained service-connected injuries resulting in medical leave	3,800	3,931	3,917	3,585	3,261	*	*	Down	Down
Firefighters/fire officers who sustained service-connected burn injuries	242	245	231	190	189	*	*	Down	Down
Firefighters/fire officers who sustained service-connected burn injuries resulting in medical leave	173	183	176	131	154	*	*	Down	Down
EMS workers/officers who sustained service-connected injuries	1,775	1,696	1,793	1,627	1,576	*	*	Down	Down
Civilian workers who sustained service-connected injuries	70	76	58	68	79	*	*	Neutral	Down
Firefighter/fire officer service-connected injury rate (per 10,000 responses)	70.3	81.4	63.5	54.8	53.6	*	*	Down	Down
Apparatus collision rate (per 10,000 responses)	3.5	3.5	3.5	2.9	3.2	*	*	Down	Down
Ambulance collision rate (per 10,000 responses)	9.9	9.0	8.5	8.5	8.7	*	*	Down	Down
Average time from inspection request until inspection — Fire alarm inspections (days)	60	60	40	25	35	*	*	Down	Down
Average time from inspection request until inspection — Range-hood inspections (days)	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	90%	88%	92%	96%	96%	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	99%	99%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	92%	99%	99%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	7,747	5,866	10,938	16,845	18,650	*	*	Up	*
Average wait time to speak with a customer service agent (minutes:seconds)	30:13	37:16	40:48	59:21	39:59	*	*	Up	Down
CORE facility rating	98	100	96	NA	100	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$2,235.4	$2,486.0	$2,552.2	$2,719.8	$2,884.1	$2,728.0	$2,621.2	Up
Revenues ($000,000)	$95.1	$98.9	$108.9	$115.0	$142.1	$103.0	$108.4	Up
Personnel (uniformed)	10,750	10,615	10,672	10,652	11,123	10,952	11,294	Neutral
Personnel (civilian)	6,390	6,345	6,398	6,537	6,446	6,361	6,407	Neutral
Overtime paid ($000,000)	$325.6	$465.5	$504.3	$534.8	$567.9	$452.3	$453.8	Up
Capital commitments ($000,000)	$115.2	$119.2	$261.1	$174.8	$159.6	$259.2	$288.0	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$2,401.4	$2,492.2	
001 - Executive Administrative	$134.0	$139.2	All
002 - Fire Extinguishment & Emergency Response	$1,797.8	$1,877.8	All
003 - Fire Investigation	$26.7	$26.0	1a
004 - Fire Prevention	$49.0	$53.2	1a, 1c
009 - Emergency Medical Service	$393.8	$396.1	2a
Other Than Personal Services - Total	$318.4	$391.9	
005 - Executive Administrative	$232.4	$270.3	All
006 - Fire Extinguishment & Emergency Response	$42.9	$49.2	All
007 - Fire Investigation	$0.3	$0.3	1a
008 - Fire Prevention	$2.1	$27.9	1a, 1c
010 - Emergency Medical Service	$40.8	$44.2	2a
Agency Total	$2,719.8	$2,884.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Completed inspections performed by civilian fire prevention personnel' was made a critical indicator this reporting period.
- The indicator 'Investigations' was made a critical indicator this reporting period.
- 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. Previously published data for Fiscal 2023 through Fiscal 2025 was updated to reflect these changes.
- 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. Previously published data for Fiscal 2020 through Fiscal 2025 was updated to reflect these changes.
- The calculation for 'Life-threatening fire scene injuries' was changed to match the calculation used for the EquityNYC report. Previously published data for Fiscal 2020 through Fiscal 2025 was updated to reflect these changes.
- 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. Previously published data for Fiscal 2020 through Fiscal 2025 was updated to reflect these changes.
- The calculation for 'Average ambulance in-service hours per day' was changed to restrict the EMS unit to ALS and BLS ambulances and to correct a mathematical error. Previously published data for Fiscal 2020 through Fiscal 2025 was updated to reflect these changes.
- 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. Previously published data for Fiscal 2020 through Fiscal 2025 was updated to reflect these changes.
- The indicator 'Combined average response time to life-threatening medical emergencies by ambulances and fire companies (FDNY dispatch and travel time only) (minutes:seconds)' was made a critical indicator this reporting period.
- The calculation for the indicator '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)' was changed to use a more accurate method for identifying the time the call was upgraded to a life-threatening emergency. Previously published data for Fiscal 2020 through Fiscal 2025 was updated to reflect these changes. This indicator was also made not a critical indicator this reporting period.
- The indicator 'Critical patients who received advanced life supporting treatments' was made a critical indicator this reporting period.

ADDITIONAL RESOURCES

For more information on the agency, please visit:

- Join FDNY:
  www.JoinFDNY.com

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

NEW YORK CITY EMERGENCY MANAGEMENT **Zach Iscol, Commissioner**

WHAT WE DO

NYC Emergency Management (NYCEM) serves New Yorkers before, during, and after emergencies through preparedness, education, response, and recovery. 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.

To achieve its mission, NYCEM leads and supports implementation of strategic interagency and public-facing programs designed to improve overall 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 all-hazard training and exercises. 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. NYCEM also operates Watch Command—the City's 24/7 coordination center which monitors citywide radio frequencies as well as local, national, and international media and weather forecasts to provide public information through Notify NYC, the City's emergency communications program.

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 posture.

FOCUS ON EQUITY

NYCEM is dedicated to addressing the diverse needs of 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.

In response to the COVID-19 pandemic, NYCEM launched the Strengthening Communities Program, 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 2025, providing training, resources, and funding to develop local emergency plans and recovery strategies, with plans to continue expansion in the future.

To ensure accessibility, 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, 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 non-governmental 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 IN FISCAL 2025

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.

In Fiscal 2025, NYCEM executed its mission to better prepare New York City's government, citizens, and partners for disasters through performing 13 full-scale exercises and functional drills, the same number conducted in Fiscal 2024. NYCEM's participation in drills coordinated by other agencies decreased from 36 in Fiscal 2024 to 31 in Fiscal 2025, primarily due to fluctuating training schedules and long-term exercise planning by partner agencies. In Fiscal 2025, NYCEM hosted additional outreach events, reaching 33,610 participants at emergency preparedness education sessions in Fiscal 2025, a 29 percent increase from 26,102 in Fiscal 2024. Through these efforts, NYCEM has shown continued commitment to maintaining both quality and consistency in planning and executing citywide exercises and outreach events.

NYCEM maintains its commitment to emergency management training through the NYC Emergency Management Academy. Instructor-led emergency management training sessions continued to trend upward in Fiscal 2025, increasing slightly from 135 training sessions conducted in Fiscal 2024, to 137 in Fiscal 2025. While the in-person training curriculum has remained stable, NYCEM has taken the opportunity to revitalize online course offerings, updating outdated information and developing new courses. Due to ongoing online course updates, the number of online emergency management courses completed through the Learning Management System decreased by 48 percent, from 1,116 in Fiscal 2024 to 577 in Fiscal 2025. NYCEM will continue increasing learning and development opportunities through expanded course offerings in the coming years.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	8	20	8	13	13	14	14	Up	Up
★ Tabletop exercises	17	45	36	25	24	31	31	Neutral	Up
Participation in drills coordinated by other agencies or organizations	20	25	32	36	31	*	*	Up	Up
★ Participants at instructor-led emergency management training sessions	1,446	1,384	1,575	1,835	1,987	1,000	1,000	Up	Up
Instructor-led emergency management training sessions	84	91	115	135	137	*	75	Up	Up
★ Participants at emergency preparedness education sessions	6,833	50,854	25,565	26,102	33,610	25,000	25,000	Up	Up
Online emergency management courses completed through Learning Management System	624	994	1,131	1,116	577	*	*	Neutral	Up

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

Goal 1b Increase emergency preparedness and awareness among City residents, the private sector, and non-governmental organizations.

NYCEM continued to engage with communities by attending 568 public events in Fiscal 2025, a 23 percent increase from 460 public events attended in Fiscal 2024. As NYCEM staff were no longer deployed to support asylum seeker operations, they were able to address work backlogs following that heavy activation workload, and there were more staff available to participate in public events in Fiscal 2025. The public events attended this fiscal year primarily consisted of Ready New York public education booths at fairs and other public gatherings, as well as public capacity-building sessions with community and faith-based partners throughout the City.

Throughout Fiscal 2025, NYCEM continued to utilize social media channels to distribute critical emergency updates and resources to subscribed individuals. NYCEM also continued to use social media and in-person advertising to increase awareness and encourage participation in the City's emergency alert system, Notify NYC. In Fiscal 2025, subscribers to Notify NYC, Corpnet, the Advance Warning System, and the Community Preparedness newsletter increased eight percent compared to Fiscal 2024, increasing to just above 1.3 million. This increase was primarily due to an increase in Notify NYC subscribers, which increased seven percent. The increase in Notify NYC subscribers can be attributed in part to the launch of localized Nixle messaging, which provides New Yorkers with a new way to sign up for alerts relevant to their specific neighborhoods. Subscriber growth also tended to spike around major weather events, driven by frequent mentions of Notify NYC by the NYCEM Commissioner and the Mayor. Views for NYCEM's Know Your Zone webpage, a tool for helping

New Yorkers access critical information on coastal storm evacuation zones, increased 46 percent from 48,734 in Fiscal 2024 to 71,260 in Fiscal 2025. Know Your Zone webpage views increased primarily as a result of an increase in advertising spending and related efforts.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	933,002	1,061,723	1,159,984	1,240,585	1,341,056	⇧	⇧	Up	Up
Know Your Zone webpage views	26,259	110,754	38,635	48,734	71,260	*	*	Up	*
Community events participated in	NA	NA	635	460	568	*	*	NA	Up

★ 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.

In Fiscal 2025, NYCEM continued to use the City's emergency notification system, Notify NYC, to provide over 1.3 million New Yorkers signed up to receive notifications with essential updates on news and emergency-related events in 14 languages, including American Sign Language. Notify NYC issued a total of 2,860 messages in Fiscal 2025; a five percent increase compared to the 2,713 messages sent in Fiscal 2024. This increase can be attributed to the substantial increase in the number of planned events for which NYCEM coordinates Nixle messaging. This forward-leaning messaging posture helps New Yorkers get critical information while attending one of the many major events the City hosts each year. The average time between an incident's beginning to the first corresponding Notify NYC message being sent decreased in Fiscal 2025, dropping to 6 minutes and 24 seconds, compared to 6 minutes and 53 seconds in Fiscal 2024, continuing to stay under the target of less than seven minutes.

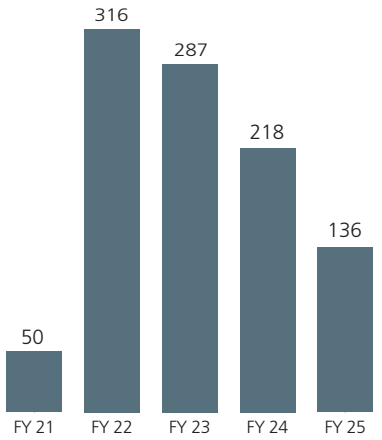
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Notify NYC messages issued	2,926	2,157	2,215	2,713	2,860	*	*	Neutral	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	5:45	6:20	6:26	6:53	6:24	7:00	7:00	Up	Down

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

Goal 2b Coordinate emergency response and recovery for disasters of all scales and types.

NYCEM utilizes Watch Command to identify, track, and communicate critical incidents that impact the City 24 hours a day, seven days a week. Watch Command monitors citywide communication and media channels, including the City's first responder radio frequencies, local and national news, weather condition alerts, 911 calls, and more. When incidents trigger a field response, NYCEM dispatches first responders to provide essential interagency coordination on site. NYCEM responded to and monitored a total of 3,568 incidents in Fiscal 2025, a 25 percent increase from 2,863 in Fiscal 2024. This total is made up of incidents with field responses and incidents monitored from Watch Command. The increase in Fiscal 2025 was primarily due to a high volume of brush fire responses during the City-established Drought Watch in October 2024, which was escalated to a Drought Warning in November, and many incidents through spring. Due to the higher number of complex incidents requiring multi-agency collaboration—such as ongoing drone or Unmanned Aircraft Systems (UAS) operations at Rockaway Beach, NYCEM's support of Operation Restore Roosevelt, and the May 2025 Mexican naval vessel incident—interagency meetings held during field responses more than doubled from 123 in Fiscal 2024 to 254 in Fiscal 2025. A total of 2,811 incidents were monitored from Watch Command in Fiscal 2025, a 30 percent increase from 2,168 incidents in Fiscal 2024. Some variance in the number of incidents is expected from year to year.

Community Emergency Response Team (CERT) deployments



The City's Emergency Operations Center (EOC), located at NYCEM, centralizes coordination, information sharing, and decision-making during emergencies impacting the City. The EOC was activated for a total of 365 days in Fiscal 2025, remaining steady from Fiscal 2024's 366 days. These extended EOC activation times were due to the asylum seeker operations that concluded in May 2024, as well as other significant emergencies and events such as the CrowdStrike Outage in July 2024, Election Day, and severe weather like the wind-driven Bronx apartment complex fire in January 2025.

NYCEM continues to promote emergency preparedness and response volunteerism through the Community Emergency Response Team (CERT) program. CERT members complete an intensive 11-class training program that raises awareness of emergencies and disasters and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations, and traffic control. After graduating from the program, CERT members support their communities by assisting with emergency education and response. CERT members provided support during 136 deployments in Fiscal 2025, a decrease from 218 deployments in Fiscal 2024. Despite the decrease in major emergency deployments necessitating CERT support, members still had many opportunities to engage with the public in Fiscal 2025 through special events including the Macy's Thanksgiving Day Parade as well as outreach and preparedness activities. CERT members self-report having donated a total of 10,809 hours of volunteer service in Fiscal 2025, a 13 percent decrease from Fiscal 2024's 12,388 hours, primarily due to the decrease in emergency deployments. Due to changes in NYCEM staff responsible for CERT program management, CERT members recruited decreased by 22 percent in Fiscal 2025. Despite these decreases, the CERT program remains committed to providing valuable skills and experiences to its members as well as serving communities throughout the City.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Incidents	4,630	4,704	2,525	2,863	3,568	*	*	Down	*
– Field responses	798	1,023	564	695	787	*	*	Down	*
– Incidents monitored from Watch Command	3,991	3,681	1,961	2,168	2,811	*	*	Down	*
Interagency meetings held during field responses	155	129	132	123	254	*	*	Up	*
★ Days Emergency Operations Center activated	365	365	350	366	365	*	*	Neutral	*
★ Community Emergency Response Team volunteer hours	11,037	8,699	8,963	12,388	10,809	*	*	Up	*
Community Emergency Response Team members recruited	64	60	107	103	80	*	*	Up	*
Community Emergency Response Team deployments	50	316	287	218	136	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$289.5	$675.3	$186.2	$174.7	$129.9	$135.4	$80.8	Down
Personnel	197	202	211	224	225	244	216	Up
Overtime paid ($000)	$1,119.0	$978	$1,116	$1,005	$264	$184	$184	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$23.7	$32.4	All
002 - Other Than Personal Services	$151.0	$97.5	All
Agency Total	$174.7	$129.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

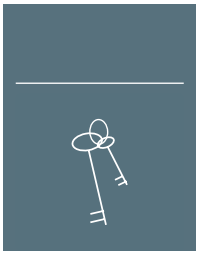
For additional information on items referenced in the narrative, go to:

- 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

Lynelle Maginley-Liddie, Commissioner



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, 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. So, while 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. Additionally, the Department maintains a public data dashboard related to jail operations, which is updated on a regular basis, with the goal to improve 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.

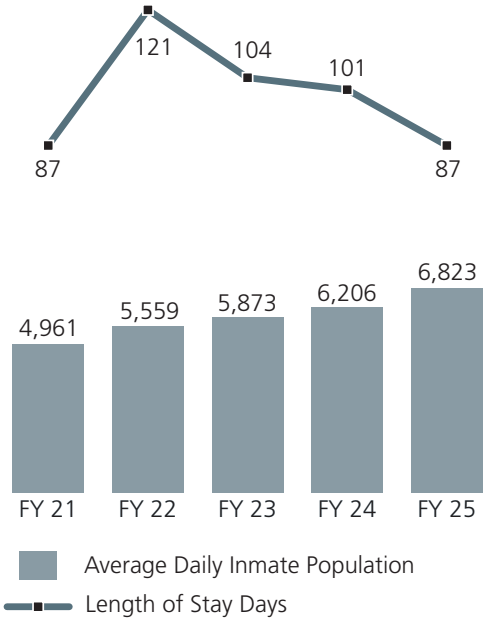
HOW WE PERFORMED IN FISCAL 2025

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.

The City's jail population has changed and grown year-over-year since Fiscal 2021 and become more challenging to manage, largely because of the increased volume. The average daily population (ADP) in Fiscal 2025 was 6,823, an increase of nearly 10 percent from Fiscal 2024. New admissions also increased by five percent to 24,210 in Fiscal 2025. These trends are due to criminal justice policy changes resulting in arrest rates increasing in line with public safety goals, as well as bail reform. Because bail reform drastically reduced the use of cash bail and pretrial detention for most misdemeanors and lower-level felonies, a higher proportion of the population in DOC custody has been charged with serious violent offenses. Cases involving higher and more serious charges tend to be more complex and therefore take longer to process in court than those involving lower-level offenses, causing many individuals to remain in DOC custody for longer than they have historically. Coupled with this, the Department has experienced significant attrition in uniformed staff positions over the last few years and, like public safety agencies across the nation, has faced exceptional challenges in recruitment to fill vacancies.

Individual(s) in Custody Population and Length of Stay



The steady increase in population was compounded in the second half of Fiscal 2025 by a wildcat strike among officers employed by the New York State Department of Corrections and Community Supervision (DOCCS)—a wildcat strike is a work stoppage by employees that is initiated without the approval or authorization of their union leadership. This resulted in a temporary suspension of all new admission transfers of state-ready individuals—people who have been sentenced to serve time in a New York State prison, from City custody to DOCCS facilities. This brought about a sharp increase in the number of state-ready individuals in the Department's custody who would have otherwise been transferred to DOCCS during this time. While transfers had partially resumed by the end of Fiscal 2025, the number of individuals transferred to DOCCS each week was not in line with the number of individuals who received a State sentence, meaning that the state-ready population in the Department's custody continued to increase despite transfers resuming. The significant and unexpected increase in population required the Department to overcrowd certain housing areas to ensure that all people entering custody could be assigned a bed and safely housed.

While the average length of stay for individuals in custody decreased from its peak in Fiscal 2022 during the COVID-19 pandemic, it remains substantially longer than pre-pandemic norms. Nearly a quarter of the population has been in custody for more than a year, with some having been in custody for three years or more. Data shows that the longer an individual remains in custody, the greater the likelihood that they will be involved in a violent incident. Also, on average, over two thirds of the individuals held in the Department's custody throughout Fiscal 2025 were awaiting trial for a violent felony offense, and, while decreasing every year since Fiscal 2021, over nine percent of people in custody are affirmed to be affiliated with a security risk group (SRG) or gang. It's likely that a much higher percentage of the population is SRG affiliated, however, the Department only reports SRG affiliation if the individual has affirmed their affiliation, regardless of other affirmative credible intelligence that may be available. Collectively, these factors have resulted in the Department being charged with managing a population that is larger than the projections used to allocate resources to DOC under the initial Borough-Based Jails plan, and at greater risk for committing serious acts of violence and engaging in disruptive behavior while in custody. Simultaneously, the Department is operating with fewer functioning jail facilities, outdated jail infrastructure, severely constrained bed capacity, and limited uniformed and non-uniformed staffing resources.

With these risk factors as a backdrop, the Department has seen an increase in several violence indicators. The rate of violent incidents among individuals in custody increased by nearly 10 percent from Fiscal 2024 to 104.2 violent incidences per 1,000 ADP per month in Fiscal 2025. Similarly, serious injury to individuals in custody as a result of these violent incidents

increased by nearly 12 percent from Fiscal 2024 to 13.5 serious injuries per 1,000 ADP per month in Fiscal 2025. The rate of assault on staff by individuals in custody, and serious injury to staff as a result of these assaults, also increased by about 31 percent and 21 percent, respectively. Serious violent incidents may result in additional charges and rearrest while in custody. Because of this, the number of jail-based arrests of individuals in custody also rose by 28 percent from Fiscal 2024 to 436 arrests in Fiscal 2025. All violent incidents require a post-incident search to recover any contraband weapons. There were 113,019 searches conducted in Fiscal 2025, which included post-incident searches and routine sweeps, eight percent less than in Fiscal 2024. Although the overall number of searches decreased, the proportion of these searches that are considered Tactical Search Operations (TSOs) increased significantly. TSOs are strategic searches that are more labor intensive and yield more contraband than other types of searches. This may, in part, explain the 51 percent increase in contraband weapons recovered, reaching 2,128 weapons in Fiscal 2025 compared to 1,407 in Fiscal 2024. Despite the increases in these violence indicators, stabbings and slashings decreased 22 percent from 370 incidents in Fiscal 2024 to 288 in Fiscal 2025.

The Department continues to take a multi-pronged approach to better manage jails and reduce or prevent serious incidents. DOC continues to prioritize increased safety and security within the jails so that both staff and people in custody remain safe, and so that people in custody can continue accessing important programs and services.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Admissions	16,179	17,803	21,691	23,035	24,210	*	*	Up	*
✹ Average daily population	4,961	5,559	5,873	6,206	6,823	*	*	Up	Down
Individuals in custody in Security Risk Group (% ADP)	22.6%	18.9%	14.2%	10.9%	9.3%	*	*	Down	Down
Fight/assault infractions	11,214	9,248	8,503	7,812	8,528	*	*	Down	Down
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	98.1	87.0	90.4	94.9	104.2	⇩	⇩	Neutral	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	13.0	18.9	15.4	12.1	13.5	⇩	⇩	Down	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	19.6	15.8	12.3	9.5	12.4	⇩	⇩	Down	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.52	0.45	0.40	0.24	0.29	⇩	⇩	Down	Down
Jail-based arrests of individuals in custody	145	234	384	341	436	*	*	Up	Down
Searches	268,579	223,310	169,119	123,158	113,019	*	*	Down	*
Weapons recovered	2,159	5,022	3,651	1,407	2,128	*	*	Down	*
★ Escapes	1	3	1	2	0	⇩	⇩	Down	Down
★ Non-natural deaths of individuals in custody	5	9	8	4	4	⇩	⇩	Down	Down
Stabbings and slashings	247	491	387	370	288	*	*	Neutral	Down

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

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

The Department is focused on providing uniformed members of service with the training and supervision they need to apply use of force in line with DOC policy and correctional best practices. Despite a significant increase in the incarcerated population that strained resources and impacted operations throughout the Agency, overall use of force incidents remained steady.

In Fiscal 2021 and Fiscal 2022, use of force incidents with serious injury and use of force incidents with minor injury were classified differently and included a higher number of incidents. During this time, any use of force incident that recorded a serious or minor injury was categorized as a use of force with serious or minor injury, respectively, regardless of whether the injury occurred as a result of the use of force or from the events that precipitated the use of force (e.g., violent incidents among individuals in custody). In Fiscal 2023, the Department realigned with its previous practice and now only categorizes an incident as a use of force with serious or minor injury if the injury was a direct result of the use of force. Serious injuries that occurred as a result of the precipitating incident are now appropriately recorded separately. This realignment explains, in part, the year-over-year decreases seen in these indicators from Fiscal 2022 to Fiscal 2024. Between Fiscal 2024 and Fiscal 2025, use of force incidents with a serious injury increased by 28 percent to 0.95 use of force incidents per 1,000 ADP,

however, these incidents account for a very small number of uses of force, making up roughly one percent of all reported uses of force (79 out of 7,044 uses of force). Each use of force incident is closely reviewed to identify any incident in which force was misused, and the Department imposes corrective counseling and/or discipline appropriately. The Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to a use of force.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Incidents of use of force	7,506	7,080	7,000	7,064	7,044	*	*	Neutral	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	5.31	6.50	4.13	0.74	0.95	⇩	⇩	Down	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	17.51	12.06	8.73	3.37	3.37	*	*	Down	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	102.29	87.23	86.64	90.50	81.87	*	*	Down	Down
Incidents and allegations of use of force	7,743	7,302	7,195	7,265	7,187	*	*	Neutral	Down

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

Goal 1c Provide individuals in custody with timely access to health services.

NYC Health + Hospitals' Correctional Health Services (CHS) provides medical and mental health services for individuals in DOC custody. In Fiscal 2025, the percent of individuals in custody with a serious mental health diagnosis, as determined by CHS, increased for the third year in a row, and is now at 20.7 percent of the average daily population.

Individuals seeking the medical care provided by CHS for non-emergency medical complaints may do so by making requests to DOC staff or calling the CHS Health Triage Line. CHS determines whether an individual requires a scheduled medical encounter and schedules an appointment for the individual. Individuals can refuse an appointment at any time and individuals declining to attend their clinic appointment is, by far, the largest category for non-production. The Department works in close collaboration with CHS to produce as many individuals as possible to the clinic on a given day, while taking into account any separation orders or other safety concerns, as well as the size and capacity of the clinics. In Fiscal 2025, the Department produced individuals in custody for their scheduled appointment 76.6 percent of the time, a nearly two percentage point improvement from Fiscal 2024, out of a total of 710,001 scheduled appointments. The total number of scheduled appointments increased by 15 percent between Fiscal 2024 and Fiscal 2025, in part due to the significant increase in population.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Individuals in custody eligible for specialized mental health discharge procedures (% ADP)	53%	50%	51%	54%	57%	*	*	Neutral	*
Individuals in custody with a serious mental health diagnosis (% ADP)	16.5%	16.2%	18.9%	20.3%	20.7%	*	*	Up	*
Average clinic waiting time (minutes)	7	11	14	10	18	*	*	Up	Down
Scheduled clinic encounters	NA	NA	NA	617,375	710,001	*	*	NA	*
★ Scheduled clinic encounters produced (%)	NA	NA	NA	75%	77%	⇧	⇧	NA	Up

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

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

The jail population as a percent of capacity continues to increase year-over-year, rising from 87 percent in Fiscal 2024 to 92 percent in Fiscal 2025—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 and bail reform policies. This increase was further compounded in Fiscal 2025 by the sharp increase in state-ready individuals remaining in custody following the wildcat strike among DOCCS staff in the second half of the fiscal year. However, the Department's population was increasing and there were already challenges with bedspace capacity even before the wildcat strike. Due to classification requirements and other factors (e.g. need for mental health or other specialized housing), capacity is not distributed evenly across all populations,

and available beds are more limited for some populations than others. In order to operate with such limited capacity and ensure each individual entering DOC custody can be assigned a bed and is safely housed, the Department overcrowded several housing areas and consolidated or modified operations at certain facilities. These modifications stretched already strained resources even thinner across the Agency. The Department continues to take proactive steps to manage the population safely and ensure each individual coming into custody is assigned a bed.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Jail-cells unavailable due to short-term repair (%)	3.7%	4.3%	2.9%	1.4%	1.3%	1.0%	1.0%	Down	Down
★ Population as percent of capacity (%)	65%	75%	79%	87%	92%	96%	96%	Up	*

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

Goal 1e Ensure timely transport of individuals in custody to courts throughout the City.

The Department's on-site court production rate remained steady between Fiscal 2024 and Fiscal 2025 at 98.6 percent. DOC continues to work with stakeholders throughout the criminal justice system to address case processing and to ensure people can move through the justice process expeditiously and not linger in the jails. The scheduled teleconference court appearance production rate also remained mostly steady between Fiscal 2024 and Fiscal 2025, at 88.9 percent this fiscal year. The number of scheduled teleconference court appearances reflect the scheduling needs of the court system, which are determined by the Office of Court Administration. DOC does not determine whether a court appearance is in person or via teleconference.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Scheduled on-site court appearances	NA	NA	94,606	90,849	88,074	*	*	NA	*
★ Scheduled on-site court appearances produced (%)	NA	NA	91.5%	98.2%	98.6%	⇧	⇧	NA	Up
Scheduled teleconference court appearances	NA	NA	3,681	1,826	1,805	*	*	NA	*
★ Scheduled teleconference court appearances produced (%)	NA	NA	88.9%	87.3%	88.9%	⇧	⇧	NA	Up

★ 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.

Individuals in the Department's custody can access an array of robust services to meet their goals and needs. In Fiscal 2025, 15.1 percent of individuals in custody participated in programs, services and activities, which is comparable to the proportion participating in Fiscal 2024. In Fiscal 2024, the Department discontinued the Target Approach to Jail Services contract, under which contracted providers ran group-based services, and instead insourced these services. The Department has been focused on backfilling vacant positions within the business units responsible for providing group-based and one-on-one sessions. Starting in the spring of 2024, DOC began onboarding staff to provide both group and individual programs. This influx of staff has helped bolster the provision of group and one-on-one services in Fiscal 2025. Services such as anger management, parenting classes, job readiness, recreation, and fine and performing arts are offered in group settings. Between Fiscal 2024 and Fiscal 2025, there was a 24 percent increase in group facilitation sessions. One-on-one sessions include services such as individual counseling, transition planning, and social services. The number of one-on-one sessions provided remained steady between Fiscal 2024 and Fiscal 2025.

DOC also offers workforce development programs to provide career and technical education through an array of courses, such as automotive, barbering, barista, carpentry, cosmetology, culinary arts, digital literacy, driving, make-up artistry, music engineering, small business, welding, and certifications on areas such as CPR, flagging/scaffolding, and construction worksite safety. A total of 4,167 individuals enrolled in workforce development programs in Fiscal 2025, which is comparable to enrollments in Fiscal 2024. In addition, the Department of Education provides education in school sites and on select housing

units within the jails. To encourage engagement with educational services, the Department operates "school houses," which afford the entire housing area within the jail the opportunity to attend school together, ensuring dedicated uniformed staff are available to escort individuals in custody to school sites and providing certain incentives to those in the housing areas to encourage continued engagement with school services. The average daily attendance in these school programs was 76 in Fiscal 2025, down from 82 in Fiscal 2024. Lastly, the total number of individuals in custody who participated in post-secondary education programs decreased by 35 percent, from 450 enrollments to 291 over the last fiscal year. This drop was due to one of the major providers of post-secondary services within the jails terminating services, resulting in fewer opportunities for people in custody to participate in these services. The Department seeks feedback from people in custody on an ongoing basis to ensure programs, services, and enrichment activities are aligned with their interests and revises its offerings accordingly.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Individuals in custody participating in programs, services, and activities (%)	NA	7.2%	18.2%	14.8%	15.1%	10.0%	10.0%	NA	Up
Group facilitation sessions provided to individuals in custody	NA	NA	42,299	40,422	50,242	*	*	NA	*
One-on-one sessions provided to individuals in custody	NA	NA	32,961	19,733	20,275	*	*	NA	*
Enrollments in workforce development programs	NA	NA	4,275	4,045	4,167	*	*	NA	*
Average daily attendance in school programs	11	32	67	82	76	*	*	Up	*
Individuals in custody participating in post-secondary education programs	NA	NA	39	450	291	*	*	NA	*

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Payout ($000)	NA	NA	$48,676	$279,846	$76,374	*	*	NA	Down
Workplace injuries reported	3,911	2,207	1,822	1,494	1,294	*	*	Down	Down
Accidents involving individuals in custody	270	283	252	225	266	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	0.0%	91.7%	100.0%	100.0%	97.7%	*	*	Up	Up
E-mails responded to within 14 days (%)	0.0%	72.8%	78.0%	72.1%	62.2%	*	*	Up	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$1,259.3	$1,391.8	$1,357.4	$1,277.6	$1,342.6	$1,158.4	$1,212.6	Neutral
Revenues ($000,000)	$11.4	$11.8	$11.7	$11.3	$13.0	$11.8	$11.8	Neutral
Personnel (uniformed)	8,388	7,068	6,299	5,954	5,777	7,060	7,060	Down
Personnel (civilian)	1,661	1,559	1,552	1,537	1,581	1,827	1,832	Neutral
Overtime paid ($000,000)	$153.2	$262.9	$294.6	$281.8	$341.0	$137.9	$160.8	Up
Capital commitments ($000,000)	$62.0	$499.3	$774.8	$982.5	$2,528.5	$2,761.8	$2,755.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,092.2	$1,166.6	
001 - Administration	$107.6	$89.3	All
002 - Operations	$625.7	$169.1	All
005 - Jail Operations	$352.5	$840.0	All
006 - Health and Programs	$6.4	$25.6	All
009 - Transportation	NA	$42.6	All
Other Than Personal Services - Total	$185.4	$176.0	
003 - Operations	$102.4	$85.7	All
004 - Administration	$13.0	$15.0	All
007 - Jail Operations	$49.6	$47.6	All
008 - Health and Programs	$20.3	$21.6	
010 - Transportation	NA	$5.98	All
Agency Total	$1,277.6	$1,342.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2024 figure for 'Individuals in custody participating in programs, services, and activities (%)' in Goal 2a was updated from 23.1 percent to 14.8 percent after a review of historical data.
- The Fiscal 2024 figure for 'Workplace injuries reported' was updated from 910 to 1,494.

ADDITIONAL RESOURCES

For additional information go to:

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

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

DEPARTMENT OF PROBATION **Juanita N. Holmes, Commissioner**

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, ultimately helping individuals successfully transition out of the criminal and juvenile justice systems and reducing the likelihood of recidivism.

In Criminal and Supreme Courts, DOP prepares court investigations and reports, supervises individuals based on 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 New York City neighborhoods where a high concentration of people on probation reside. NeON provides a range of services to people on probation in addition to neighborhood residents, supporting individuals with the tools, credentials, and hands-on experience needed to secure sustainable employment, achieve economic mobility, and reduce the likelihood of recidivism.

FOCUS ON EQUITY

As the largest and most robust community corrections alternative to detention, jail, and incarceration in New York City, and as one of the largest probation agencies in the nation, DOP is committed to ensuring that those under its supervision have access to the opportunities and services they need not only to avoid incarceration, but to thrive.

DOP brings resources to neighborhoods disproportionately impacted by the justice system, where large numbers of people on probation reside. Through its nationally recognized Neighborhood Opportunity Network (NeON), operating in seven such communities—Brownsville, Bedford-Stuyvesant and East New York, Brooklyn; Harlem, Manhattan; Jamaica, 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 afterschool programming, and Intensive Community Monitoring (ICM) Plus+ mentoring—which is a mentorship program for youth on ICM, High-Risk Supervision, or Adjustment. 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, including NeON Works, the Neighborhood Employment Services Program, and Employment-Focused Services. 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, which works to address disparities faced by young men of color in the City, further support DOP's mission to reduce systemic disparities 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 extending 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 an inclusive workforce culture that values dedication 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 IN FISCAL 2025

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

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

DOP is required by law to submit investigation reports in adult and Family Court proceedings on adults facing sentencing and youths involved in juvenile delinquency matters. The reports include sentencing recommendations for judges. In Criminal and Supreme Courts, DOP prepares pre-sentence investigation (PSI) reports to assist judges in making informed sentencing decisions. Following sentencing, individuals are assessed and placed on supervision tailored to their risk level and specific needs. Probation officers actively engage clients and connect them to targeted interventions that address the root causes of recidivism and support successful reintegration. DOP also works with the Family Court to provide investigations and reports on family offenses, custody, child support, visitation, adoption, guardianship cases, and juvenile delinquency matters. As part of this work, DOP provides pretrial intake, diversion, interstate services, investigations, and supervision services. The Department works in partnership with families and community-based organizations to support youth development and reduce the likelihood of continued involvement in the juvenile justice system.

In Fiscal 2025, the Department completed 7,478 PSIs for adults, a three percent decrease from last year, and 1,155 juvenile Investigation and Reports (I&Rs), a two percent increase compared to Fiscal 2024. The proportion of juvenile I&Rs completed on time improved by 14 percentage points, reaching 94 percent in Fiscal 2025. This improvement is largely due to the Agency's targeted response, which focused on streamlining workflows, strengthening staff support, and adopting new technology.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Adult investigation reports completed	3,708	7,397	8,270	7,744	7,478	*	*	Up	*
★ Adult investigation reports — On time completion (%)	100.0%	98.0%	99.0%	99.2%	97.0%	⇧	⇧	Neutral	Up
Juvenile investigation reports completed	388	725	808	1,135	1,155	*	*	Up	*
★ Juvenile investigation reports — On time completion (%)	97.0%	95.0%	91.0%	80.0%	94.0%	⇧	⇧	Neutral	Up

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

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

All youths between the ages of 12 and 17 who fall under Family Court jurisdiction are processed post-arrest by DOP. The Department processed 8,106 juvenile intakes in Fiscal 2025, a seven percent increase from Fiscal 2024, consistent with a year-to-year increase in youth arrests by the New York City Police Department (NYPD). During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, which allows for diversion from prosecution and formal court proceedings. Assessment takes into consideration charge severity, assessed risk score, prior criminological history, and statements from witnesses, complainant, family, NYPD, and other stakeholders. Eligibility for adjustment services is based on both eligibility and suitability for diversion from prosecution. Juvenile intakes vary based on the assessed risk and charge severity of each youth appearing in Family Court post-arrest. Adjustment decisions are ultimately at the discretion of the Court system. Between Fiscal 2024 and Fiscal 2025, the percentage of juvenile delinquency cases that were eligible for adjustment decreased eight percentage points to 16 percent. Additionally, the proportion of low-risk juvenile cases eligible for adjustment dropped 10 percentage points from Fiscal 2024 to 29 percent in Fiscal 2025. While there are a variety of factors that may impact this decline, it is difficult to compare across years as the types of cases referred to the Department changes and as each case varies based on individual circumstances. The Department continues to monitor screening practices by conducting a standardized assessment instrument on all youths eligible and suitable for adjustment.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Juvenile supervision — Intake cases received	3,691	4,871	6,486	7,564	8,106	*	*	Up	*
★ Juvenile delinquency cases eligible for adjustment (%)	34%	41%	32%	24%	16%	⇧	⇧	Down	Up
– low-risk (%)	57%	61%	51%	39%	29%	*	*	Down	Up
– medium-risk (%)	14%	13%	5%	2%	2%	*	*	Down	*
– high-risk (%)	4%	3%	1%	0%	0%	*	*	Down	*
Juvenile delinquency cases open for adjustment	NA	NA	NA	NA	1,408	*	*	NA	*

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

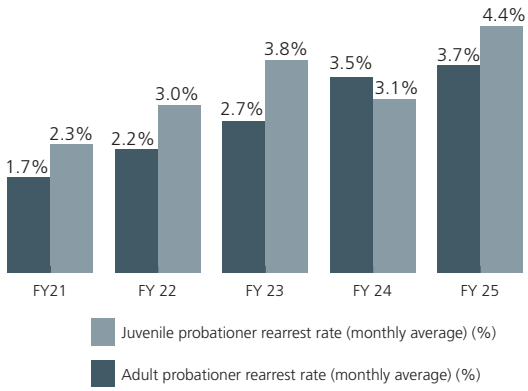
SERVICE 2 Monitor and enforce the conditions of probation.

Goal 2a

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

The Department is committed to promoting public safety and reducing recidivism. Accomplishing this requires a more holistic service that starts by providing structured supervision and targeted services to individuals placed on probation. Each supervision case begins with an assessment of the client's criminal and socioeconomic history to determine risk level and set the appropriate supervision model. Individuals are then assigned to supervision groups where probation officers monitor compliance with court mandated conditions and connect clients to community-based resources in education, employment, behavioral health, or other services that address their needs. For juveniles, officers work closely with youth and their families to set personal goals and monitor school attendance and behavior to ensure compliance with probation conditions. In both adult and juvenile divisions, failure to comply with probation conditions may result in a violation of probation. Violations can include missed appointments, failure to participate in mandated programs, or new criminal activity. A rearrest during the probation term is considered a serious violation and may result in revocation of probation. The Department's supervision model balances accountability with opportunities for rehabilitation, ensuring that clients have the tools to successfully reintegrate into their communities.

Rearrest Rate Monthly Average (%) for Adult and Juvenile Probationers



Adult supervision cases increased by nine percent compared to Fiscal 2024 to 10,812 cases in Fiscal 2025, while juvenile supervision cases rose four percent to 967 cases. These increases were consistent with NYPD arrest trends, including an overall increase in the number of arrests made by NYPD in Fiscal 2025.

The average monthly rearrest rate for adults on probation increased from 3.5 percent in Fiscal 2024 to 3.7 percent in Fiscal 2025, while the juvenile rate increased from 3.1 percent to 4.4 percent. When viewed as a percentage of all NYPD arrests, the adult rearrest rate remained steady at 2.5 percent, while the juvenile rate increased from 0.2 percent to 0.3 percent. This increase in juvenile rearrests is partly attributable to a higher proportion of youth placed on probation with felony charges. To address these trends, the Department continues to refine its supervision strategies by identifying individuals at higher risk of reoffending and providing them with targeted support. This includes enhanced monitoring and tailored interventions designed to promote accountability, reduce recidivism, and support long-term stability and success.

In Fiscal 2025, the average monthly violation of probation (VOP) rate decreased for both adults and juveniles. The average monthly VOP rate for adults decreased from 2.0 percent in Fiscal 2024 to 1.5 percent in Fiscal 2025, and the VOP rate for juveniles decreased from 1.7 percent to 1.4 percent over the same period. These improvements underscore the impact of enhanced supervision efforts and the Department's commitment to promoting compliance and long-term success on probation.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Adult supervision cases	11,531	10,109	9,656	9,918	10,812	*	*	Neutral	*
Juvenile supervision cases	449	478	653	931	967	*	*	Up	*
Adult initial risk assessments completed	5,346	7,036	8,209	8,223	7,810	*	*	Up	*
Juvenile initial risk assessments completed	1,526	2,216	2,610	2,530	2,324	*	*	Up	*
Average time to complete adult initial risk assessments (days)	NA	9	11	8	11	*	*	NA	*
Average time to complete juvenile initial risk assessments (days)	NA	26	29	33	27	*	*	NA	*
Adult probationer rearrest rate (monthly average) (%)	1.7%	2.2%	2.7%	3.5%	3.7%	3.0%	3.0%	Up	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average) (%)	2.7%	2.4%	2.2%	2.5%	2.5%	2.6%	2.6%	Neutral	Down
★ Average monthly violation rate for adult probationers (%)	0.7%	0.7%	1.0%	2.0%	1.5%	*	*	Up	*
Juvenile probationer rearrest rate (monthly average) (%)	2.3%	3.0%	3.8%	3.1%	4.4%	3.5%	3.5%	Up	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average) (%)	0.2%	0.1%	0.2%	0.2%	0.3%	*	*	Up	*
★ Average monthly violation rate for juvenile probationers (%)	0.9%	1.7%	2.1%	1.7%	1.4%	3.0%	3.0%	Up	Down
★ Rearrests per adult who passes through supervision (%)	NA	NA	NA	NA	42.3%	⇩	⇩	NA	Down
★ Rearrests per juvenile who passes through supervision (%)	NA	NA	NA	NA	35.6%	⇩	⇩	NA	Down
Probation violation proceedings ending in revocation for adult probationers (%)	22%	33%	35%	38%	42%	*	*	Up	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	29%	23%	26%	34%	29%	*	*	Up	Down
Revocation of juveniles not resulting in placement (%)	44.0%	55.0%	65.0%	20.0%	26.0%	*	*	Down	*
Revocation of juveniles resulting in placement (%)	56.0%	45.0%	35.0%	80.0%	74.0%	*	*	Up	*

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

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

DOP's Intelligence Unit (Intel) is composed of specially trained probation officers who gather intelligence and execute enforcement actions against individuals who fail to appear in court or violate the terms and conditions of their probation. As part of this work, Intel conducts follow-up on NYPD domestic incident report notices, gang-related investigations, bench warrant enforcement, failure-to-report home visits, and the transport of offenders between jurisdictions. Intel also performs specialized enforcement visits related to criminal possession of weapon cases and ignition interlock device (car breathalyzer) compliance, as well as other enforcement actions such as cyber investigations as needed. The number of enforcement actions Intel completed decreased by 31 percent from Fiscal 2024 to 5,085 actions in Fiscal 2025. The overall decline was largely driven by an 87 percent reduction in ignition interlock device checks over the last fiscal year, due to fewer court referrals for these devices, as well as warrant enforcement. However, criminal possession of weapon visits increased by 55 percent and domestic incident responses increased by 34 percent from Fiscal 2024 to Fiscal 2025. These are linked to NYPD arrest rates. Intel continues to utilize targeted deployment and enforcement practices aimed at individuals most at risk for recidivism or other misconduct.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cyber/social media investigations	NA	NA	42	171	133	*	*	NA	*
★ Intel enforcement events	1,417	1,807	3,678	7,407	5,085	*	*	Up	*
– Warrant enforcement	NA	NA	NA	1,634	1,197	*	*	NA	*
– Criminal possession of a weapon visits	NA	NA	NA	1,156	1,787	*	*	NA	*
– Ignition interlock device visits	NA	NA	NA	2,743	343	*	*	NA	*
– Domestic incidents enforcement	NA	NA	NA	275	368	*	*	NA	*
– Other enforcement events	NA	NA	NA	1,599	1,390	*	*	NA	*

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

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

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

DOP delivers a robust portfolio of programs tailored to meet the diverse needs of individuals under supervision. For youth adjudicated in Family Court who would otherwise be removed from their homes and placed in detention centers or group homes, the Department's Alternative-to-Placement (ATP) programs provide intensive, Court-mandated community supervision. ATP programs include Advocate, Intervene, Mentor (AIM) and Every Child Has a Chance to Excel and Succeed (ECHOES), which enable eligible youth to remain at home while receiving enhanced oversight and targeted, family-centered services. In Fiscal 2025, there were 57 new enrollments of juveniles in ATP programs, a 31 percent decrease from Fiscal 2024. 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. Through these programs, probation officers engage with youth and families, monitor compliance with Court mandates, and connect individuals to education, counseling, job readiness, and other services that reduce risks of recidivism.

In addition, there were 1,547 new enrollments in DOP-managed programs in Fiscal 2025, which remained consistent with enrollment in Fiscal 2024. DOP delivers programs that promote skill-building, compliance, and successful reintegration into the community. Notably, Arches Transformative Mentoring pairs young people with trained mentors using a cognitive-behavioral curriculum to foster personal growth and reduce recidivism. Works Plus provides career readiness, vocational training, and wraparound services for young adults affected by gun violence. NeON Works offers individualized career assessments, job placements, and educational pathways aligned with each participant's goals. Lastly, ALums (Alumni Luminaries) engages program graduates as mentors and community leaders, creating a network of peer support that reinforces long-term success. To strengthen the effectiveness of these programs, the Department remains committed to expanding opportunities that build practical skills and support sustainable employment outcomes.

In Fiscal 2025, the rate of juvenile probationers successfully completing their probation terms increased five percentage points to 92 percent, while the adult completion rate decreased by one percentage point to 76 percent. DOP continues to prioritize tracking and improving completion rates through its internal performance management system.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
New enrollments in Alternative-to-Placement programs	57	94	87	83	57	*	*	Neutral	*
✹ New enrollments in DOP-managed programs	1,115	1,962	1,616	1,560	1,547	*	*	Up	*
Adult probationer early completion rate (%)	18%	13%	19%	15%	8%	*	*	Down	*
Adult probationer early completion approval rate (%)	92%	90%	96%	95%	87%	*	*	Neutral	Up
★ Completion rate for adult probationers (%)	89%	85%	81%	77%	76%	⇧	⇧	Down	Up
★ Completion rate for juvenile probationers (%)	91%	92%	88%	87%	92%	⇧	⇧	Neutral	Up

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	6,227	7,649	10,495	10,497	12,413	*	*	Up	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$117.5	$113.1	$115.3	$106.5	$123.4	$127.3	$115.7	Neutral
Revenues ($000)	$379.3	$70.7	$138.0	$120.5	$89.2	$302.0	$302.0	Down
Personnel	1,068	977	1014	893	869	1,111	1,076	Down
Overtime paid ($000)	$1,506	$884	$3,075	$2,947	$2,776	$2,776	$2,776	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$70.3	$78.6	
001 - Executive Management	$12.3	$11.9	All
002 - Probation Services	$58.0	$66.7	All
Other Than Personal Services - Total	$36.2	$44.7	
003 - Probation Services	$36.1	$44.6	All
004 - Executive Management	$0.1	$0.1	All
Agency Total	$106.5	$123.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2024 figure for 'Revocation of juveniles not resulting in placement (%)' in Goal 2a was updated from 66.0 percent to 20.0 percent after a review of historical data. The Fiscal 2024 figure for 'Revocation of juveniles resulting in placement (%)' was also updated from 34.0 percent to 80.0 percent.

ADDITIONAL RESOURCES

For additional information go to:

- Neighborhood Opportunity Network (NeON) webpage: https://www1.nyc.gov/site/neon/index.page
- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

CIVILIAN COMPLAINT REVIEW BOARD **Dr. Mohammad Khalid, Interim Chair**

WHAT WE DO

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

FOCUS ON EQUITY

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

CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to headquarters in Manhattan to meet with investigators. Additionally, CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also convenes evening public meetings across the City to provide an opportunity for community members to learn more about CCRB and share questions or concerns about police-community relations in their neighborhood. CCRB's website, which contains materials in 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.

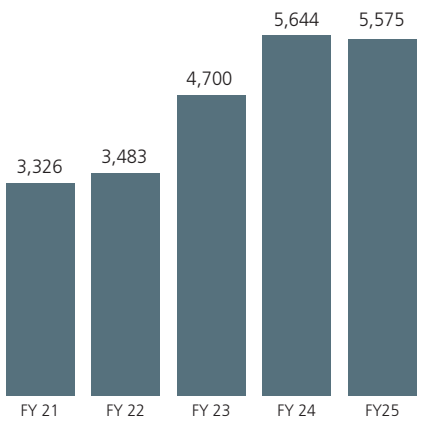
HOW WE PERFORMED IN FISCAL 2025

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

Goal 1a Improve the quality and timeliness of investigations.

In Fiscal 2025, the public filed 5,575 complaints against uniformed members of the New York Police Department (NYPD) with CCRB. Fiscal 2025 was the second consecutive year with more than 5,000 complaints filed, a level not reached previously since Fiscal 2014—but marked the first decrease in total complaints since Fiscal 2021. This follows the 35 percent rise in police misconduct complaints filed between Fiscal 2022 and 2023, as well as the 20 percent increase between Fiscal 2023 and Fiscal 2024. When CCRB receives more complaints, the Board opens and closes more cases. There was a 16 percent increase in total cases closed to 6,732, the highest level since Fiscal 2010. CCRB also increased closure of cases by various allegation types in Fiscal 2025: force allegations closed rose 40 percent (from 2,815 to 3,951), abuse of authority allegations closed rose 39 percent (from 7,861 to 10,929), discourtesy allegations closed rose 12 percent (from 1,468 to 1,645), offensive language allegations closed rose 27 percent (from 310 to 393), and untruthful statement allegations closed rose 47 percent (from 42 to 62).

Total Civilian Complaints



The rate of closed cases classified as full investigations decreased to 40 percent in Fiscal 2025, representing the third consecutive year with a decline. An investigation is classified as "full" when CCRB can gather evidence and conduct all required interviews. Partially driving this decline was the 43 percent increase in complaints that CCRB was unable to investigate, which rose to 2,882 in Fiscal 2025. CCRB is unable to investigate a complaint when limited by budgetary constraints or when relevant parties (complainants, victims, witnesses) are unavailable, uncooperative, or unidentified.

CCRB substantiated 39 percent more complaints in Fiscal 2025 than in Fiscal 2024 (from 768 to 1,064). This is the highest total on record with data going back to Fiscal 2019, and the first instance above 1,000. A complaint is substantiated when a three-member panel of members of the Board reviews the complaint file from a full investigation and certifies that there is sufficient evidence to support that the subject officer committed the alleged act without legal justification. The panel can also certify that there is not sufficient evidence that the officer committed the alleged act (referred to as unfounded complaints) or that the officer's actions were determined to be lawful (referred to as within NYPD guidelines complaints). Despite the significant increase in overall complaint closures and substantiations, there was a six percent decrease in unfounded complaints closed and an 18 percent decrease in complaint closures where an officer was determined to have acted within NYPD guidelines.

Progress toward completing full investigations in less than a year stagnated in Fiscal 2025 because of the sustained increase in complaints filed. After decreasing significantly for two consecutive fiscal years, the average time to complete a full investigation rose from 404 days to 424 days in Fiscal 2025. Additionally, the time to complete a substantiated investigation increased from 437 days to 489 days in Fiscal 2025. This followed two consecutive years of progress and brought the average back above the target of 480 days.

For the second consecutive fiscal year, the number of substantiated complaints in which the statute of limitations (SOL) expired remained under one percent in Fiscal 2025. This represents a decrease from a rate of six percent during Fiscal 2023, when a higher proportion of complaints that were a part of COVID-19 Pandemic-related backlog had their SOL dates expire. Further, complaints returned without adjudication decreased 49 percent to 73 in Fiscal 2025. A complaint is returned to CCRB without adjudication when the SOL expires or an officer retires.

The rate of officers disciplined decreased to 53 percent in Fiscal 2025 from 55 percent in Fiscal 2024. This rate excludes pending and filed cases. For comparison, the rate of officers disciplined was as high as 89 percent in Fiscal 2021. If the Board substantiates an allegation of misconduct, it makes a disciplinary recommendation to the Police Commissioner who has final authority over what penalty, if any, should be imposed on the officer. The Board uses the NYPD's Disciplinary System Penalty Guidelines, often referred to as the Disciplinary Matrix, to determine its disciplinary recommendations. Despite making recommendations in accordance with the Disciplinary Matrix, NYPD returned slightly more non-concurrence decisions (783) than concurrence decisions (751) in Fiscal 2025. Concurrence decisions are cases for which the Police Commissioner imposes discipline as recommended by CCRB for substantiated allegations of misconduct by a member of service.

There are currently a historically high number of active members of service with greater than five or ten misconduct complaints made against them. The number of active members of service with greater than five complaints rose seven percent to 3,841, which is the highest level since reporting began in Fiscal 2019. Similarly, the number of officers with greater than ten complaints rose 13 percent to 841. This is the second highest total on record. There are approximately 34,000 uniformed members of the NYPD.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Total civilian complaints against uniformed members of the New York City Police Department	3,326	3,483	4,700	5,644	5,575	*	*	Up	*
Force allegations closed	669	2,830	2,346	2,815	3,951	*	*	Up	*
Abuse of authority allegations closed	1,657	7,231	6,609	7,861	10,929	*	*	Up	*
Discourtesy allegations closed	337	1,486	1,298	1,468	1,645	*	*	Up	*
Offensive language allegations closed	92	293	288	310	393	*	*	Up	*
Untruthful statement allegations closed	6	100	56	42	62	*	*	Up	*
★ Closed allegations with findings on the merits (%)	57%	55%	66%	72%	73%	55%	55%	Up	Up
Cases closed	2,703	3,593	4,247	5,505	6,372	*	*	Up	*
Unable to investigate complaints closed	1,466	1,131	1,489	2,013	2,882	*	*	Up	*
Complaint withdrawn complaints closed	379	258	328	366	239	*	*	Down	*
Closed Pending Litigation complaints closed	339	254	475	560	641	*	*	Up	*
Miscellaneous closure complaints closed	4	1	2	33	32	*	*	Up	*
Substantiated complaints closed	184	729	715	768	1,064	*	*	Up	*
Within NYPD guidelines complaints closed	108	241	339	410	338	*	*	Up	*
Unfounded complaints closed	55	193	299	530	497	*	*	Up	*
Officer Unidentified complaints closed	184	729	715	143	126	*	*	Down	*
Unable to determine complaints closed	156	517	570	602	504	*	*	Up	*
★ Full investigations as a percentage of total cases closed (%)	22%	52%	50%	45%	40%	40%	40%	Up	Up
★ Average time to complete a full investigation (days)	378	591	484	404	424	420	420	Neutral	Down
Average days to first officer interview	204	245	199	151	161	*	*	Down	*
Average days for response to body-worn camera request	29	6	8	8	9	*	*	Down	*
★ Average time to complete a substantiated investigation (days)	433	614	455	437	489	480	480	Neutral	Down
Average age of open docket (days)	263	218	172	193	185	*	*	Down	Down
★ Substantiated cases in which the statute of limitations expired (%)	2%	1%	6%	1%	1%	0%	0%	Down	Down
Concurrence decisions returned	313	246	412	565	751	*	*	Up	*
Non-concurrence decisions returned	21	268	489	639	783	*	*	Up	*
Cases with discipline returned	331	285	441	637	815	*	*	Up	*
Cases without discipline returned	3	229	460	567	719	*	*	Up	*
Non-adjudicated cases returned	47	62	200	142	73	*	*	Up	*
★ Officers disciplined (excluding pending and filed cases) (%)	89%	54%	47%	55%	53%	*	*	Down	*
Active members of service with greater than 5 complaints	3,317	3,280	3,228	3,576	3,841	*	*	Up	*
Active members of service with greater than 10 complaints	792	771	770	743	841	*	*	Neutral	*

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

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

Only 16 percent of civilians accepted mediation in Fiscal 2025, representing a record low since reporting began in Fiscal 2022. The previous historic low of 20 percent was set in Fiscal 2024. At the same time, members of service who accepted mediation rose five percentage points to 89 percent. Overall, there was a 34 percent drop in the number of cases with a mutual agreement to mediate. The number of complaints mediated successfully dropped from 74 to 43 in Fiscal 2025, due in part to the low acceptance of mediation by civilians. Despite mediating fewer cases, average days to complete mediations rose nearly 12 percent to 85 days. Overall, the mediation satisfaction rate fell five percentage points to 63 percent in Fiscal 2025. The mediation satisfaction was as high as 93 percent in Fiscal 2023 and 98 percent in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cases with mutual agreement to mediate	70	33	127	94	62	*	*	Up	Up
Officers who accepted mediation (%)	75%	85%	91%	84%	89%	*	*	Up	Up
Civilians who accepted mediation (%)	49%	37%	36%	20%	16%	*	*	Down	Up
Cases successfully mediated	44	119	91	74	43	*	*	Down	Up
★ Average mediation case completion time (days)	407	434	93	76	85	120	120	Down	Down
★ Mediation satisfaction rate (%)	94%	98%	93%	69%	63%	94%	94%	Down	Up

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

Goal 1c Improve the quality and timeliness of prosecutions.

When the Board recommends Charges and Specifications, the highest level of discipline, CCRB's Administrative Prosecution Unit (APU) prosecutes the case against the subject officer in a departmental trial in front of NYPD's Deputy Commissioner of Trials. In Fiscal 2025, the APU closed a total of 310 cases against members of service. While this represents an 18 percent decrease from 380 in Fiscal 2024, 310 is still significantly higher than recent fiscal years. This overall increase is due in part to the Board's adoption of the NYPD Disciplinary Matrix in Fiscal 2024. The Disciplinary Matrix standardized penalties for allegations and sets forth categories of cases that automatically go to the APU which subsequently increased the APU's overall caseload. The number of cases closed by plea stayed steady at 159 cases in Fiscal 2025, while the number of trials conducted dropped from 59 in Fiscal 2024 to 36 in Fiscal 2025. If the subject officer is found guilty in these trials, penalties range from loss of vacation days, suspension without pay, dismissal probation, to termination from NYPD. After the Trial Commissioner reaches a decision on the case, the Police Commissioner has the authority to decide the nature of discipline and if it is imposed.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Administrative prosecution cases closed — Total	21	63	187	380	310	*	*	Up	*
– By trial	10	24	28	59	36	*	*	Up	*
– By plea	4	7	40	157	159	*	*	Up	*

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

SERVICE 2 Inform and educate the public about the agency.

Goal 2a Increase outreach and education of City residents.

CCRB Outreach conducted 920 presentations on CCRB rules and processes during Fiscal 2025, down from an all-time high of 1,134 outreach presentations in Fiscal 2024. CCRB continues to hold hybrid board meetings to accommodate those who need to participate from an alternate location.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Outreach presentations conducted	452	853	1,039	1,134	920	⇧	⇧	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	256	299	268	251	176	*	*	Down	*
Letters responded to within 14 days (%)	70%	73%	63%	63%	64%	*	*	Down	Up
E-mails responded to within 14 days (%)	69%	69%	94%	97%	87%	*	*	Up	Up
CORE facility rating	NA	98	95	NA	100	*	*	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$20.9	$21.5	$23.7	$25.9	$27.4	$27.8	$29.2	Up
Personnel	191	217	230	227	235	257	278	Up
Overtime paid ($000)	$80	$263	$293	$386	$639	$547	$600	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$21.1	$22.2	All
002 - Other Than Personal Services	$4.8	$5.2	All
Agency Total	$25.9	$27.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

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-complaint.page
- Status of complaints:
  https://apps.nyc.gov/ccrb-status-lookup/
- Administrative trials:
  https://www.nyc.gov/site/ccrb/complaints/complaint-process/prosecutionnew.page
- Maps of complaints in each precinct:
  http://www1.nyc.gov/site/ccrb/policy/complaint-activity-map.page
- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

LAW DEPARTMENT

Muriel Goode-Trufant, Corporation Counsel

WHAT WE DO

The Law Department is responsible for all of the legal matters affecting the City. The Department represents New York City, the Mayor, 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 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 FISCAL 2025

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

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

In Fiscal 2025, cases commenced against the City in both State and federal court increased approximately three percent each, compared to Fiscal 2024. The total payout for judgments and claims brought against the City in State and federal court was nearly $780 million, a decrease of 49 percent compared to Fiscal 2024. This decrease is attributable, in part, to a smaller number of legacy cases, or longstanding cases that may result in high payouts, remaining in court than in previous years. As the Law Department prioritizes resolving legacy cases, fewer legacy cases remain outstanding to have associated payouts, resulting in lower total payouts. However, this data is not finalized; initial data for this indicator is provided by the Law Department, while final audited data is provided by the Office of Management and Budget (OMB) in the following Preliminary Mayor's Management Report (PMMR). OMB uses a different process and timeline to determine the finalized audited amount disbursed by the City. Therefore, this data shows the Law Department's initial figure for Fiscal 2025 judgments and claims and the finalized OMB figure for Fiscal 2024 judgments and claims. A finalized Fiscal 2025 figure will appear in the upcoming Fiscal 2026 PMMR.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total citywide payout for judgments and claims ($000)	$575,955	$794,702	$1,208,576	$1,516,776	$779,559	⇩	⇩	Up	Down
★ Total cases commenced against the City	9,103	8,284	8,812	10,359	10,647	*	*	Up	*
– Cases commenced against the City in state court	8,533	7,586	8,151	9,540	9,802	7,600	7,600	Up	*
– Cases commenced against the City in federal court	748	698	661	819	845	1,050	1,050	Up	*

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

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

In Fiscal 2025, the Tort Division filed 15 percent more affirmative motions to dismiss or for summary judgment than in Fiscal 2024, an increase from 789 to 910 motions, continuing a pattern of sustained growth since COVID-19 pandemic-related interruptions to court activities. The win rate on these motions climbed by six percentage points, from 70 percent in Fiscal 2024 to 76 percent in Fiscal 2025. Total pending cases on the trial calendar increased by 18 percent (up for the fifth consecutive year), or 421 additional cases compared to the prior fiscal year, as 10 percent more cases were commenced against the City in State court.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Cases pending in State court	25,273	26,732	29,392	32,873	36,035	23,700	23,700	Up	Down
– Cases pending on trial calendar	3,978	2,442	2,142	2,332	2,753	2,700	2,700	Down	*
Affirmative motions to dismiss or for summary judgment	610	645	631	789	910	*	*	Up	*
★ Win rate on affirmative motions (%)	82%	85%	79%	70%	76%	78%	78%	Down	Up

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

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

In Fiscal 2025, 86 federal cases resulted in favorable verdicts, dismissals, or discontinuances. This is due in significant part to the Special Federal Litigation Division's robust trial and motion practices; as frivolous filings decline due to the Special Federal Litigation Division's robust trial approach, dismissals have decreased since Fiscal 2019.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Cases pending in federal court	882	770	646	624	674	1,150	1,150	Down	Down
Dismissals and discontinuances	146	142	139	93	86	*	*	Down	Up

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

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

Juvenile delinquency matters involve youth ages 12 to 17 who have been arrested for conduct that would constitute a crime if they were adults. This includes those cases that have been removed from the Youth Part, the part of the Supreme Court in New York City that has jurisdiction over juvenile and adolescent offender proceedings, 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 Fiscal 2025, the percentage of victims of juvenile delinquency-related crimes referred for community-based services decreased by three percentage points to 38 percent of victims. This metric captures the percentage of victims that accepted services, which depends on the individual needs and decisions of the victims. Referred cases filed for prosecution in Family Court increased by seven percentage points in Fiscal 2025, up to 38 percent from 31 percent, compared to last fiscal year. This is attributable, in part, to the increase in the number of referrals initiated to the Law Department. Juveniles successfully referred to a diversion program with no new delinquency referral within one year decreased by nine percentage points, down from 84 percent in Fiscal 2024 to 73 percent in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Referred cases filed for prosecution (%)	30%	35%	33%	31%	38%	55%	55%	Up	*
Juvenile conviction rate (%)	77%	75%	75%	75%	71%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	82%	89%	82%	84%	73%	75%	75%	Down	Up
Crime victims referred for community-based services (%)	48%	52%	46%	41%	38%	45%	45%	Down	Up

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

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

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

Law Department attorneys appear in New York City Family Courts to handle petitions to establish parentage, and obtain, modify, or enforce an existing child support order, including defending against challenges to the registrations of orders from another state or country. Most cases are filed under the Uniform Interstate Family Support Act by out-of-state jurisdictions for custodial parents residing in other states, U.S. Commonwealths, and foreign countries. In Fiscal 2025, the percentage of families entitled to a support order that get a support order decreased by two percentage points, down from 74 percent in the prior fiscal year to 72 percent in Fiscal 2025. 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.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	NA	96%	99%	96%	95%	90%	90%	NA	Up
★ Families entitled to a support order that get a support order (%)	81%	62%	83%	74%	72%	65%	65%	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	413	703	968	1,025	1,086	*	*	Up	*
Letters responded to within 14 days (%)	100%	100%	38%	93%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$263.1	$264.6	$271.3	$325.3	$342.0	$310.7	$276.8	Up
Revenues ($000,000)	$67.9	$18.0	$18.4	$65.4	$18.3	$18.0	$18.0	Down
Personnel	1,705	1,530	1,462	1,482	1,502	1,507	1,624	Down
Overtime paid ($000)	$355	$1,817	$2,632	$2,296	$2,137	$2,131	$2,131	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$164.6	$165.8	All
002 - Other Than Personal Services	$160.6	$176.2	All
Agency Total	$325.3	$342.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION

Jocelyn E. Strauber, Commissioner

WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating alleged corruption, gross mismanagement, waste, and abuse by City agencies, entities, employees and contractors. DOI has oversight of more than 45 mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI attacks corruption comprehensively through investigations that lead to arrests, public reports, and recommendations for policy and procedural reforms intended to strengthen agencies' internal controls and improve their operations. DOI is guided by a mission to identify and prevent criminal misconduct, waste, abuse, and mismanagement, and to ensure wrongdoers—whether public officials, City employees, contractors, or other third parties—are held accountable, 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, 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 makes 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.

During Fiscal 2025, DOI issued 16 public reports addressing an array of issues that include: excessive workers' compensation claims by New York City Department of Correction (DOC) employees; safety at senior New York City Housing Authority buildings; an analysis of social media use by senior New York City Police Department (NYPD) leadership on official NYPD accounts; a review of NYPD's Community Response Team; an examination of the reliability of DOC's narcotics field testing; recommendations for improved security measures to prevent contraband smuggling in the City's jails; and the results of an investigation into a physical altercation involving a senior City Hall official. In each of these public reports, DOI includes recommendations to strengthen internal controls and policies intended to address the concerns or misconduct identified.

In Fiscal 2025, DOI investigations resulted in multiple arrests and convictions for criminal activities that divert valuable public resources from their intended beneficiaries, often vulnerable New Yorkers, pose risks to public safety, and undermine integrity in City government. Over the course of Fiscal 2025, DOI investigations resulted in: the guilty pleas and prison sentences of two former chiefs of the New York City Fire Department for expediting plan reviews and priority inspections in return for bribes; the guilty plea of a City-funded contractor who stole over $35,000 of workers' wages and the full restitution of the workers' lost wages; the guilty plea of a New York City Employees' Retirement System employee for stealing $624,000 from two retired City employees' pensions, and charges against three DOC officers for defrauding the City's workers' compensation system of nearly $1 million, among many others.

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.

OUR SERVICES AND GOALS

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

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

Goal 1b Improve the impact and effectiveness of investigations.

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

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

HOW WE PERFORMED IN FISCAL 2025

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.

DOI issues Policy and Procedure Recommendations (PPRs) to remedy vulnerabilities for corruption, gross mismanagement, waste, and abuse revealed by investigations. DOI also continued its review of outstanding PPRs and worked with the relevant City agencies to confirm the status and seek implementation where appropriate. This effort resulted in a one percentage-point decrease in the number of PPRs still pending an outcome from City agencies. DOI issued 26 percent fewer new PPRs to agencies, down from 212 in Fiscal 2024 to 158.

DOI educates City employees on how to identify and report corruption, fraud, waste and unethical conduct, and the legal protection afforded to whistleblowers. These efforts aim to reach as many City employees as possible. DOI gives corruption prevention lectures both in-person and remotely to City employees and provides a digital on-line learning module that is distributed by the Department of Citywide Administrative Services (DCAS). In Fiscal 2025, DOI conducted 298 lectures in-person or via webinars, a 26 percent increase from the 236 lectures in Fiscal 2024. At the same time, 39 percent fewer City employees viewed the online e-learning corruption prevention lecture module in Fiscal 2025 than in Fiscal 2024. This decrease may be due to the increase in in-person and webinar lectures and system issues which prevented completion of the e-learning module for several months in Fiscal 2025. DOI is also currently reviewing the citywide corruption awareness e-learning process and plans to provide best practice guidelines to agencies to increase participation.

DOI's Vendor Integrity Unit allows companies that provide critical City services that are difficult to obtain elsewhere, but have integrity issues, to continue to do work for the City with appropriate oversight. An integrity monitor, selected and supervised by DOI and paid for by the vendor, provides that oversight. Integrity monitors hired by DOI also oversee selected large-scale, costly City projects to proactively protect the City from fraud, waste and abuse. At the end of Fiscal 2025, DOI was supervising 10 monitorships, down from 12 at the end of Fiscal 2024. This number fluctuates based on the City's needs.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Complaints	11,543	12,317	13,566	14,612	14,435	*	*	Up	*
★ Written Policy and Procedure Recommendations issued to City agencies	313	276	123	212	158	*	*	Down	*
Written Policy and Procedure Recommendations issued during previous fiscal years that have been accepted by City agencies (%)	90%	87%	87%	87%	87%	75%	75%	Neutral	Up
– Written Policy and Procedure Recommendations issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	86%	86%	87%	88%	91%	*	*	Neutral	Up
Written Policy and Procedure Recommendations issued during previous fiscal years that are still pending an outcome from City agencies (%)	5%	8%	5%	7%	6%	*	*	Neutral	*
Written Policy and Procedure Recommendations issued during previous fiscal years that have been rejected by City agencies (%)	4%	4%	5%	6%	6%	*	*	Up	*
★ Corruption prevention and whistleblower lectures conducted	67	72	240	236	298	100	100	Up	Up
Corruption prevention lecture e-learning attendees	25,028	23,395	29,245	27,351	16,724	*	*	Down	*
Integrity monitoring agreements	10	12	12	12	10	*	*	Neutral	*
Vendor name checks completed within 30 days (%)	92%	93%	97%	97%	91%	85%	85%	Neutral	Up

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

Goal 1b Improve the impact and effectiveness of investigations.

The average time to complete an investigation increased 17 percent from 214 days in Fiscal 2024 to 251 days in Fiscal 2025. At the same time, the number of closed investigations decreased slightly from 895 in Fiscal 2024 to 806 in Fiscal 2025. The time to complete investigations may depend on the types of investigations conducted in the fiscal year. For example, fewer complex investigations may be more time consuming than a higher number of less complex investigations.

DOI investigations may result in referrals for civil and administrative action, referrals for criminal prosecution, arrests, and/or financial recoveries. In Fiscal 2025 compared to Fiscal 2024, the number of referrals for civil and administrative action decreased by 38 percent (from 796 to 495); the number of referrals for criminal prosecution decreased by 36 percent (from 449 to 287); and the number of arrests decreased by 37 percent (from 349 to 220). The overall decrease in investigation outcomes may be attributable to the types of investigations handled in the fiscal year. For example, complex investigations of a relatively small number of individuals may be particularly resource intensive. This may result in a decrease in the number of overall investigations opened, as well as in a decrease in the referrals and arrests figures.

Whenever practicable, DOI attempts to recover financial losses identified during investigations. In Fiscal 2025 compared to Fiscal 2024, financial recoveries ordered or agreed to for the City decreased by 13 percent (from $4,805,000 to $4,165,000) and financial recoveries collected by the City decreased by 30 percent (from $2,192,000 to $1,537,000). However, financial recoveries ordered or agreed to be paid to individuals and non-City entities increased by 449 percent ($375,000 compared to $2,058,000). A single criminal case in which over $1.4 million in restitution and forfeiture was ordered drove this increase.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to complete an investigation (days)	218	213	201	214	251	180	180	Up	Down
Active Investigations	1,632	1,549	1,618	1,619	1,515	*	*	Neutral	*
Closed investigations	930	803	878	895	806	*	*	Neutral	Up
★ Referrals for civil and administrative action	936	984	918	796	495	*	*	Down	*
★ Referrals for criminal prosecution	523	415	425	449	287	*	*	Down	*
★ Arrests resulting from DOI investigations	288	288	313	349	220	*	*	Neutral	*
★ Financial recoveries to the City ordered/agreed ($000)	$2,714.9	$1,863.2	$10,121.0	$4,805.0	$4,165.0	*	*	Up	*
★ Financial recoveries to the City collected ($000)	$2,580.4	$7,017.5	$2,118.0	$2,192.0	$1,537.0	*	*	Down	*
Financial recoveries to individuals and non-City entities ordered/agreed ($000)	$3,418.8	$3,810.0	$2,063.0	$375.0	$2,058.0	*	*	Down	*

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

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

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

In Fiscal 2025, with respect to background investigations received after July 1, 2019, the number of background investigations closed decreased by 27 percent compared to Fiscal 2024 (from 1,714 to 1,256). DOI received and closed 98 percent of these background investigations within six months during Fiscal 2025. Closures of background investigations received prior to July 1, 2019—those referred to as backlogged investigations—decreased by 26 percent (from 369 to 275). Staffing shortages contributed to the overall decrease in background investigation closures in Fiscal 2025. Despite this, progress was made. The number of backlogged background investigations remaining decreased by 76 percent in Fiscal 2025 and only 85 remain in total.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	107	71	119	115	116	180	180	Up	Down
Closed background investigations (of those opened on or after July 1, 2019)	1,180	1,386	1,712	1,714	1,256	*	*	Up	*
Background investigations received and closed within 6 months (%)	91%	99%	99%	99%	98%	80%	80%	Neutral	Up
Backlogged background investigations closed during the reporting period	1,879	1,443	547	369	275	*	*	Down	*
Backlogged background investigations remaining open	2,720	1,276	729	360	85	*	*	Down	*
Time to notify the Department of Mental Health and Hygiene of arrest notifications for current child care workers after receipt from the State Division of Criminal Justice Services (days)	4	1	1	1	1	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	NA	NA	NA	NA	100	*	*	NA	Up
Completed requests for interpretation	NA	9	20	87	15	*	*	NA	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$51.4	$49.9	$47.7	$55.7	$63.7	$62.6	$55.9	Up
Revenues ($000,000)	$1.7	$2.6	$2.8	$3.5	$3.5	$4.2	$4.2	Up
Personnel	332	287	272	273	264	312	295	Down
Overtime paid ($000)	$146	$377	$372	$447	$107	$107	$107	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$28.1	$29.1	
001 - Personal Services	$22.6	$22.6	All
003 - Inspector General	$5.5	$6.5	All
Other Than Personal Services - Total	$27.6	$34.7	
002 - Other Than Personal Services	$27.3	$33.7	All
004 - Inspector General	$0.3	$1.0	All
Agency Total	$55.7	$63.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

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 has been made to obtain exact matches for data produced before and after February 2025. However, there may be a margin of error as data continues to be audited and evaluated. Accordingly, updates to data for Fiscal 2025 may be made in the upcoming Fiscal 2026 Preliminary Mayor's Management Report or the Fiscal 2026 Mayor's Management Report.
- The Department updated Fiscal 2024 figures for several indicators to reflect finalized data. These include 'Complaints' (from 14,610 to 14,612), 'Integrity Monitoring Agreements' (from 9 to 12), 'Active Investigations' (from 1,616 to 1,619), 'Referrals for civil and administrative action' (from 793 to 796), 'Referrals for criminal prosecution' (from 446 to 449), and 'Arrests resulting from DOI investigations' (from 344 to 349).

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS **Annabel Palma, Commissioner and Chair**

WHAT WE DO

The New York City Commission on Human Rights (CCHR or the Commission) enforces the New York City Human Rights Law (NYCHRL), 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 this mission through its law enforcement, community outreach, media, and legislative and policy work. 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, retaliation, as well as to ensure accommodations; 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 deep community relationships through roundtable discussions, workshops, trainings, and other sustained engagements. CRB also collaborates with the small business community, including chambers of commerce, merchant associations, and business improvement districts to facilitate compliance with the NYCHRL. CCHR's Office of the Chair is the Commission's policy, legislative, and adjudicatory hub. The Office convenes stakeholders; interfaces with sibling agencies, the City Council, and State and federal governments; publishes public-facing materials including legal guidance; promulgates rules; issues final decisions and orders; and develops media campaigns.

FOCUS ON EQUITY

Equity, diversity, and inclusion remain central to CCHR's work. In Fiscal 2025, the Commission expanded its reach through increased outreach and intake efforts, resulting in notable improvements across multiple indicators, including the number of public inquiries received, matters initiated, and individuals reached through education and community engagement.

Individuals that use housing vouchers and individuals with disabilities are among those that experience high levels of discrimination and harassment in New York City and represent a high 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 disproportionally impacts women, girls, and LGBTQ+ individuals, as the Commission continues to investigate and prosecute cases of gender-based discrimination, including sexual harassment and discrimination based on gender identity/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. Through rigorous enforcement, CCHR works to eliminate barriers that impede women's access to employment, promotions, and leadership roles. In Fiscal 2025, CCHR worked closely with sibling agencies and organizations, including the Mayor's Office to End Domestic and Gender-Based Violence and the Commission on Gender Equity, to disseminate a citywide survey on street harassment to better understand the scope and impact of gender-based harassment in public spaces and advance responses that center safety, dignity, and non-discrimination.

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. In addition, the Commission developed new outreach strategies to address immigration-based discrimination, including a new training and the publication of updated Legal Enforcement Guidance on National Origin and Immigration Status.

The NYCHRL is continually refined to adapt to the evolving needs of New Yorkers. Two amendments to the Law took effect in Fiscal 2025: one strengthening employer requirements around lactation policies and another prohibiting discrimination in housing based on criminal history. To support public awareness and compliance with the Fair Chance in Housing protections, CCHR launched a comprehensive education campaign in partnership with community advocates. This initiative included new materials for housing providers, a citywide public awareness campaign, a collaboration with the Public Artists in Residence program, which embeds artists in the City government to address civic challenges, and a new pilot program with houses of worship to reach justice-impacted communities.

Finally, the Commission actively contributed to broader legislative and policy initiatives aimed at advancing equity and dismantling systemic discrimination. This included testimony at City Council hearings on workplace discrimination, disability access, and economic disparities—reinforcing the Commission's role as a key advocate for civil and human rights in New York City.

OUR SERVICES AND GOALS

SERVICE 1 Enforce the NYC Human Rights Law.

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

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

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

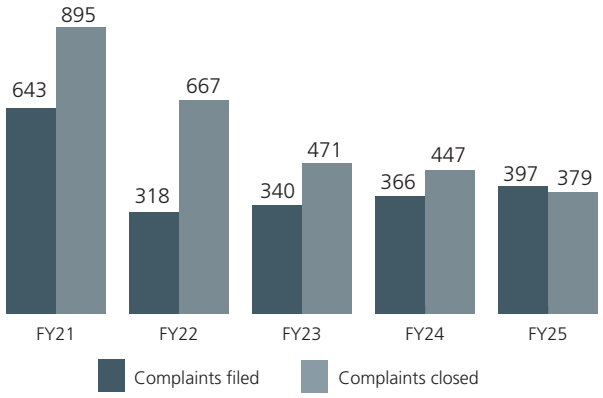
HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Enforce the NYC Human Rights Law.

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

In Fiscal 2025, CCHR's Law Enforcement Bureau (LEB) saw significant growth in its caseload. The number of inquiries that the Commission received that described alleged violations of the NYCHRL rose to 15,532 in Fiscal 2025, a 14 percent increase from Fiscal 2024 and the largest amount on record since tracking began in Fiscal 2018. This increase is largely attributed to the re-establishment of live phone inquiries in July 2023 after a temporary pause during the COVID-19 pandemic. Matters initiated, which are the total number of Commission-initiated cases or public inquiries that require follow-up or other action from CCHR, similarly increased by 38 percent from Fiscal 2024 to 1,196 in Fiscal 2025. The number of complaints filed for investigation grew nine percent to 397. These increases are due in part to expanded intake capacity including through live phone inquiries, more timely appointments, and shorter wait times.

Complaints filed vs. Complaints closed



In Fiscal 2025, CCHR focused 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 a 74 percent decrease in referrals to OATH from 23 in Fiscal 2024 to 6 in Fiscal 2025. Additionally, the Commission is in the process of litigating several important cases at OATH, many of which were referred in Fiscal 2024, which involves time- and resource-intensive settlement conferences and hearings, impacting several key case processing time indicators as resources were reallocated. The number of complaints closed decreased 15 percent from Fiscal 2024 to 379 in Fiscal 2025 partly because the increased workload created additional demands for staff. CCHR closed 37 percent of its cases due to settlement in Fiscal 2025, a six percent decrease from Fiscal 2024. Additionally, the average age of complaint caseload increased by four percent, from 593 days in Fiscal 2024 to 614 days in Fiscal 2025. The number of complaints pending by age similarly increased across all timeframes this year, with cases open for less than one year increasing 25 percent from 284 cases in Fiscal 2024 to 354 cases in Fiscal 2025. These increases in case processing times are largely due to the Commission receiving more inquiries and initiating more matters. CCHR offered more intake appointments to keep up with the higher volume of inquiries, 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 13 percent from 1,206 in Fiscal 2024 to 1,358 in Fiscal 2025, and the number of open complaints similarly increased 16 percent from 762 to 881.

The number of complaints successfully resolved through mediation decreased 45 percent from 31 in Fiscal 2024 to 17 in Fiscal 2025 due to decreased interest from private parties in resolving cases through mediation. For the seventh consecutive fiscal year, the Commission's independent Office of Mediation and Conflict Resolution (OMCR) reduced the average number of days to resolve cases in mediation, decreasing from 112 days in Fiscal 2024 to 107 days in Fiscal 2025.

Pre-complaint intervention work offers parties the option to reach an amicable solution without filing a complaint and engaging in an investigation and litigation. CCHR was able to resolve 327 matters without a complaint being filed, a seven percent increase compared to 307 pre-complaint resolutions in Fiscal 2024. Pre-complaint interventions can provide life-changing outcomes for individuals on an expedited timeline, such as enabling housing voucher holders access to secure housing opportunities, ensuring landlords grant reasonable accommodations for tenants with disabilities, and obtaining reasonable workplace accommodations for employees based on creed, pregnancy, or disabilities.

CCHR secured 61 modifications for people with disabilities in Fiscal 2025, which includes changes to housing accommodations, public accommodations, and workplaces to allow for accessibility. This is a 28 percent decrease compared to the 85 secured in Fiscal 2024. The decline is due in part to the significant increase in overall caseload, which required CCHR's attorneys to balance their limited time across a growing number of matters to minimize disruption to services. Disability-related modifications remain a key area of work for the Commission.

The combined effort from CCHR's Law Enforcement Bureau and OMCR accounted for $17,004,122 in damages paid to complainants and $1,780,500 in civil penalties paid to the City due to violations of the NYCHRL in Fiscal 2025. This is an almost 320 percent and 180 percent increase, respectively, from Fiscal 2024, attributed to several record-breaking cases, including a landmark source of income discrimination settlement with a rental agent and property manager in the Bronx. Access to the City's affordable housing remains a critical challenge for many New Yorkers due in part to source of income discrimination, a form of housing discrimination against housing voucher holders carried out by landlords and brokers. The landmark settlement against the property management company in the Bronx delivered 850 apartments for voucher holders and imposed $1 million in civil penalties, the largest number of apartments secured, and highest civil penalty ever imposed by the Commission in a housing discrimination case.

CCHR continued to dedicate resources to strategic enforcement of the NYCHRL through testing and other means. Testing is an investigative tool used in civil rights matters to confirm whether potential employers, landlords, real estate brokers, restaurants, hospitals, stores, or other providers of public accommodations treat CCHR testers differently (or provide them with different information) because they belong to a protected class. CCHR completed 1,182 tests in Fiscal 2025 compared to 943 last fiscal year—a 25 percent increase. The testing completion rate also increased to 88 percent in Fiscal 2025, up from 72 percent in Fiscal 2024 because of the Commission's refinement of its salary transparency testing work.

The number of people without scheduled appointments who visit any Commission office seeking information or service, also known as "walk-ins," decreased by 42 percent in Fiscal 2025 to 246, down from 430 in Fiscal 2024. This decrease is due in part to the public's increased awareness and use of CCHR's live InfoLine to make complaints of discrimination, though there was a five percent decrease in phone calls received by the InfoLine over the last fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Inquiries received	9,055	11,942	12,190	13,630	15,532	*	*	Up	*
Matters initiated	881	449	801	868	1,196	*	*	Up	*
★ ✹ Complaints filed	643	318	340	366	397	*	*	Down	*
Complaints referred to the Office of Administrative Trials and Hearings	13	4	1	23	6	*	*	Up	*
Complaints closed	895	667	471	447	379	*	*	Down	*
– Complaints closed (%) - no probable cause determination	0%	0%	0%	1%	1%	*	*	Up	*
– Complaints closed (%) - probable cause determination	22%	13%	25%	16%	18%	*	*	Down	*
– Complaints closed (%) - administrative cause	48%	56%	42%	40%	44%	*	*	Down	*
– Complaints closed (%) - settlement	30%	31%	33%	43%	37%	*	*	Up	*
★ Average age of complaint caseload (days)	427	503	514	593	614	*	*	Up	*
Complaints pending by age — less than one year	546	268	302	284	354	*	*	Down	*
Open matters	2,411	1,555	1,180	1,206	1,358	*	*	Down	*
Open complaints	1,012	773	733	762	881	*	*	Down	*
Complaints successfully mediated	47	45	28	31	17	*	*	Down	Up
Average days to completion for an Office of Mediation and Conflict Resolution case	154	124	117	112	107	*	*	Down	Down
Pre-complaint resolutions	214	196	347	307	327	*	*	Up	Up
Modifications for accessibility for people with disabilities	46	27	111	85	61	*	*	Up	*
Value of damages for complainants ($)	$8,069,100	$6,166,414	$4,679,207	$4,047,283	$17,004,122	*	*	Up	*
Value of civil penalties imposed ($)	$1,678,000	$878,500	$887,500	$633,200	$1,780,500	*	*	Neutral	*
Tests attempted for Human Rights Law violations in housing, employment, and disability accommodations	NA	NA	1,433	1,303	1,346	*	*	NA	Up
Tests completed for Human Rights Law violations in housing, employment, and disability accommodations	NA	NA	1,242	943	1,182	*	*	NA	Up
Testing completion rate for Human Rights Law violations in housing, employment, and disability accommodations	NA	NA	87%	72%	88%	*	*	NA	Up
Entities tested for Human Rights Law violations in housing, employment, and disability accommodations	878	734	1,082	947	969	*	*	Up	Up
Walk-ins assisted at CCHR offices	NA	NA	NA	430	246	*	*	NA	*
Phone calls received by InfoLine staff	NA	NA	NA	21,301	20,349	*	*	NA	*

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

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

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

In Fiscal 2025, the Commission's outreach unit, the Community Relations Bureau (CRB), continued to set new records engaging New Yorkers, reaching 150,053 people, a five percent increase from Fiscal 2024, and exceeding its target of 95,000. This expanded reach occurred across 2,845 events, a slight decrease from Fiscal 2024. These events included conferences, workshops, one-on-one outreach, tabling events, panel discussions, town halls, cultural events, and trainings provided by CRB. Of these, 371 were youth-centered sessions, 17 percent more than in Fiscal 2024, reaching 19,177 youth. CRB attributes its expanded reach to the ongoing successful deployment of both in-person and virtual services to New Yorkers to ensure the public has more ways of reaching the Commission. Additionally, Fiscal 2025 marked the first full year of an innovative staffing model, with outreach staff working a Tuesday to Saturday schedule. This has expanded the Commission's ability to serve New Yorkers outside of typical business hours. In Fiscal 2025, CRB conducted increased field work and had more requests for in-person services, though many organizations still requested virtual services. Part of this increase in outreach was also due to the expansion of non-English language outreach. CRB continues to share materials and conduct outreach in different languages across the five boroughs in English, Spanish, Mandarin, Bengali, Urdu, Punjabi, French, Arabic, and Russian to reach New Yorkers and educate them on the NYCHRL. Additionally, the number of online trainings viewed by members of the public more than doubled from Fiscal 2024 to 1,216,744 in Fiscal 2025.

As part of its outreach work, CCHR focused on holistic bias prevention, solidarity, and community-building through events and trainings like competency trainings, multi-lingual Bystander Intervention Trainings, Talking Circles, the Mayoral initiative Breaking Bread, Building Bonds, and other bridge-building work that continued to be in the forefront of the Commission's mandate to foster inter-group relations. CCHR held the second annual Martin Luther King Day of Action Against Hate across the five boroughs to remind New Yorkers of the message of civil rights and solidarity. CCHR's outreach in Fiscal 2025 included heritage and commemorative events that celebrate diverse communities, including Disability Pride in July 2024 and Pride in June 2025. The Disability Unite Festival, commemorating Disability Pride, was celebrated at Central Park with 5,000 attendees learning about the robust protections under the NYCHRL and honoring the 34th anniversary of the Americans with Disabilities Act. Other outreach included prevention work, which continued to grow in Fiscal 2025. The Commission partnered with other City agencies to continue proactive outreach to businesses about their obligations under the law. CCHR launched and hosted a series of roundtables with legal service providers, community partners, and advocates across the five boroughs to strengthen relationship with the Commission and create more direct avenues for communication and partnerships. Another focus for Fiscal 2025 included welcoming immigrants and sharing information about civil rights in New York City. CRB provided information at the Arrival Center in the Roosevelt Hotel and worked to train staff on their obligations as a place of public accommodation under the NYCHRL. The Commission also partnered with community and faith groups to co-host and participate in resource fairs and provided informational sessions at events across the City.

In Fiscal 2025, CCHR celebrated a milestone by welcoming the fifth cohort of the Youth for Equity and Solidarity (YES) Council. The YES Council is comprised of a diverse group of young people advising the Commission on youth engagement and hosting their own outreaches to inform peers about the NYCHRL. This year's cohort of YES Council members coordinated two projects that incorporated their areas of focus. They created and piloted their "Spanish English Language Learners (ELL) Student's Language Access Experience Survey" at Queens International High School for Health Sciences to identify potential national origin discrimination that Spanish ELL have faced in school. They also launched their "Roots of Change" Book Club Initiative to engage youth in small group dialogue about their personal experiences with racial identity through reading. Additionally, the Commission continued its Peer Mediation Program, established over 20 years ago, to provide youth with the requisite skills to address conflict that may arise in their school communities. This program consists of 10 sessions where youth participants receive extensive training on various conflict resolution concepts to be confirmed as mediators in their schools. In Fiscal 2025, the Commission partnered with Queens High School of Teaching in Queens and School for Classics High School in Brooklyn to establish Peer Mediation Programs where a total 23 students successfully completed the program.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
People reached	102,121	107,136	132,507	142,398	150,053	95,000	95,000	Up	Up
Training and outreach sessions	1,683	1,794	2,172	2,888	2,845	1,500	1,500	Up	Up
Outreach sessions in Manhattan (% of total)	NA	NA	NA	23%	28%	*	*	NA	*
Outreach sessions in Staten Island (% of total)	NA	NA	NA	20%	22%	*	*	NA	*
Outreach sessions in Brooklyn (% of total)	NA	NA	NA	14%	18%	*	*	NA	*
Outreach sessions in Queens (% of total)	NA	NA	NA	12%	17%	*	*	NA	*
Outreach sessions in the Bronx (% of total)	NA	NA	NA	12%	15%	*	*	NA	*
Outreach sessions conducted virtually (%)	NA	NA	NA	14%	18%	*	*	NA	Up
Training and outreach sessions targeting youth	293	169	220	318	371	250	250	Up	Up
★ People reached (youth events)	NA	NA	NA	19,412	19,177	⇧	⇧	NA	Up
Online trainings viewed by members of the public	NA	NA	NA	544,060	1,216,744	*	*	NA	Up
Website views	NA	NA	2,330,417	4,481,280	4,197,569	*	*	NA	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	98%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	99%	99%	100%	99%	100%	*	*	Neutral	Up
Completed requests for interpretation	1,519	1,373	1,414	2,129	2,095	*	*	Up	*
Average wait time to speak with a customer service agent (minutes)	0	0	5	10	14	*	*	Up	Down
CORE facility rating	100	98	96	100	98	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$11.9	$11.2	$11.1	$11.5	$12.7	$14.6	$15.4	Neutral
Personnel	120	101	101	105	104	142	145	Down
Overtime paid ($000)	$4	$1	$0	$0	$4	$4	$4	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$9.8	$10.2	
001 - Personal Services	$5.6	$4.6	All
003 - Community Development	$4.2	$5.6	All
Other Than Personal Services - Total	$1.7	$2.5	
002 - Other Than Personal Services	$0.5	$0.8	All
004 - Community Development	$1.2	$1.8	All
Agency Total	$11.5	$12.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- The New York City Human Rights Law: https://www.nyc.gov/site/cchr/law/text-of-the-law.page
- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS



Asim Rehman, Commissioner and Chief Administrative Law Judge

WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is New York City's central, independent administrative law court. Administrative law courts are a 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 can be referred 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 involving violations of paid sick day and fair workweek laws, and the New York City Human Rights Law. Trials are conducted by Administrative Law Judges who are appointed to five-year terms. Hearings at the Hearings Division are conducted by Judicial Hearing Officers on summonses issued by 25 different City enforcement agencies for alleged violations 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 have a remote hearing may request an in-person hearing. To further equitable access to justice, OATH instituted a call back function so that respondents who may have limited time availability due to work or other responsibilities do not spend their time unnecessarily waiting for their hearing to begin. To promote the equitable sharing of important information, OATH also utilizes a text message system to allow respondents to receive reminders of their upcoming hearings along with short, simple instructions on how to proceed.

To ensure that OATH services are accessible, and its procedures are understandable to residents and small businesses with limited financial resources, OATH's Help Center provides self-represented respondents with one-on-one help sessions to provide case-specific information and options and help them understand how to navigate OATH's processes. However, they cannot provide self-represented respondents with legal advice. OATH also implemented a text messaging service at its Help Center, which provides respondents with more ways to receive assistance. Respondents can now choose to receive assistance in person, over the phone, over email, or over text. OATH also has a small business unit within its Help Center to assist small businesses that receive summonses and to provide information about resources offered by the City's Department of Small Business Services.

Key to OATH's focus on equity is 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 Division.

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

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

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

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

HOW WE PERFORMED IN FISCAL 2025

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.

City agencies filed 2,556 cases at the OATH Trials Division in Fiscal 2025, which is 30 percent fewer than in Fiscal 2024. During Fiscal 2025, cases processed by individual Administrative Law Judges (ALJs) had a similar decline with 33 percent fewer cases processed per ALJ (from 313.6 to 210.4). The decrease in the number of cases filed was partially a result of specific agencies filing fewer cases than the prior year. For example, the Department of Correction filed 669 fewer employee discipline cases in Fiscal 2025, a 43 percent decline. Additionally, vehicle forfeiture cases requested at the OATH Trials Division following the New York City Police Department's seizure of a vehicle alleged to have been used in connection with a crime were down 58 percent. Consistent with the decrease in filings, the OATH Trials Division closed 26 percent fewer cases in Fiscal 2025.

Despite closing fewer cases, the average time for the Trials Division to issue a decision increased nearly five days, from 35.96 days in Fiscal 2024 to 40.73 days in Fiscal 2025. Fluctuations in decision time will vary depending on factors such as the nature and complexity of filed cases, and whether a case is subject to statutory resolution deadlines.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ OATH Trials Division cases with decisions issued within 45 business days (%)	85%	78%	89%	83%	79%	⇧	⇧	Neutral	Up
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	96%	99%	99%	97%	96%	96%	Neutral	Up
OATH Trials Division settlement rate (%)	51%	57%	57%	60%	61%	55%	55%	Up	*
Cases filed at OATH Trials Division	2,349	2,975	3,759	3,653	2,556	*	*	Up	*
Cases closed at OATH Trials Division	2,257	2,748	3,874	3,538	2,606	*	*	Up	*
Cases processed per Administrative Law Judge	184.6	178.7	324.2	313.6	210.4	*	*	Up	*
Average time for OATH Trials Division to issue decisions after records closed (business days)	33.43	33.47	31.44	35.96	40.73	*	*	Up	*

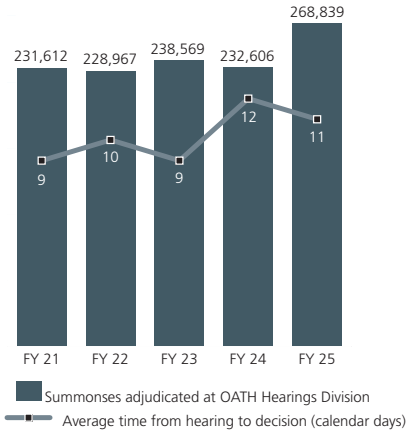
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Adjudicate alleged violations of City administrative laws.

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

City enforcement agencies filed 30 percent more summonses with OATH in Fiscal 2025 than in Fiscal 2024 (from 850,256 to 1,105,448). This is the first time in OATH's history that City agencies filed more than one million summonses with OATH for adjudication in a single fiscal year. The enforcement agencies that each individually increased their issuance by more than 20 percent compared to Fiscal 2024 were the Department of Environmental Protection, the Department of Sanitation, the New York City Police Department, the Department of Parks and Recreation, and the Department of Buildings. Collectively, these agencies issued 38 percent more summonses compared to Fiscal 2024. Given this significant increase in summonses received, OATH adjudicated nearly 16 percent more summonses (from 232,606 to 268,839) and processed 11 percent more summonses (from 631,182 to 703,520) in Fiscal 2025 compared to Fiscal 2024. Similarly, OATH's Clerk Office processed 32 percent more pre-hearing activities, which include payments, stipulations, and requests to remove cases from the calendar prior to the hearing due to cures or settlements offered and granted by enforcement agencies.

Summonses adjudicated at OATH Hearings Division vs. hearing decision time (calendar days)



Overall, the OATH Hearings Division rendered decisions on 216,469 summonses in Fiscal 2025, an eight percent increase from the 200,116 decisions in Fiscal 2024. Despite rendering more decisions, the average number of days for Judicial Hearing Officers to issue a decision decreased by one calendar day, from 12 days in Fiscal 2024 to 11 days in Fiscal 2025.

Fiscal 2025 represented the third consecutive year to experience an increase in the number of "one-click" online hearing submissions received from respondents, with a 15 percent rise to 38,904 total online hearing submissions. Concurrently, the number of defenses submitted by respondents by mail decreased for the third consecutive year, down 33 percent in Fiscal 2025 compared to Fiscal 2024.

The vast majority of OATH hearings continue to be held over the phone, with both the City agency and respondent appearing by calling in to OATH by phone. Hearings by phone climbed to 197,077 in Fiscal 2025, up from 192,166 in Fiscal 2024. Similar to Fiscal 2024, approximately 83 percent of remote hearings were by phone in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Summonses received from the issuing agencies at OATH Hearings Division (total)	539,745	571,354	764,871	850,256	1,105,448	*	*	Up	*
Summonses adjudicated	231,612	228,967	238,569	232,606	268,839	*	*	Up	*
★ Pre-hearing activities at OATH Hearings Division (total)	180,628	193,455	263,343	285,592	377,222	*	*	Up	*
★ Summonses processed at OATH Hearings Division (total)	517,615	480,551	540,529	631,382	703,520	*	*	Up	*
★ Summonses with decision rendered at OATH Hearings Division	137,482	158,578	182,040	200,116	216,469	*	*	Up	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (calendar days)	9	10	9	12	11	*	*	Up	*
Defenses submitted by mail (%)	1.7%	1.7%	1.5%	1.3%	0.9%	*	*	Down	*
OATH hearings by phone (%)	89.8%	87.5%	86.3%	83.9%	82.8%	*	*	Neutral	*
OATH one-click online submissions (% of total remote hearings/ submissions)	8.5%	10.8%	12.3%	14.8%	16.3%	*	*	Up	*
Defenses submitted by mail	3,642	3,877	3,274	3,078	2,071	*	*	Down	*
Hearings by phone	197,873	196,407	189,541	192,166	197,077	*	*	Neutral	*
One-click online submissions	18,794	24,173	26,942	33,832	38,904	*	*	Up	*

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

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

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

Fiscal 2025 was the first full fiscal year where OATH's Special Education Hearings Division (SEHD) received all new special education case filings for New York City. Previously, adjudication of these case filings was handled in part by contracted impartial Hearing Officers unaffiliated with OATH. As a result, SEHD experienced a slight increase in the number of cases appointed or assigned to it for resolution (from 19,117 to 19,499). During the same time, SEHD closed 18 percent more cases in Fiscal 2025 (from 15,583 to 18,376). Similarly, there was a 72 percent increase in cases that were resolved with final decisions on the merits (from 6,651 to 11,448).

Due in part to the significant increase in caseload, greater time allotment needed for each case, and staffing challenges, the average number of days to close cases increased from 84.53 days in Fiscal 2024 to 101.88 days in Fiscal 2025. For the same reasons, the percentage of cases closed within the regulatory timeline dropped to 70 percent in Fiscal 2025, down from 95 percent of cases in Fiscal 2024. Nevertheless, SEHD is still closing cases faster than when these cases were not being adjudicated at OATH.

The percent of special education cases where parents are represented by counsel or other representatives dropped more than eight percentage points to 85.14 percent in Fiscal 2025, down from 93.32 percent in Fiscal 2024. At the same time, parents receiving language services increased 19 percent (from 630 to 748).

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cases filed and appointed to OATH Special Education Hearings Division	NA	NA	NA	19,117	19,499	*	*	NA	*
Cases closed at OATH Special Education Hearings Division	NA	NA	NA	15,583	18,376	*	*	NA	*
Average number of cases closed per Special Education Hearing Officer per month	NA	NA	NA	16.93	17.91	*	*	NA	*
★ Special education cases closed within regulatory timeframe (%)	NA	NA	NA	95.28%	70.17%	90.00%	90.00%	NA	*
★ Average time from appointment of OATH Special Education Hearing Officer to case closure (calendar days)	NA	NA	NA	84.53	101.88	105.00	105.00	NA	*
Settlement and other pre-trial conferences conducted for special education cases	NA	NA	NA	14,489	21,174	*	*	NA	*
Special education hearings conducted	NA	NA	NA	19,764	19,617	*	*	NA	*
Final decisions issued on the merits	NA	NA	NA	6,651	11,448	*	*	NA	*
Special education cases where parents are represented by counsel or other representative (% of total)	NA	NA	NA	93.32%	85.14%	*	*	NA	*
Language services provided to parent	NA	NA	NA	630	748	*	*	NA	*

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

SERVICE 4 Provide conflict resolution services and restorative practices to City agencies and the public through 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.

OATH's Center for Creative Conflict Resolution (the Center) continues to provide its wide range of personally tailored services to City employees, agencies, and members of the public. These services include group and individual consultations, coaching sessions, trainings, and mediations. These services are dependent on demand and the data is determined by the type of services voluntarily requested by City agencies. With lower levels of demand in Fiscal 2025, the Center administered 17 percent fewer mediations for City employees (from 81 to 67), 21 percent fewer conflict resolution trainings for City employees (from 85 to 67), 26 percent fewer restorative group sessions (from 23 to 17), 24 percent fewer consultations for City personnel (from 316 to 241). Meanwhile, coaching sessions for City employees increased by 41 percent (from 71 to 100 sessions) due to an increased demand for that service. The satisfaction rate for Center services increased to 96 percent in Fiscal 2025.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Mediations administered for City employees	36	45	50	81	67	*	*	Up	*
Conflict resolution trainings administered for City employees	36	51	55	85	67	*	*	Up	*
Coaching sessions for City personnel	69	69	79	71	100	*	*	Up	*
Consultations for City personnel	147	148	338	316	241	*	*	Up	*
Restorative group sessions	47	25	22	23	17	*	*	Down	*
Mediations administered for members of the public	12	12	7	10	8	*	*	Down	*
★ Participants who reported satisfaction with conflict resolution services	NA	NA	97%	95%	96%	*	*	NA	*

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

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

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

OATH's Help Center aids unrepresented respondents through education and information sharing, explaining the hearing process, giving case-specific options on how to proceed, and assisting respondents with procedural requirements such as filling out request forms and applications. Consistent with the record number of summonses filed at OATH's Hearings Division in Fiscal 2025, OATH's Help Center conducted 32 percent more help sessions with unrepresented respondents in Fiscal 2025 (from 33,595 to 44,308).

OATH's Help Center strives to provide respondents with multiple ways to contact it for assistance, including by leaving a voicemail, sending an email, submitting an online contact form, or by sending a text message. In Fiscal 2025, respondents who contacted the Help Center received timely responses to their inquiries. For the 12,691 text messages sent to the Help Center in Fiscal 2025, responses were sent in less than half a day on average. For the 25,001 inquiries made via email or by voicemail, it took less than two days for the Help Center to respond. While response times to online request forms submitted to the Help Center nearly doubled compared to Fiscal 2025 due to the increased volume of help sessions requested, the response time remained well below one day. In addition to help sessions and responses to inquiries, the Help Center's staff also work at customer service windows to assist people who walk into each of OATH's borough Hearing Centers. In Fiscal 2025, the Help Center assisted 58,839 total respondents who came to OATH in person.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Help Sessions conducted by OATH Help Center	33,834	40,637	38,435	33,595	44,308	*	*	Up	*
★ Average days after online request is made to initiate Help Center assistance	NA	NA	0.37	0.40	0.77	*	*	NA	*
Respondents assisted by Help Center via text messaging exchange	NA	NA	NA	NA	12,691	*	*	NA	*
★ Average days after text message request is made to initiate Help Center assistance	NA	NA	NA	NA	0.29	⇩	⇩	NA	Down
Respondents assisted by Help Center via email/voicemail exchange	NA	NA	NA	NA	25,001	*	*	NA	*
★ Average days after email/voicemail request is made to initiate Help Center assistance	NA	NA	NA	NA	1.82	⇩	⇩	NA	Down
Respondents who were assisted by the Help Center at customer service windows	NA	NA	NA	NA	58,839	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	6,300	8,541	8,778	11,466	11,795	*	*	Up	*
Letters responded to within 14 days (%)	100%	100%	91.67%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	99%	100%	100%	*	*	Neutral	Up
CORE facility rating	NA	100	100	100	100	*	*	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$42.2	$44.7	$55.8	$67.3	$74.0	$74.6	$80.9	Up
Revenues ($000,000)	$120.3	$136.3	$137.1	$146.6	$172.1	$144.8	$146.8	Up
Personnel	350	379	429	458	499	564	593	Up
Overtime paid ($000)	$116	$68	$39	$128	$16	$16	$10	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$53.3	$55.3	All
002 - Other Than Personal Services	$13.9	$18.7	All
Agency Total	$67.3	$74.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Cases appointed to OATH Special Education Hearings Division' was renamed to 'Cases filed and appointed to OATH Special Education Hearings Division.' This revision more accurately represents the process under which the Special Education Hearings Division is appointed cases after recently becoming the sole body responsible for these cases.

ADDITIONAL RESOURCES

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

BUSINESS INTEGRITY COMMISSION

Elizabeth Crotty, Commissioner and Chair



WHAT WE DO

The Business Integrity Commission (BIC) regulates the trade waste industry and businesses operating in New York City's public wholesale markets. Additionally, BIC has the authority to regulate the shipboard gambling industry, although this industry currently does not operate in New York City. The BIC Commissioner is Chair of the Commission with members consisting of the Commissioners of 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 truck emissions and 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 the objective 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, including 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 and 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. At Vision Zero's annual Research on the Road symposium in November 2024, BIC presented on the Agency's initiatives to promote safe vehicles in the trade waste industry. At the annual New York City Department of Citywide Administrative Services (DCAS) Vision Zero Fleet Forum in October 2024, BIC shared its regulatory model and work to advance safe driving and safe vehicles in the trade waste industry. BIC's work strives to make City streets safer for the public through the development of vehicle and traffic safety rules for the trade waste industry. BIC also participates in the preparation of citywide events that support safe, equitable, and sustainable communities across the five boroughs, like the New York City Department of Transportation's Summer Streets program.

BIC commits to promoting a diverse and inclusive workplace culture for its employees as supported by policies such as BIC's Equal Employment Opportunity Commitment Statement. In addition to ensuring that all BIC staff complete citywide equity and inclusion training, BIC's Chief Diversity Officer encourages staff to participate in various cultural events throughout the year. BIC's public-facing staff receive customer service training and have been recognized for their professionalism by the Mayor's Office of Operations. BIC's multilingual employees volunteer to translate for applicants who are not fluent or proficient in the English language. Relatedly, in Fiscal 2025, BIC completed 134 customer requests for interpretation, up 17 percent from Fiscal 2024. In addition, BIC's recruitment efforts utilize best practices to ensure diversity and fairness around hiring and internal promotions. A tolerant and equitable workplace empowers employees to perform to their full potential, and BIC can better communicate with its applicants and the public with a workforce reflective of the City's population.

OUR SERVICES AND GOALS

SERVICE 1 Regulate the trade waste industry in the City.

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2025

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.

BIC enforcement of the trade waste industry is fundamental to the Agency's regulatory mission. In Fiscal 2025, the number of violations BIC issued to legally operating private trade waste haulers increased seven percent from 1,163 in Fiscal 2024 to 1,246. This is mainly due to an increase in joint enforcement operations with BIC partners, including the NYPD and the New York State Department of Transportation. The percentage of private waste hauler violations admitted to or upheld at OATH increased six percentage points, the highest since Fiscal 2020.

The number of violations BIC issued to illegally operating trade waste haulers varies year-over-year based on discovered illegal activity, but rose nearly 41 percent from 410 in Fiscal 2024 to 576 in Fiscal 2025. BIC continues its heightened on-street enforcement with the objective of discovering those trade waste hauling companies that operate in the City without a BIC license or registration. These unlicensed or unregistered waste haulers pose both a corruption and safety risk to workers, customers and the public, as BIC has not vetted these entities. In Fiscal 2025, there was a 45 percent increase in waste hauling complaints received compared to Fiscal 2024. This fiscal year, BIC participated in the NYC Small Business Services' Expo, informing trade waste customers of their rights with carting companies. BIC also conducted outreach by holding multiple town halls for trade waste companies. BIC encourages trade waste companies, employees of the trade waste industry, customers, and the public to submit a complaint to BIC for a wide array of issues.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Violations issued to private waste haulers — Total	648	1,088	2,876	1,573	1,822	*	*	Up	*
★ – Legally operating private waste haulers	412	526	2,008	1,163	1,246	*	*	Up	*
★ – Illegally operating private waste haulers	236	562	868	410	576	*	*	Up	*
Private Waste Hauler Violations admitted to or upheld at OATH (%)	81.0%	83.0%	86.0%	90.0%	96.0%	*	*	Up	Up
★ Waste hauling applications denied	5	1	1	1	2	*	*	Down	*
Waste hauling complaints received	319	292	260	203	295	*	*	Down	*

★ 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.

In Fiscal 2025, the number of pending waste hauling new applications rose from 72 in Fiscal 2024 to 75, and the average age of pending waste hauling new applications increased to 324 days in Fiscal 2025 compared to 247 days in Fiscal 2024. BIC approved 12 percent fewer waste hauling new applications in Fiscal 2025, and the average time to approve waste hauling new applications increased from 120 to 192 days. These shifts are due to a significant loss of staff involved in the application review and approval process, thus impacting the remaining staff's workload and added responsibilities. However, 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.

The number of pending waste hauling renewal applications rose 28 percent, from 531 in Fiscal 2024 to 680 in Fiscal 2025, due to a higher renewal submission cycle mid-fiscal year. Yet, the average age of pending waste hauling renewal applications improved by nearly 11 percent, from 220 days in Fiscal 2024 to 196 in Fiscal 2025. BIC approved 46 percent fewer waste hauling renewal applications in Fiscal 2025, and the average time to approve waste hauling renewal applications increased seven percent to 247 days compared to 230 days in Fiscal 2024. Again, these shifts are due to significant loss of staff, thus impacting the remaining staff's workload and added responsibilities.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Waste hauling applications pending — New	79	105	74	72	75	*	*	Down	*
Average age of pending waste hauling applications (days) — New	152	165	186	247	324	*	*	Up	Down
Waste hauling applications approved — New	102	134	203	153	134	*	*	Up	Up
★ Average time to approve waste hauling applications (days) — New	191	209	168	120	192	150	150	Down	Down
Waste hauling applications pending — Renewal	1,015	1,071	648	531	680	*	*	Down	*
Average age of pending waste hauling applications (days) — Renewal	230	281	316	220	196	*	*	Down	Down
Waste hauling applications approved — Renewal	267	645	775	872	470	*	*	Up	Up
★ Average time to approve waste hauling applications (days) — Renewal	370	369	316	230	247	210	210	Down	Down

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

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

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

In Fiscal 2025, BIC issued 30 violations to public wholesale market businesses, an increase from eight issued violations in Fiscal 2024. The increase is due to the untimely submission of renewal applications or other required information by public wholesale market businesses. While there is a rise in violations, the percentage of public wholesale market violations that were admitted to or upheld at OATH decreased to 90 percent, with a five-year average of 95 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Violations issued at public wholesale markets	54	35	25	8	30	*	*	Down	*
Public Wholesale Markets Violations admitted to or upheld at OATH (%)	96.0%	94.0%	95.0%	100.0%	90.0%	*	*	Neutral	Up
★ Public wholesale market applications denied	2	0	0	0	0	*	*	Down	*

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

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

BIC is taking fewer days to process renewal and new public wholesale applications. BIC approved 41 public wholesale market renewal applications in an average of 103 days, 44 percent faster than in Fiscal 2024 and half the target of 210 days. BIC approved nine new public wholesale market applications, with an average approval time of 155 days in Fiscal 2025, down from 204 days in Fiscal 2024. Pending public wholesale market renewal applications increased to 48 in Fiscal 2025, compared to 10 in Fiscal 2024, due to the renewal submission cycle, which can fluctuate based on renewal needs. The average age of renewal applications improved by almost 57 percent from 217 days in Fiscal 2024 to 94 days in Fiscal 2025. The average age of pending public wholesale market new applications remained consistent, from 348 days in Fiscal 2024 to 342 days in Fiscal 2025. New public wholesale market applications volumes remained low due to a finite amount of space at the markets.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Public wholesale market applications pending — New	6	3	5	3	5	*	*	Down	*
Average age of pending public wholesale market applications (days) — New	154	170	132	348	342	*	*	Up	Down
Public wholesale market applications approved — New	4	9	9	5	9	*	*	Up	Up
★ Average time to approve public wholesale market applications (days) — New	265	193	95	204	155	150	150	Down	Down
Public wholesale market applications pending — Renewal	25	43	23	10	48	*	*	Up	*
Average age of pending public wholesale market applications (days) — Renewal	205	110	142	217	94	*	*	Down	Down
Public wholesale market applications approved — Renewal	47	78	92	49	41	*	*	Down	Up
★ Average time to approve public wholesale market applications (days) — Renewal	302	170	123	185	103	210	210	Down	Down

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	75%	100%	100%	100%	*	*	Up	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed requests for interpretation	56	36	24	115	134	*	*	Up	*
CORE facility rating	NA	NA	NA	NA	NA	*	*	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$8.9	$8.7	$9.0	$8.8	$8.8	$8.8	$8.7	Neutral
Revenues ($000,000)	$5.1	$6.8	$6.5	$7.6	$8.8	$6.6	$6.6	Up
Personnel	80	71	70	66	63	74	73	Down
Overtime paid ($000)	$149	$120	$84	$24	$44	$29	$0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$6.3	$6.3	All
002 - Other Than Personal Services	$2.5	$2.5	All
Agency Total	$8.8	$8.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Performance data is unavailable for 'CORE facility rating' as BIC's facility was not visited in Fiscal 2025.

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


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Department of Consumer and Worker Protection p 173


Department of Parks & Recreation p 157



311 Customer Service Center p 183


Department of Cultural Affairs p 167



Taxi and Limousine Commission p 187

DEPARTMENT OF SANITATION **Javier Lojan, Acting Commissioner**

WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City clean, safe, and healthy by collecting, recycling, and disposing of waste, cleaning streets and public spaces, and clearing snow and ice. The Department 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 per day, produced by every New York City resident, and regulates the collection of an additional 20 million pounds, produced by every New York City business.

FOCUS ON EQUITY

DSNY provides high-quality and responsive cleaning, collection, and snow removal services to all New Yorkers citywide. In Fiscal 2024, DSNY expanded containerization requirements to every single New York City business, and in Fiscal 2025, further expanded containerization requirements to all trash from residential buildings with nine or fewer units. In Fiscal 2025, full enforcement of both of these requirements went into effect. With 70 percent of the City's trash now required to be stored in bins instead of piled on sidewalks, the City has taken significant steps toward reducing the food supply that fuels its rodent problem. Containerization has a disproportionate benefit for underserved communities, as shown in ongoing decreases in rat sightings in Rat Mitigation Zones—areas with high levels of rat activity, where resources are focused to address rats and the conditions that support them.

In Fiscal 2025, DSNY expanded curbside composting to all five boroughs, making it the largest—and easiest—curbside composting program in the nation. This program was designed with equity in mind, as compared to previous efforts, which required complicated sign-ups or had additional cumbersome rules that made them challenging to use. As of October 2024, all New Yorkers receive the same, easy-to-use curbside composting service.

Finally, this year's snow removal efforts continued to reflect an operational focus on plowing equity. Due to historic investments in DSNY, the Department's workers and equipment are more prepared for winter weather than ever before. Every street, including bike lanes, is on a route, and unlike in past years, every route can be dispatched at the same time, bringing equity in snow clearance to the entire City.

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 organic material and compost it.

Goal 4a Increase composting.

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

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

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

The Department made significant strides in cleanliness areas such as removing 51 percent more needles from public spaces in Fiscal 2025 compared to Fiscal 2024. The DSNY Highway Unit continued its notable progress from last fiscal year and cleaned 28 percent more miles of highway, totaling over 3,700 miles in Fiscal 2025. In its second full fiscal year managing the City's graffiti cleaning program, over 20,000 graffiti service requests were received and resolved by the Department, more than double the amount before it took over the program in Fiscal 2023. Additionally, as detailed in the 'Agency Customer Service' section, DSNY increased its rate of response to complaints about illegal postering within the designated timeframe by two percentage points in Fiscal 2025 to 92 percent.

Vacant lot cleaning requests decreased nine percent in Fiscal 2025 compared to Fiscal 2024, and 81 percent fewer lots were cleaned citywide. The decrease in the number of lots cleaned is partially related to fewer requests but is mostly due to budget cuts in Fiscal 2025. Also impacted by budget cuts were the Targeted Neighborhood Taskforce locations (TNT)—underserved areas of the City that were cleaned, which decreased by 31 percent. The associated miles of TNT locations cleaned decreased by 27 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Vacant lot cleaning requests	3,015	2,941	2,831	2,967	2,711	2,500	2,500	Neutral	*
★ Lots cleaned citywide	1,231	1,652	1,440	534	101	3,200	3,200	Down	*
★ Needles removed	32,252	69,692	90,861	83,807	126,247	⇧	⇧	Up	Up
Litter baskets serviced (000)	NA	NA	10,744.1	8,816.1	8,751.8	*	*	NA	*
Targeted Neighborhood Taskforce locations cleaned	NA	NA	14,326	19,011	13,188	*	*	NA	*
Distance of Targeted Neighborhood Taskforce locations cleaned (miles)	NA	NA	7,760	16,504	12,042	*	*	NA	*
Miles of highway cleaned	NA	NA	1,224	2,905	3,708	*	*	NA	*
Graffiti service requests received	574	12,336	8,831	19,674	20,550	*	*	Up	*
Graffiti service requests closed	445	4,444	7,552	19,681	20,734	*	*	Up	*

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

Goal 1b Enforce Sanitation regulations.

While summonses for cleanliness violations decreased slightly by four percent in Fiscal 2025 compared to Fiscal 2024, the Department has continued to issue well over 900,000 cleanliness violations per year, for the last three fiscal years, ensuring New Yorkers experience the cleanest City possible and violators are held accountable. As part of DSNY's ongoing efforts to improve cleanliness and reduce rat activity, DSNY implemented new trash containerization rules that took full effect in November 2024. To encourage compliance, the Department issued over 200,000 summonses and warnings in Fiscal 2025 compared to approximately 53,000 in Fiscal 2024 before the rules came into effect.

The Department continues to address the problem of illegal dumping with remarkable success. The Department deployed 337 illegal dumping cameras in Fiscal 2025, over 17 percent more than in Fiscal 2024. The cameras installed over the past three fiscal years have positively impacted this effort. The Department impounded 417 illegal dumping vehicles, nearly 50 percent more than last fiscal year, and 21 percent more illegal dumping summonses were issued. The Department continues to be engaged in a multi-pronged strategy to get abandoned and derelict cars off City streets. The Abandoned Vehicle Removal Taskforce (Taskforce), established in September 2024, in partnership with the New York Police Department, removed 26,605 abandoned vehicles from City streets in Fiscal 2025, more than double the amount removed last year before the Taskforce was formed.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Cleanliness violations issued	228,236	597,630	917,627	992,192	950,598	*	*	Up	*
Containerization summonses and warnings issued	5,572	6,569	8,342	52,994	201,513	*	*	Up	*
Illegal dumping cameras deployed	NA	NA	170	287	337	*	*	NA	*
Illegal dumping vehicles impounded	44	108	241	286	417	*	*	Up	*
Illegal dumping summonses issued	184	358	763	721	872	*	*	Up	*
Abandoned vehicles removed from City streets	NA	NA	6,220	12,932	26,605	*	*	NA	*

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

SERVICE 2 Collect and dispose of waste.

Goal 2a Improve efficiency of waste handling.

In Fiscal 2025, DSNY disposed of 3,154,600 tons of refuse—two percent less than Fiscal 2024, and the lowest total in 15 years. While the amount of refuse disposed of is impacted by various factors and can vary year-over-year, this decrease is likely the result of the citywide expansion of curbside composting collection and the diversion of organic waste. DSNY rarely misses refuse collections on the scheduled day, and it is prompt to respond to notifications of missed collections when it does. The Department increased its rate of response within the designated time frame to such notifications by five percentage points in Fiscal 2025 to 84 percent.

In Fiscal 2025, the citywide rollout of curbside composting collection increased reliance on dual-bin trucks, which require offloading materials at two separate facilities, often located at a considerable distance from one another. This operational change contributed to a decline in the percentage of trucks completing their disposal within shift (dumped on shift) from a historic high of 56.8 percent in Fiscal 2024 to 51.1 percent in Fiscal 2025.

Although the Department continued to face fleet challenges in Fiscal 2025, such as aging trucks, parts availability, staffing limitations, and high operational demands, it has kept the average outage rate steady at 28 percent, same as Fiscal 2024. While efforts are ongoing to address these issues, including fleet modernization planning, targeted hiring, and strategic procurement, the Department anticipates that outage rates will remain at this level until more comprehensive investments in fleet and staffing are made.

Early in Fiscal 2025, DSNY became aware of an increase in worker injuries. DSNY took this change seriously as the safety of the workforce is vitally important to the Agency. The Department saw an opportunity to place a broader emphasis on employee re-training. Once identified early in the fiscal year, DSNY improved its process for referring employees to safety-related refresher classes conducted by its internal Division of Safety and Training. With this emphasis, over the last ten months of the fiscal year, the line of duty injury numbers came down closer to the amounts observed in Fiscal 2024 over the same time period. Containerization of waste will increase opportunities for mechanized collection, further reducing the risk of sprains and strains from moving heavy refuse and recycling material.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,399.1	3,351.1	3,162.5	3,202.5	3,153.6	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.9	9.4	9.5	10.0	10.2	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	44.6%	35.7%	42.1%	56.8%	51.1%	45.6%	45.6%	Up	Up
Average outage rate for all collection trucks (%)	18%	20%	26%	28%	28%	*	*	Up	Down
Refuse serviced after scheduled day (%)	0.8%	1.2%	0.0%	0.0%	0.0%	*	*	Down	*

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

SERVICE 3 Recycle waste.

Goal 3a Increase the percentage of waste recycled.

Diversion rate measures the percentage of recyclable material kept out of landfills. In Fiscal 2025, the diversion rate of recyclables collected by the Department was 18.5 percent. This rate, as well as the City's overall recycling diversion rate of 21.8 percent, has continued to rise for the past several fiscal years. DSNY recycled five percent more material in Fiscal 2025 compared to Fiscal 2024. The increases in the overall recycling diversion rate and overall tons recycled in Fiscal 2024 and 2025 were influenced by the citywide rollout of curbside composting collection, as well as the inclusion of recovered metal from two additional incinerators that accept DSNY municipal solid waste (MSW). While it is very common for MSW incinerators to recover valuable metals from their operations, DSNY only started to receive comprehensive data on this starting in January 2024.

In Fiscal 2025, the percentage of recycling trucks dumped on shift decreased by three percentage points compared to Fiscal 2024 to 22.9 percent due to the increase in truck utilization associated with the citywide expansion of curbside composting collection.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ DSNY-collected recycled tons (000)	692.4	616.1	619.2	638.9	669.3	848.6	848.6	Neutral	Up
★ ✹ DSNY-collected diversion rate (%)	17.6%	17.0%	17.2%	17.5%	18.5%	23.0%	23.0%	Neutral	Up
Overall tons recycled (000)	912	816	797	834	870	*	*	Neutral	Up
Overall recycling diversion rate (%)	20.8%	19.6%	20.2%	20.7%	21.8%	*	*	Neutral	Up
★ Recycling tons per truck-shift	5.8	5.2	5.2	5.1	5.1	6.2	6.2	Neutral	Up
Recycling trucks dumped on shift (%)	26.5%	19.7%	22.8%	26.2%	22.9%	*	*	Neutral	Up
Recycling serviced after scheduled day (%)	0.7%	1.0%	0.0%	0.0%	0.1%	*	*	Down	*

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

Goal 3b Enforcement of recycling regulations.

The increases in recycling diversion and recycling tonnages described in Goal 3a can be attributed to the expansion of the mandatory curbside composting collection program in November 2024 and the associated enforcement of recycling regulations. As a result, in Fiscal 2025, DSNY issued over 95,000 recycling summonses and warnings, which is an 85 percent increase compared to Fiscal 2024. The 41 percent increase in Fiscal 2025 of the Office of Administrative Trials and Hearings (OATH) violations issued, as well as the three percent increase in the percentage of violations admitted to or upheld at OATH, are connected to this increase in summonses.

Strong enforcement requires proper communication, and in Fiscal 2025, DSNY improved upon its response rate to letters and emails sent to the Department. The percentage of letters and emails responded to within 14 days increased to 93 percent and 87 percent, respectively.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Recycling summonses and warnings issued	35,590	32,015	47,267	51,848	95,947	*	*	Up	*

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

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

In Fiscal 2025, the number of tons of recycled textiles increased 12% compared to Fiscal 2024 to 7,400 tons. Budget cuts impacting curbside e-waste service contributed to a 19 percent decrease in the number of tons of e-waste recycled. Also, the tons of hazardous household products decreased from 1,700 tons in Fiscal 2024 to 1,100 tons in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Tons of household hazardous waste recycled (000)	0.0	0.3	1.6	1.7	1.1	*	*	Up	Up
Tons of textiles recycled (000)	12.1	10.1	6.7	6.6	7.4	*	*	Down	Up
Tons of e-waste recycled (000)	8.5	8.9	8.6	9.9	8.0	*	*	Neutral	Up

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

SERVICE 4 Collect organic material and compost it.

Goal 4a Increase composting.

Over the past couple of years, the City has implemented an equity-focused, universal, easy-to-use, curbside composting program, the largest such program in the country. With full implementation in all five boroughs of New York City, the Department diverted 166,500 tons of organic waste in Fiscal 2025, a 29 percent increase from Fiscal 2024, a historic high.

To complement the curbside composting program, the Department continued to deploy Smart Composting Bins (Smart Bins), compost drop-off bins that residents can unlock anytime with an access card, across dozens of New York City neighborhoods. The Department deployed 426 Smart Bins in Fiscal 2025, the highest total since the effort began. Even with the citywide organics collection expansion and the resulting 10 percent reduction in unlocks, Smart Bins still recorded over one million unlocks.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Tons of organics diverted (000)	76.3	77.4	105.6	129.6	166.5	⇧	⇧	Up	Up
Smart composting bins deployed	NA	NA	419	418	426	*	*	NA	*
Smart composting bin unlocks	NA	NA	303,500	1,215,618	1,091,398	*	*	NA	*

★ 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 of and be prepared for winter storms and impacts.

Fiscal 2025 included 13 snow activation events, seven more than last fiscal year. Despite less snowfall compared to Fiscal 2024, the greater number of snow activation events and subfreezing temperatures in Fiscal 2025 lead to greater use of salt and brine.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Snowfall (total inches)	43.3	19.5	2.0	13.0	9.3	*	*	Down	*
★ Snow activation events	10	17	11	6	13	*	*	Down	*
Salt used (tons)	454,443	339,842	83,771	196,588	234,845	*	*	Down	*
Brine used (gallons)	NA	229,935	0	29,200	274,850	*	*	NA	*

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cases commenced against the City in state and federal court	287	486	355	293	418	*	*	Neutral	*
Payout ($000)	$51,186	$92,307	$76,575	$46,222	$68,659	*	*	Neutral	Down
Private transfer station permits	58	58	58	58	58	*	*	Neutral	*
Private transfer station inspections performed	4,064	4,116	4,731	5,895	5,171	*	*	Up	*
Office of Administrative Trials and Hearings violations issued	263,039	240,143	393,940	470,775	663,651	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	88%	87%	91%	90%	93%	*	*	Neutral	*
Refuse collection cost per ton ($)	$342	$365	$344	$320	NA	*	*	NA	*
Refuse cost per ton (fully loaded) ($)	$545	$576	$566	$547	NA	*	*	NA	*
Disposal cost per ton ($)	$203	$211	$222	$226	NA	*	*	NA	*
Recycling cost per ton (fully loaded) ($)	$668	$733	$779	$805	NA	*	*	NA	*
Recycling collection cost per ton ($)	$615	$675	$690	$742	NA	*	*	NA	*
Paper recycling revenue per ton ($)	$13	$19	$15	$13	$13	*	*	Down	*
Workplace injuries reported (uniform and civilian)	1,035	987	760	972	1,128	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	41	181	36	74	22	*	*	Down	*
Letters responded to within 14 days (%)	88%	92%	89%	85%	93%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	91%	91%	91%	76%	87%	*	*	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to close – Missed Collection (5 days)	50%	60%	68%	79%	84%	*	*	Up	*
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	95%	90%	84%	90%	92%	*	*	Neutral	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$2,378.7	$2,040.3	$1,919.3	$1,977.8	$2,060.2	$1,995.7	$1,988.0	Down
Revenues ($000,000)	$23.3	$20.6	$23.4	$18.4	$18.4	$16.4	$20.2	Down
Personnel (uniformed)	7,220	7,614	8,045	8,150	8,170	7,955	7,957	Up
Personnel (civilian)	2,109	2,115	1,979	1,872	1,803	1,915	1,944	Down
Overtime paid ($000,000)	$283.0	$284.4	$176.2	$162.5	$201.0	$155.9	$162.5	Down
Capital commitments ($000,000)	$242.8	$170.7	$406.0	$282.8	$276.0	$398.5	$285.3	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,189.8	$1,250.7	
101 - Executive Administrative	$86.6	$96.1	All
102 - Cleaning and Collection	$901.2	$962.6	1a, 1b, 2a, 3a
103 - Waste Disposal	$43.2	$37.7	2a, 3a
104 - Building Management	$33.6	$28.0	*
105 - Bureau of Motor Equipment	$84.4	$77.2	All
107 - Snow Budget	$40.7	$49.0	4a
Other Than Personal Services - Total	$788.0	$809.5	
106 - Executive and Administrative	$131.2	$131.1	All
109 - Cleaning and Collection	$28.6	$32.7	1a, 1b, 2a, 3a
110 - Waste Disposal	$563.7	$576.6	2a, 3a
111 - Building Management	$5.2	$5.2	*
112 - Motor Equipment	$28.3	$28.1	All
113 - Snow Budget	$31.0	$35.8	4a
Agency Total	$1,977.8	$2,060.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Based upon updated survey data, the Fiscal 2024 figure for 'Litter baskets serviced (000)' was updated from 10,619.0 to 8,816.1. The total number of litter baskets serviced by DSNY reflects those assigned to collection routes during the reporting period. The number of baskets requiring service is determined through ongoing field assessments, which now benefit from a more advanced and accurate methodology. 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 had impacted the Department's ability to replace damaged baskets as quickly as needed.
- The indicator 'Containerization summonses and warning issued' was added to Goal 1b to demonstrate how the Department is enforcing trash containerization requirements.
- The indicator 'Missed refuse collections (%)' was renamed to 'Refuse service after scheduled day (%),' and the indicator 'Missed recycling collections (%)' was renamed to 'Recycling serviced after scheduled day (%),' to better match the indicator definition which is the percent of DSNY collected material that is scheduled for collection but not removed by midnight.
- The indicator 'Curbside and containerized recycled tons (000)' was renamed to 'DSNY-collected recycled tons (000),' and the indicator 'Curbside and Containerized diversion rate (%)' was renamed to 'DSNY-collected diversion rate (%),' to clarify the materials that DSNY directly collects for recycling.
- The indicator 'Tons recycled (000)' was renamed to 'Overall tons recycled (000)' to match the associated indicator 'Overall recycling diversion rate (%).' This change was made to clarify that the overall tons recycled, and the overall diversion rate include the materials that DSNY directly collects in addition to the materials collected by DSNY third-party vendors.
- The indicator 'Recycling summonses issued' was renamed to 'Recycling summonses and warnings issued' to clarify that warnings are included in this figure.

- Starting in January 2024, all incinerator operators that accept DSNY municipal solid waste (MSW) started to report the recovery of metal from combusted MSW coming from DSNY. As a result, the Fiscal 2024 figures for 'Overall recycling diversion rate' was updated from 20.6 percent to 20.7 percent, and 'Overall tons recycled (000)' was updated from 825 to 834. Updated figures for earlier fiscal years do not exist. Fiscal 2024 figures reflect recovered metal from combusted DSNY MSW.
- 'Snow activation events' was determined to be a critical indicator for Goal 5a 'Prepare and clear snow and ice from City streets and roadways.'
- After a review of snow season records, previously published data for 'Snow activation events' was updated for Fiscal 2023 from 3 to 11, and for Fiscal 2024 updated from 13 to 6.

ADDITIONAL RESOURCES

For additional information go to:

- Food Scraps and Yard Waste:
  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 **Iris Rodriguez-Rosa, Commissioner**

WHAT WE DO

The Department of Parks and Recreation (DPR), also referred to as NYC Parks, manages and cares for the City's 2,000 parks, 1,000 playgrounds, 36 recreation centers, 12,000 acres of natural areas with 4.9 million trees, over 660,000 street trees, and 160 miles of shoreline, to strengthen the health, environment, and communities of New York 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.

To achieve this, 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, including supporting local stewardship through the Let's Green NYC initiative, making a $1 billion investment in aging pools and constructing new ones, adding 46 new public restrooms and reconstructing 40 existing ones through Better Bathrooms, 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 achieve 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 3c Care for natural areas within parks, including forests, wetlands, and grasslands.

SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

Goal 4a Increase public attendance at educational programs, recreation centers, and other venues.

Goal 4b Increase volunteer activity at City programs and events.

HOW WE PERFORMED IN FISCAL 2025

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

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

In Fiscal 2025, overall condition and cleanliness ratings met targets, but each declined by two percentage points to 87 percent and 92 percent, respectively from Fiscal 2024. The percent of public restrooms in service declined by two percentage points to 94 percent in Fiscal 2025, one percentage point below target. The drop in these ratings was largely due to the loss of "second shift" staff through City budget reductions at 100 heavily used locations during last year's peak summer season. The second shift deploys dedicated cleaning staff to these locations during peak use evening hours and weekends. With the reestablishment of the second shift for Fiscal 2026, NYC Parks expects to see these ratings rebound. Recreation center cleanliness ratings remained steady at 100 percent, and overall condition ratings for recreation centers improved nine percentage points to 89 percent, both indicators exceeding target. Continuing improvements to the management of emergency equipment contributed to the increase in overall condition.

The percent of monuments receiving annual maintenance in Fiscal 2025 decreased to 70 percent from 75 percent in Fiscal 2024. This decrease is in part due to focused staff attention on in-depth restoration at many notable sites, including the Soldiers and Sailors Memorial Arch at Grand Army Plaza, and a project to restore and correct 200-year-old fallen headstones at Gravesend Cemetery, both located in Brooklyn. Additionally, many monuments are currently at sites undergoing capital projects, rendering them inaccessible for maintenance.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	86%	86%	87%	89%	87%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	86%	86%	87%	90%	87%	*	*	Neutral	Up
– Overall condition of large parks (%)	81%	80%	84%	86%	85%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	94%	93%	91%	90%	90%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	91%	92%	93%	94%	92%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	90%	93%	93%	94%	92%	*	*	Neutral	Up
– Cleanliness of large parks (%)	87%	88%	89%	92%	90%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	97%	98%	98%	99%	98%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	96%	96%	96%	96%	96%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	95%	93%	94%	94%	94%	95%	95%	Neutral	Up
★ Public restrooms in service (in season only) (%)	91%	96%	94%	96%	94%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	98%	98%	98%	95%	94%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	95%	95%	96%	94%	97%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	NA	100%	100%	100%	100%	95%	95%	NA	Up
★ Recreation centers rated acceptable for overall condition (%)	NA	87%	79%	80%	89%	85%	85%	NA	Up
Monuments receiving annual maintenance (%)	74%	81%	79%	75%	70%	*	*	Neutral	Up

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

Goal 1b Provide an overall quality park experience.

The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including in its parks. NYC Parks is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. Reported crimes against persons in Fiscal 2025 decreased 10 percent to 606 compared to 673 in Fiscal 2024, and crimes against property decreased 15 percent to 467 in Fiscal 2025 compared to 551 in Fiscal 2024.

NYC Parks Enforcement Patrol (PEP) issued 18,589 summonses in Fiscal 2025, a decrease from 22,933 in Fiscal 2024. Parking violations account for most summonses issued by PEP, with more parking violations issued last fiscal year. Fewer PEP officers citywide caused a decrease in summonses issued.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Major felonies reported on NYC Parks properties — Crimes against persons	461	626	601	673	606	⇩	⇩	Up	Down
★ – Crimes against property	273	525	588	551	467	⇩	⇩	Up	Down
Summonses issued	20,917	24,511	24,461	22,933	18,589	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91.7%	90.8%	90.4%	89.9%	86.1%	*	*	Neutral	Up

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

SERVICE 2 Manage the City's street, park, and forest trees.

Goal 2a Maintain and preserve trees under DPR stewardship.

A total of 64,673 streets trees were pruned through the block pruning program in Fiscal 2025, the most since Fiscal 2019, and a 19 percent increase from last fiscal year. NYC Parks achieved 99 percent of the 65,000 annual target compared to the 89 percent in Fiscal 2024. The number of tree inspections rose to 150,743 established for this goal, a six percent increase compared to 142,656. This indicator includes inspections performed both by in-house inspectors, who respond to urgent safety concerns from the public, and consultants who write work orders for block pruning and other maintenance contracts. Although a total of 10,352 trees were removed in Fiscal 2025, an eight percent increase compared to Fiscal 2024, New York City did not experience any major storms in Fiscal 2025, which can be a principal driver of tree removal needs.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Street trees pruned — Block program	18,900	43,463	46,097	54,448	64,673	65,000	65,000	Up	Up
– Annual pruning goal completed (%)	NA	67%	71%	84%	99%	*	*	NA	Up
– Street trees pruned as a percent of pruning eligible trees	3%	8%	8%	10%	12%	*	*	Up	Up
Trees removed	11,818	11,686	9,955	9,548	10,352	*	*	Down	*
Tree inspections	87,725	184,449	80,187	142,656	150,743	*	*	Up	*

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

Goal 2b Resolve high-priority tree work promptly.

In Fiscal 2025, 96 percent of immediate priority and 99 percent of high priority tree work was resolved on time. This represents a modest decrease for immediate priority work, and no change for high priority work compared to Fiscal 2024. Tree risk prioritization involves assessing the potential risk of a tree or branch falling and hitting a target. Immediate priority work must be addressed within a week and high priority work within 28 days.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	92%	99%	98%	97%	96%	*	*	Neutral	*
★ High-priority tree work resolved within 28 days (%)	95%	97%	98%	99%	99%	*	*	Neutral	*

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

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

A total of 34,667 trees were planted in Fiscal 2025 by NYC Parks, permitted entities, and agency partners, an 18 percent decrease compared to Fiscal 2024. NYC Parks' tree planting program accounts for most trees planted along City streets and in landscaped parks. This overall decline is attributable to tree planting in natural areas, which decreased by 47 percent compared to last fiscal year. NYC Parks planted fewer trees in natural areas in Fiscal 2025 due to a reduction in resources. Trees planted in landscaped areas of parks increased over 24 percent in Fiscal 2025 compared to Fiscal 2024. This fiscal year, 17,767 trees were planted along City streets, a 10 percent increase from Fiscal 2024. This includes over 1,000 street trees planted in Queens by the Agency's pilot in-house tree planting program, which launched in Fiscal 2024 as part of a strategy to make tree planting more efficient and cost effective.

In Fiscal 2025, NYC Parks launched the Neighborhood Tree Planting Program, a more equitable and efficient approach to street tree planting. New street trees will be planted on a cyclical basis—prioritizing the most heat-vulnerable neighborhoods first. NYC Parks no longer take requests for new street trees; alternatively, each neighborhood will be inspected and planted sequentially. NYC Parks' Neighborhood Tree Planting program aims to plant the entire City on a nine-year cycle. The number of trees planted by NYC Parks in Heat Vulnerability Index (HVI) 4 and 5 neighborhoods, the two highest levels of heat-related harm, was 8,856, the most in any year since the Cool Neighborhoods initiative began in Fiscal 2018. Cool Neighborhoods is a City strategy to fight extreme heat by expanding green spaces and tree canopy, adding reflective "cool roofs," and using lighter street materials to reduce the urban heat island effect and help New Yorkers adapt to rising temperatures.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Trees planted	22,144	32,468	31,088	42,028	34,667	⇧	⇧	Up	Up
– Trees planted along City streets	9,305	14,842	14,834	16,129	17,767	*	*	Up	Up
– Trees planted on landscaped areas of parks	2,339	3,096	3,760	4,534	5,628	*	*	Up	Up
– Trees planted in natural areas of parks	10,500	14,530	12,494	21,365	11,272	*	*	Up	Up

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

SERVICE 3 Preserve and expand the infrastructure of New York's park system.

Goal 3a Build and improve parks and playgrounds in a timely and efficient manner.

In Fiscal 2025, NYC Parks completed 128 capital projects, exceeding the target of 125, with 82 percent of project construction completed on time or early and 92 percent completed within budget, also surpassing targets. Two completed projects include the Strong Street Playground in the Bronx and the Cooper Park public restroom building reconstruction in Brooklyn. The $3.04 million project to reconstruct the Strong Street Playground in the Bronx was completed in May 2025. It ultimately transformed the playground, providing all-new play equipment and spray showers, along with new fencing and sidewalks, benches, tables, and plantings. The project also preserved the park's mature shade trees, and the play area was redesigned to create an inviting and accessible play experience for all children and quiet areas for people of all ages to spend time together. Sustainability was a major goal of the project. The project increased permeability with the addition of new planted areas, pitched paved areas towards the plantings wherever possible, and planted new trees as an investment in the parks' future tree canopy. Additionally, the project installed low-flow spray features controlled by push-button activators on timers and benches with recycled plastic lumber slats.

Accessibility continues to be a top priority in all capital projects, ensuring that New Yorkers of all abilities can access and enjoy park amenities, and in Fiscal 2025 100 percent of eligible projects included accessibility upgrades. In September 2024, the Agency completed the $1.6 million reconstruction of the public restroom building at Cooper Park. The existing public restroom was reconstructed for American with Disabilities Act (ADA) compliance, facilitating access for all park visitors. The project also upgraded the building's mechanical, electrical, plumbing systems, and interior finishes to meet current park standards. The building exterior received new openings for windows, door replacements, masonry cleaning, repointing, and architectural roof coatings, and the project also constructed a concrete apron around the public restroom to address existing drainage issues.

Dongan Playground (Staten Island), a $3.6 million project, renovated the entire playground with improvements including creating passive social seating areas, new synthetic turf play area, updated play equipment, and new swings. The site was re-graded to mitigate moderate storm events, which required dividing the age two-five-year play and age five-12-year play areas by an elevated platform. As a result, this provided an opportunity to create a more accessible play experience for children of all abilities to enjoy their playground experience side by side. It created a raised vantage point that connects to the age five-12-year play equipment and deck platform. The two-five-year play area focuses on sensory play and provides opportunities for children of all ages and abilities to enjoy the playground.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Capital projects completed	143	121	144	142	128	125	120	Neutral	*
★ Capital projects completed on time or early (%)	85%	80%	88%	85%	82%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	93%	86%	90%	93%	92%	85%	85%	Neutral	Up
Eligible capital projects including accessibility improvements (%)	NA	NA	100%	100%	100%	*	*	NA	*

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

Goal 3b Ensure an adequate supply of parkland to meet future needs.

The percentage of New Yorkers living within walking distance of a park increased to 84.2 percent in Fiscal 2025 compared to 83.9 percent in Fiscal 2024. This increase is due to the opening of 12 new Department of Education (DOE) schoolyards and playgrounds—opening public schoolyards for community use during non-school hours—and two publicly accessible New York City Housing Authority (NYCHA) playgrounds in the first half of Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ New Yorkers living within walking distance of a park (%)	81.7%	83.6%	83.9%	83.9%	84.2%	⇧	⇧	Neutral	Up

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

Goal 3c Care for natural areas within parks, including forests, wetlands, and grasslands.

The Agency's Natural Resources Group (NRG) and volunteers work year-round to protect and conserve the over 12,000 acres of forests, wetlands, and grasslands across the City. This team cared for a total of 569 acres in Fiscal 2025, a 26 percent decrease compared to Fiscal 2024. With limited resources reducing capacity to care for natural areas, NRG staff prioritized the care and maintenance of previously restored areas, including large associated efforts in Pelham Bay Park in the Bronx and Kissena Park in Queens.

In addition to trees, NRG planted 37,341 native shrubs and herbaceous plants in Fiscal 2025, a decrease of 28 percent compared to Fiscal 2024. Shrubs and herbaceous plants build structural diversity in a natural area and provide habitat and food for birds and other wildlife. NYC Parks planted fewer shrubs and herbs in Fiscal 2025 due to a reduction in resources. Notable projects completed during Fiscal 2025 include the planting of 20,000 beachgrass stalks to stabilize dunes at the Coney Island Creek and the completion of a salt marsh restoration project at Four Sparrow Marsh, both located in Brooklyn.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Acres of natural areas cared for	NA	NA	1,224.4	767.8	569.0	*	*	NA	Up
Number of native plants (non-trees) planted in natural areas	NA	NA	57,173	51,718	37,341	*	*	NA	Up

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

SERVICE 4 Provide recreational and educational opportunities for New Yorkers of all ages.

Goal 4a Increase public attendance at educational programs, recreation centers, and other venues.

Total recreation center memberships and attendance increased in Fiscal 2025. Memberships increased by 10 percent to 156,078 memberships, as compared to 141,486 in Fiscal 2024, surpassing the membership levels prior to the COVID-19 pandemic. Memberships increased in most age categories, particularly for young adults. Recreation center memberships are free of charge for individuals ages 24 and under, allowing children and young adults to engage in safe recreation, fitness, and community activities without the burden of membership fees. Attendance also increased 10 percent in Fiscal 2025, surpassing two million attendees for the first time since before pandemic related recreation center closures in Fiscal 2020.

Outdoor pool attendance for Olympic and Intermediate pools increased by three percent, from 974,931 in Fiscal 2024 to over one million in Fiscal 2025. In summer 2025, NYC Parks celebrated the opening of the Gottesman Pool at the Davis Center, the City's newest outdoor pool, located in the Harlem end of Central Park. NYC Parks certified a total of 1,082 beach and pool lifeguards this summer, a 16 percent increase over summer 2024. Through focused outreach efforts and further expanding opportunities to qualify for and participate in the Lifeguard Training Program, NYC Parks recruited 333 new first-year lifeguards, a 23 percent increase from the summer 2024 pool and beach season. In summer 2025, NYC Parks was pleased to expand Learn to Swim programming and bring back Adult Lap Swim at select pools. Learn to Swim expanded from six to 10 pools, furthering our commitment to increase access to free classes that help New Yorkers develop critical water safety skills. Senior Splash continued at one pool per borough, with an increase in class frequency at four of the five pools where NYC Parks offered the program.

Attendance at historic house museums increased 20 percent, from 667,929 in Fiscal 2024 to 798,546 in Fiscal 2025. Attendance at non-recreation center programs decreased from 602,003 in Fiscal 2024 to 466,320 in Fiscal 2025, driven in large part to a 30 percent decrease in youth program attendees. Much of the youth programming takes place outside, and inclement weather forced the cancellation of many events. Adult program attendance, such as for Shape Up NYC—NYC Park's fitness program that offers free group fitness classes, increased in Fiscal 2025. The Agency focused efforts on recruiting volunteers to lead free Shape Up NYC fitness classes, thus expanding engagement and attendance citywide.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total recreation center memberships	142,915	100,385	117,116	141,486	156,078	⇧	⇧	Up	Up
– Seniors	20,218	NA	16,199	17,468	18,146	*	*	NA	Up
– Adults	41,099	NA	24,315	25,859	25,159	*	*	NA	Up
– Young adults (subset of adult membership)	14,662	NA	24,598	34,791	43,576	*	*	NA	Up
– Youth and children	81,598	NA	52,004	63,368	69,197	*	*	NA	Up
★ Total recreation center attendance	4,227	776,001	1,647,046	1,870,379	2,057,794	⇧	⇧	Up	Up
– Seniors	NA	NA	409,349	475,810	499,423	*	*	NA	Up
– Adults	NA	NA	480,592	574,936	597,771	*	*	NA	Up
– Young adults (subset of adult attendance)	NA	NA	199,405	232,290	250,646	*	*	NA	Up
– Youth and children	NA	NA	353,867	398,811	407,932	*	*	NA	Up
– Visitors	NA	NA	203,833	188,532	302,022	*	*	NA	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	892,306	986,448	864,216	974,931	1,008,021	*	*	Neutral	*
Attendance at historic house museums	486,836	540,287	714,326	667,929	798,546	*	*	Up	Up
Attendance at skating rinks	308,044	500,675	481,345	537,341	537,895	*	*	Up	Up
Total attendance at non-recreation center programs	118,350	385,140	518,150	602,003	466,320	*	*	Up	Up

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

Goal 4b Increase volunteer activity at City programs and events.

Volunteer turnout decreased to 38,845 in Fiscal 2025 from 39,186 in Fiscal 2024. Despite this overall decrease, volunteer turnout rose for both Partnership for Parks and for Recreation volunteer-led classes as a result of increased programming.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	506	485	568	499	513	*	*	Neutral	Up
Volunteer turnout	19,093	32,413	38,109	39,186	38,845	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cases commenced against the City in state and federal court	259	334	293	234	340	*	*	Neutral	*
Payout ($000)	$18,775	$28,549	$24,640	$57,031	$34,885	*	*	Up	Down
Workplace injuries reported	436	494	457	680	711	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	68%	73%	76%	79%	86%	60%	60%	Up	Up
Letters responded to within 14 days (%)	81%	83%	85%	86%	90%	60%	60%	Up	Up
Completed requests for interpretation	216	283	290	544	637	*	*	Up	*
CORE facility rating	100	100	97	99	97	85	85	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total public service requests received — Forestry	141,772	91,785	92,225	110,413	86,146	*	*	Down	*
– Downed Trees, downed limbs, and hanging limbs	69,654	23,337	19,428	28,110	23,477	*	*	Down	*
Damaged Tree — Branch or Limb Has Fallen Down — % of SRs Meeting Time to First Action (8 days)	78%	77%	73%	81%	83%	95%	95%	Neutral	*
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)	53%	66%	67%	72%	75%	90%	90%	Up	*
Percent meeting time to first action — New Tree Request — For One Address (180 days)	84%	55%	85%	79%	NA	90%	90%	NA	*
Percent meeting time to first action — Overgrown Tree/Branches — Hitting Building (30 days)	84%	78%	52%	73%	28%	95%	95%	Down	*
Percent meeting time to first action — Root/Sewer/Sidewalk Condition —- Trees and Sidewalks Program (30 days)	21%	14%	13%	30%	12%	85%	85%	Neutral	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$526.6	$588.2	$614.3	$639.0	$661.0	$647.7	$687.6	Up
Revenues ($000,000)	$23.4	$55.7	$69.7	$69.8	$79.2	$67.1	$67.3	Up
Personnel (Total FT and FTE)	6,026	7,198	6,785	6,802	6,868	7,764	7,981	Neutral
Full-time equivalent (FTE) personnel	2,021	3,448	2,386	2,526	2,297	2,809	2,947	Neutral
- Parks Opportunity Program (POP) participants[4]	779	819	1,084	895	1,013	1,127	1,157	Up
Overtime paid ($000,000)	$24.8	$29.9	$30.3	$27.8	$14.8	$14.5	$14.6	Down
Capital commitments ($000,000)	$483.5	$538.4	$553.8	$622.2	$631.7	$778.8	$1,381.6	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available * None [4]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$496.1	$505.1	
001 - Executive Management and Administrative Services	$10.3	$10.7	All
002 - Maintenance and Operations	$398.0	$407.8	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	$53.1	$53.9	2c, 3a, 3b
004 - Recreation Services	$34.8	$32.7	4a, 4b
Other Than Personal Services - Total	$142.9	$155.9	
006 - Maintenance and Operations	$114.0	$119.5	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	$25.1	$30.6	All
009 - Recreation Services	$1.8	$2.5	4a, 4b
010 - Design and Engineering	$2.0	$3.2	2c, 3a, 3b
Agency Total	$639.0	$661.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During the first eleven months of Fiscal 2025, Susan M. Donoghue served as Commissioner; Iris Rodriguez-Rosa was appointed Commissioner on June 1, 2025.
- The Fiscal 2025 target for 'Capital projects completed' is 125. This figure was erroneously omitted from the Fiscal 2025 Preliminary Mayor's Management Report.
- The Fiscal 2026 target for 'Capital projects completed' was revised from 125 to 120.
- Previously published Fiscal 2024 figure for 'Community partner groups engaged by Partnerships for Parks' was corrected from 471 to 499 after review of the data.
- The indicator 'New Tree Request—For One Address—% of SRs Meeting Time to First Action (180 days)' in Agency Customer Service is NA as the Agency no longer accepts service requests to plant new street trees upon the launch of the Neighborhood Tree Planting Program.

ADDITIONAL RESOURCES

For additional information go to:

- New York City Parks Inspection Program Results:
  http://www.nycgovparks.org/park-features/parks-inspection-program
- Volunteer opportunities in New York City Parks:
  https://www.nycgovparks.org/opportunities/volunteer/groups
- Vital Parks Explorer:
  www.nyc.gov/parks/explorer
- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF CULTURAL AFFAIRS

Laurie Cumbo, Commissioner

WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City's cultural community, including 34 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 also commissions works of public art for City-funded construction projects.

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 in New York State, supporting affordable, accessible arts programming in all five boroughs, all while reducing the amount of reusable materials which end up in the landfill. In Fiscal 2025, 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. Fiscal 2025 also marked the first full year of MFTA's expanded partnership with the Mayor's Office of Media and Entertainment, which has helped to grow MFTA's relationships with the City's film, TV, and theater production communities. In the first year of this expanded partnership, MFTA distributed to its members 3.2 million pounds of free items donated by film, television, theater, and entertainment productions valued at a total of $7.4 million.

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, DCLA distributed a record $59.3 million in CDF grants to 1,078 cultural organizations representing the full breadth and diversity of the City's vibrant cultural life.

DCLA's capital program makes long-term investments in the City's cultural infrastructure, ensuring that New Yorkers have access to world class arts facilities that are sustainable, equitable, and accessible to all. In Fiscal 2025, the Agency made new capital investments and advanced critical projects, including the renovation of "Selma's House" for the Louis Armstrong House Museum in Queens; the creation of a new children's museum space within the Queens Museum; the Joyce Theater's 58,000 square-foot New York Center for Creativity & Dance in the East Village; Pregones / Puerto Rican Traveling Theater's new home in the Bronx; the renovation of the Sesame Flyers' home in Brooklyn; the ongoing renovation and expansion of the Staten Island Museum; and the 150th anniversary renovation project of the Art Students League's historic landmark, purpose-built art school.

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 FISCAL 2025

SERVICE 1 Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.

Goal 1a Process grant payments promptly.

In Fiscal 2025, DCLA issued initial CDF payments in an average of 10 days, consistent with the previous fiscal year. This stabilizes a downward trend after the process slowed significantly to above 20 days during the COVID-19 pandemic. Fiscal 2025 data for the time to issue final CDF payments is preliminary at this time and will be finalized in the Fiscal 2026 Preliminary Mayor's Management Report.

Operating support payments made to CIG members by the 5th day of each month fell 14 percentage points in Fiscal 2025, from 86 percent to 72 percent. Operating support payments were not achieved for the month of January due to both the timing of holidays and delays in the submission of payment requests from the institutions. The Department will continue striving to coordinate with the relevant institutions for timely submission of their obligation plans. DCLA provided $154.4 million in operating support to CIG members in Fiscal 2025, a 22 percent increase over Fiscal 2024. The Department also awarded $246.5 million in total financial support to qualifying organizations in the cultural community in Fiscal 2025. This represents a 16 percent increase over Fiscal 2024 and exceeds the all-time high of $239.4 in Fiscal 2023.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Program organizations awarded Cultural Development Fund payments	1,037	1,022	1,096	1,031	1,078	*	*	Neutral	*
★ Average days to issue final Cultural Development Fund payments	19	12	10	10	10	5	5	Down	Down
★ Average days to issue initial Cultural Development Fund payments after complying with all City requirements	20	21	16	10	10	7	7	Down	Down
★ Operational support to Cultural Institutions Group ($000,000)	$102.3	$121.8	$147.1	$126.9	$154.4	*	*	Up	*
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	0%	81%	89%	86%	72%	100%	100%	Up	Up
Financial support provided to qualifying organizations ($000,000)	$174.2	$206.0	$239.4	$212.4	$246.5	*	*	Up	*

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

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

DCLA's Capital Unit supports construction and renovation projects and equipment procurement at eligible cultural institutions throughout the five boroughs. The Capital Unit initiated 84 percent of planned projects in Fiscal 2025, well above the target of 66 percent, but five percentage points below Fiscal 2024. This decrease is attributable to internal and external factors, including staffing shortages in the Capital Unit and the increasing costs to complete capital projects. As the Agency's constituent organizations continue to recover from the impacts of the COVID-19 pandemic, projects continue to be affected by cost escalation, resulting in delays as organizations reexamine their needs and augment public and private fundraising. The Capital Unit was understaffed for the entirety of Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Capital projects authorized to proceed	22	50	42	40	36	*	*	Up	*
★ Capital projects planned that were initiated (%)	81%	100%	95%	89%	84%	66%	75%	Neutral	Up

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

Goal 1c Expand resources for arts programs and public schools by increasing the supply and use of donated materials.

Through MFTA, DCLA collects unneeded items from businesses and individuals, and makes these donations available for free to its recipients at nonprofit organizations with arts programming, government agencies, and public schools. The dollar value of materials and equipment contributed through MFTA decreased 28 percent from $37.6 million in Fiscal 2024 to $27.1 million in Fiscal 2025, even though the number of donation transactions increased. Donation values are determined by the donor and fluctuate year to year depending on both the type and value of such donations. The number of donors continues to increase each year as MFTA's membership base continues to grow, reaching over 9,800 donors in Fiscal 2025. A new logo and branding initiative successfully garnered increased attention on the program. Furthermore, the number of schools, non-profits, and City/State agencies served by MFTA has been trending upwards since Fiscal 2021, as increased outreach to schools during the Covid-19 pandemic proved successful. In Fiscal 2025, 4,292 schools, non-profits, and City/State agencies were served by the program, up from 4,111 in Fiscal 2024. MFTA partners with The Arts Office at the Department of Education each school year to encourage schools to apply for membership. MFTA also offers late night shopping for teachers only, every 1st Thursday of the month, during the school year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Value of contributed Materials for the Arts (MFTA) materials and equipment ($000,000)	$10.4	$13.3	$28.0	$37.6	$27.1	$5.1	$5.1	Up	Up
Schools, non-profits and City/State agencies served by Materials for the Arts	484	1,181	3,516	4,111	4,292	*	*	Up	Up
★ Materials For The Arts transactions	1,029	1,857	5,905	11,161	11,374	5,300	5,300	Up	Up

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

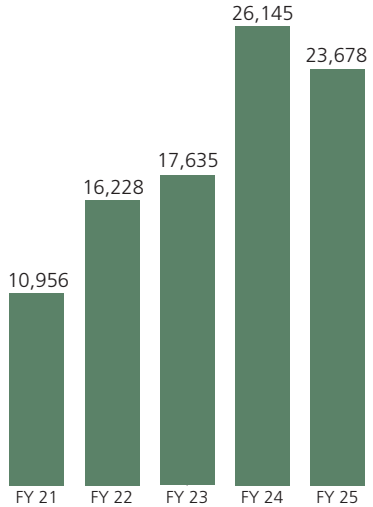
SERVICE 2 Promote public appreciation of non-profit arts and culture.

Goal 2a Increase public awareness of the cultural programming offered throughout the five boroughs.

In Fiscal 2025, more than 23.6 million visitors attended the 34 City-owned museums, performing arts centers, botanical gardens, and historical sites that comprise the Cultural Institutions Group (CIG). This represents a nine percent decrease from Fiscal 2024.

DCLA implemented various tools for the Fiscal 2026 CDF open application period, which closed May 8, 2025. DCLA held four virtual seminars, reaching an average of 200 participants each. Two thirds of Fiscal 2026 applicants completed renewal applications and did not participate in these seminars, which contributed to the total number of seminar views falling 17 percent from 967 in Fiscal 2024 to 803 in Fiscal 2025. The first seminar was recorded and is publicly viewable online at any time. In addition, DCLA held one office hour session and posted updated Frequently Asked Questions online.

Visitors to Cultural Institutions Group (000)



	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Visitors to the Cultural Institutions Group (000)	10,956	16,228	17,635	26,145	23,678	*	*	Up	Up
– Visitors using free admission and/or tickets (%)	62%	42%	27%	33%	39%	*	*	Down	Up
★ Cultural Development Fund seminar views	NA	NA	1,200	967	803	⇧	⇧	NA	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
E-mails responded to within 14 days (%)	94%	38%	28%	32%	49%	88%	88%	Down	Up
Letters responded to within 14 days (%)	NA	NA	NA	NA	NA	90%	90%	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$185.1	$229.8	$245.0	$222.6	$257.4	$254.0	$299.7	Up
Personnel	66	61	64	65	67	76	72	Neutral
Overtime paid ($000)	$0	$0	$7	$10	$0	$0	$0	Up
Capital commitments ($000,000)	$126.4	$55.7	$54.1	$268.5	$69.6	$409.9	$292.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$6.0	$5.8	
001 - Office of the Commissioner	$6.0	$5.8	All
Other Than Personal Services - Total	$216.6	$251.6	
002 - Office of the Commissioner	$2.3	$3.2	All
003 - Cultural Programs	$85.0	$90.7	1a, 1b
004 - Metropolitan Museum of Art	$21.1	$28.3	1a, 1b
005 - New York Botanical Garden	$7.5	$9.9	1a, 1b
006 - American Museum of Natural History	$18.8	$21.4	1a, 1b
007 - The Wildlife Conservation Society	$19.2	$21.1	1a, 1b
008 - Brooklyn Museum	$9.5	$11.3	1a, 1b
009 - Brooklyn Children's Museum	$2.5	$3.1	1a, 1b
010 - Brooklyn Botanical Garden	$4.9	$5.9	1a, 1b
011 - Queens Botanical Garden	$1.9	$2.6	1a, 1b
012 - New York Hall of Science	$2.6	$2.9	1a, 1b
013 - Staten Island Institute of Arts and Sciences	$1.3	$1.5	1a, 1b
014 - Staten Island Zoological Society	$2.5	$2.8	1a, 1b
015 - Staten Island Historical Society	$1.1	$1.2	1a, 1b
016 - Museum of the City of New York	$2.2	$2.5	1a, 1b
017 - Wave Hill	$2.1	$2.3	1a, 1b
019 - Brooklyn Academy of Music	$4.0	$7.8	1a, 1b
020 - Snug Harbor Cultural Center	$2.5	$3.1	1a, 1b
021 - Studio Museum in Harlem	$0.9	$0.9	1a, 1b
022 - Other Cultural Institutions	$23.6	$27.7	1a, 1b
024 - New York Shakespeare Festival	$1.2	$1.4	1a, 1b
Agency Total	$222.6	$257.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Average days to issue final Cultural Development Fund payments' was updated from NA to 10 for Fiscal 2024 as program data has since been made available. Final payments can only be issued after a review of final reporting. Final reports are due in August, and final payments are not submitted until late September.
- The 'Letters responded to in 14 days (%)' indicator is reported as NA for the fiscal years that DCLA received no letters.
- The Fiscal 2026 target for 'Capital projects planned that were initiated (%)' in Goal 1b was raised from 66% to 75%.

ADDITIONAL RESOURCES

- CreateNYC:
  https://createnyc.cityofnewyork.us/
- Materials for the Arts:
  https://www1.nyc.gov/content/mfta/pages/
- Cultural Development Fund:
  https://www.nyc.gov/site/dcla/cultural-funding/about-cdf-registration.page

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

DEPARTMENT OF CONSUMER AND WORKER PROTECTION

Vilda Vera Mayuga, Commissioner



WHAT WE DO

The New York City Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to create thriving communities. DCWP licenses nearly 45,000 businesses in more than 40 industries and enforces key consumer protection and workplace laws that apply to countless more. By supporting businesses through equitable enforcement and access to resources, DCWP protects the marketplace from predatory practices and strives to create a culture of compliance. DCWP empowers consumers and working families by providing the tools and resources they need to achieve financial health and work-life balance. DCWP also conducts research and advocates for public policy that furthers its work to support New York City's communities.

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. DCWP's commitment to a fair marketplace starts with an education-first approach to its enforcement work. DCWP prioritizes educating businesses about their obligations under the law and providing them with the tools they need to achieve compliance and avoid violations. DCWP also concentrates its work in industries and communities where the City's most vulnerable consumers and workers are being taken advantage of.

To promote equity in the workplace, DCWP's enforces New York City's worker protection laws, ensuring workers have access to paid safe and sick leave, fair scheduling protections, and other rights. DCWP also develops innovative policies, such as the Minimum Pay Rate for third party delivery workers and the Workers' Bill of Rights, to raise job standards in low-wage industries, where employees are primarily women, immigrants, and people of color. DCWP investigates all complaints regardless of the immigration status of the individual.

The Department also centers equity in its financial empowerment work. The Financial Literacy for Youth program is a new initiative that aims to make sure every public-school student can learn how to save and spend money. The program provides students and families with financial counseling, workshops, and in-school banking. DCWP also offers financial counseling related to student loan forgiveness programs such as the Public Service Loan Forgiveness program, which forgives student loan debt for those eligible who work in public service.

Furthermore, DCWP 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 in the City, includes providing free one-on-one professional financial counseling at a network of NYC 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 businesses comply with NYC's Consumer Protection Law and related laws.
- Goal 1c Promptly negotiate settlements on violations issued to businesses.

SERVICE 2 Assist and educate businesses about their contributions towards a fair marketplace for all.

- Goal 2a Assist businesses in meeting their licensing requirements.
- Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

SERVICE 3 Educate and empower New Yorkers with low and moderate incomes.

- Goal 3a Help residents with low and moderate incomes achieve financial stability.

SERVICE 4 Protect and advocate for workers.

- Goal 4a Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.
- Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

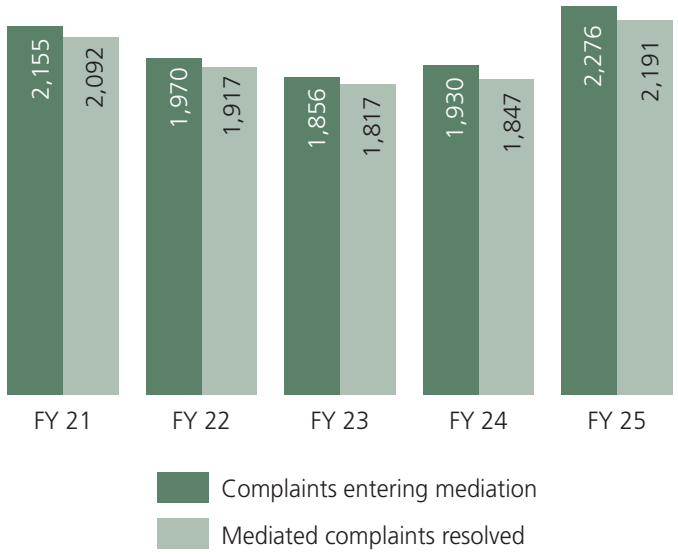
HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.

Goal 1a Respond to consumer complaints and mediate with businesses to achieve fair and timely outcomes.

When a consumer files a complaint, they must request that the complaint be mediated and submit documentation substantiating their claim. DCWP must then determine whether it has oversight authority over the nature of the complaint, and if so, assigns a mediator to the case to try to reach a solution between the consumer and business. The number of complaints entering mediation increased by 18 percent in Fiscal 2025, from 1,930 in Fiscal 2024 to 2,276, and the number of mediations resolved saw an increase of 19 percent, from 1,847 to 2,191. The increase in the number of mediation cases can be attributed to increased utilization of the online consumer complaints portal, which allows consumers to more easily file complaints, aided by dynamic questionnaires and the ability to upload supporting documentation within the portal. The median number of days to close mediations improved by 17 percent, from 35 days in Fiscal 2024 to 29 days in Fiscal 2025. This improvement can be attributed to improvements in internal business processes and improved data collection due to the increasing share of complaints received through the online portal.

Consumer Complaint Mediations



The total amount of consumer restitution decreased by 27 percent, from $3,210,146 in Fiscal 2024 to $2,347,887 in Fiscal 2025. Even though Fiscal 2024 was an unusually high year for consumer restitution due to a $1.5 million award secured against 26 Motors, a secondhand auto dealer, Fiscal 2025 is the second highest amount of consumer restitution reported in the last five fiscal years.

The number of complaints referred for inspection decreased by 32 percent, from 4,323 in Fiscal 2024 to 2,954 in Fiscal 2025. Most of this decrease is attributable to a decline in mobile car wash inspection requests, as enforcement for this business activity was transferred to the Department of Sanitation. The median number of days to respond to these inspection referrals improved by 55 percent, from 20 days to just nine, due largely to improved data synchronization between DCWP's systems, and improved business processes.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Median days to close mediations	28	31	27	35	29	28	28	Neutral	Down
Complaints entering mediation	2,155	1,970	1,856	1,930	2,276	*	*	Neutral	*
Mediated complaints resolved	2,092	1,917	1,817	1,847	2,191	*	*	Neutral	*
Mediations completed within 28 days (%)	52%	50%	56%	37%	49%	50%	50%	Down	Up
– Within 0-50 days (%)	93%	86%	98%	76%	84%	85%	85%	Down	Up
– Within 0-90 days (%)	100%	99%	100%	99%	99%	100%	100%	Neutral	Up
Consumer restitution awarded ($)	$1,018,323	$1,695,560	$1,251,476	$3,210,146	$2,347,887	*	*	Up	*
Complaints referred for inspection	2,854	3,566	3,551	4,323	2,954	*	*	Up	*
★ Median days to respond to inspection referrals	26	12	10	20	9	⇩	⇩	Down	Down

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

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

DCWP conducted 52,892 inspections during Fiscal 2025, an increase of 12 percent compared to Fiscal 2024. The increase in overall inspections was driven in large part by inspecting smoke shops under Operation Padlock to Protect—an initiative launched by the City in May 2024 to target and shut down unlicensed cannabis and smoke shops across the five boroughs.

Licensed business category inspections—which do not include tobacco and electronic cigarette dealer businesses—increased by 61 percent in Fiscal 2025, up to 9,721. The majority of the increase was in the Garage and Parking Lot, Stoop Line Stand, and Electronics Store license categories. Parking Garage inspections increased because they were under-inspected in Fiscal 2024, so DCWP conducted an enforcement sweep during the first quarter of Fiscal 2025. The Stoop Line Stands business category returned to its regular periodic inspection cadence in Fiscal 2025 following the end of the City's Public Health Emergency rules activated during the COVID-19 pandemic that allowed special permitting programs for stores to sell goods on the public sidewalk. The increase in Electronic Store inspections was a direct result of DCWP's expansion of its micromobility device and lithium-ion battery enforcement, which had previously focused on known micromobility device retailers, to other electronic stores to ensure that none were selling untested devices and batteries. These same three license categories also account for the majority of the 139 percent increase in the number of licensed category summonses. Non-licensed business category inspections decreased by nine percent, from 20,829 in Fiscal 2024 to 19,061 in Fiscal 2025. The total number of summonses issued for all inspection types increased by two percent in Fiscal 2025, rising from 17,057 to 17,332.

Tobacco Program inspections increased by 18 percent in Fiscal 2025 compared to Fiscal 2024, from 20,417 to 24,110. This increase is due to efforts associated with the aforementioned Operation Padlock to Protect. The compliance rate for restricting the sale of tobacco products to minors increased by four percentage points, from 91 percent to 95 percent. Compliance with tobacco packaging and pricing regulations remained high, at 99 percent, while compliance with regulations regarding the sale of flavored tobacco products increased from 78 percent to 82 percent.

Among the other key compliance indicators, license requirement compliance rate increased 79 percent to 83 percent, indicating more businesses received a required DCWP-issued license. Licensees' compliance with licensing laws decreased from 97 percent to 94 percent while compliance with Consumer Protection Law increased from 79 percent to 83 percent. The compliance rate for retail gasoline pumps remained steady at 99 percent and the compliance rate for fuel trucks increased from 87 percent in Fiscal 2024 to 90 percent during Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Inspections – Total	26,011	37,980	43,280	47,288	52,892	*	*	Up	Up
Licensed business category inspections	17,522	21,337	15,497	6,042	9,721	*	*	Down	*
Non-licensed business category inspections	4,787	4,665	9,711	20,829	19,061	*	*	Up	*
Tobacco program inspections	3,702	11,978	18,072	20,417	24,110	*	*	Up	Up
Summonses – Total	7,360	10,487	16,493	17,057	17,332	*	*	Up	*
Licensed business category summonses	4,266	3,117	3,036	1,218	2,905	*	*	Down	*
Non-licensed business category summonses	1,142	634	1,410	3,823	3,522	*	*	Up	*
Tobacco program summonses	1,952	6,736	12,047	12,016	10,905	*	*	Up	*
License Law – License requirement compliance rate (%)	97%	85%	75%	79%	83%	*	*	Down	Up
– Tobacco and Electronic Cigarette Retail Dealer compliance rate (%)	83%	84%	75%	74%	78%	*	*	Neutral	Up
– All Other License Categories compliance rate (%)	98%	99%	97%	94%	93%	*	*	Neutral	Up
★ License Law – Licensee compliance rate (%)	82%	94%	96%	97%	94%	⇧	⇧	Up	Up
Consumer protection law compliance rate (%)	95%	86%	84%	79%	83%	*	*	Down	Up
Weights and measures law compliance rate – Gasoline pumps (%)	99%	99%	100%	100%	100%	98%	98%	Neutral	Up
Weights and measures law compliance rate – Fuel trucks (%)	81%	85%	88%	87%	90%	72%	72%	Neutral	Up
★ Tobacco Program – Sale to youth compliance rate (%)	99%	90%	86%	91%	95%	⇧	⇧	Neutral	Up
Tobacco Program – Out of package sales compliance rate (%)	93%	97%	99%	99%	99%	*	*	Neutral	Up
Tobacco Program – Flavored tobacco and e-cigarette compliance rate (%)	80%	82%	76%	78%	82%	*	*	Neutral	Up

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

Goal 1c Promptly negotiate settlements on violations issued to businesses.

DCWP works with businesses to resolve violations and enter into settlement agreements. The total dollar amount of civil penalties collected through settlement agreements increased by 13 percent, from $4,060,381 in Fiscal 2024 to $4,571,387 in Fiscal 2025. A substantial portion of this increase is due to the January 2025 settlement of a consumer fraud case brought by DCWP against 26 Motors for $1,800,000. The rate at which cases were settled prior to their initial hearing date improved by 11 percentage points, increasing from 47 percent in Fiscal 2024 to 58 percent during Fiscal 2025. 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.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Civil penalties collected from settlements ($)	$3,082,276	$6,644,529	$8,045,022	$4,060,381	$4,571,387	*	*	Neutral	*
★ Cases settled prior to original hearing date (%)	59%	48%	42%	47%	58%	*	*	Neutral	*

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

SERVICE 2 Assist and educate businesses about their contributions towards a fair marketplace for all.

Goal 2a Assist businesses in meeting their licensing requirements.

In Fiscal 2025, DCWP received a total of 34,191 applications for new licenses and renewals of existing licenses, a 49 percent increase from the 22,855 received in Fiscal 2024. The number of license applications and renewals received can fluctuate year-to-year due to the introduction or repeal of license categories, and the mix of one-year and two-year renewal cycles. For example, the largest license category, Home Improvement Contractor, expires in February of odd-number years, which contributes to an overall increase in odd-number years and decrease in even-number years.

The median number of days to approve license applications and renewals increased to two days in Fiscal 2025, up from one day in Fiscal 2024, largely due to the increase in the number of license applications. The percentage of applications processed within 10 days remained consistent at 95 percent, and the percentage of applications approved within 30 days slightly increased to 98 percent. These changes are attributable to a mixture of operational improvements and increased use of the online application portal, which allows applicants to gather all required materials before submitting their applications, reducing likelihood of an incomplete application which slows processing time.

The percentage of all applications submitted online increased to 81 percent in Fiscal 2025, nearly doubling from 48 percent in Fiscal 2024. 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 decreased from five to four minutes in Fiscal 2025, while the number of customer service requests processed at the licensing centers decreased by five percent, from 21,822 in Fiscal 2024 to 20,695 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Applications received	34,291	26,268	37,120	22,885	34,191	*	*	Neutral	*
★ Median processing time (days)	1	1	1	1	2	4	4	Up	Down
Applications approved within 10 days (%)	74%	84%	84%	95%	95%	85%	85%	Up	Up
Applications approved within 30 days (%)	87%	90%	94%	97%	98%	95%	95%	Up	Up
Applications submitted online (%)	46%	42%	42%	48%	81%	*	*	Up	Up
★ Average Licensing Center wait time (minutes)	10	4	3	5	4	15	15	Down	Down
Customer service requests processed at licensing centers	6,675	16,516	20,556	21,822	20,695	*	*	Up	Up

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

Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

DCWP continues to supplement patrol-based education efforts with intensive outreach to help businesses understand their legal responsibilities. During Fiscal 2025, DCWP conducted 103 business outreach and engagement events, a 20 percent increase over Fiscal 2024, and reached 20,314 businesses through these efforts, a 181 percent increase over the 7,234 businesses reached during Fiscal 2024. Much of this increase resulted from direct outreach to entrepreneurs and individuals about the Self-Employed Tax Preparation program, a free DCWP resource for small businesses and entrepreneurs. In addition to hosting outreach events, businesses can request a violation-free education inspection to better inform them of potential violations. In Fiscal 2025, DCWP expanded this program to allow all businesses regulated by DCWP to request a business education inspection, driving a 58 percent increase, from 1,973 in Fiscal 2024 to 3,110 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Businesses engagement and outreach events	100	61	63	86	103	*	*	Up	*
Businesses participating in engagement and outreach events	4,956	5,251	5,497	7,234	20,314	*	*	Up	Up
Business education inspections	2,603	1,787	2,079	1,973	3,110	*	*	Up	*

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

SERVICE 3 Educate and empower New Yorkers with low and moderate incomes.

Goal 3a Help residents with low and moderate incomes achieve financial stability.

DCWP continued to focus on initiatives that support New Yorkers and communities with low and moderate incomes to build assets and improve financial health. During Fiscal 2025, DCWP provided financial counseling to 11,279 clients, a three percent decrease from Fiscal 2024. This included 8,330 first-time clients, eight percent fewer new clients than Fiscal 2024. In Fiscal 2025, 30 percent of clients achieved a financial goal within their first year of enrollment, a seven percentage point increase 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, reducing debt by at least ten percent, or increasing their credit score by 35 or more points.

The cumulative amount of debt reduced by financial empowerment center clients increased by 13 percent to $136,968,576, and the cumulative amount of increased savings rose by 11 percent, to $17,673,479. This increase reflects stronger program management that helped counselors connect clients to savings strategies and debt relief resources, including Public Service Loan Forgiveness (PSLF).

There were 110,352 tax returns filed by the NYC Free Tax Prep program during Fiscal 2025, a nine percent increase from the previous year. Participants saved an estimated $38,181,792 in filing fees during the 2025 tax season, a 17 percent increase from Fiscal 2024. Increased tax savings is connected to the increase in utilization of the free Tax Preparation Program.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Clients served	6,901	7,160	8,829	11,622	11,279	*	*	Up	*
First-time clients	4,873	5,017	6,528	9,008	8,330	*	*	Up	*
★ Clients achieving a financial goal within their first year of receiving counseling (%)	19.0%	20.0%	22.0%	23.0%	29.7%	⇧	⇧	Up	Up
Cumulative financial counseling program clients served	72,102	77,903	83,354	92,361	100,955	*	*	Up	Up
Cumulative debt reduced ($)	$85,057,192	$95,101,598	$105,912,641	$121,688,089	$136,968,576	*	*	Up	Up
Cumulative savings increase ($)	$9,978,759	$12,475,648	$14,054,805	$15,998,451	$17,673,479	*	*	Up	Up
Tax returns filed through the NYC Free Tax Preparation Program	70,241	78,679	84,471	101,415	110,352	*	*	Up	Up
Estimated tax preparation fees saved through the NYC Free Tax Preparation Program ($)	NA	$11,801,850	$13,181,050	$32,695,689	$38,181,792	*	*	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.

DCWP enforces New York City's worker protection laws. Since May 2016, the portfolio of laws DCWP is responsible for enforcing and, by extension, the nature and complexity of the cases, has grown substantially. In Fiscal 2025, the number of all worker protection complaints received decreased by 23 percent compared to Fiscal 2024, from 1,581 to 1,223. This is mainly due to a decrease in the number of app-based restaurant delivery worker complaints. The number of investigations opened decreased by 17 percent, from 476 to 396, reflecting the smaller number of complaints received. The median days to assess complaints and open investigations increased from 16 days to 84 days, a 442 percent increase. This stems in part from the increase in complaints that began in Fiscal 2024—complaints rose 260 percent from Fiscal 2023 to Fiscal 2024, a result of the introduction of minimum pay protections for restaurant delivery workers and a new online complaint portal on the DCWP website—which slowed DCWP's ability to open investigations. The median days to assess complaints and open investigations is affected not just by the total number of complaints received, but also by the size and complexity of cases and the number of workers involved. When DCWP opens investigations involving hundreds or even thousands of workers, such as happened during the last two fiscal years, a relatively large number of incoming complaints can be associated with investigations that are already in progress, dramatically reducing the median time to assess complaints and open investigations. The number of investigations closed increased by three percent, to 399, while the median number of days to close investigations decreased by eight percent, from 113 days in Fiscal 2024 to 104 days in Fiscal 2025.

The number of workers entitled to restitution decreased by 40 percent in Fiscal 2025, to 7,531, while the amount of worker restitution assessed in Fiscal 2025 decreased by $5.47 million, or 40 percent, compared to Fiscal 2024. The amount of civil penalties collected similarly decreased, by 44 percent, to $813,646 in Fiscal 2025. Because most restitution and civil penalties assessed in a year result from a relatively small number of large cases, these figures can fluctuate by large amounts year-to-year, based on the sizes of the businesses under investigation and the timing of when the cases resolve.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Complaints received	1,727	386	439	1,581	1,223	*	*	Neutral	*
Investigations opened	198	251	279	476	396	*	*	Up	*
Median days to assess complaints and open investigations	71	29	32	16	84	*	*	Up	Down
Investigations closed	216	266	270	387	399	*	*	Up	*
★ Median days to close investigations	234	143	194	113	104	⇩	⇩	Down	Down
Workers entitled to restitution	1,154	7,957	14,669	12,598	7,531	*	*	Up	*
Worker restitution assessed ($)	$1,105,637	$3,620,499	$25,368,095	$13,821,536	$8,353,401	*	*	Up	*
Civil penalties collected ($)	$232,354	$236,759	$1,365,330	$1,459,694	$813,646	*	*	Up	*

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

Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

The Freelance Isn't Free Law guarantees freelancers' rights to written contracts and prompt payment in full and strengthens their ability to file claims in civil court. DCWP assists freelancers in exercising these rights through its Navigation Program. In Fiscal 2025, the number of complaints received increased by 13 percent compared to Fiscal 2024, from 728 to 821. The number of navigation cases opened increased slightly, from 704 in Fiscal 2024 to 711 in Fiscal 2025. The number of navigation cases closed more than doubled, from 382 to 796, while the amount recovered by complainants decreased by 35 percent, from $560,439 to $365,973. 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.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Complaints received	283	332	501	728	821	*	*	Up	*
Navigation cases opened	322	325	480	704	711	*	*	Up	*
★ Navigation cases closed	531	370	412	382	796	*	*	Up	*
Amount recovered by complainants ($)	$309,243	$604,521	$626,062	$560,439	$365,973	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average customer in-person wait time (minutes:seconds)	10:00	3:58	4:00	5:00	3:52	17:00	17:00	Down	Down
Completed requests for interpretation	3,682	3,404	2,335	2,806	3,549	*	*	Down	*
CORE facility rating	100	100	99	97	NA	87	87	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to first action within 4 days – Consumer complaint for exchange/refund/return	98%	NA	NA	95%	97%	85%	85%	NA	*
Percent meeting time to first action within 4 days – Consumer complaint for false advertising	94%	NA	NA	96%	99%	85%	85%	NA	*
Percent meeting time to first action within 4 days – Consumer complaint for non-delivery goods/services	96%	NA	NA	95%	97%	85%	85%	NA	*
Percent meeting time to first action within 4 days – Consumer complaint for overcharge	100%	NA	NA	94%	97%	85%	85%	NA	*
Percent meeting time to first action within 7 days – DCWP/ DOHMH new license application request for general street vendor license	NA	NA	NA	NA	NA	85%	85%	NA	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$42.5	$59.4	$67.9	$67.9	$66.7	$67.9	$75.1	Up
Revenues ($000,000)	$13.5	$16.9	$21.8	$21.0	$21.0	$19.3	$18.5	Up
Personnel	366	400	413	402	409	471	476	Neutral
Overtime paid ($000)	$106	$46	$120	$66	$228	$228	$114	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$34.1	$33.5	
001 - Administration	$16.9	$16.6	All
002 - Licensing and Enforcement	$17.1	$16.9	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	$33.8	$33.2	
003 - Other than Personal Services	$33.8	$33.2	All
Agency Total	$67.9	$66.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Service 3 was renamed from 'Educate and empower New Yorkers with low incomes' to 'Educate and empower New Yorkers with low and moderate incomes' to better reflect Agency work.
- The Fiscal 2024 figure for 'Civil penalties collected from settlements ($)' in Goal 1c was reduced from $9,464,222 to $4,060,381 after a review of the reporting criteria revealed that dozens of records that hadn't been resolved by settlement agreements or pleading agreements at the time of reporting were included in the totals.
- The Fiscal 2025 figure for 'CORE facility rating' in Agency Customer Service is NA. The Mayor's Office of Operations was unable to visit by appointment only.

ADDITIONAL RESOURCES

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

- Licenses:
  nyc.gov/BusinessToolbox
- Worker Rights:
  nyc.gov/workers
- Third-Party Food Delivery Services:
  nyc.gov/DeliveryApps
- NYC Financial Empowerment Centers:
  nyc.gov/TalkMoney
- NYC Free Tax Prep:
  nyc.gov/taxprep

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

OFFICE OF TECHNOLOGY AND INNOVATION
311 CUSTOMER SERVICE CENTER

Joe Morrisroe, Deputy Commissioner

WHAT WE DO

The 311 Customer Service Center (referred to as NYC311, or more commonly, 311) delivers fast and easy access to government services and information to all New Yorkers. 311 can be reached via the call center, 311 Online, 311 Mobile App, 311 on X, Instagram, and Facebook, 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.

To ensure that 311 provides equitable service, it 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.

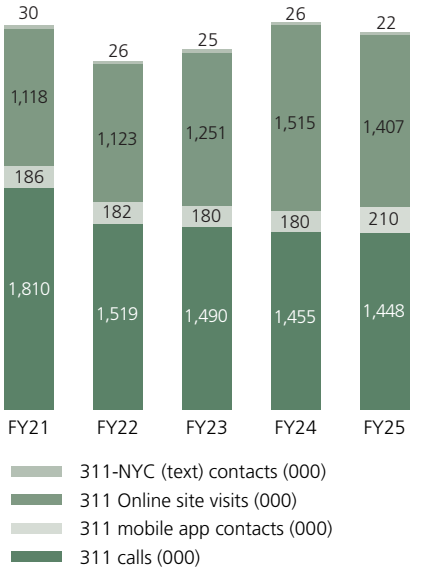
HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Provide public access to City government.

Goal 1a Increase public access to government services and information.

New Yorkers contacted 311 through its call center, website, mobile app, and text more than 37.1 million times during Fiscal 2025. The mobile app posted the largest year-over-year gain of any channel, with a 17 percent increase in contacts between Fiscal 2024 and Fiscal 2025—a potential driver of text contacts decreasing 12 percent over that time. Spanish language calls and calls in languages other than English or Spanish both decreased, 16 percent and eight percent, respectively, from Fiscal 2024.

Contacts to 311 — Monthly Average (000)



Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
311 calls (000)	21,715	18,231	17,886	17,458	17,377	*	*	Down	*
311 Spanish language calls (000)	648	529	598	575	484	*	*	Down	*
311 calls in languages other than English or Spanish (000)	112	85	75	91	84	*	*	Down	*
311 mobile app contacts (000)	2,227	2,187	2,157	2,165	2,525	*	*	Up	Up
311-NYC (text) contacts (000)	356	311	303	308	270	*	*	Down	*
311 Online site visits (000)	13,415	13,472	15,007	18,182	16,890	*	*	Up	Up

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

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

In Fiscal 2025, 311 met its customer service targets by answering 80 percent of all calls within 30 seconds. Furthermore, the average wait time before reaching a Tier 1 agent reached a low of 25 seconds, outperforming the 30 second target and a 19 percent improvement over Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Calls answered within 30 seconds (%)	79%	83%	85%	74%	80%	80%	80%	Neutral	Up
★ Average wait time (tier 1 calls) (minutes:seconds)	0:34	0:29	0:17	0:31	0:25	0:30	0:30	Down	Down

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

SERVICE 2 Provide information to the public.

Goal 2a Deliver requested information to the public.

During Fiscal 2025, inquiries from customers increased 15 percent compared to Fiscal 2024, marking three consecutive years of annual increases. Completed service requests also rose by five percent during this same reporting period.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed service requests (000)	3,461	3,558	3,404	3,600	3,766	*	*	Neutral	*
Inquiries from customers (000)	25,371	17,406	19,413	27,508	31,672	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Customer satisfaction index (311 only)	92%	92%	94%	93%	93%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$53.7	$71.3	$65.3	$61.7	$68.3	$66.3	$66.5	Up
Personnel	387	352	342	376	342	395	398	Neutral
Overtime paid ($000)	$255	$239	$125	$264	$239	$239	$239	Neutral

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

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 (formerly Twitter):
  https://www.X.com/nyc311
- 311 Mobile App:
  http://www1.nyc.gov/connect/applications.page

TAXI AND LIMOUSINE COMMISSION **David Do, Commissioner and Chair**



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. There are over 12,000 accessible vehicles across the yellow taxi, green taxi, and the for-hire vehicle (FHV) sectors, providing 50,000 trips per month and growing. As of June 2025, for the first time, over 50 percent of the active yellow fleet are now wheelchair accessible vehicles (WAVs). TLC also 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 Accessible Dispatch, operated by one company. 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 Accessible Dispatch, or through one of the e-hail apps available. 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. 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 offers $2,500 per year over four years for a total of $30,000. The TIF provided over $40 million in direct payments to eligible drivers and vehicle owners in Fiscal 2025. 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. Qualifying small business medallion owners have also benefited from the Medallion Relief Program Plus (MRP+), which supports medallion owners who own or have an interest in six or fewer medallions. The MRP+ program has provided over $472 million in total debt forgiveness since March 2021.

Fiscal 2025 saw remarkable progress toward the goals of the Green Rides Initiative, which requires high-volume FHV bases with popular ride-share apps to dispatch 100 percent of trips to electric or wheelchair accessible vehicles by 2030. In September 2024, TLC published a new report, Electrification in Motion, highlighting how the growing number of electric vehicles (EVs) in the TLC-licensed fleet necessitated to ambitious new plans for charging infrastructure, including in areas designated by New York State as disadvantaged communities (DACs), where many TLC drivers live. The report collected insights from TLC's driver outreach efforts and collaboration with stakeholders to understand challenges around charging access, enabling the Agency to serve as a resource for others across the industry working to bring charging infrastructure to more parts of the City.

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 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 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 Dr. James A. Parrott of the Center for New York City Affairs. Dr. Parrott's 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 bump 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 accessibility of for-hire transportation service.
- Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.
- Goal 1c Ensure all vehicles operating for-hire follow TLC rules and regulations.
- Goal 1d Provide excellent customer service to licensees.
- Goal 1e Promote excellent customer service to passengers.

HOW WE PERFORMED IN FISCAL 2025

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 accessibility of for-hire transportation service.

Accessible taxi service continues to grow and evolve. A recent federal court decision requires all NYC yellow taxis, which are all medallion taxis, to become wheelchair accessible until half of the medallion fleet is accessible. New Yorkers are already experiencing the impact of the court order. At the start of Fiscal 2025, there were 3,776 wheelchair accessible medallion taxis compared to 5,294 at the end of the Fiscal 2025, an increase of over 40 percent in only 12 months. Furthermore, TLC reached a major milestone this year with 50 percent of the active yellow taxi fleet operating with accessible taxis, demonstrating that TLC is well on its way towards meeting the full court order in the coming years.

In Fiscal 2025, drivers completed approximately 65,000 trips through the Accessible Dispatch program, and the median wait time for an accessible taxi decreased by nearly seven percent from 12:03 minutes in Fiscal 2024 to 11:25 minutes in Fiscal 2025. The completion rate for trips dispatched through the program increased in Fiscal 2025 to 88 percent, consistent with recent years and above target. The FHV sector also provides accessible service, mainly through popular ride-share apps. Although there was a four percent decrease in the number of FHV accessible vehicles between the start and end of Fiscal 2025, across the yellow taxi, boro taxi, and FHV sectors, accessible vehicles increased nine percent to a combined vehicle count of 12,756 wheelchair accessible vehicles. TLC will continue to expand accessible service through policy and programs supporting both customers and drivers.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Active Medallion Taxis that are accesible	NA	NA	NA	NA	5,294	*	*	NA	Up
Active Boro Taxis that are accessible	NA	NA	NA	NA	23	*	*	NA	Up
Active For-Hire Vehicles that are accessible	NA	NA	NA	NA	7,439	*	*	NA	Up
Accessible dispatch median wait time citywide (minutes:seconds)	12:22	13:52	13:06	12:03	11:25	*	*	Down	Down
★ Accessible dispatch trips fulfilled as a percent of requested trips (%)	89.7%	86.0%	86.4%	86.8%	88.0%	84.0%	84.0%	Neutral	Up

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

Goal 1b Ensure that all licensed vehicles meet safety and emissions standards.

In Fiscal 2025, TLC conducted 101,177 safety and emissions inspections at its Woodside, Queens facility, a four percent decrease from Fiscal 2024. The decline is mainly due to the influx of EVs and WAVs in Fiscal 2024. Failure rates increased across all categories, driven by an aging vehicle fleet with higher mileage. Additionally, medallion WAVs are no longer subject to retirement dates, allowing older vehicles with specialized equipment to remain in service. This recent rule change has further impacted failure rates, as these vehicles typically require more maintenance. Nevertheless, vehicles are only approved for service after passing inspection, ensuring continued safety for the riding public.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Medallion Taxi safety and emissions inspections conducted – Total	16,226	17,560	19,721	21,662	24,122	*	*	Up	*
– Passed	12,736	13,341	15,294	17,318	18,568	*	*	Up	*
– Failed	3,490	4,219	4,427	4,344	5,554	*	*	Up	*
★ Medallion Taxi safety and emissions failure rate – Initial inspection (%)	27.6%	29.3%	25.9%	21.0%	31.5%	45.0%	45.0%	Neutral	Down
– Re-Inspection (%)	6.7%	5.1%	6.1%	5.9%	7.5%	*	*	Up	Down
Medallion Taxi safety and emissions inspections completed on schedule (%)	27.2%	34.2%	35.1%	39.2%	43.9%	*	*	Up	Up
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	72,717	74,432	78,274	80,384	74,657	*	*	Neutral	*
★ For-Hire Vehicles safety and emissions failure rate – Initial inspection (%)	24.7%	25.8%	26.2%	22.7%	26.0%	45.0%	45.0%	Neutral	Down
– Re-Inspection (%)	8.6%	8.7%	9.0%	8.9%	9.2%	*	*	Neutral	Down
For-Hire Vehicles safety and emissions inspections completed on schedule (%)	97.7%	97.8%	98.6%	98.2%	99.1%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	5,689	4,347	3,558	2,881	2,398	*	*	Down	*
★ Boro Taxi safety and emissions failure rate — Initial inspection (%)	31.8%	34.4%	39.5%	37.2%	41.4%	45.0%	45.0%	Up	Down
– Re-inspection (%)	10.6%	9.0%	11.0%	11.1%	11.7%	*	*	Up	Down

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

Goal 1c Ensure all vehicles operating for-hire follow TLC rules and regulations.

Patrol summonses issued to drivers, which typically Vision Zero and general enforcement summonses, decreased seven percent in Fiscal 2025 compared to Fiscal 2024. In Fiscal 2025, TLC's Enforcement Division focused on unlicensed for-hire activity and participated in interagency operations at bridges and tunnels which targeted ghost license plates and toll evasion. Patrol summonses for illegal street hails increased 41 percent, from 749 summonses in Fiscal 2024 to 1,058 summonses in Fiscal 2025. The increased focus on unlicensed for-hire activity, including unlicensed vans, resulted in an almost 34 percent increase in patrol summonses for unlicensed activity, from 2,866 summonses in Fiscal 2024 to 3,833 summonses in Fiscal 2025. Patrol summonses to owners, agents, and bases were up 29 percent, resulting in 6,354 summonses, the most patrol summonses in five years. Interagency operations described above similarly led to an increase in patrol summonses to owners, agents, and bases due to equipment violations, including a new focus on illegal tints.

The number of administrative summonses issued each year fluctuates due to the cyclical nature of some violations, and the policy goals and technical issues affecting other types of violations. In Fiscal 2025, TLC issued 7,020 administrative summonses to drivers, a 37 percent increase compared to Fiscal 2024. Administrative summonses issued to owners, agents, and bases rose by three percent. Additionally, service refusal summonses issued by TLC rose by almost 69 percent, increasing from 347 in Fiscal 2024 to 585 in Fiscal 2025. Notably, there was a nearly 125 percent increase in the number of respondents who chose to settle their summons.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Patrol summonses issued to drivers	16,508	32,692	29,166	22,839	21,337	*	*	Neutral	*
Patrol summonses issued to owners/agents/bases	2,067	4,014	5,697	4,930	6,354	*	*	Up	*
★ Patrol summonses issued for illegal street hails for drivers and vehicle owners	1,085	2,056	1,172	749	1,058	*	*	Down	*
★ Patrol summonses issued for unlicensed activity for drivers and vehicle owners	2,091	3,698	4,268	2,866	3,833	*	*	Up	*
Administrative summonses issued to drivers	6,447	8,730	5,841	5,118	7,020	*	*	Down	*
Administrative summonses issued to owners/agents/bases	18,225	11,917	11,056	13,922	14,355	*	*	Down	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the OATH (%)	93.9%	95.5%	91.6%	91.6%	92.1%	*	*	Neutral	Up
Vision Zero summonses issued	9,406	22,249	17,575	12,271	14,219	*	*	Neutral	*
Service Refusal summonses issued	NA	18	521	347	585	*	*	NA	*
Administrative settlements accepted by drivers	NA	NA	NA	422	1,998	*	*	NA	*
Administrative settlements accepted by owners/agents/bases	NA	NA	NA	4,844	10,879	*	*	NA	*

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

Goal 1d Provide excellent customer service to licensees.

In Fiscal 2025, TLC maintained its strong commitment to customer service across its public-facing operations at the Long Island City Facility (Queens) and the Woodside Inspection Facility. The average customer wait time at the Long Island City location was 23 minutes, close to the Agency's goal of keeping wait times under 25 minutes. At the Woodside facility, inspection processing times remained well below the one-hour target across all categories for medallion, FHV, and boro taxi inspections. Notably, FHV inspections, which made up 74 percent of all inspections in Fiscal 2025, saw a nearly 35 percent reduction in processing time, dropping from 23 minutes in Fiscal 2024 to just 15 minutes in Fiscal 2025. Moreover, the average call wait time for the TLC Call Center reduced to four minutes and 49 seconds in Fiscal 2025, from nine minutes and 18 seconds in Fiscal 2024.

Finally, the TLC Licensing Division's application processing teams revised multiple processes in Fiscal 2025, resulting in better efficiency, which contributed to a 28 percent decrease in average processing time for new driver applications. The total of TLC driver licenses issued, which includes new driver applications and renewals, decreased 21 percent in Fiscal 2025, to 50,338 licenses issued. This decrease is attributed in part to a drop in total new driver applicants compared to Fiscal 2024, when TLC witnessed an influx of new driver applications due to the Green Rides Initiative and Street Hail Livery (SHL) pilot program. This program tests a less expensive taxi license that cannot pick up street hails, which unlocks many unused green taxi permits—which had remained off the streets—effectively adding new licensing opportunities.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average wait time at Long Island City facility (hours:minutes)	0:46	0:33	0:37	0:22	0:23	0:25	0:25	Down	Down
TLC driver licenses issued	55,564	47,226	78,845	64,079	50,338	*	*	Neutral	*
– New licenses issued	4,777	15,641	20,548	21,307	12,621	*	*	Up	*
Average time to issue a new driver license from initial application (calendar days)	85.3	65.7	47.8	44.2	44.4	*	*	Down	Down
– Average agency processing time	7.5	6.5	5.0	4.6	3.3	*	*	Down	Down
★ Owners approved for the Medallion Relief Program	NA	NA	1,838	2,038	2,046	⇧	⇧	NA	Up
★ Average time to conduct a safety and emissions inspection of a Medallion Taxi (hours:minutes)	0:31	0:22	0:23	0:31	0:22	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a For-Hire Vehicle (hours:minutes)	0:26	0:18	0:20	0:23	0:15	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:32	0:21	0:21	0:27	0:21	1:00	1:00	Down	Down

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

Goal 1e Promote excellent customer service to passengers.

In Fiscal 2025, TLC's Prosecution Division continued to handle a high volume of complaints each month. While there was a five percent decrease in the number of driver complaints in Fiscal 2025 compared to Fiscal 2024, a significantly higher number were deemed eligible for prosecution. Specifically, 18,259 complaints qualified for prosecution in Fiscal 2025, an 18 percent increase from the 15,471 eligible cases in Fiscal 2024. The Division implemented process improvements that significantly reduced the average time to resolve a complaint. One key improvement was contacting drivers earlier in the complaint investigation process, which led to a 38 percent reduction in resolution time, from 44 days in Fiscal 2024 to 27 days in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
TLC driver complaints received	9,250	16,629	24,131	28,025	26,514	*	*	Up	*
– Complaints that were eligible for prosecution	5,952	9,290	13,087	15,471	18,259	*	*	Up	*
★ Average days to close a TLC driver complaint	22.3	22.4	33.2	43.9	27.1	50.0	50.0	Up	Down

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Medallion Vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
✹ For-Hire Vehicles active and not suspended	96,437	95,712	98,267	107,932	104,228	*	*	Up	*
Boro Taxis active and not suspended	2,508	2,379	2,308	875	719	*	*	Down	*
Electric vehicles that are Medallion Taxis	NA	NA	NA	39	31	*	*	NA	Up
Electric vehicles that are For-Hire Vehicles	NA	NA	NA	11,283	12,902	*	*	NA	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	99%	95%	89%	86%	84%	85%	85%	Down	Up
Letters responded to within 14 days (%)	40%	64%	75%	92%	93%	90%	90%	Up	Up
Average call wait time (minutes:seconds)	8:02	3:37	4:24	9:18	4:49	*	*	Neutral	Down
Completed requests for interpretation	12,061	12,938	15,641	17,163	14,595	*	*	Up	*
CORE facility rating	NA	100	98	100	95	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	97%	100%	98%	57%	17%	90%	90%	Down	*
Percent meeting time to first action - Lost Property (7 days)	100%	97%	96%	93%	100%	90%	90%	Neutral	*
Percent meeting time to first action - Taxi Complaint (14 days)	98%	100%	99%	63%	12%	90%	90%	Down	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$53.2	$64.9	$160.6	$54.5	$55.7	$60.3	$58.1	Neutral
Revenues ($000,000)	$55.7	$59.4	$70.1	$68.0	$59.3	$60.6	$59.8	Up
Personnel	566	520	462	454	451	616	587	Down
Overtime paid ($000)	$767	$559	$886	$1,454	$809	$809	$809	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$38.5	$36.9	All
002 - Other Than Personal Services	$16.0	$18.8	All
Agency Total	$54.5	$55.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Average wait time at Long Island City licensing facility (hours: minutes)' was renamed to 'Average wait time at Long Island City facility (hours: minutes).' The indicator includes all services provided at this customer service center, not exclusively licensing.

ADDITIONAL RESOURCES

For additional information go to:

- 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
- Street Hail Livery (SHL) Pilot Program:
  https://www.nyc.gov/site/tlc/about/shl-pilot-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

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DEPARTMENT OF HEALTH AND MENTAL HYGIENE **Dr. Michelle Morse, Acting Commissioner**

WHAT WE DO

The New York City Department of Health and Mental Hygiene (DOHMH), also referred to as the Health Department, protects and promotes the health and well-being of all New Yorkers. The Health Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies, and provides limited 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 loss of life expectancy and extreme 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, immunization clinics, 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 an Early Intervention Program that serves infants and toddlers with developmental delays. Additionally, the Health Department protects public safety through prevention and immediate response to emergent public health threats.

The Health Department's impact goes well beyond what is accomplished by its own workforce. The Agency contracts with 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 its work, internally and externally. In recognition 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 forms 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. PHCRP continues to influence the development of reports, programs, and projects at the Health Department to ensure the Agency is reaching its goal to operationalize and embed equity in all its public health work.

November 2025 will mark two 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 incidences of violence. In Fiscal 2025, the Health Department released Calendar 2023 HealthyNYC data, showing that while life expectancy rose from 81.5 years in Calendar 2022 to 82.6 years in Calendar 2023, significant racial inequities in life expectancy persist. Looking ahead, the Health Department aims to refine its strategies in an effort to close the gap between racial and ethnic groups.

In Fiscal 2024, the Health Department released two groundbreaking data reports on mental health, titled "The State of Mental Health of New Yorkers" and "Special Report on Social Media and Mental Health," both of which underscore racial inequities and are guiding planning efforts to address the significant gaps that remain in meeting the mental health needs of all New Yorkers, particularly within communities of color. The Health Department also drafted nine short-, medium-, and long-term goals for the City's inaugural Racial Equity Plan, led by the Mayor's Office of Equity and Racial Justice. The Health Department's goals encompass assessing priority neighborhoods, advancing racial equity within HealthyNYC, and ensuring equitable service delivery across all public health clinics.

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 diseases by promoting healthy behaviors and preventive health care.

- Goal 2a Reduce tobacco use and promote physical activity and healthy eating.
- Goal 2b Improve preventive health care.

SERVICE 3 Promote a safe environment.

- Goal 3a Reduce hazards to children in homes and child care programs.
- Goal 3b Reduce the threat of foodborne illness.
- Goal 3c Reduce animal-related risks to human health.

SERVICE 4 Prevent and address mental illness, developmental delays and disabilities, and substance use.

- Goal 4a Reduce the adverse health consequences of substance use.
- Goal 4b Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.

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

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

HOW WE PERFORMED IN FISCAL 2025

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

Goal 1a Reduce new cases of HIV and other sexually transmitted infections.

The Health Department oversees the City's response to HIV and syphilis, including facilitating access to HIV and syphilis testing, treatment, and preventative services. Due to the time needed to collect, verify, analyze and report new HIV diagnoses, data for Calendar 2024 will be available in December 2025 and appear in the Fiscal 2026 Preliminary Mayor's Management Report, which will be published in January 2026.

In Calendar 2024, there were 1,466 reported cases of infectious syphilis in the City, a 17 percent decrease compared with Calendar 2023, echoing trends seen across the country. Between Calendar 2023 and 2024, there were decreases in the number of infectious syphilis cases among all genders, races/ethnicities, age groups, and boroughs of residence, while the distributions of cases by race/ethnicity, age group, and borough of residence remained similar. As in previous years, inequities by race/ethnicity and neighborhood of residence persisted. The infectious syphilis case rate among non-Hispanic Black men was three times higher than among non-Hispanic white men, and the case rate among residents of Chelsea-Hell's Kitchen in Manhattan was the highest of all United Hospital Fund (UHF) neighborhoods in the City. The decrease in infectious syphilis cases may be partly due to the increasing use of a new prevention strategy, doxy PEP, a prophylactic antibiotic taken to prevent certain bacterial STIs, including infectious syphilis.

In contrast, the number of reported cases of congenital syphilis in the City increased by six percent from 35 cases in Calendar 2023 to 37 cases in Calendar 2024. While this increase is smaller than the 14-case jump from 21 cases in Calendar 2022 to 35 cases in Calendar 2023, case numbers remain more than double what they were five years ago. In Calendar 2024, more than half of birthing parents whose infants were born with congenital syphilis in the City had late or no prenatal screenings—the primary opportunity to detect and treat syphilis during pregnancy. A lack of appropriate and timely prenatal screening is associated with congenital syphilis. Of all five boroughs, Manhattan experienced the largest rise of congenital syphilis cases, increasing from three in Calendar 2023 to 13 in Calendar 2024, and the proportion of birthing parents in Manhattan who received prenatal screenings decreased over comparative periods. The Health Department continues to closely monitor congenital syphilis case numbers and rates, convene monthly case reviews by specially trained disease intervention specialists, and communicate about prevention strategies with health care providers. The Health Department maintains active membership in the New York State Congenital Syphilis Elimination Strategic Planning Group to support coordinated response efforts across the City and State.

The number of safer sex products distributed decreased 21 percent from Fiscal 2024 to 13,178,000 products in Fiscal 2025, falling short of the target of 20 million products. This is largely due to changes to the procurements that support the Health Department's distribution of safer sex products that temporarily disrupted distribution activities in early Fiscal 2025.

The Health Department's HIV and STI programs and services are largely funded by federal grants. Any cuts to federal funding will impact the Health Department's ability to continue its work to ensure New Yorkers have access to the HIV and STI testing, treatment, and prevention services and safer sex products they need to be healthy and thrive.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ New HIV diagnoses (CY)	1,407	1,608	1,590	1,705	NA	⇩	⇩	NA	Down
★ Infectious syphilis cases (CY)	2,238	2,235	2,312	1,762	1,466	⇩	⇩	Down	Down
★ Congenital syphilis cases (CY)	17	24	21	35	37	⇩	⇩	Up	Down
Safer sex product distribution (000)	13,784	18,605	23,955	16,589	13,178	20,000	20,000	Neutral	Up

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

Goal 1b Prevent the transmission of other infectious diseases.

In Calendar 2024, 839 patients were diagnosed with tuberculosis (TB) in New York City, a 24 percent increase from the 679 cases reported in Calendar 2023. TB cases have increased nationwide in recent years. In New York City, the rise in cases in Calendar 2024 was driven in part by increases among high-risk populations and ongoing outbreaks in specific communities. Additionally, staffing gaps and restricted funding have affected the Health Department's capacity to conduct core TB control activities. The Health Department is actively hiring new staff to address critical gaps in contact investigation, case management, and care coordination activities. The Health Department's TB services are provided free of charge to all patients, regardless of immigration status, insurance status, or ability to pay. A considerable proportion of the Health Department's funding for critical TB activities is provided by federal grants. Therefore, TB control in New York City would be significantly compromised by any future cuts to federal funding.

The percentage of New York City seniors age 65 and older who reported receiving a flu shot in Calendar 2024 improved slightly to 69.2 percent. However, the Health Department remains concerned that this could decrease in Calendar 2025 due to its heavy reliance on federal immunization cooperative agreements. The end of federal COVID-19 vaccination funding at the end of Fiscal 2025, as well as a 9.4 percent reduction in federal immunization funding for Fiscal 2026, means that the Health Department may have less capacity to design and implement unique vaccination access programs, particularly for uninsured adults, including for flu vaccination in older adults.

Annual COVID-19 hospitalizations decreased 23 percent from Calendar 2023 to Calendar 2024, dropping to 165.5 hospitalizations per 100,000 admissions. This is likely due to increasing population immunity and differences in circulating COVID-19 variants.

The number of animals in New York City that tested positive for rabies decreased from 12 in Calendar 2023 to eight in Calendar 2024, a historic low. The continuing decline in the number of rabid animals may be due to targeted oral rabies vaccination campaigns for raccoons conducted in Queens and Brooklyn during fall 2022 and spring 2023, in response to a rise of rabid raccoons reported in those boroughs in Calendar 2022.

The proportion of people with a diagnosis of chronic hepatitis C in the City who were cleared or cured of the virus increased from 69.0 percent in Calendar 2023 to 71.5 percent in Calendar 2024, achieving the 70.0 percent target for the first time since this metric was established in Calendar 2017.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ New tuberculosis cases (CY)	444	529	535	679	839	⇩	⇩	Up	Down
Seniors, age 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	69.8%	68.5%	72.4%	68.7%	69.2%	70.0%	70.0%	Neutral	Up
★ COVID-19 hospitalizations rate (per 100,000 admissions) (CY)	688.4	632.4	602.0	214.7	165.5	⇩	⇩	Down	Down
Animals testing positive for rabies at the Public Health Laboratory (CY)	38	19	38	12	8	*	*	Down	Down
Hepatitis C cleared or cured (%) (CY)	66.4%	67.9%	68.8%	69.0%	71.5%	70.0%	70.0%	Neutral	Up

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

Goal 1c Prevent the transmission of vaccine-preventable diseases.

In Fiscal 2025, 65.9 percent of children ages 19-35 months were up to date with immunizations, up by one percentage point from Fiscal 2024. Pediatric coverage estimates for Fiscal 2025 are preliminary. Prior to Fiscal 2025, pediatric vaccination rates steadily declined from Fiscal 2017 to Fiscal 2024. These rates were significantly impacted by the COVID-19 pandemic, with similar trends seen in other jurisdictions around the country. The Health Department prioritizes improving pediatric vaccination rates in communities with the lowest coverage through targeted outreach and education to health care providers, schools and families. As part of its efforts to improve pediatric coverage, in June 2025, the Health Department launched the Childhood Vaccination Data Explorer, which provides citywide vaccination coverage information for nine different vaccines by age group, as well as coverage for the combined 7-vaccine series—the Centers for Disease Control and Prevention (CDC) recommended vaccination schedule for children to protect against seven diseases. This allows health care providers to be aware of current coverage rates in their communities and citywide.

The percentage of children in public schools in compliance with required immunizations increased from 96.5 percent in Fiscal 2024 to 97.7 percent in Fiscal 2025. Compliance rates are almost reaching pre-COVID-19 pandemic rates as compliance in Fiscal 2019 was 98.9 percent. However, potential changes to CDC immunization recommendations may affect adherence to school vaccination requirements, and reductions in federal funding for immunization programs may limit the Health Department's ability and capacity to monitor compliance. The Health Department continues to collaborate with schools to promote vaccination and is working with State and national partners to ensure safe and effective vaccines remain available and accessible for school-aged children.

While the proportion of 13-year-olds who have completed the Human Papillomavirus (HPV) vaccination series increased slightly from 42.1 percent in Fiscal 2024 to 43 percent in Fiscal 2025, coverage remains down from the level observed before the COVID-19 pandemic and below the 53 percent target. A recent evaluation conducted by the Health Department found that earlier initiation of the HPV vaccine at ages nine to 10 years old is associated with more timely series completion by the 13th birthday. Therefore, the Health Department's strategies to advance early vaccine initiation and overall coverage include provider outreach strategies, the development of an HPV vaccine toolkit for providers, and tracking citywide HPV vaccination rates on a quarterly basis. The Health Department also launched a media campaign in June 2025 on subway platforms, digital Link NYC kiosks, social media, local newspapers, and the radio to promote HPV vaccination.

In Fiscal 2026, vaccination misinformation being spread by the Secretary of the U.S. Department of Health and Human Services, as well as changes to the Advisory Committee on Immunization Practices (ACIP), the advisory board that makes immunization recommendations, and to the CDC, which determines whether or not to adopt the recommendations for the nation, has led to changes in national immunization recommendations that are not founded in evidence-based science. Indeed, further concerning changes are expected. This is already causing confusion and is likely to erode vaccination confidence and lead to lower vaccine uptake across New York City. Furthermore, both vaccine liability and vaccine payment (through the Vaccines for Children program and through insurance plans) are predicated on ACIP recommendations. The Health Department continues to work with State and national partners to mitigate impacts on vaccination coverage in the City.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Children ages 19-35 months with up-to-date immunizations (%)	68.4%	63.2%	60.8%	64.7%	65.9%	75.0%	75.0%	Neutral	Up
★ Children in public schools who are in compliance with required immunizations (%)	96.9%	97.0%	96.4%	96.5%	97.7%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	44.9%	43.5%	42.8%	42.1%	43.0%	53.0%	53.0%	Neutral	Up

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

SERVICE 2 Prevent chronic diseases by promoting healthy behaviors and preventive health care.

Goal 2a Reduce tobacco use and promote physical activity and healthy eating.

The proportion of adults who reported they currently smoke cigarettes declined for the seventh consecutive year to 7.7 percent in Calendar 2024. Although there have been some fluctuations in survey data, there has been a steady downward trend in smoking observed over the past two decades, during a period of consistent anti-tobacco policies, programs, and education efforts.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	10.9%	9.1%	8.7%	7.9%	7.7%	⇩	⇩	Down	Down
Adults with obesity (%) (CY)	25.4%	27.7%	26.5%	26.1%	27.6%	*	*	Neutral	*
Adults who consume one or more servings of sugar-sweetened beverages per day (%) (CY)	NA	14.9%	14.5%	14.0%	14.3%	*	*	NA	*

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

Goal 2b Improve preventive health care.

The estimated percentage of uninsured adult New Yorkers dropped by three percentage points to 9.3 percent in Calendar 2024, marking a record low since this metric was first tracked in Calendar 2011. The Health Department, along with its non-profit partners, continues to help New Yorkers sign up for health insurance. However, recent federal policy changes to Medicaid and Essential Plan eligibility, and increasing complexity in the process of proving eligibility, including in the federal Budget Reconciliation Act of 2025, will increase the number of uninsured New Yorkers. The Health Department will adjust future projections to account for the expected drop in coverage caused by federal actions.

As part of its focus on preventive care, the Health Department promotes cancer screenings and equitable cancer care among adult New Yorkers, including working to increase colon cancer screenings for those who are uninsured, tracking key cancer statistics in the City, and partnering with a range of stakeholders to encourage timely screenings. The Health Department's HealthyNYC population health agenda set a goal to decrease overall screenable cancer (colon, prostate, female breast, lung, and cervical) deaths in New York City by 20 percent by 2030. As of Calendar 2024, 71.4 percent of adults ages 45–75 surveyed in the Health Department's Community Health Survey were screened for colorectal cancer, up three percentage points from Calendar 2023.

The asthma-related emergency department (ED) visit rate for children ages five to 17 increased seven percent from 134.8 per 10,000 children in Calendar 2022 to 143.7 per 10,000 children in Calendar 2023. This is the third consecutive yearly increase from the metric's record low of 57.1 per 10,000 children in Calendar 2020, which was likely due to changes in health care utilization and more limited exposure to environmental triggers as people remained indoors due to the COVID-19 pandemic. The Calendar 2023 rate is still below the Calendar 2019 (pre-COVID-19) rate and marks an overall decline over the past 15 years. The COVID-19 public health emergency has led to significant changes in health care utilization, so Calendar 2023 surveillance data should be interpreted with caution. Asthma ED visits are related not only to factors that trigger asthma episodes but also access to guidelines-based asthma care, medications, and asthma self-management education. Due to the 12-month lag time associated with certifying and ensuring the integrity of data for this metric, Calendar 2024 data is expected to be published in the Fiscal 2026 Preliminary Mayor's Management Report.

In Calendar 2023, 75 percent of adult New Yorkers with diabetes successfully had control of their A1C blood glucose levels, a record high since this metric was first tracked in Calendar 2017. In May 2025, the Health Department released its official citywide diabetes strategy report. Despite risks to federal funding, the Agency enrolled over 2,000 people in diabetes self-management programs, trained over 20 Health Department staff in diabetes workshop facilitation, and, through a combination of City and State funding, employed over 200 Community Health Workers (CHWs) to help manage chronic conditions and health-related social needs in neighborhoods facing high burdens of poverty. Due to the nearly 18-month lag time associated with certifying and ensuring the integrity of data for this metric, Calendar 2024 data is expected to be published in the Fiscal 2026 Preliminary Mayor's Management Report.

In Calendar 2024, the infant mortality rate for children under the age of one in New York City was 3.9 deaths per 1,000 live births, a slight decrease from the 4.2 infant deaths per 1,000 live births in Calendar 2023. Calendar 2024 data are provisional. Due to the small number of deaths, the rate will fluctuate from year to year.

In Calendar 2022, Black women and birthing people in New York City had a pregnancy-associated mortality ratio of 127.3 deaths per 100,000 live births (five-year average). This was 143 percent higher than the citywide pregnancy-associated mortality ratio of 52.3 deaths per 100,000 live births (five-year average) that year. Both citywide and Black pregnancy-associated mortality ratios increased from Calendar 2021 to Calendar 2022, by eight percent and 12 percent, respectively. Pregnancy-associated deaths include deaths from any cause during pregnancy or within one year from the end of pregnancy, regardless of the outcome of the pregnancy. Pregnancy-related deaths, a subset of pregnancy-associated deaths, are deaths that occur during pregnancy or within one year from the end of pregnancy that are caused by a pregnancy complication, a chain of events that are initiated by pregnancy, or the aggravation of an unrelated condition by the pregnancy.

The increases in pregnancy-associated deaths across the City may be in part because of random variation due to small numbers of deaths. For Black New Yorkers in particular, overdose deaths are also a driver of this increase, accounting for nine percent of deaths among Black non-Hispanic women and birthing people in Calendar 2021 (two of 23 deaths) but rising to 29 percent in Calendar 2022 (eight of 28 deaths). This aligns with mortality trends for Black non-Hispanic women in New York City overall as overdose deaths increased among Black women under the age of 65 from Calendar 2021 to 2022, which also mirrored the overall trend in these deaths among New Yorkers as a whole. The Health Department only reports data through Calendar 2022 currently because the data lag time for these metrics is 2.75 years due to Health Department protocol and CDC guidance on the case identification and review process timeline to accurately evaluate each death. Calendar 2023 data is expected to be published in the Fiscal 2026 Mayor's Management Report.

Maternal health and well-being are critical public health concerns in the City. Black women and birthing people are at highest risk of preventable mortality due to being unfairly ignored and dismissed by clinicians and systems because of structural racism, disinvestment in their communities, and other outcomes. As part of HealthyNYC, the City established a goal to reduce pregnancy-associated mortality among Black non-Hispanic women and birthing people by ten percent by 2030. The Health Department continues to convene the Maternal Mortality Review Committee—a body established by the Health Department to investigate and analyze pregnancy-associated deaths and severe maternal morbidity in the City. Additionally, the Health Department will continue to deliver key services to pregnant, birthing, and parenting people by working with hospitals and clinicians, providing support through home visiting and doula services, educating on the benefits of full-scope integrative midwifery care, and working with community partners to decrease maternal mortality and morbidity while uplifting birth equity to promote healthy families.

From Calendar 2022 to Calendar 2023, there was an increase in the absolute number of heart failure hospitalizations and a decrease in the adult population size in New York City. Together, these resulted in a five percent increase in the adult heart failure hospitalization rate over that time, reaching 341.3 hospitalizations per 100,000 adults in Calendar 2023. Currently, the Health Department does not have any funding or programming related to this topic. Potential public health interventions would include expanded screening, early detection, and treatment in primary care settings, including through the NYC REACH primary care programming—a Health Department program that assists New York City-based primary care providers and practices with optimizing health information systems, quality improvement, and value-based initiatives. The Health Department holds the previous year's data for this indicator each fall to certify and ensure the integrity of data, so there is roughly a one-and-a-half-year lag in reporting this metric due to the timing of the Mayor's Management Report publication. Calendar 2024 data is expected to be published in the Fiscal 2026 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	12.6%	12.1%	11.2%	12.0%	9.3%	10.5%	10.5%	Down	Down
Adults, ages 45-75, screened for colorectal cancer (%) (CY)	NA	63.3%	66.6%	68.5%	71.4%	*	*	NA	*
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	57.1	79.0	134.8	143.7	NA	133.1	133.1	NA	Down
★ Diabetes management among adult New Yorkers (%) (CY)	71.0%	71.8%	73.9%	75.0%	NA	⇧	⇧	NA	Up
★ ✹ Infant mortality rate (per 1,000 live births) (CY) (provisional)	3.9	4.0	4.3	4.2	3.9	4.1	4.1	Neutral	Down
★ Pregnancy-associated mortality ratio for Black women and birthing people (per 100,000 live births) (Five-year averages) (CY)	101.1	114.2	127.3	NA	NA	98.1	97.1	NA	Down
Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)	42.9	48.6	52.3	NA	NA	*	*	NA	Down
★ Adult heart failure hospitalizations rate (per 100,000 population) (CY)	NA	320.0	323.9	341.3	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.

In Calendar 2024, there were 3,289 children under the age of 18 with blood lead levels at or above five micrograms per deciliter, a decrease of almost five percent compared to Calendar 2023. Similarly, there were 2,600 children under the age of six with blood lead levels at or above five micrograms per deciliter in Calendar 2024, about seven percent less than in Calendar 2023. Blood lead levels of five micrograms per deciliter or more in children is considered high and requires action to mitigate health effects and remove or control exposure sources. The observed decrease may be due to multiple factors, including the Health Department's continued focus on removal of lead hazards in homes, targeted community outreach, and follow-up care for affected children and families.

In Fiscal 2025, the Health Department conducted 8,392 inspections of group child care programs, an increase of 13 percent from Fiscal 2024. This is largely due to the hiring of additional inspectors and early childhood education consultants. With this additional inspection capacity, the proportion of active group child care center initial inspections that do not require a compliance inspection also improved to a five-year high of 82.2 percent.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Childhood blood lead levels – number of children younger than age 18 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	3,015	3,036	3,243	3,456	3,289	⇩	⇩	Up	Down
★ Childhood blood lead levels – number of children younger than age 6 with blood lead levels of 5 micrograms per deciliter or greater (CY) (preliminary)	2,603	2,557	2,713	2,803	2,600	⇩	⇩	Neutral	Down
★ Active group child care center full inspections	3,687	6,124	6,553	7,417	8,392	*	*	Up	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	81.9%	81.7%	78.6%	78.9%	82.2%	⇧	⇧	Neutral	Up

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

Goal 3b Reduce the threat of foodborne illness.

In Fiscal 2025, the Health Department conducted initial inspections for 69.7 percent of the City's restaurants, an increase of over three percentage points from Fiscal 2024. This increase can be attributed to the hiring of additional inspectors and the use of overtime. While an improvement, the Health Department continues to lag significantly behind the target of 100 percent, a goal that had traditionally been met in the years before the COVID-19 pandemic. This metric is expected to improve further as the Health Department continues to actively recruit for and fill critical inspector vacancies. Similarly, in Fiscal 2025, the percent of restaurants with an 'A' grade also improved slightly to 89.2 percent. This metric started dipping below 90 percent for the first time since Fiscal 2014 at the end of Fiscal 2023. Though the reasons why fewer restaurants are meeting the highest food safety standards are likely multifaceted and complex, the Health Department believes that its inability to consistently inspect restaurants and provide onsite education and correction of unsafe conditions since the start of the COVID-19 pandemic has contributed to poorer restaurant performance in the past few years.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Restaurants inspected (%)	3.3%	71.6%	83.4%	66.4%	69.7%	100.0%	100.0%	Up	Up
★ Restaurants scoring an 'A' grade (%)	92.2%	92.7%	90.0%	86.9%	89.2%	⇧	⇧	Neutral	Up

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

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

In Fiscal 2025, the Health Department conducted approximately 148,000 initial pest control inspections. Of these initial inspections, 19.7 percent of properties failed due to signs of rat activity, a decrease of about five percentage points from the prior year. This improvement can be attributed to the Health Department's increase in proactive rat inspections (indexing) and efforts to promote best practices in rat management citywide. In indexing, all properties within a wide geographic area are inspected, such as whole neighborhoods. Proactive inspections are paired with neighborhood outreach to help property managers and owners recognize conditions that can cause rat infestations and how to eliminate those conditions.

As part of their broader efforts to reduce animal-related risks to human health, the Health Department also issues licenses for dogs in the City to help reunite lost dogs with their owners and ensure dogs are up to date with rabies vaccinations. In Fiscal 2025, approximately 70,100 dogs were licensed in New York City, a 7.4 percent decline from the prior year. The Health Department is exploring ways to better educate the public about the requirement and promote the benefits of dog licensing.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Initial pest control inspections (000)	54	116	179	150	148	*	*	Up	*
Initial inspections with active rat signs (ARS) (%)	26.9%	25.4%	22.3%	24.2%	19.7%	*	*	Down	*
★ Compliance inspections found to be rat free (%)	30.0%	30.1%	28.0%	27.3%	27.8%	⇧	⇧	Neutral	Up
Dogs licensed (000)	93.2	87.5	79.9	75.7	70.1	105.0	105.0	Down	*

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

SERVICE 4 Prevent and address mental illness, developmental delays and disabilities, and substance use.

Goal 4a Reduce the adverse health consequences of substance use.

Deaths from unintentional drug overdose decreased by one percent from 3,070 deaths in Calendar 2022 to 3,046 deaths in Calendar 2023. While the number and rate of overdose deaths in New York City remained stable between Calendar 2022 and Calendar 2023, disparities in overdose death by race/ethnicity, age, income, and neighborhood of residence persist. Overdose deaths remain at epidemic levels in New York City and are primarily driven by the presence of fentanyl in the unregulated and rapidly changing drug supply. In Calendar 2023, fentanyl was present in four out of five overdose deaths in the City, making it the most common substance involved in overdose deaths. The Health Department utilizes a place-based and equity-centered approach to reduce overdose deaths. This approach, outlined in HealthyNYC's drug overdose prevention plan, centers on reducing the risk of death for people who use drugs by distributing naloxone, fentanyl test strips, and other health and safety supplies; operating a peer-led nonfatal overdose response system and drug-checking services; and investing in services that support overdose prevention centers. The Health Department also works to ensure that people who use drugs have access to high-quality prevention, treatment, and recovery services by providing funding and technical assistance to service providers and implementing initiatives to increase the availability of evidence-based treatment in emergency departments, inpatient units, primary care providers, shelters, supportive housing, and mobile settings. Across these efforts, the Health Department prioritizes populations and neighborhoods most impacted by overdose.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Buprenorphine patients (CY)	16,008	15,160	15,139	15,202	15,619	16,919	16,919	Neutral	Up
★ ✹ Deaths from unintentional drug overdose (CY) (provisional)	2,103	2,696	3,070	3,046	NA	⇩	⇩	NA	Down

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

Goal 4b Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.

The Assisted Outpatient Treatment Program is responsible for the implementation of Kendra's Law in New York City. Established in Calendar 1999, this law states that people with serious mental illness who are a danger to themselves or others can be court-ordered to participate in mental health treatment. Assisted Outpatient Treatment can help people with serious mental illness receive treatment services that may allow them to live independently in their community. The number of individuals in the assisted outpatient mental health treatment program increased six percent from 2,657 in Fiscal 2024 to 2,828 in Fiscal 2025. This is largely because the Health Department experienced a 17 percent increase in referrals during this period. This was not due to any specific initiative on the part of the Health Department but may be due to increased attention to the Health Department's Assisted Outpatient Treatment Office both in the media and in the mental health provider community.

The number of new children receiving services from the Early Intervention (EI) Program—an initiative that supports families with young children who are not learning, playing, growing, talking, or walking like other children their age to create plans to help their children meet development goals—decreased by 13 percent from approximately 14,500 in Fiscal 2024 to 12,600 in Fiscal 2025. This decrease is due in part to the fact that the total population of children that may be eligible for EI services in New York City (children aged birth to three years) has decreased nineteen percent from approximately 328,000 in Fiscal 2019 to 265,000 in Fiscal 2024. The total number of EI referrals have also seen a similar, though smaller six percent decrease from Fiscal 2019 to Fiscal 2024, from approximately 35,000 to 33,000. Additionally, in Fiscal 2025, the New York State Department of Health implemented a new mandatory electronic case management system, which has increased referral processing and service assignment time, delaying children's access to services and contributing to the decrease in Fiscal 2025.

The Health Department has seen an overall increase in the use of Mobile Crisis Teams. These teams contacted more individuals in the community in Fiscal 2025 than in Fiscal 2024, with the number of community-based de-escalations increasing by 22 percent. This is largely due to the total number of referrals received proportionally increased from Fiscal 2024 to Fiscal 2025.

In the Health Department's ongoing effort to connect more individuals in need of mental health services to care, six new mobile treatment teams were created in Fiscal 2025. These mobile community-based teams include providers from Assertive Community Treatment (ACT), Forensic Assertive Community Treatment (FACT), and Intensive Mobile Treatment (IMT) units. These services are suited for those living with a serious mental illness who have high services needs that are not being met in traditional settings. The six new teams have enhanced the program's capacity, enabling it to serve 6,288 individuals in Fiscal 2025, 10 percent more people than in Fiscal 2024.

The Health Department's Co-Response Teams (CRT), which run in collaboration with the New York City Police Department (NYPD), highlight the importance of integrating public health with public safety to ensure appropriate interventions are provided to individuals experiencing a mental health crisis. In Fiscal 2025, the number of new individuals served by the Health Department's CRTs remained similar to Fiscal 2024, decreasing by less than two percent to 384 individuals. This continues to lag significantly behind the target of 500. Both Departments continue to experience staffing shortages and recruitment challenges. As a result, CRTs remain operational and respond to referrals citywide but with a temporarily reduced schedule that has limited their capacity to serve individuals. The Co-Response unit is currently onboarding new Health Department staff and continuing outreach to providers.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	2,292	2,247	2,442	2,657	2,828	*	*	Up	*
★ Units of supportive housing available to people with or at risk for developing serious mental health and substance use disorders (000)	9.9	10.6	11.4	12.1	12.8	12.5	13.3	Up	Up
New children receiving services from the Early Intervention Program (000)	12.8	14.9	15.2	14.5	12.6	*	*	Neutral	*
Health-led crisis response and community-based de-escalations	NA	NA	NA	8,145	9,970	*	*	NA	*
Individuals who received services from long-term mobile community-based treatment providers	4,583	4,949	5,296	5,729	6,288	6,072	6,072	Up	*
New individuals served by a DOHMH Co-Response Team	658	558	641	391	384	500	500	Down	*

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

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

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

While the average response times for birth and death certificates both increased over the past fiscal year by 1.1 and 0.5 days, respectively, they continue to outperform their three-day target with response time for birth certificates at 2.7 days and response time for death certificates at 1.4 days in Fiscal 2025. These increases were partly due to higher order volume, specifically birth certificate requests increased by 20 percent in Fiscal 2025 compared to Fiscal 2024. This was largely driven by the implementation of the federal Real ID policy. This surge in customer requests is consistent with increases in other vital records jurisdictions across the United States. Despite the surge in orders, the Health Department kept the average processing times within target through ongoing process improvement work, which includes promoting online requests.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online/in person (days)	5.1	5.4	2.0	1.6	2.7	3.0	3.0	Down	Down
★ Average response time for death certificates by mail/online/in person (days)	3.7	4.2	1.3	0.9	1.4	3.0	3.0	Down	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Workplace injuries reported	97	85	96	94	93	*	*	Neutral	Down
Environmental Control Board violations received at the Office of Administrative Trials and Hearings (OATH)	16,709	35,108	45,527	48,298	51,551	*	*	Up	*
Environmental Control Board violations admitted to or upheld at the Office of Administrative Trials and Hearings (OATH) (%)	70.9%	65.4%	66.9%	73.7%	73.7%	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

In Fiscal 2025, the Health Department responded to 79 percent of rodent complaints within 14 days, a 14-percentage point improvement in timeliness compared to Fiscal 2024. This change may be attributed to Agency efforts to improve response times and reduce backlogs, including adding new reporting to track pending work and using additional resources to assist with routing and closing cases. Similarly, in Fiscal 2025, the Health Department responded to 98 percent of food establishment complaints, up 21 percentage points from last year, and 100 percent of smoking complaints, up 25 percentage points from last year, within 14 days. These improvements are attributed to a more accurate calculation reflecting time to first action.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	59,963	41,755	59,975	87,630	89,508	*	*	Up	*
Letters responded to within 14 days (%)	42%	64%	63%	60%	69%	70%	70%	Up	Up
E-mails responded to within 14 days (%)	91%	90%	85%	87%	88%	80%	80%	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	0	1	1	1	0	10	10	Down	Down
CORE facility rating	99	100	98	100	96	85	85	Neutral	Up
Calls answered within 30 seconds (%)	78%	45%	69%	78%	65%	80%	80%	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to first action – Rodent (14 days)	40%	56%	66%	65%	79%	73%	73%	Up	*
Percent meeting time to first action – Food Establishment (14 days)	94%	93%	96%	77%	98%	90%	90%	Neutral	*
Percent meeting time to first action – Food Poisoning (3 days)	99%	99%	99%	99%	100%	90%	90%	Neutral	*
Percent meeting time to first action – Indoor Air Quality (14 days)	97%	98%	99%	99%	99%	95%	95%	Neutral	*
Percent meeting time to first action – Smoking Complaint (14 days)	77%	79%	91%	75%	100%	75%	75%	Up	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$2,181.3	$2,613.2	$2,335.5	$2,344.3	$2,773.0	$2,779.4	$2,440.6	Up
Revenues ($000,000)	$29.3	$34.0	$31.9	$34.7	$40.0	$31.6	$31.6	Up
Personnel	6,542	6,090	6,164	6,253	6,282	7,105	7,229	Down
Overtime paid ($000,000)	$46.5	$22.5	$24.0	$21.0	$12.7	$9.6	$5.6	Down
Capital commitments ($000,000)	$59.3	$248.5	$341.6	$112.1	$393.6	$201.7	$186.4	Up
Human services contract budget ($000,000)	$713.5	$780.1	$909.4	$1,070.3	$1,008.0	$1,129.5	$1,006.2	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$592.0	$637.1	
101 - Health Administration	$76.1	$76.2	All
102 - Disease Control	$121.5	$141.5	1a, 1b
103 - Family and Child Health	$118.0	$116.0	1b, 2b
104 - Environmental Health Services	$82.4	$87.7	2b, 3a, 3b, 3c
105 - Early Intervention	$16.4	$19.6	4b
106 - Office of Chief Medical Examiner	$80.9	$91.0	Refer to table in OCME chapter
107 - Center for Health Equity & Community Wellness	$29.4	$34.4	2a, 2b
108 - Mental Hygiene Management Services	$47.1	$50.7	4a, 4b
109 - Epidemiology	$20.2	$20.0	2a, 2b, 5a
Other Than Personal Services - Total	$1,752.3	$2,135.9	
111 - Health Administration	$168.2	$168.7	All
112 - Disease Control	$304.9	$448.5	1a, 1b
113 - Family and Child Health	$134.4	$139.0	1b, 2b
114 - Environmental Health Services	$42.3	$56.8	2b, 3a, 3b, 3c
115 - Early Intervention	$300.8	$352.4	4b
116 - Office of Chief Medical Examiner	$25.6	$24.9	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	$87.7	$92.0	2a, 2b
118 - Mental Hygiene Management Services	$61.5	$46.4	4a, 4b
119 - Epidemiology	$5.6	$11.2	2a, 2b, 5a
120 - Mental Health Services	$482.2	$631.4	4b
121 - Developmental Disability	$7.8	$11.5	*
122 - Alcohol & Drug Use Prevention, Care, Treatment	$131.3	$153.0	4a
Agency Total	$2,344.3	$2,773.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicators 'Infectious syphilis cases' and 'Congenital syphilis cases' in Goal 1a are now reported in calendar year and annually to match other public health surveillance data to avoid confusion and data misrepresentation. The indicators names have been updated to 'Infectious syphilis cases (CY)' and 'Congenital syphilis cases (CY)' and previous fiscal year data was updated with calendar year data. All CY data is reported from the previous calendar year (i.e., the value reported for Fiscal 2025 in the data table represents Calendar 2024).
- The indicator 'Pregnancy-associated mortality rate for Black women and birthing people (per 100,000 live births) (CY)' in Goal 2b was renamed to 'Pregnancy-associated mortality ratio for Black women and birthing people (per 100,000 live births) (Five-year averages) (CY)' after Agency review of the indicator names. The indicator 'Pregnancy-associated mortality rate (per 100,000 live births) (CY)' was also renamed to 'Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)' for consistency.
- The indicator 'New individuals served by a Co-Response Team' in Goal 4b was renamed to 'New individuals served by a DOHMH Co-Response Team' to clarify that this metric reflects the work of NYPD and DOHMH's co-response, but there are other co-response teams between different agencies in the City not reflected in this indicator.
- A number of previously published figures were updated as part of this publication after a review of historical data:
  - The Calendar 2020 figure for 'New HIV diagnoses (CY)' was updated from 1,448 to 1,407. The Calendar 2021 figure was updated from 1,595 to 1,608, Calendar 2022 was updated from 1,567 to 1,590, and Calendar 2023 was updated from 1,686 to 1,705.
  - The Calendar 2022 figure for 'New tuberculosis cases (CY)' was updated from 534 to 535. The Calendar 2023 figure was also updated from 684 to 679.
  - The Calendar 2020 figure for 'COVID-19 hospitalizations rate (per 100,000 admissions) (CY)' was updated from 716.3 to 688.4. The Calendar 2021 figure was updated from 651.8 to 632.4, Calendar 2022 was updated from 619.4 to 602.0, and Calendar 2023 was updated from 222.8 to 214.7.
  - The Calendar 2022 figure for 'Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)' was updated from 127.0 to 134.8. The Calendar 2023 figure was also updated from NA to 143.7.
  - The Calendar 2022 figure for 'Pregnancy-associated mortality ratio for Black women and birthing people (per 100,000 live births) (Five-year averages) (CY)' was updated from NA to 127.3.
  - The Calendar 2022 figure for 'Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)' was updated from NA to 52.3.
  - The Calendar 2023 figure for 'Adult heart failure hospitalizations rate (per 100,000 population) (CY)' was updated from NA to 341.3.
  - The Fiscal 2024 figure for 'Active group child care center initial inspections that do not require a compliance inspection (%)' was updated from 78.1 to 78.9 percent.
  - The Calendar 2023 figure for 'Buprenorphine patients (CY)' was updated from 15,232 to 15,202.
  - The Fiscal 2024 figure for 'Individuals who received services from long-term mobile community-based treatment providers' was updated from 5,747 to 5,729.

- Several indicators have NA data for the most current year due to long data lag times. This includes the following indicators:
  - The Calendar 2024 figure for 'New HIV diagnoses (CY)' is expected to be updated in the Fiscal 2026 Preliminary Mayor's Management Report.
  - The Calendar 2024 figure for 'Asthma-related emergency department visits among children ages 5–17 (per 10,000 children) (CY) (preliminary)' is expected to be updated in the Fiscal 2026 Mayor's Management Report.
  - The Calendar 2024 figure for 'Diabetes management among adult New Yorkers (%) (CY)' is expected to be updated in the Fiscal 2026 Preliminary Mayor's Management Report.
  - The Calendar 2023 figures for 'Pregnancy-associated mortality ratio for Black women and birthing people (per 100,000 live births) (Five-year averages) (CY)' and 'Pregnancy-associated mortality ratio (per 100,000 live births) (Five-year averages) (CY)' are expected to be updated in the Fiscal 2026 Mayor's Management Report. The Calendar 2024 figures for these indicators are expected to be updated in the Fiscal 2027 Mayor's Management Report.
  - The Calendar 2024 figure for 'Adult heart failure hospitalizations rate (per 100,000 population) (CY)' is expected to be updated in the Fiscal 2026 Mayor's Management Report.
  - The Calendar 2024 figure for 'Deaths from unintentional drug overdose (CY) (provisional)' is expected to be updated in the Fiscal 2026 Preliminary Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information go to:

- HealthyNYC: New York City's Campaign for Healthier, Longer Lives: https://www.nyc.gov/site/doh/about/about-doh/healthynyc.page
- Care Community, Action: A Mental Health Plan for NYC: https://www.nyc.gov/assets/doh/care-community-action-mental-health-plan
- Provisional Birth and Death Data: https://www.nyc.gov/site/doh/data/data-sets/vital-statistics-data.page
- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER

Dr. Jason Graham, Chief Medical Examiner

WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the justice system through forensic science. OCME's impartial investigations of deaths and thorough analysis of evidence offer answers to families and communities during times of profound need. OCME is responsible for investigating deaths that result from criminal violence, accident, or suicide; that occur suddenly and when in apparent good health; when unattended by a physician; in a correctional facility or in custody of any criminal justice entity; in any suspicious or unusual manner; or that are a threat to public health. These types of cases are referred to as being under "Medical Examiner jurisdiction." The Office also reviews all applications for permits to cremate the body of a person who dies in New York City. The Office provides additional forensic services to support investigations through its DNA, forensic toxicology 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. 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 expanded, comprehensive death investigations with support and guidance for the families and social networks affected by opioid-related fatalities. 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 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.

OCME death scene investigators, called medicolegal investigators (MLIs), respond to the scene of reported deaths that fall within Medical Examiner (ME) jurisdiction. In Fiscal 2025, the median scene arrival time for OCME's MLIs increased by 24 minutes compared to Fiscal 2024, reaching two hours and 37 minutes. OCME collaborates with law enforcement to coordinate scene responses, ensuring thorough death investigations without disrupting criminal investigations. While several factors may influence OCME's response time, including the temporary adjustment period required to train and onboard new MLIs in Fiscal 2025, these time fluctuations do not affect the integrity of criminal investigations. With additional resources from the City, OCME anticipates it will hire additional MLIs in Fiscal 2026, leading to improvement in arrival time.

The number of deaths reported in Fiscal 2025 decreased slightly to 39,066 compared to 39,298 in Fiscal 2024. The number of cases that fall under OCME's jurisdiction also decreased slightly in Fiscal 2025 to 11,634 cases compared to 12,302 cases in Fiscal 2024. Of such cases, there was a 10 percent decrease in cases where OCME takes jurisdiction and certifies death at an OCME facility, down from 9,004 deaths in Fiscal 2024 to 8,111 deaths in Fiscal 2025, and a seven percent increase in the number of cases where MEs investigate, take jurisdiction and certify the death at the scene or a health care facility, up from 3,298 cases in Fiscal 2024 to 3,523 cases in Fiscal 2025.

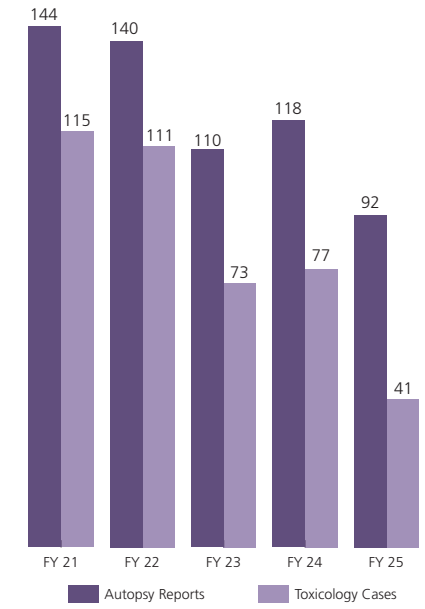
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators (hours:minutes)	1:36	1:36	1:37	2:13	2:37	*	*	Up	Down
Deaths reported	42,121	40,384	39,308	39,298	39,066	*	*	Neutral	*
★ Cases where Medical Examiner takes jurisdiction and certifies death at an OCME facility	7,735	8,211	8,879	9,004	8,111	*	*	Neutral	*
★ Cases where Medical Examiner investigates, takes jurisdiction and certifies death at scene or a health care facility	NA	NA	3,383	3,298	3,523	*	*	NA	*
Cases where Medical Examiner declines jurisdiction	2,786	3,096	3,163	3,322	3,325	*	*	Up	*

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

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

In Fiscal 2025, the number of autopsies performed decreased by 36 percent, while the number of external examinations performed increased by 47 percent, compared to Fiscal 2024. These changes were due to a data-informed adjustment in OCME's criteria for performing autopsies, primarily by allowing more drug overdose deaths to be certified through external examinations and toxicology testing rather than requiring an autopsy. This was done to manage workloads while maintaining accuracy amid a nationwide shortage of forensic pathologists (Medical Examiners). The decision to perform an autopsy or external examination remains at the discretion of the ME responsible for the case, and comprehensive forensic toxicology testing is still performed for every suspected overdose death to ensure an accurate and timely cause and manner of death determination. Additionally, in Fiscal 2025, OCME integrated new Post-Mortem Computed Tomography (PMCT) scanners in three forensic pathology centers located in Manhattan, Brooklyn, and Queens. This state-of-the-art forensic imaging technology assists MEs with accurate death certification, investigations involving suspicious infant and child fatalities, and the ability to honor religious objections to autopsy.

Autopsy Report and Toxicology Results Completion (median days)



The median time to complete autopsy reports decreased by 22 percent, down from 118 days in Fiscal 2024 to 92 days in Fiscal 2025. This improvement to under 100 days for the first time since Fiscal 2020, and just above the target of 90 days, is largely attributed to financial investments aimed at improving OCME's operations and the decrease in autopsies performed. Key actions included hiring additional forensic toxicologists, purchasing essential laboratory and medical equipment and supplies, including the PMCT scanners, and securing a service contract to enhance the Toxicology Laboratory's capacity. Together, these measures significantly decreased the turnaround time for toxicology testing results, which are critical to completing many autopsy reports. OCME also implemented several staffing efficiencies, including reorganizing the Forensic Pathology Coordinators and establishing the Medical Examiner Support Unit (MESU) and Forensic Autopsy Support Unit (FASU) to allow MEs to focus on their forensic case work. These updates improved operations and services as the Agency continues to work to address the national shortage of board-certified forensic pathologists.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	144.0	140.0	110.0	118.0	92.0	90.0	90.0	Down	Down
Autopsies performed	6,225	6,085	6,544	6,170	3,928	*	*	Down	*
External examinations performed	1,510	2,124	2,335	2,769	4,082	*	*	Up	*

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

Goal 1c Provide diligent investigation for all cremation requests.

OCME reviews all applications for a permit to cremate a body from funeral homes in New York City. If it is found that a cause of death is sufficiently unclear or involves an injury that falls within Medical Examiner jurisdiction, the application will be rejected and OCME will investigate accordingly. Once the investigation is complete, family members will have the opportunity to have the remains of their loved ones cremated if they wish. In Fiscal 2025, OCME received and investigated 19,193 cremation requests, a three percent increase from 18,670 requests in Fiscal 2024. OCME rejected 214 cremation requests after investigation requiring referral to the Medical Examiner for evaluation, marking a slight increase from 201 cases in Fiscal 2024. This number often fluctuates due to variations in questionable cases each year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cremation requests received and investigated as requirement of processing	20,636	19,592	18,904	18,670	19,193	*	*	Neutral	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	115	175	170	201	214	*	*	Up	*

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

Goal 1d Certify death certificates in a timely manner.

In Fiscal 2025, the median time for OCME to certify death certificates after the initial receipt of decedents' remains at OCME facilities was 15 hours and seven minutes. This marks a 24-minute improvement compared to Fiscal 2024 and is well under the 72-hour target. This is due, in part, to the decrease in the number of autopsies performed in Fiscal 2025. Additionally, the integration of PMCT scanners and the reorganization of support units (MESU and FASU) created greater operational efficiencies.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents' remains (hours:minutes)	15:49	15:01	15:06	15:31	15:07	72:00	72:00	Neutral	Down

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

SERVICE 2 Provide mortuary services to the City.

Goal 2a Recover and transport unclaimed and Medical Examiner decedents to City mortuary facilities in a timely manner.

In addition to certifying and investigating deaths that fall under ME jurisdiction, OCME provides mortuary services for the City, including the retrieval and processing of unclaimed decedents. These services are provided for both ME cases and for unclaimed decedents. The number of remains transported and stored by OCME decreased by nine percent from Fiscal 2024 to 12,893 total decedents in Fiscal 2025. This number has not returned to pre-COVID-19 pandemic levels when the numbers were consistently around 11,000 decedents. The median time from OCME's receipt of decedents' remains to when those remains were processed and considered "Ready to Release" to mortuary services was nine hours and 28 minutes in Fiscal 2025—an over 30-minute improvement compared to Fiscal 2024. Once decedents' remains are ready to be released, OCME must notify funeral directors and follow protocol to clear and release the remains. The median time from when funeral directors arrive at an OCME facility to when they are cleared and depart with the correct remains increased slightly for the second consecutive year to 44 minutes in Fiscal 2025, compared to 41 minutes in Fiscal 2024. The process to release decedents' remains to a funeral director requires extensive quality assurance coordination by OCME's Forensic Quality Specialist (FQS) staff. OCME is in the process of hiring additional FQS staff to help distribute the workload while ensuring continued compliance with diligent performance standards.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	14,079	13,931	14,067	14,112	12,893	*	*	Neutral	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours:minutes)	6:32	7:52	9:45	9:59	9:28	*	*	Up	*
Median time to release a decedent remains to a funeral director (minutes)	39	37	39	41	44	*	*	Up	Down

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

SERVICE 3 Respond to disasters and emergencies when fatalities are involved.

Goal 3a Provide rapid response and safe fatality management services to the City.

Under the Citywide Incident Management System, OCME's core competency is to manage mass fatality incidents. As defined in the City's All Hazards Mass Fatality Response Plan, a mass fatality incident includes: any event having the potential to yield 10 or more fatalities; any situation in which there are remains contaminated by chemical, biological, radiological, nuclear, or explosive agents or materials; any incident or other special circumstance requiring a multi-agency response to support mass fatality operations; or any incident involving a protracted or complex remains recovery operation. Fortunately, Fiscal 2025 marked the third consecutive fiscal year with zero mass fatality incidents.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Fatalities handled by OCME following a mass fatality event	14,079	30	0	0	0	*	*	Down	*

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

Goal 3b Identify victims of disasters and return their remains to families in a timely manner.

OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks as breakthroughs in science allow. Due to ongoing efforts and technological advances in DNA testing, OCME identified 19 remains of the 9/11 World Trade Center attacks in Fiscal 2025, 16 of which matched previously identified individuals. Three of these remains were associated with previously unidentified individuals, representing the first identification of these three victims since September 11, 2001.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Remains identified following the September 11, 2001 attacks (cumulative)	14,701	14,771	14,867	14,914	14,933	⇧	⇧	Neutral	Up

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

SERVICE 4 Provide services to the City for forensic purposes.

Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

The Forensic Biology Laboratory (DNA Lab), which is responsible for all types of DNA case testing, experienced an increase in turnaround times for several DNA case types in Fiscal 2025 compared to Fiscal 2024 due to an instance of case-to-case contamination within the lab. The DNA Lab identified this as a "significant event" and subsequently conducted a Root Cause Analysis, with a Root Cause Analysis Final Report completed in November 2024. Quality control (QC) evaluations will continue to be conducted for specific cases at the request of the prosecution and/or defense. The DNA Lab continues an internal review and remains confident that the corrective measures implemented in August 2024 to address the case-to-case contamination are effective. Because of this contamination event, the median turnaround time across all DNA case types increased from 42 days in Fiscal 2024 to 108 days in Fiscal 2025, no longer achieving the 90-day target. Similarly, over the last fiscal year, turnaround times for DNA homicide cases increased to 79 days, up from 47 days, and for DNA sexual assault cases increased to 61 days, up from 40 days, though both still achieved the 90-day target. The turnaround time for homicide cases can vary based on the complexity of the case and materials submitted to OCME for testing. The DNA Lab can and does expedite testing at the request of criminal justice partners in any case of urgent public safety concern.

Additionally, for the same reasons, the median turnaround time for gun crime cases also increased from 28 days in Fiscal 2024 to 106 days in Fiscal 2025. The DNA Lab anticipates that median turnaround times will gradually decrease in Fiscal 2026. The number of gun crime samples tested in Fiscal 2025 was 7,861, down 10 percent from Fiscal 2024. This represents the number of samples submitted and tested as requested through the criminal justice system, which ultimately reflects the volume of work completed by the DNA Lab. The number of samples submitted to the Laboratory has continued to trend down for the past several years as overall gun crime in the City has decreased.

The median time to complete DNA property crime cases improved by 32 percent, decreasing to 318 days in Fiscal 2025. DNA property crimes have no target for turnaround time, as they are governed by a timeline appropriate for the judicial system. However, in Fiscal 2025, 100 percent of DNA property crime samples submitted to OCME were processed and ready when needed for criminal justice proceedings.

The number of DNA matches with profiles in OCME's database decreased slightly by six percent from 6,111 cases in Fiscal 2024 to 5,737 cases in Fiscal 2025. The decrease is partly attributed to the case-to-case contamination investigation, as profiles were temporarily paused during the initial stages of the investigation out of an abundance of caution. The DNA Lab remains committed to delivering the highest quality of work each day in support of its City partners in the criminal justice system. Upholding integrity across all areas of its work is a top priority. To that end, the DNA Lab will conduct its ongoing review with a focus on transparency and rigor, ensuring continued confidence in its results. This commitment is reflected in the improved turnaround times for case testing observed toward the end of Fiscal 2025.

The Forensic Toxicology Laboratory (Toxicology Lab), which is responsible for all types of toxicology case testing, saw significant improvements in Fiscal 2025, with turnaround times now significantly out-performing the 90-day targets. The median time to complete toxicology cases across all categories improved by 47 percent from 77 days in Fiscal 2024 to 41 days in Fiscal 2025. Similarly, in Fiscal 2025, the median time to complete toxicology DUI cases decreased by 44 percent from Fiscal 2024 to 43 days, and the median time to complete toxicology sexual assault cases decreased by 61 percent to 60 days over the same period. These improvements were accomplished despite the rise in toxicology case submissions,

driven in large part by the opioid crisis. Additionally, this progress was made possible through the strategic investment of opioid settlement-related funds, which supported additional resources for the Toxicology Lab. Workflow enhancements and efficiency measures also played a key role, streamlining laboratory operations and boosting overall productivity.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Median time to complete analysis of a DNA case (days)	63.0	71.0	54.0	42.0	108.0	90.0	90.0	Up	Down
★ Median time to complete DNA homicide cases from evidence submission to report (days)	49.0	69.0	69.0	47.0	79.0	90.0	90.0	Up	Down
★ Median time to complete DNA sexual assault cases from evidence submission to report (days)	43.0	50.0	51.0	40.0	61.0	90.0	90.0	Up	Down
Median time to complete DNA gun crime cases from evidence submission to report (days)	NA	65.0	24.0	28.0	106.0	*	*	NA	Down
DNA gun crime samples tested	NA	8,679	8,821	8,717	7,861	*	*	NA	*
Median time to complete DNA property crime cases from evidence submission to report (days)	128.0	216.0	176.0	466.0	318.0	*	*	Up	Down
★ DNA property crime cases that are completed on-time for trial (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
DNA matches with profiles in database	6,241	4,760	4,781	6,111	5,737	*	*	Neutral	*
★ Median time to complete toxicology cases (days)	115.0	111.0	73.0	77.0	41.0	90.0	90.0	Down	Down
Median time to complete toxicology DUI cases (days)	46.0	56.0	49.0	77.0	43.0	90.0	90.0	Up	Down
Median time to complete toxicology sexual assault cases (days)	80.0	116.0	94.0	153.0	60.0	90.0	90.0	Neutral	Down

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

SERVICE 5 Provide preventative and supportive fatality-related services to New Yorkers.

Goal 5a Conduct outreach efforts to families and close contacts of victims of overdose deaths.

OCME created the Drug Intelligence and Intervention Group (DIIG) as part of a larger portfolio of public health surveillance and response efforts to fight the fentanyl-driven opioid crisis in the City. Through this initiative, when someone dies from a drug overdose, OCME's investigation and response now includes direct outreach to the surviving family members and close contacts by skilled social workers who provide a wide range of potentially lifesaving services and referrals including grief counseling, substance use services, housing assistance, health care, and more. In Fiscal 2025, social workers with DIIG successfully reached 1,874 family members and friends who had recently lost a loved one to a suspected drug overdose, and of these individuals, 1,435 were provided services—increases of 37 percent and 44 percent, respectively, compared to Fiscal 2024. DIIG social workers work closely with their clients to understand and support their unique needs, challenges and sources of stress and instability, and offer them a therapeutic space to process their loss.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Drug Intelligence and Intervention Group clients reached	NA	NA	NA	1,364	1,874	⇧	⇧	NA	Up
★ Drug Intelligence and Intervention Group clients provided services	NA	NA	NA	995	1,435	⇧	⇧	NA	Up

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	1,544	1,303	1,375	1,326	1,217	*	*	Down	*
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	89%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$109.7	$108.0	$99.5	$106.5	$115.9	$119.1	$120.7	Neutral
Revenues ($000)	$35.0	$84.0	$38.3	$0.4	$0.8	$50.0	$50.0	Down
Personnel	667	700	716	737	731	846	864	Neutral
Overtime paid ($000,000)	$9.5	$8.7	$9.8	$9.8	$3.2	$3.2	$2.5	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[3] ($000,000)	Applicable MMR Goals[4]
106 - Office of Chief Medical Examiner (Personal Services)	$80.9	$91.0	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	$25.6	$24.9	All
Agency Total[1]	$106.5	$115.9	

[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, 2024. Includes all funds. [3]City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [4]Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'DNA gun crimes samples received' was removed from Goal 4a and replaced with 'DNA gun crimes samples tested' because the criminal justice system does not require all samples submitted to OCME to ultimately be tested by the Forensic Biology Laboratory (DNA Lab). Therefore, reporting on the samples tested is a better representation of work actually performed by the DNA lab.

ADDITIONAL RESOURCES

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

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President and CEO

WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal health system in the country, includes 11 acute care locations, five post-acute care (skilled nursing) facilities, and over 30 patient care community health centers (Gotham Health). 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 serve as major teaching hospitals. In addition, the System includes: a managed health care insurance provider plan called MetroPlusHealth; 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), serving patients incarcerated on Rikers Island. Approximately 65 percent of NYC Health + Hospital's adult patients are on Medicaid or are uninsured, and the System collectively serves approximately one million New Yorkers across the five boroughs each year.

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, gender identity, or insurance status. Inclusive of this mission is ensuring that care is accessible to diverse communities, including historically marginalized populations, without exception. More than 70 percent of patients identify as Black/African American, Hispanic/Latinx, or Asian American Pacific Islander, and an estimated 30 percent of patients have limited English proficient. 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, a joint federal and New York State public health insurance program for people with low incomes, or the Essential Plan, the States' free or low-cost insurance plan 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, including those experiencing homelessness or who are incarcerated. The System's Street Health Outreach + Wellness (SHOW) program addresses the needs of people experiencing homelessness, by deploying mobile health units across the City to reach these individuals. SHOW provides care without pre-scheduled appointments or costs, connecting thousands of New Yorkers to essential services like COVID-19 testing, vaccinations, primary care, mental health resources, and more. NYC Health + Hospitals also continues to expand MetroPlusHealth membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City. The System's Correctional Health Services (CHS) division provides a full spectrum of high quality health care to people incarcerated in New York City with dignity and respect. CHS' mission is to diagnose and treat individuals in custody and to provide support from the first to the last day of incarceration, which ultimately helps patients successfully reenter their communities.

Finally, the Equity and Access Council advisory group supports the System's Office of Diversity and Inclusion and develops efforts that promote equity in patient outcomes and within the System workforce. The Council's primary focus is to optimize the delivery of care and health outcomes by eliminating racial and social barriers for diverse patient populations, promoting institutional and structural equities, identifying and reducing health disparities, and continuously improving the health of vulnerable communities. NYC Health + Hospitals also acknowledges the importance of maintaining a diverse workforce and thus established the Medical Opportunities for Students and Aspiring Inclusive Clinicians (MOSAIC) program in Calendar 2021 to encourage under-represented groups 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 NYC Health + Hospitals system.

Goal 1c Maximize quality of care and patient satisfaction.

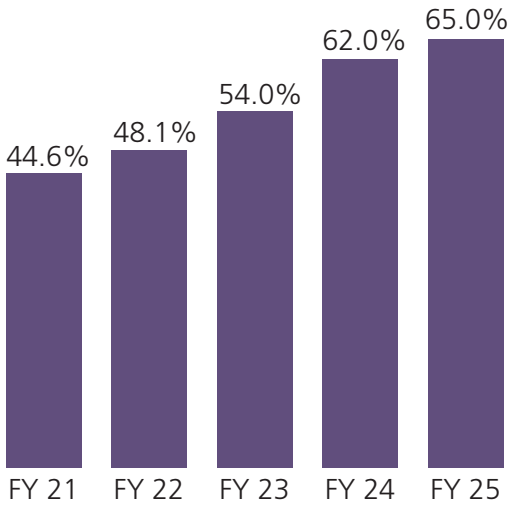
HOW WE PERFORMED IN FISCAL 2025

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.

While the total number of unique patients seen in the System decreased two percent from 1,210,437 in Fiscal 2024 to 1,191,776 in Fiscal 2025, the number of unique primary care patients seen in the last 12 months increased four percent, reaching 459,441 patients in Fiscal 2025. Expanded access to primary care services continues to play a vital role in maintaining and achieving a person's overall and long-term health goals. The growth in primary care patients reflects the System's efforts to increase access for new patients in response to high demand, as well as streamline scheduling and improve clinic staffing to maximize provider and care team time for direct patient care. As primary care services experience significant growth, the focus remains on ensuring patients have access to ongoing, long-term relationships with a care team.

Follow-up Appointment Kept within 30 Days After Behavioral Health Discharge



The System experienced a seven percent decrease in the reported number of uninsured patients served in Fiscal 2025 compared to Fiscal 2024, dropping from 249,785 to 231,368. Similarly, enrollment in NYC Care, the System's health care access program that guarantees low-cost and no-cost services to New Yorkers who do not qualify for or cannot afford health insurance, decreased two percent from 143,503 patients in Fiscal 2024 to 140,222 in Fiscal 2025. This is the first time NYC Care enrollments decreased since the program was launched in Fiscal 2022. These decreases are a result of expanded health insurance access and enrollment via several New York State measures including continuous Medicaid eligibility for children under six, the State's policy change to allow Medicaid eligibility for New Yorkers 65 and older regardless of immigration status, and expansion of Medicaid and Child Health Plus through one year postpartum. The decrease in the number of uninsured patients served can also be partially attributed to the ongoing recovery from the cyberattack on Change Healthcare—the clearinghouse vendor for all patient statements, insurance eligibility, claims and remittance transactions—that occurred in February 2024, which disrupted health care financial and technology vendors' services nationwide and artificially inflated last year's figures at NYC Health + Hospitals. The System partners with 22 community-based organizations (CBOs) across New York City, as well as GetCoveredNYC and the Mayor's Public Engagement Unit, to encourage enrollment in health insurance programs for those who qualify and in NYC Care for those who cannot access insurance.

The number of telehealth visits decreased 17 percent in Fiscal 2025 compared to Fiscal 2024 from 541,518 visits to 448,174 visits. This has been trending downward since Fiscal 2021, but is expected to reach a natural plateau as telehealth visits regulate following their peak during the COVID-19 pandemic. The System will continue to offer telehealth as an option for those who need it, as it is a supportive treatment modality to meet patients where they are. The volume of eConsults completed also decreased 10 percent, dropping from 437,552 consultations in Fiscal 2024 to 395,090 in Fiscal 2025. While telehealth visits are virtual, patient-facing appointments conducted with both video and audio, eConsults are provider-to-provider electronic referrals where a specialist reviews a case and gives recommendations without the patient present. Historically, nearly all referrals from primary care to specialty care were processed as eConsults, but most ended up being scheduled for face-to-face specialty visits. The System is currently upgrading the eConsult platform to allow the referring primary care provider the option to request an in-person specialty appointment or an eConsult for specific clinical questions. This change is expected to reduce the overall number of eConsults and simultaneously expand the capacity in specialty services, increasing efficiency and shortening wait times for patients who require face-to-face specialty care visits.

The number of eligible women receiving a mammogram screening increased for the fifth consecutive fiscal year in a row to 80.8 percent in Fiscal 2025, up from 79.7 percent in Fiscal 2024, reaching the System's target of 80 percent. This growth reflects the System's expanded access to mammogram and other health screenings by improving internal operations, such as appointment reminder phone calls, patient centric scheduling, and creating access at new Gotham locations.

The number of eligible patients receiving prenatal depression screenings rose six percentage points from 86.4 percent in Fiscal 2024 to 92.7 percent in Fiscal 2025, and the number of eligible patients receiving postpartum depressing screenings rose two percentage points from 77.2 percent to 79.1. These increases reflect the System's commitment to providing comprehensive depression and anxiety screenings for all patients, with particular attention to maternal depression to ensure better outcomes for women and children. The System worked to expand access to this service over the last fiscal year by making the screenings available in all NYC Health + Hospital facilities and re-training staff on screening protocols.

In alignment with the System's focus on improving access to care, the number of calendar days to third next available new appointment (TNAA) for Fiscal 2025 continued to decrease from Fiscal 2024. TNAA for adult medicine in Fiscal 2025 was 13 days, a decrease of seven days compared to Fiscal 2024. TNAA for pediatrics also decreased to 17 days from 23 days, marking a significant improvement, particularly when considering the System's continued yearly growth of unique primary patients served. By prioritizing strategic scheduling practices to better match supply to demand, the System expanded provider access and established stronger support teams.

NYC Health + Hospitals is committed to ensuring that patients discharged from inpatient behavioral care experience a seamless transition to essential community-based resources. This is especially critical for patients with complex needs related to behavioral health conditions. To operationalize this transition from inpatient to outpatient care, the System focuses on patient engagement and connection to care. As a result, the percentage of follow-up appointments kept within 30 days after behavioral health discharge continued to trend upward in Fiscal 2025, increasing from 62 percent in Fiscal 2024 to 65 percent in Fiscal 2025—levels that exceed pre-COVID-19 pandemic (Fiscal 2020) percentages. This was accomplished through close collaboration between the NYC Health + Hospitals Office of Behavioral Health and all of the System's facilities to ensure consistent staff training. The training equips staff with strategies to support patients in keeping their follow-up appointments soon after discharge, connecting them to available aftercare resources, and recording these follow-up appointments in the workflow. NYC Health + Hospitals is continuing to strengthen its 30-day aftercare follow-up efforts to build on this progress.

Total correctional health clinical encounters per 100 average daily population on Rikers Island increased 17 percent from 10,637 encounters in Fiscal 2024 to 12,437 encounters in Fiscal 2025. This increase can be attributed to the natural fluctuations in the clinical needs of current patients, operational and environmental factors in the jails, and changes in clinical workflows and documentation. The percent of correctional health patients with a substance use diagnosis who received jail-based care remained steady at 85 percent. This metric reflects substance use diagnoses for a range of substances and severity levels, including those without indication for a formal intervention beyond education. Operational and environmental factors in the jails can impact CHS providers' ability to meet with patients with substance use diagnoses.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ Unique patients	1,148,019	1,110,039	1,204,174	1,210,437	1,191,776	⇧	⇧	Neutral	Up
Unique primary care patients (seen in the last 12 months)	389,505	413,908	427,337	442,736	459,441	*	*	Up	Up
★ Uninsured patients served	304,174	391,810	219,943	249,785	231,368	*	*	Down	*
★ NYC Care enrollment	69,309	113,178	119,234	143,503	140,222	⇧	⇧	Up	Up
Telehealth visits	1,008,900	684,066	608,204	541,518	448,174	*	*	Down	*
★ eConsults completed	322,229	404,406	426,532	437,552	395,090	⇧	⇧	Up	Up
★ Eligible women receiving a mammogram screening (%)	70.5%	72.7%	78.3%	79.7%	80.8%	80.0%	80.0%	Up	Up
Eligible patients receiving prenatal depression screenings (%)	NA	NA	NA	86.4%	92.7%	90.0%	90.0%	NA	Up
Eligible patients receiving postpartum depression screenings (%)	NA	NA	NA	77.2%	79.1%	90.0%	90.0%	NA	Up
★ HIV patients retained in care (%) (annual)	85.0%	82.1%	84.5%	87.3%	87.4%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment – Adult medicine	10.3	12.0	12.0	20.0	13.0	14.0	14.0	Up	Down
Calendar days to third next available new appointment – Pediatric medicine	6.5	12.0	13.0	23.0	17.0	5.0	5.0	Up	Down
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	44.6%	48.1%	54.0%	62.0%	65.0%	⇧	⇧	Up	Up
Total correctional health clinical encounters per 100 average daily population	14,999	12,170	12,020	10,637	12,437	*	*	Down	*
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	91%	87%	85%	85%	85%	90%	90%	Neutral	Up

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

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

In Fiscal 2025, 3.7 percent of patients left an adult emergency department (ED) without being seen, a two percentage point improvement from Fiscal 2024. In an effort to reduce this rate, the System enhanced patient tracking and flow throughout the Department, improved arrival processes for faster registration and triage, utilized staffing demand models for provider and nurse staffing, and encouraged providers in triage to facilitate early evaluation and treatment to identify and eliminate unnecessary lab and radiology testing.

The System's accounts receivables have mostly rebounded from the February 2024 cyberattack on the clearinghouse vendor for all patient statements, insurance eligibility, claims and remittance transactions. The net days of revenue for accounts receivable (AR) decreased 50 percent from 64.1 days in Fiscal 2024 to 31.8 days in Fiscal 2025. As the System continues to work through a backlog of payments in self-pay accounts, there will continue to be a small negative impact on AR days until the backlog is cleared. Additionally, the System received a large upper payment limit—a cap on the maximum payments it can receive, at the end of June 2025, which also contributed to the lower accounts receivable days.

The MetroPlusHealth Plan medical spending at NYC Health + Hospitals was 38.4 percent in Fiscal 2025, a five percentage point decrease from Fiscal 2024. This decline reflects a reduction in high-risk surplus, which is premium revenues that exceeded the cost of care for the System's high-risk members. This surplus was relatively large in Calendar 2024 but has been smaller thus far in Calendar 2025. The decrease in surplus is likely due to the large, one-time disenrollment of members following the expiration of the continuous enrollment provision authorized by the Families First Coronavirus Response Act at the end of Fiscal 2023. This provision required State Medicaid programs to keep people enrolled without redetermining their eligibility during the COVID-19 public health emergency in exchange for enhanced federal funding. At the same time, the System continues to balance MetroPlusHealth's provider network expansion to serve more members with efforts to ensure that NYC Health + Hospitals remains a central provider of care. The average number of MetroPlusHealth enrollments for Fiscal 2025 was 687,587, down four percent from 715,898 enrollments in Fiscal 2024. This drop in enrollment is also partly a result of the expiration of the continuous enrollment condition.

The percentage of uninsured patients screened and enrolled in insurance or financial assistance pursuant to State law increased by 10 percentage points to 83 percent in Fiscal 2025. The improvement comes as a result of efforts to realign staffing levels with patient volumes and enhance financial counseling workflows including the implementation of new outreach tools to engage with patients who need assistance.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Patients who left Emergency Department without being seen (%)	3.5%	5.2%	5.0%	5.1%	3.7%	4.0%	4.0%	Neutral	Down
★ Net days of revenue for accounts receivable	59.9	49.7	46.4	64.1	31.8	42.0	28.0	Down	Down
Patient care revenue/expenses (%)	74.0%	74.8%	73.8%	73.8%	76.9%	60.0%	60.0%	Neutral	Up
★ ✹ MetroPlus membership	620,041	648,369	715,343	715,898	687,587	⇧	⇧	Up	Up
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.3%	42.4%	43.3%	43.5%	38.4%	⇧	⇧	Neutral	Up
Uninsured patients enrolled in insurance or financial assistance (%)	70%	88%	79%	73%	83%	*	*	Neutral	Up

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

Goal 1c Maximize quality of care and patient satisfaction.

The proportion of NYC Health + Hospitals' primary care patients who activated MyChart accounts increased to 84 percent in Fiscal 2025, up seven percentage points from Fiscal 2024. This is partly because the System is engaging primary care patients through new digital and physical promotional materials to display online and throughout hospital campuses. Additionally, the System is prioritizing enhancing the MyChart patient experience by adding support for the top 11 most commonly used languages by patients, expanding scheduling and rescheduling options, and continuing the use of services that notify patients when an earlier appointment is available and when they are able to digitally check-in for appointments.

The outpatient satisfaction rate increased for the fifth consecutive fiscal year from 86.4 percent in Fiscal 2024 to 87.9 percent in Fiscal 2025. This gradual increase can be attributed to technological enhancements to the patient experience within and beyond a health care encounter, including increased access to care through reduced appointment duration and additional appointment availability, efforts to increase MyChart message handling turnaround time, self-scheduling options, as well as targeted efforts to improve communication between the care team and the patient during visits.

The inpatient satisfaction rate increased by one percentage point, from 64.7 percent in Fiscal 2024 to 65.7 percent in Fiscal 2025. This slight increase can be attributed to targeted inpatient unit-level improvement work, wherein all System hospital campuses are working to tailor to the individualized needs of the patient populations. Interventions include consistently sharing key patient experience metrics and educating staff on the survey administration process, care team/interdisciplinary bedside rounding practices and other initiatives.

The post-acute care satisfaction rate showed an increase in scores from 86.4 percent in Fiscal 2024 to 89.0 percent in Fiscal 2025. The improved scores are due to a renewed strategic focus on experience work in the post-acute care setting through programs such as Workforce Wellness, Employee Engagement, and Resident Experience. The System prioritizes collaborative programming and improvement efforts amongst all five nursing homes. Example interventions include a review of survey administration practices and resident rounding practices.

The percentage of patients diagnosed with diabetes who have appropriately controlled blood sugar decreased from 68.2 percent in Fiscal 2024 to 67.8 percent in Fiscal 2025. The System's primary care population has continued to increase and the population with diabetes also proportionately grew by over 3,000 patients. Despite this growth, the testing rate for hemoglobin A1c, which is blood glucose levels, has remained at a record high above 97 percent. Targeted outreach efforts have continued to prioritize patients with poorly controlled blood sugar. Primary care programs like Treat to Target—a systemwide nurse-led chronic disease management program focused on intensive support to help primary care patients reach their blood sugar and blood pressure goals—along with clinical pharmacists, have been integral to maintaining diabetes control rates for patients.

The System maintains multiple institutional mechanisms to promote community outreach and receive feedback from patients and local residents. One of the primary mechanisms is its Community Advisory Boards (CABs). CABs are made up of volunteer advocates representing 21 of the System's facilities serving the City. CAB members are patients and residents that are concerned about crucial health care issues and carrying out the mission and values of the System. The 21 facility-specific CABs held 195 meetings in Fiscal 2025, consistent with Fiscal 2024. There is also a Council of Community Advisory Boards is composed of 21 chairs representing each facility's CAB. The Council is a collective body for health advocacy and is responsible for ensuring the individual CABs receive relevant information from the System and for expressing the concerns and interests of the respective CABs. The Council of CABs had 10 meetings in Fiscal 2025, consistent with Fiscal 2024.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
MyChart Activations - Primary Care (%)	NA	74.7%	72.4%	76.6%	84.0%	*	*	NA	Up
Outpatient satisfaction rate (%)	84.5%	85.2%	85.4%	86.4%	88.0%	85.4%	85.4%	Neutral	Up
Inpatient satisfaction rate (%)	65.7%	62.9%	61.7%	64.7%	65.7%	65.8%	65.8%	Neutral	Up
★ Post-acute care satisfaction rate (%)	81.9%	80.9%	84.0%	86.5%	89.0%	86.3%	86.3%	Neutral	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	63.7%	65.3%	68.8%	68.2%	67.8%	⇧	⇧	Neutral	Up
Overall safety grade – Acute care (%)	NA	50.0%	NA	55.0%	NA	*	*	NA	Up
Overall safety grade – Post-acute care (%)	NA	64.0%	NA	63.0%	NA	*	*	NA	Up
Overall safety grade – Ambulatory care (diagnostic & treatment centers) (%)	NA	48.0%	NA	58.0%	NA	*	*	NA	Up
Total System Council of Community Advisory Board meetings held over the year	NA	10	10	10	10	*	*	NA	*
Total facility-specific Community Advisory Board meetings held over the year	NA	190	190	190	195	*	*	NA	*

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Payout ($000)	NA	NA	$76,625	$59,084	$4,191	*	*	NA	Down

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$11,134.0	$12,742.1	$10,878.7	$12,414.4	$13,402.2	$12,222.2	$12,092.1	Up
Revenues ($000,000)	$11,920.6	$13,474.5	$11,587.9	$13,174.50	$14,052.1	$13,045.3	$12,667.1	Up
Personnel	40,062	38,497	39,738	43,582	46,256	44,554	44,554	Up
Overtime paid ($000,000)	$192.3	$192.3	$215.3	$258.7	$301.0	$192.9	$219.0	Up
Capital commitments ($000,000)	$369.6	$543.7	$414.8	$354.2	$270.5	$831.5	$1,351.9	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[3] ($000,000)	Applicable MMR Goals[4]
001 - Lump Sum Appropriation (OTPS)[1]	$3,131.1	$3,413.1	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, 2024. Includes all funds. [3] City of New York Adopted Budget for Fiscal 2025, as of June 2025. [4]Refer to goals listed at front of chapter "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information, go to:

- NYC Care: https://www.nyccare.nyc/

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

HUMAN RESOURCES ADMINISTRATION

Molly Wasow Park, Commissioner
Scott French, Administrator

WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness by providing rental assistance, affordable housing programs, and legal services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

FOCUS ON EQUITY

The Human Resources Administration (HRA) is integrated with the Department of Homeless Services (DHS) under the management structure of the Department of Social Services (DSS). The Agency serves over three million New Yorkers annually through programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid public health insurance. DSS/HRA also prevents homelessness by providing rental assistance, affordable housing services, and legal services programs to families and individuals. Additionally, DSS/HRA administers the Fair Fares transit discount program and IDNYC, the City's municipal identification program.

In New York City, as in the rest of the United States, persistent racial inequity is manifested in higher poverty rates, greater housing insecurity, and more limited access to health care for Black and Latinx residents. DSS/HRA provides an array of anti-poverty programs and initiatives that serve low-income New Yorkers, a disproportionate number of whom are people of color. DSS/HRA has a client-centered approach to address poverty and inequity by modernizing and simplifying access to benefits through business process and technology innovations, enhancing anti-eviction and immigration-related legal services, and expanding rental assistance and other affordable housing and social services programs. The Agency continues to increase opportunities for New Yorkers through outreach and economic empowerment services that promote financial security and stability.

OUR SERVICES AND GOALS

SERVICE 1 **Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.**

- Goal 1a Provide access to cash assistance benefits for all eligible children and adults.
- Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.
- Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

SERVICE 2 **Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.**

- Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.
- Goal 2b Provide wellness, rehabilitation, and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.
- Goal 2c Provide access to child support services for eligible parents and their children.
- Goal 2d Expand access to municipal benefits and other financial supports.

SERVICE 3 **Reduce homelessness among children and adults.**

- Goal 3a Prevent homelessness and support housing stability.
- Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

SERVICE 4 **Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.**

- Goal 4a Ensure that all eligible vulnerable and/or frail children and adults, and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

HOW WE PERFORMED IN FISCAL 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.

The number of persons receiving Cash Assistance (CA) was 601,100 in June 2025, eight percent higher than in June 2024, as high levels of new applications continue to impact the growth in the caseload. The 12-month unduplicated number of CA recipients, the measure of total clients served over the course of a year, increased by nine percent in Fiscal 2025 compared to Fiscal 2024.

Applications for CA increased by one percent in Fiscal 2025 compared to Fiscal 2024, a third consecutive year of increases. CA applications remain historically high, partially as a result of new opportunities for online applications that did not exist prior to the COVID-19 pandemic. These modernization efforts enable CA clients to conduct business with HRA more efficiently without physically coming into an HRA Benefits Access Center, where individuals can apply for and learn more about HRA benefits, contributing to an almost one percentage point-increase in CA applications filed electronically in Fiscal 2025 compared to Fiscal 2024.

In Fiscal 2025, the CA application timeliness rate improved compared to Fiscal 2024 by 21 percentage points to 63.2 percent. The increase in timeliness for CA applications is largely the result of process improvements implemented by HRA, and timeliness has increased two consecutive years despite the significant increase in applications over the last several years. The percentage of CA cases in sanction status remains 0.0 percent, due largely to the pause on mandatory engagement during much of Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Cash Assistance — Persons receiving Assistance (000)	371.4	425.0	481.5	557.6	601.1	*	*	Up	*
★ Cash Assistance — Caseload (point in time) (000)	203.6	235.5	267.4	311.6	339.4	*	*	Up	*
★ Cash Assistance — Unduplicated number of persons (12-month) (000)	556.6	585.5	660.8	787.4	855.6	*	*	Up	*
Cash Assistance — Applications (000)	305.5	374.6	489.7	560.3	567.2	*	*	Up	*
Cash Assistance — Application acceptance rate (%)	36.1%	44.1%	40.7%	36.5%	37.6%	*	*	Neutral	*
★ Cash Assistance — Application timeliness rate (%)	95.4%	82.3%	28.8%	42.4%	63.2%	95.0%	95.0%	Down	Up
Cash Assistance — Applications filed electronically (%)	88.8%	89.1%	88.9%	92.6%	93.2%	*	*	Neutral	*
Cash Assistance — Cases in sanction status (%)	0.5%	0.1%	0.0%	0.0%	0.0%	*	*	Down	*

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

Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

The Supplemental Nutrition Assistance Program (SNAP) caseload remains historically high. The number of persons receiving SNAP benefits increased slightly by less than one percent in Fiscal 2025 compared to Fiscal 2024, driven by a seven percent growth in the number of SNAP recipients also receiving CA. The number of non-CA SNAP recipients decreased by three percent, compared to Fiscal 2024 to over 970,000 recipients.

HRA's online application and recertification options, telephone interviews, remote document uploads, and modernized interactive voice response (IVRS) telephone system have produced steady increases in the submission of online applications and telephone interviews for SNAP benefits since Fiscal 2015. While the number of online applications have increased along with overall applications increasing, the proportion of applications that are filed electronically remained steady from last year at 90.7 percent.

The SNAP payment error rate was 16.63 percent in Federal Fiscal 2024—which runs from October 1 to September 30—higher than recent years due to the unprecedented increases in applications and associated volume of work for HRA staff. HRA onboarded new staff to help manage the increased volume of applications and continues to implement system improvements designed to prevent errors, including targeted trainings for front-line staff around the top errors. In Fiscal

2025, the SNAP application timeliness rate was 87.6 percent, a 22 percentage point increase compared to Fiscal 2024, reflecting the aggressive action that HRA has taken to implement process improvements and investing in technology—the rate was 39.7 as recently as Fiscal 2023.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ Supplemental Nutrition Assistance Program (SNAP) — Persons receiving benefits (000)	1,734.2	1,713.4	1,739.2	1,789.6	1,796.3	*	*	Neutral	*
SNAP — Cash assistance persons receiving benefits (000)	406.1	446.1	483.2	562.4	600.6	*	*	Up	*
✹ SNAP — Non-cash assistance persons receiving program benefits (000)	1,084.7	1,038.6	1,026.0	999.4	974.1	*	*	Neutral	*
SNAP — SSI persons receiving benefits (000)	243.4	228.8	230.0	227.8	221.6	*	*	Neutral	*
SNAP — Total households receiving benefits (000)	1,021.4	1,011.0	1,031.9	1,066.4	1,076.6	*	*	Neutral	*
SNAP — Cash assistance households receiving benefits (000)	209.6	232.5	254.7	300.1	326.3	*	*	Up	*
SNAP — Non-cash assistance households receiving benefits (000)	585.8	565.3	562.6	553.8	543.8	*	*	Neutral	*
SNAP — SSI households receiving benefits (000)	226.1	213.2	214.6	212.4	206.6	*	*	Neutral	*
SNAP — Payment Error Rate (federal fiscal year) (%)	NA	13.91%	14.46%	16.63%	NA	6.00%	6.00%	NA	Down
★ SNAP — Application timeliness rate (%)	91.9%	60.1%	39.7%	65.1%	87.6%	95.0%	95.0%	Neutral	Up
SNAP — Applications filed electronically (%)	95.3%	96.9%	91.6%	90.2%	90.7%	*	*	Neutral	*
SNAP — Average monthly benefit for Cash Assistance recipients receiving benefits	$207	$263	$278	$249	$247	*	*	Up	*
SNAP — Average monthly benefit for non-Cash Assistance recipients receiving benefits	$214	$270	$272	$227	$228	*	*	Neutral	*

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

Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

In Fiscal 2025, approximately 3.97 million New York City residents were enrolled in Medicaid. This includes approximately 1.60 million New York City residents enrolled in Medicaid administered by HRA, a slight decline from 1.66 million in Fiscal 2024, pursuant to New York State rules, with the remaining balance enrolled in Medicaid through the New York State Health Care Exchange. In Fiscal 2025 compared to Fiscal 2024, HRA administered Medicaid-only enrollees decreased by ten percent due to both the continued transition of clients to the New York State Health Care Exchange as well as the resumption of closings of case renewals among clients who do not renew their coverage.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Medicaid — Enrollees administered by HRA (000)	1,591.1	1,474.5	1,572.7	1,658.6	1,598.9	*	*	Neutral	*
Medicaid — Medicaid-only enrollees administered by HRA (000)	867.2	719.9	740.9	750.7	673.5	*	*	Down	*
Medicaid — Application timeliness rate (%)	87.4%	96.8%	94.2%	88.4%	NA	95.0%	95.0%	NA	Up

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

SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

HRA 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.

In Fiscal 2025, HRA helped nearly 22,000 clients obtain jobs, a 172 percent increase compared to Fiscal 2024. The increase is attributable in part to an increase of referrals to employment activities as the Agency resumed federal and state mandated engagement activities earlier in the fiscal year. In Fiscal 2025, 79.1 percent of clients who obtained a job either retained it or did not return to CA within six months (180 days), and 62.8 percent of employed clients either retained their jobs or did not return to CA within 12 months, both higher than in Fiscal 2024 and closer to pre-pandemic levels. HRA's Employment Services vendors assist clients to help them return to the labor force if they lose their job within a year of employment.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	5.1	9.2	9.2	8.1	21.9	⇧	⇧	Up	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	70.2%	70.5%	69.3%	74.7%	79.1%	80.0%	80.0%	Up	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	60.4%	56.7%	57.2%	58.2%	62.8%	*	*	Neutral	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	NA	NA	⇧	⇧	NA	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	NA	NA	⇧	⇧	NA	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	10.6%	12.5%	13.6%	14.0%	NA	⇧	⇧	NA	Up

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

Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

HRA's Wellness, Comprehensive Assessment, Rehabilitation, and Employment program (WeCARE) supports CA clients with barriers to employment to achieve self-sufficiency in the workforce, and helps those who have disabilities apply for federal disability assistance. In Fiscal 2025, there were 24,620 recipients, an increase of more than 9,000 from Fiscal 2024. This increase is attributable to internal changes designed to streamline the referral process, targeted outreach strategies, and the increase of referrals to employment activities as the Agency resumed federal and state mandated engagement activities. Fiscal 2025 saw an increase in federal disability awards by 35 percent compared to Fiscal 2024 as a result of these operational changes.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total WeCARE recipients	32,937	26,944	17,684	15,133	24,620	*	*	Down	*
★ WeCARE federal disability awards	1,519	1,193	1,161	953	1,287	*	*	Down	*

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

Goal 2c Provide access to child support services for eligible parents and their children.

New child support orders obtained were more than 30 percent higher in Fiscal 2025 compared to Fiscal 2024, due to an increase in the number of available hearing slots and additional court staff for child support hearings. Cases with active orders continued to decline, as they have every year since Fiscal 2012, due to cases aging out when the child is 21 years old, routine case closures, fewer referrals to the court for HRA CA cases, and fewer applications from custodial parents not involved with CA. While the number of new child support orders increased significantly, the total number of cases with orders is still below prior years. For this reason, child support collected on behalf of custodial parents and their children slightly decreased compared to the prior fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total new child support orders obtained	3,610	3,742	4,502	5,159	6,798	*	*	Up	Up
Total child support cases with active orders (end of period)	225,512	209,544	200,554	191,190	181,488	*	*	Down	Up
★ Child support cases with orders of support (%)	82.3%	84.2%	80.6%	75.8%	73.5%	⇧	⇧	Down	Up
Child support collected ($000,000)	$857.5	$705.3	$685.4	$672.7	$666.4	*	*	Down	Up
★ Support cases with active orders receiving current payments (%)	70.2%	62.0%	67.3%	67.7%	67.0%	⇧	⇧	Neutral	Up

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

Goal 2d Expand access to municipal benefits and other financial supports.

DSS/HRA administers the largest municipal identification card program in the nation. IDNYC serves all City residents, including vulnerable communities such as people experiencing homelessness, youth, the formerly incarcerated, and others who may have difficulty obtaining a government-issued photo ID. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. The program also offers free memberships to the City's leading museums, zoos, concert halls, and botanical gardens. In Fiscal 2025, 197,996 cards were issued, adding to the more than two million cards issued since the program's inception in Fiscal 2015. In Fiscal 2025, the number of IDNYC applications processed grew by more than four percent, from 200,922 in Fiscal 2024 to 209,698 in Fiscal 2025, as the Agency continues to manage a high volume of appointments. The IDNYC timeliness rate was 97 percent in Fiscal 2025, a slight increase compared to the previous year. IDNYC operated an appointment-only model in Fiscal 2025, which continued to streamline operations and improve processing efficiency.

Launched in January 2019, Fair Fares NYC is a City-funded program that helps low-income New Yorkers manage transportation costs. With the Fair Fares NYC discount, eligible New York City residents receive a 50 percent discount on subway and eligible bus fares or Access-A-Ride fares. In Fiscal 2025, a total of 378,527 people were enrolled in the program, an increase of more than 11 percent from Fiscal 2024, as eligibility expanded to 145 percent of the Federal Poverty Level in Fiscal 2025. The Agency is expanding Fair Fares eligibility once again in Fiscal 2026 to 150 percent of the Federal Poverty Level.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
IDNYC — Number of applications processed	164,399	167,962	191,817	200,922	209,698	*	*	Up	*
IDNYC — Number of cards issued	167,070	162,627	175,612	183,682	197,996	*	*	Up	*
IDNYC — Application timeliness rate (%)	96.1%	98.2%	90.6%	96.7%	97.0%	*	*	Neutral	Up
★ Fair Fares NYC — Total enrollment	235,583	271,892	294,505	339,748	378,527	*	*	Up	*

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

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a Prevent homelessness and support housing stability.

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those at potential risk of homelessness. HRA offers access to emergency rent arrears payments and ongoing rental assistance at Benefits Access Centers, Housing Courts, and at DHS shelter intake and Homebase locations.

The Homebase program, a network of community-based organizations that provide homelessness prevention services, had 32,211 enrollments in Fiscal 2025, a nine percent increase compared to Fiscal 2024. The program continues to exceed the target of diverting 85 percent of those who receive services from entering shelter. In Fiscal 2025, 95.5 percent of families with children, 97 percent of adult family households, and 92.9 percent of single adults who received Homebase prevention services remained in their communities and avoided shelter entry within 12 months following the service.

The City Fighting Homelessness and Eviction Prevention Supplement rental subsidy, or CityFHEPS, is the largest municipally funded rental subsidy in the nation, and a vital tool in HRA's pursuit to promote housing stability for all New Yorkers. CityFHEPS pays part of the monthly rent for eligible tenants anywhere in New York State for up to five years. The number of cases receiving a CityFHEPS subsidy has continued to grow each year since the program was launched in late Calendar 2018. In June 2025, there were a total of 58,723 cases receiving CityFHEPS subsidy, a 32 percent increase compared to June 2024. The number of cases receiving emergency rental assistance, which includes both households already receiving ongoing cash assistance and those only receiving emergency assistance, decreased by eight percent from Fiscal 2024 to Fiscal 2025, largely driven by a decline in eligible clients as a result of incomplete applications.

The Agency's Office of Civil Justice oversees implementation of the City's Universal Access to Counsel Law, the nation's first law to ensure access to legal services for every tenant facing eviction in housing court. The number of low-income households facing eviction and homelessness who were assisted with legal services in housing court increased by 29 percent in Fiscal 2025 compared to Fiscal 2024. This increase was due to the addition of new legal services providers, along with the restructuring of legal services contracts designed to maximize representation for eviction cases.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Homebase enrollments	26,113	25,636	29,215	29,520	32,211	*	*	Up	*
★ Clients successfully diverted at Prevention Assistance and Temporary Housing (PATH) from entering a homeless shelter (%)	8.3%	8.1%	7.6%	8.3%	8.6%	*	*	Neutral	*
★ Adults receiving preventive services who did not enter the shelter system (%)	90.6%	94.4%	93.9%	94.6%	92.9%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	96.2%	98.0%	96.6%	97.0%	97.0%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	96.7%	97.0%	96.7%	96.7%	95.5%	85.0%	85.0%	Neutral	Up
Cases receiving emergency rental assistance	40,471	23,082	42,915	56,506	52,285	*	*	Up	*
Cases receiving CityFHEPS subsidy	23,235	26,668	31,924	44,501	58,723	*	*	Up	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	13,875	28,730	34,218	28,966	37,422	*	*	Up	*

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

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In Fiscal 2025, the percent of DV-eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered an HRA DV shelter increased by eight percentage points compared to the prior year. The average number of individuals served per day in the HRA emergency DV shelter program increased slightly by three percent in Fiscal 2025 compared to Fiscal 2024, while emergency bed capacity for this system remained steady. The average number of families served per day in HRA's DV Tier II shelter program, which provides shelter for those who have reached the 180-day stay limit in DV emergency shelter, increased by 11 percent in Fiscal 2025, supported by a six percent increase in the Tier II capacity compared to Fiscal 2024.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	56.9%	39.0%	23.0%	14.1%	22.2%	*	*	Down	*
Average number of families served per day in the Emergency Domestic Violence shelter program	794	751	758	745	766	*	*	Neutral	*
Average number of individuals served per day in the Emergency Domestic Violence shelter program	1,990	1,893	1,952	1,905	1,902	*	*	Neutral	*
Average number of families served per day in the Domestic Violence Tier II shelter program	331	416	473	522	581	*	*	Up	*
Average number of individuals served per day in the Domestic Violence Tier II shelter program	909	1,125	1,257	1,401	1,577	*	*	Up	*
Domestic violence emergency beds (capacity)	2,451	2,375	2,375	2,290	2,290	*	*	Neutral	*
Domestic Violence Tier II units (capacity)	355	480	539	593	628	*	*	Up	*
Domestic Violence non-residential services programs average monthly caseload	1,717	1,616	1,620	1,489	1,474	*	*	Down	*

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

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

Adult Protective Services (APS) is a State-mandated program that provides services including case management, financial management, assistance in obtaining Medicaid and other public benefits, and eviction prevention assistance for physically and/or mentally impaired adults who are unable to care for themselves. After a decline due to the COVID-19 pandemic, the number of referrals received by APS has increased over the last several years, increasing by 15 percent in Fiscal 2025 compared to Fiscal 2024. The increase in referrals is due to enhanced outreach efforts by APS along with increased referrals from housing court and other agencies. The number of APS assessment cases increased by 19 percent from Fiscal 2024 to Fiscal 2025 due to the increase in referrals. The number of cases eligible for services increased by three percent in Fiscal 2025 compared to the prior year, also as a result of the increase in referrals. In Fiscal 2025, 96.5 percent of individuals were visited within three days of referral and nearly 95 percent of cases had determinations made within the State-mandated 60-day time frame.

The total number of cases receiving Medicaid-funded home care services in New York City increased nearly seven percent in Fiscal 2025, driven primarily by an increase in New York State-administered Managed Long-Term Care (MLTC) clients during the fiscal year. The enrollment of MLTC clients is managed exclusively by New York State Managed Care contractors and HRA does not determine service eligibility for this group. Included within the total number of cases receiving home care services are 6,628 administered by HRA. In Fiscal 2025, the average number of days to initiate home attendant and housekeeper services for HRA clients, which excludes the State-administered MLTC caseload, was 45 days, a ten-day increase compared to Fiscal 2024. This increase is due to a continuing shortage of available certified home health aides, employed by State licensed home health care agencies. HRA Personal Care billable hours decreased by one percent in Fiscal 2025 compared to Fiscal 2024.

The number of new applicants for HIV/AIDS Services Administration (HASA) services decreased by six percent in Fiscal 2025 compared to Fiscal 2024, although the number of individuals who received HASA services increased by nearly five percent as more clients remain on the caseload. Average time to process applications for enhanced housing benefits slightly increased from 9.1 days in Fiscal 2024 to 10.5 days in Fiscal 2025, and the average time to issue these enhanced benefits increased to 20.7 days from 15.3 days, but is still within the 30-day timeframe. In Fiscal 2025, the number of cases receiving emergency housing assistance and supportive housing assistance declined compared to Fiscal 2024, by 18 percent and one percent, respectively. However, this was offset by an increase in the number of HASA cases receiving ongoing rental assistance, which increased by nearly nine percent, as clients moved from emergency housing into private housing with ongoing rental assistance.

In Fiscal 2025, the Community Food Connection (CFC) program distributed 47 million pounds of fresh and shelf stable food to 673 community food programs in all five boroughs, a nine percent increase compared to 43 million pounds in Fiscal 2024, largely due to increased funding for the program.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Adult Protective Services (APS) — Total referrals received	18,672	19,403	23,485	29,433	33,875	*	*	Up	*
APS — Assessment cases	3,271	3,025	3,706	4,991	5,947	*	*	Up	*
★ APS — Cases referred that are visited within three working days	96.9%	98.5%	97.7%	97.0%	96.5%	85.0%	85.0%	Neutral	Up
APS — Cases accepted or denied for undercare within State-mandated 60 days (%)	98.1%	98.6%	97.7%	95.0%	94.9%	*	*	Neutral	Up
★ APS — Cases eligible for services	6,131	5,413	5,556	5,567	5,750	*	*	Neutral	*
★ Serious personal care complaints resolved in 24 hours (%)	97.0%	100.0%	97.0%	100.0%	100.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and housekeeper services for all cases	23.5	29.3	33.3	34.3	45.0	⇩	⇩	Up	Down
★ Average weekly billable hours for personal care services	58.0	59.4	60.0	57.7	57.2	*	*	Neutral	*
Total cases receiving home care services	229,280	240,799	261,865	290,507	309,361	*	*	Up	*
Cases receiving home care services — HRA clients	6,086	6,545	5,854	6,579	6,628	*	*	Neutral	*
HIV/AIDS Services Administration (HASA) — New Applicants	3,998	4,761	5,432	6,070	5,694	*	*	Up	*
★ ✹ HASA — Individuals receiving services	34,290	32,851	32,867	33,140	34,748	*	*	Neutral	*
HASA — Clients receiving housing assistance (%)	81.6%	83.5%	83.7%	85.4%	85.1%	*	*	Neutral	*
HASA — Cases receiving emergency housing assistance	2,842	2,527	2,444	2,465	2,007	*	*	Down	*
HASA — Cases receiving supportive housing assistance	4,882	4,868	4,799	4,685	4,628	*	*	Neutral	*
HASA — Cases receiving on-going rental assistance	18,799	18,821	19,139	20,152	21,938	*	*	Up	*
★ ✹ HASA — Average number of days from submission of a completed application to approval or denial of enhanced housing benefits	6.2	6.5	8.3	9.1	10.5	8.0	8.0	Up	Down
★ HASA — Average number of days from submission of a completed application to issuance of enhanced housing benefits	14.9	14.3	15.2	15.3	20.7	15.5	15.5	Up	Down
Pounds of food distributed through Community Food Connection (000)	NA	17,755	45,726	43,093	47,073	*	*	NA	*
Active Community Food Connection programs — Food Pantries	501	503	586	585	588	*	*	Up	*
Active Community Food Connection programs — Soup Kitchens	103	85	87	83	85	*	*	Down	*

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

AGENCY-WIDE MANAGEMENT

DSS continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through its Accountability Office (AO). In Fiscal 2025 compared to Fiscal 2024, cost avoidance and recoveries increased by 72 percent for Cash Assistance, by 48 percent for SNAP, and by eight percent for Medicaid. Efforts include investigation of provider fraud, recovery of monies owed from collection activities, such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements or in cases of concealed income. DSS continues to pursue Medicaid investigations under an agreement with New York State, even with the State takeover of most Medicaid administration and the enrollment of most Medicaid clients through the State Exchange.

New York State administrative fair hearings are held when HRA clients dispute findings on their cases, usually related to eligibility determinations or benefit levels. The number of fair hearings requested in Fiscal 2025 was seven percent lower in Fiscal 2025 than in Fiscal 2024. This decrease is partially due to a reduction in the number of backlogged SNAP and CA cases. Of the hearings that were held where determinations were made in Fiscal 2025, eight percent resulted in HRA's decisions being upheld, four percentage points lower than in Fiscal 2024, partially due to an increase in cases that HRA is able to settle with clients prior to a hearing. These cases are included in the denominator of the cases upheld even though the outcome is considered satisfactory for the Agency.

The number of workplace injuries reported decreased by 23 percent in Fiscal 2025. HRA conducts annual workshops on workplace safety with a strong emphasis on reducing workplace violence.

The number of applications filed with United States Citizenship and Immigration Services decreased by 36 percent from Fiscal 2024 to Fiscal 2025, in part due to federal eligibility changes.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud waste and abuse ($000,000)	$232.14	$252.11	$293.80	$226.44	$244.16	*	*	Neutral	*
Cash assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	$60.91	$58.56	$64.22	$74.81	$128.40	*	*	Up	*
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	$20.80	$21.05	$28.91	$33.60	$49.79	*	*	Up	*
Fair Hearings requested	149,697	164,888	149,196	182,051	170,115	*	*	Up	*
Fair hearings upheld (%)	18.4%	14.0%	15.2%	12.0%	8.0%	*	*	Down	Up
Billed revenue as a percentage of budgeted revenue (%)	52.6%	66.9%	69.3%	54.6%	66.0%	*	*	Neutral	Up
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	68.3%	65.0%	58.9%	43.5%	45.7%	*	*	Down	Up
Workplace injuries reported	55	90	88	93	72	*	*	Up	Down
Applications filed with the United States Citizenship and Immigration Services	4,665	4,568	5,666	3,693	2,358	*	*	Down	*

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

AGENCY CUSTOMER SERVICE

The number of completed requests for interpretation decreased in Fiscal Year 2025 by five percent compared to Fiscal 2024, reversing the increase observed the last couple of fiscal years. Fiscal 2025 saw a six-percentage point increase in the rate of calls answered within 30 seconds compared to Fiscal 2024. Average customer in-person wait time for service at HRA offices increased by five percent in Fiscal 2025 compared to Fiscal 2024, due in part to a significant increase in the application and recertification volume for Cash Assistance cases.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	592,901	485,805	788,716	910,892	862,060	*	*	Up	*
Letters responded to within 14 days (%)	100%	99%	98.5%	98.3%	97.78%	90%	90%	Neutral	Up
E-mails responded to within 14 days (%)	97.5%	97.9%	99.2%	97.8%	99.26%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes:seconds)	57:02	44:26	68:00	77:30	81:40	60:00	60:00	Up	Down
CORE facility rating	98	99	98	98	95	80	80	Neutral	Up
Calls answered within 30 seconds (%)	43.1%	22.8%	11.3%	8.3%	14.1%	80%	80%	Down	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	94.0%	100.0%	95.7%	97.1%	97.6%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$10,093.5	$10,965.0	$11,127.0	$12,448.8	$13,403.2	$13,280.0	$11,974.3	Up
Revenues ($000,000)	$80.1	$54.7	$55.6	$61.1	$66.2	$42.6	$42.6	Down
Personnel	11,913	10,923	10,841	11,044	10,850	12,180	12,337	Neutral
Overtime paid ($000,000)	$52.7	$85.3	$96.8	$109.7	$43.0	$40.1	$41.6	Neutral
Capital commitments ($000,000)	$29.8	$16.5	$57.5	$117.8	$67.3	$174.4	$154.5	Up
Human services contract budget ($000,000)	$726.3	$811.3	$823.6	$925.6	$1,060.0	$930.1	$1,022.4	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$901.7	$947.0	
201 - Administration	$338.8	$352.95	All
203 - Public Assistance	$340.0	$331.90	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	$68.7	$88.42	1c, 2b, 4a
205 - Adult Services	$115.9	$116.01	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services	$3.4	$3.50	All
208 - Home Energy Assistance	$1.0	$1.29	1a
209 - Child Support Services	$28.1	$31.44	2c
210 - Emergency Food[4]	NA	$2.43	1b
211 - Fair Fares	($0.0)	$3.40	Agency-Wide Management
212 - Domestic Violence Services	$5.8	$15.65	3b
Other Than Personal Services - Total	$11,547.0	$12,456.18	
101 - Administration	$375.5	$404.86	All
103 - Public Assistance	$3,759.9	$4,562.40	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	$6,411.6	$6,418.95	1c, 2b, 4a
105 - Adult Services	$456.1	$444.10	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	$281.0	$299.12	All
108 - Home Energy Assistance	$65.3	$68.74	1a
109 - Child Support Services	$24.3	$26.38	2c
110 - Emergency Food	$56.5	$59.18	1b
111 - Fair Fares	$74.3	$91.41	Agency-Wide Management
112 - Domestic Violence Services	$42.6	$81.03	3b
Agency Total	$12,448.8	$13,403.19	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2024. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Cases receiving CityFHEPS subsidy' was added to Goal 3a. The CityFHEPS subsidy program has become a major part of the Agency's work to prevent homelessness and support housing stability.
- Fiscal 2025 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 (%)' is currently not available.
- Due to a change in logic beginning in May 2024, the Fiscal 2024 data for 'Cases receiving home care services—HRA clients' cannot be compared to prior fiscal years.
- Due to a data error, the Fiscal 2025 'Medicaid—Application timeliness rate (%)' is not currently available.
- Fiscal 2024 and Fiscal 2023 data for 'Applications filed with the United States Citizenship and Immigration Services' that were unavailable in the prior Mayors Management Report publications are now reported.

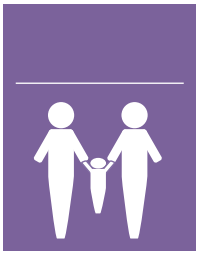
ADDITIONAL RESOURCES

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
- 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 **Jess Dannhauser, Commissioner**



WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, and child care services. With regards to child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children unable to remain safely at home. The Agency's Division of Child Protection responds to reports of suspected child abuse or neglect. Concerning youth and family justice, ACS manages and funds services including detention and alternatives to detention, as well as Close to Home placement, intensive community-based preventive alternatives for youth, and support services for families. In the Division of Child and Family Well-Being, ACS 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 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 such a 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 is expanding Family Enrichment Centers (FECs), which are inviting spaces designed with and for community members. 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. As of Fiscal 2025, there are contracts for 30 FECs, with the 30th and final award and site announced in January 2025. These sites are in various stages; some locations are open to the public while others are in various phases of start-up, working to hire and train staff, engage community members to design and renovate their sites, conduct outreach, and provide in-person and virtual offerings through partnerships with community organizations and leaders.

Parents with lived experience in the child welfare system provide valuable insight on how to improve ACS' work. Since piloting the Parents Empowering Parents initiative in Fiscal 2020—a peer support program in which parents with prior experience in the child welfare system offer advocacy and support to parents currently involved in the child welfare system—ACS began funding and supporting the program for up to 150 parent advocates across the foster care system in July 2023. In Fiscal 2025, there were over 75 parent advocates within the foster care continuum and foster care agencies continue their hiring efforts. ACS also contracts with partner organizations to provide parent advocates at initial child safety conferences and prevention services as well as to provide parent advocate services for families of youth in detention and Close to Home facilities.

In addition, to remedy some of the challenges unique to foster care and other 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 in or formerly involved with foster care and for justice-involved youth. ACS supports college students in foster care through the College Choice program, which offers students academic advisement and financial support, including tuition assistance, room and board, and a daily stipend. ACS is also adding additional resources to promote youth safety and success through counseling and community engagement opportunities 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. ACS is also updating its policies and pursuing research that informs this critical work.

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 and community-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 safe early child care and education services in all communities.

- Goal 2a Provide access to affordable child care.
- Goal 2b Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

- Goal 3a Ensure that detention facilities are safe and secure.
- Goal 3b Provide youth in detention and placement with appropriate health and mental health services.
- Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Protect children from child abuse.

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

The number of investigations conducted in response to reports made to the State Central Register of Child Abuse and Maltreatment (SCR) declined three percent from 40,489 in Fiscal 2024 to 39,158 in Fiscal 2025. The percent of investigations completed within 60 days rose to 97 percent in Fiscal 2025, reflecting ongoing improvements in timely and complete assessments and service delivery that allow more cases to be fully resolved within required timeframes. The percent of investigations that were substantiated declined slightly from 30.0 percent in Fiscal 2024 to 29.2 percent in Fiscal 2025.

The percent of children in complete investigations with repeat investigations within a year fell from 25.1 percent to 24.7 percent between Fiscal 2024 and Fiscal 2025. The percent of children in substantiated investigations with repeat substantiated investigations within a year declined from 13.4 percent to 13.2 percent. These continued declines are driven by ACS's ongoing focus on quality assurance, coaching, training and strong partnerships with prevention providers, schools, and family members to meet families' needs.

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 any determination of possible maltreatment, decreased nearly nine percent from 11,607 to 10,625 during this period. This decrease was 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. The proportion of new child protection cases that are CARES rose from 22.3 percent to 22.8 percent of all cases opened during this period.

The average child protective specialist caseload declined from 8.1 in Fiscal 2024 to 7.0 in Fiscal 2025, the lowest level 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.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	95.7%	95.3%	93.5%	91.9%	92.1%	100.0%	100.0%	Neutral	Up
★ New State Central Register consolidated investigations	42,783	45,068	43,782	40,489	39,158	*	*	Down	*
Investigations completed in 60 days (%)	97%	94%	93%	96%	97%	*	*	Neutral	Up
Investigations that are substantiated (%)	35.2%	31.8%	28.4%	30.0%	29.2%	*	*	Down	*
Children in complete investigations with repeat investigations within a year (%)	23.5%	25.4%	25.3%	25.1%	24.7%	*	*	Neutral	Down
★ Children in substantiated investigations with repeat substantiated investigations within a year (%)	14.9%	15.2%	13.5%	13.4%	13.2%	14.0%	14.0%	Down	Down
New CARES cases	3,042	5,545	8,587	11,607	10,625	*	*	Up	Up
New child protection cases that are CARES (%)	6.6%	11.0%	16.4%	22.3%	22.8%	*	*	Up	Up
★ Average child protective specialist caseload	6.3	8.4	9.7	8.1	7.0	12.0	12.0	Neutral	Down

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

Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality prevention services.

The number of families entering child welfare prevention services declined slightly from 7,021 in Fiscal 2024 to 6,996 in Fiscal 2025. The daily average number of children receiving child welfare prevention services declined five percent from 16,773 to 15,987 and the number of children served during the year rose slightly from 30,459 to 30,565. ACS continues to work closely with prevention services providers to increase access to prevention services for families referred by community sources. This includes opening new pathways to prevention services for families that are referred by NYCPS, NYC Health & Hospitals, the Department of Homeless Services, social service organizations and others. In Fiscal 2025, ACS resized the prevention services system, implementing modest decreases in underutilized programs. The savings from these adjustments were reinvested to strengthen services for and engagement with families and communities. The percent of respondents to the Prevention Services Family Experience survey who said prevention services are helping them achieve their goals remained at 93 percent in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Families entering child welfare preventive services	8,317	6,818	6,659	7,021	6,996	9,000	9,000	Down	Up
Average number of children receiving child welfare preventive services daily	18,330	18,291	16,149	16,773	15,987	*	*	Down	Up
Children who received child welfare preventive services during the year (annual total)	32,945	34,243	30,655	30,459	30,565	*	*	Down	Up
Respondents to the Prevention Services Family Experience Survey who said prevention services are helping them achieve their goals (%)	NA	90%	93%	93%	93%	*	*	NA	Up

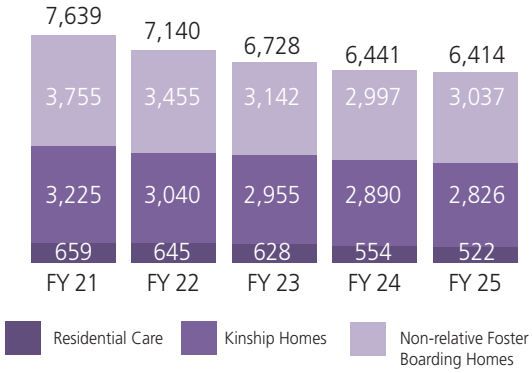
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.

The number of children entering foster care remained stable at 3,102 in Fiscal 2024 to 3,086 in Fiscal 2025 and remains far below the pre-COVID-19 pandemic Fiscal 2019 level of 3,798. Consistent with recent trends, the average number of children in foster care continued to decline, reaching a historically low average of 6,414 in Fiscal 2025, well below the Fiscal 2019 average of 8,341.

More than 90 percent of foster children and youth were in family-based rather than congregate placements. The average number of children in congregate residential care remained stable at approximately 550 in Fiscal 2025. The total number of days that New York City children spent in foster care decreased three percent from 2,993,778 in Fiscal 2024 to 2,895,530 in Fiscal 2025.

Children in Foster Care



The number of children who moved from one foster care placement to another increased from 1.2 per 1,000 care days in Fiscal 2024 to 1.4 per 1,000 care days in Fiscal 2025. While ACS always strives to maintain children in stable placements, children in foster care may move for a variety of reasons, including sibling reunification and moves to kinship and pre-adoptive homes. A growing percentage of children entering care during Fiscal 2025 were teens. Internal analysis has found that teens are statistically more likely to experience placement instability, and ACS is now expanding supportive programming and services for teens and their caregivers.

The percent of children who returned to foster care within a year of reunification with their families or discharge to kinship guardianship increased from 8.1 percent in Fiscal 2024 to 9.4 percent in Fiscal 2025, and has exceeded the target for five years. ACS continues to work with foster care providers to leverage supportive services, such as prevention services, before and during trial and final discharge to reduce the likelihood of re-entry.

The number of youth receiving Fair Futures services grew five percent from 4,115 in Fiscal 2024 to 4,330 in Fiscal 2025. This increase in youth engagement can be attributed to a steadily growing number of coaches serving young people in foster care as well as strong youth engagement and messaging strategies. The number of youth enrolled in College Choice rose 16 percent from 408 in Fiscal 2024 to 472 in Fiscal 2025. This escalation was driven by Fair Futures coaching and tutoring, which has increased the number of students in foster care who are on a college preparatory track.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
All children entering foster care	2,609	2,910	2,848	3,102	3,086	*	*	Up	*
★ ✹ Average number of children in foster care	7,639	7,140	6,728	6,441	6,414	⇩	⇩	Down	Down
– Children in foster kinship homes	3,225	3,040	2,955	2,890	2,826	*	*	Down	*
– Children in nonrelative foster boarding homes	3,755	3,455	3,142	2,997	3,037	*	*	Down	Down
– Children in residential care	659	645	628	554	552	*	*	Down	Down
Total days all children spent in foster care	3,504,729	3,268,026	3,100,632	2,993,778	2,895,530	*	*	Down	Down
★ Moves in foster care per 1,000 care days	1.2	1.3	1.3	1.2	1.4	1.4	1.4	Neutral	Down
★ Children who re-enter foster care within a year of discharge to a family (%)	7.4%	7.5%	8.5%	8.1%	9.4%	6.0%	6.0%	Up	Down
★ Children maltreated during family foster care placement per 100,000 care days	5.1	3.7	3.2	3.0	3.1	5.0	3.5	Down	Down
School attendance rate — Children in foster care (%)	78.7%	79.8%	82.5%	83.8%	82.8%	*	*	Neutral	Up
Youth in foster care receiving Fair Futures services	2,946	3,172	3,932	4,115	4,330	*	4,686	Up	Up
Youth in foster care enrolled in College Choice	NA	NA	342	408	472	*	430	NA	Up
Youth in foster care who feel very supported or somewhat supported by their foster parents or residential facility staff (%)	91%	89%	91%	93%	91%	*	*	Neutral	Up

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

Goal 1d Encourage and support family-based and community-based foster care.

The percentage of children entering care who ACS placed with relatives in kinship care declined from 48.7 percent in Fiscal 2024 to 42.2 percent in Fiscal 2025. The reduction coincides with a growing rate of family poverty in New York City, which may be making it more difficult for families to care for children of kin. Child protection teams and foster care agencies continue to prioritize kin placements and are exploring new methods for supporting relatives who say they are unable to care for kin. ACS is also testing new strategies for assisting families in gaining approvals necessary to become foster parents for kin. The proportion of siblings who enter care at the same time and are placed together in the same foster home remained above 94 percent in Fiscal 2025.

The percent of children entering care who were placed in their community of origin declined from 32.6 percent in Fiscal 2024 to 29.4 percent in Fiscal 2025 while the percent placed in their borough of origin increased from 54.2 percent to 58.6 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.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Children entering foster care who are placed with relatives (%)	50.9%	54.8%	51.8%	48.7%	42.2%	54.0%	50.0%	Down	Up
Siblings placed simultaneously in the same foster home (%)	95.4%	95.8%	94.9%	94.7%	94.3%	*	*	Neutral	Up
★ Children placed in foster care in their community	25.2%	27.2%	29.8%	32.6%	29.4%	36.0%	36.0%	Up	Up
Children placed in foster care in their borough	53.5%	52.7%	52.9%	54.2%	58.6%	*	*	Neutral	Up

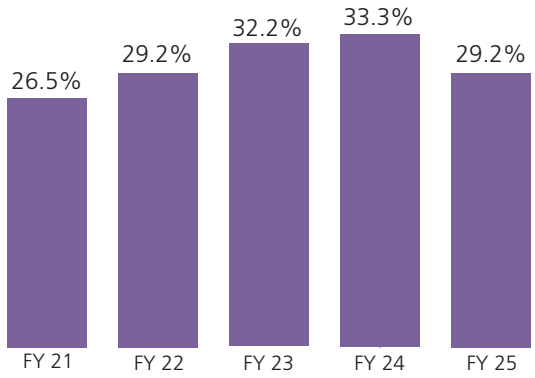
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1e Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

ACS and foster care providers work with children and families toward safe and timely discharges from foster care. A growing proportion of children entering care are teenagers with more complex needs. As a result, permanency rates within one year of placement declined from 33.3 percent in Fiscal 2024 to 29.2 percent in Fiscal 2025. Permanency rates for children in care 12 to 23 months rose from 23.9 percent to 24.2 percent; for children in care 24 months or more, the permanency rate increased from 24.0 percent to 25.6 percent.

The number of foster children who reunified with family rose five percent from 1,657 in Fiscal 2024 to 1,731 in Fiscal 2025. There were 13 percent more Kinship Guardian Assistance Program (KinGAP) discharges than in Fiscal 2024, an increase from 347 in Fiscal 2024 to 391 in Fiscal 2025. The number of adoptions declined five percent from 535 in Fiscal 2024 to 509 in Fiscal 2025, consistent with the decline in children in care who are eligible for adoption, which declined nearly six percent from 624 to 588 over the same period.

Children discharged to permanency within a year of placement (%)



Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	26.5%	29.2%	32.2%	33.3%	29.2%	35.0%	35.0%	Up	Up
★ Children in care 12–23 months discharged to permanency (%)	23.0%	18.3%	23.0%	23.9%	24.2%	27.0%	27.0%	Up	Up
★ Children in care 24 or more months discharged to permanency (%)	19.9%	23.1%	23.3%	24.0%	25.6%	27.0%	27.0%	Up	Up
Average number of children eligible for adoption	735	702	715	624	588	*	*	Down	*
Children adopted	344	469	562	535	509	*	*	Up	*
Kinship Guardianship Assistance discharges	414	396	354	347	391	*	*	Neutral	Up
Children returned to parents (reunifications)	1,702	1,770	1,562	1,657	1,731	*	*	Neutral	*

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

SERVICE 2 Ensure access to safe early child care and education services in all communities.

Goal 2a Provide access to affordable child care.

Average child care voucher enrollment rose 28 percent from 71,039 in Fiscal 2024 to 91,227 in Fiscal 2025. This increase was driven by a 78 percent increase in usage of non-mandated, low-income vouchers, which rose from 31,948 to 56,931 between the two reporting periods. Mandated voucher enrollment for families receiving public assistance rose 14 percent from 22,803 to 25,932 during the fiscal year, while vouchers for families involved in child welfare services declined 49 percent from 16,288 to 8,364. The large increase in overall voucher enrollment was a result of ACS' partnership with other City agencies to launch MyCity in March 2023, the first ever online child care application system, in conjunction with enhanced outreach efforts in high-need community districts. Child welfare vouchers declined 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 have the opportunity to apply other available child care programs.

In Fiscal 2025, enrollment in center-based care increased 33 percent to 52,730, enrollment in family-based child care rose 21 percent to 34,248, and informal (home-based) child care enrollment increased 42 percent to 4,249. The percent of voucher applications with eligibility determinations within 30 days rose from 80 percent in Fiscal 2024 to 92 percent in Fiscal 2025. This was the result of several strategies ACS implemented to improve application processing time to respond to an unprecedented volume of applications in Fiscal 2024 following the launch of MyCity. The successful strategies

included centralizing the case assignment process, improving efficiency and eliminating redundancies in the application review process, enhancing processing capacity through training and coaching for staff, overtime work, and onboarding new permanent and temporary staff.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average child care voucher enrollment	50,266	47,535	56,978	71,039	91,227	*	*	Up	*
★ Average mandated child care voucher enrollment	26,251	20,714	21,897	22,803	25,932	*	*	Neutral	*
★ Average center-based child care voucher enrollment	25,496	25,301	30,751	39,657	52,730	*	*	Up	*
★ Average family child care voucher enrollment	22,108	20,620	23,942	28,386	34,248	*	*	Up	*
★ Average informal (home-based) child care voucher enrollment	2,663	1,614	2,285	2,996	4,249	*	*	Up	*
Average number of children accessing child care services through use of a non-mandated low-income voucher	8,323	9,393	16,236	31,948	56,931	*	*	Up	Up
✹ Average number of children accessing child care through use of a child welfare voucher	15,692	17,428	18,846	16,288	8,364	*	*	Down	Up
Voucher applications with eligibility determinations within 30 days (%)	74%	96%	92%	80%	92%	96%	96%	Up	Up
Fiscal year spending per child – Center-based child care vouchers	$9,869	$10,104	$11,892	$12,106	$15,239	*	*	Up	*
– Family child care vouchers	$8,513	$8,468	$12,634	$13,902	$15,624	*	*	Up	*
– Legally exempt (informal child care) vouchers	$5,495	$5,497	$7,023	$7,985	$10,739	*	*	Up	*

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

Goal 2b Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

The number of reports of suspected abuse and/or neglect for children in regulated child care programs declined three percent from 545 in Fiscal 2024 to 528 in Fiscal 2025. ACS indicates allegations that meet the New York State standard of fair preponderance of evidence on allegations of abuse of maltreatment. The proportion of child care investigations that ACS indicates has fluctuated in recent years. Following a low of 13.6 percent in Fiscal 2023, it peaked at 19.5 percent in Fiscal 2024 before declining to 11.9 percent in Fiscal 2025, returning to the prior trend.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Abuse and/or neglect reports for children in child care	224	377	506	545	528	*	*	Up	*
Abuse and/or neglect reports for children in child care that are substantiated (%)	20.1%	18.6%	13.6%	19.5%	11.9%	*	*	Down	Down

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

SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

Goal 3a Ensure that detention facilities are safe and secure.

There was a 26 percent increase in admissions to juvenile detention from 1,981 in Fiscal 2024 to 2,487 in Fiscal 2025. This increase reflects a rise in arrests, including those related to gun violence and other public safety concerns. The increase in admissions led to a 21 percent rise in the average daily population in juvenile detention from 278.9 in Fiscal 2024 to 336.4 in Fiscal 2025. The secure detention average daily population rose by 17 percent, from 237.3 in Fiscal 2024 to 276.4 in Fiscal 2025 and the non-secure detention population rose more sharply by 44 percent from 41.7 to 60.0. These increases reflect continued system-wide pressures related to court volume. There was a 12 percent increase in the average length of stay in detention during the same period, from 41 to 46 days. The increase in the length of stay in detention may be attributable to young people in detention waiting for the outcome of their case to be decided, caused by delays due to long adjournments between court dates as well as the longer periods of time needed to resolve serious cases.

The abscond rate per 100 daily population in non-secure detention fell from 0.21 in Fiscal 2024 to 0.13 in Fiscal 2025. ACS' provision of more supports to non-secure detention staff and facilities, and a more consistent staffing pattern at the facilities have both contributed to this improvement. Additionally, the non-secure detention programs and their staff have participated in more consistent training, modeling, and youth supervision coaching.

The rate of youth-on-youth assault and altercation with injury per 100 average daily population increased from 0.16 in Fiscal 2024 to 0.17 in Fiscal 2025, remaining well below historic rates. The youth-on-staff assault with injury rate per 100 average daily population remained stable at 0.12 in Fiscal 2025, and also remained below historic rates. The small increase in the rate of youth-on-youth assaults and altercations with injury occurred in the context of a significant increase in population in a limited space, which presented additional stressors on the detention environment. ACS has expedited training and support for its behavior management system (STRIVE+) and enhanced training with coaching techniques focusing on effective methods of de-escalating and engaging youth. ACS also worked with community providers, such as violence interrupters who work onsite in the detention facilities to teach the young people conflict resolution skills and help to mediate issues that arise. In addition, a specialized response team has been developed and provided with enhanced training to respond and de-escalate incidents. The rate of cases in detention where investigators found a preponderance of evidence of abuse and/or neglect increased from 0.06 in Fiscal 2024 to 0.07 in Fiscal 2025 per 100 average daily population across the fiscal years.

The weapon recovery rate per 100 daily population in detention increased from 0.40 in Fiscal 2024 to 0.42 in Fiscal 2025. The illegal substance/prescription or over-the-counter medication recovery rate decreased from 0.38 to 0.30 during this period. ACS has implemented enhanced investigation and search processes as well as increases in search frequency. ACS continues to work closely with State oversight agencies on the development and deployment of practices to identify and remove contraband from secure detention facilities. ACS is also continuing to work with the City's Department of Investigation to share intelligence and strategies as well as enhance measures to locate and prevent the introduction of contraband, including by personnel.

Average daily cost per juvenile in detention has been in decline since Fiscal 2021, decreasing to $1,021 in Fiscal 2025. While overall expenditures have increased slightly, the increase in average daily population is responsible for the decline in average daily costs per juvenile in detention.

The number of young people entering Close to Home placement declined six percent from 142 in Fiscal 2024 to 133 in Fiscal 2025. Despite this decrease in admissions, the average number of youth in Close to Home placement rose 32 percent from 78 to 102, reflecting longer lengths of stay and the large increase in admissions in Fiscal 2024. A growing number of youth with complex cases requiring more intensive or prolonged rehabilitation, and delays in the discharge process as a result of issues such as housing and lack of family supports, has contributed to the increased lengths of stay. Consistent with the greater number of youth in care, releases from Close to Home residential care to aftercare increased rose from 93 to 122, a 31 percent increase. The average number of youth in aftercare rose 47 percent from 28 to 41, consistent with the higher number of releases during the year. Discharges from Close to Home, which includes youth whose dispositional orders were completed, rose 23 percent from 90 in Fiscal 2024 to 111 in Fiscal 2025.

The rate of youth-on-youth assaults and altercations with injury per 100 care days in Close to Home increased from 0.16 in Fiscal 2024 to 0.24 in Fiscal 2025. The rate of youth-on-staff assaults with injury decreased by 33 percent during the same period, from 0.12 to 0.08. The absent without consent (AWOC) rate in Close to Home remained constant at 0.21. ACS continues to work closely with providers to maintain youth safety and accountability while supporting individualized treatment and release planning. For example, ACS is working with its partners, including Bellevue Hospital and the provider network, to expand mental health services to support youth during their time in Close to Home and ensure continuity of mental health care as they return to the community.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total admissions to detention	987	1,319	1,775	1,981	2,487	⇩	⇩	Up	Down
★ Average daily population in detention	118.9	170.0	233.0	278.9	336.4	⇩	⇩	Up	Down
– In secure detention	100.5	142.6	198.3	237.3	276.4	*	*	Up	Down
– In non-secure detention	18.4	27.4	34.7	41.7	60.0	*	*	Up	Down
★ Combined average length of stay in secure and non-secure detention (days)	38	38	39	41	46	⇩	⇩	Up	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure) (%)	0.10	0.09	0.09	0.21	0.13	0.10	0.10	Up	Down
★ Youth-on-youth assaults and altercations with injury rate in detention (per 100 total ADP)	0.34	0.29	0.21	0.16	0.17	0.25	0.25	Down	Down
★ Youth-on-staff assaults and altercations with injury rate in detention (per 100 total ADP)	0.27	0.21	0.15	0.12	0.12	0.15	0.15	Down	Down
★ Weapon recovery rate in detention (average per 100 total ADP)	0.25	0.33	0.46	0.40	0.42	⇩	⇩	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate in detention (average per 100 total ADP)	0.14	0.25	0.36	0.38	0.30	⇩	⇩	Up	Down
★ Child abuse/neglect allegations for youth in detention that are substantiated, rate (average per 100 total ADP)	0.10	0.13	0.07	0.06	0.07	⇩	⇩	Down	Down
★ Average daily cost per juvenile in detention ($)	$2,084	$1,576	$1,231	$1,137	$1,021	*	*	Down	*
✹ Admissions to Close to Home placement	71	72	82	142	133	*	*	Up	Down
★ Average number of children in Close to Home placement	65	47	50	78	102	⇩	⇩	Up	Down
Releases from Close to Home placement to aftercare	48	46	63	93	122	*	*	Up	*
★ Average number of children in Close to Home aftercare	21	18	28	28	41	*	*	Up	*
Discharges from Close to Home placement (dispositional order complete)	77	63	56	90	111	*	*	Up	*
Absent without consent rate, Close to Home placement (%)	0.22	0.24	0.21	0.20	0.21	0.25	0.25	Down	Down
Youth-on-staff assault with injury rate in Close to Home placement	0.07	0.10	0.11	0.12	0.08	0.15	0.15	Up	Down
Youth-on-youth assault with injury rate in Close to Home placement	0.07	0.09	0.10	0.16	0.24	0.15	0.15	Up	Down

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

Goal 3b Provide youth in detention and placement with appropriate health and mental health services.

All youth in detention receive a screening by the medical team for acute mental health needs within one hour of their admission so that youth who present the highest needs are identified and referred to mental health services. Youth who remain in detention for longer than 72 hours receive an additional comprehensive mental health intake that includes screening for commercial and sexual exploitation, post-traumatic stress disorder, depression, and problematic substance use, as well as a psychosocial assessment. The ability to complete the comprehensive intake is influenced by several factors, including the youth's adjustment to the detention environment, immediate court appearances following admission, rapid release from detention, and transfer between the secure detention facilities. If a youth refuses the mental health intake, the mental health staff will continue to make efforts to engage the youth. The percent of youth who received a general mental health screening or services while in detention declined nearly three percentage points from 81.6 percent during Fiscal 2024 to 78.8 percent during Fiscal 2025. The reduction in screening rates was driven by a combination of factors including youth taken from detention to court and released from court the next day, a modest increase in youth refusals, expedited transfers between facilities, and immediate transfers to a medical facility due to psychiatric reasons or medical comorbidities. ACS is expanding its existing partnership with Bellevue Hospital to fund more mental health professionals to better support the number of young people currently in custody.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	78.0%	86.6%	76.1%	81.6%	78.8%	⇧	⇧	Neutral	Up
Youth with health screening within 24 hours of admission to detention (%)	99%	100%	100%	99%	98%	100%	100%	Neutral	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day in detention ($)	$236	$171	$87	$73	$67	*	*	Down	*

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

Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with a previous admission rose from 43.0 percent in Fiscal 2024 to 47.0 percent in Fiscal 2025. The number of youth in the Family Assessment Program decreased six percent from 331 in Fiscal 2024 to 312 in Fiscal 2025 while the number of young people in the Juvenile Justice Initiative program rose 20 percent from 38 to 45, driven by efforts by 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. 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.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Youth admitted to detention with previous admission(s) to detention (%)	49.0%	42.0%	41.0%	43.0%	47.0%	*	*	Neutral	*
Youth in the Family Assessment Program	191	236	279	331	312	*	*	Up	Up
Youth in the Juvenile Justice Initiative	26	31	33	38	45	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Workplace injuries reported	380	467	384	403	501	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	110,307	118,857	121,076	145,801	146,441	*	*	Up	*
Letters responded to within 14 days (%)	94.4%	43.8%	97.0%	97.3%	93.3%	*	*	Up	Up
E-mails responded to within 14 days (%)	86.5%	79.1%	87.1%	92.4%	93.8%	*	*	Up	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$2,534.1	$2,646.8	$2,988.3	$3,355.1	$3,997.0	$3,354.0	$3,141.8	Up
Revenues ($000,000)	$2.4	$6.0	$5.5	$3.8	$4.9	$3.4	$3.4	Up
Personnel	6,863	6,341	6,222	6,483	6,504	7,058	7,056	Neutral
Overtime paid ($000,000)	$24.9	$39.8	$53.9	$53.2	$46.4	$39.2	$39.2	Up
Capital commitments ($000,000)	$9.7	$15.7	$10.0	$36.6	$73.1	$195.4	$171.9	Up
Human services contract budget ($000,000)	$1,328.3	$1,403.3	$1,667.5	$2,009.0	$2,643.8	$1,899.0	$1,825.9	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$589.2	$584.8	
001 - Personal Services	$377.0	$401.1	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	$13.7	$17.0	2a
005 - Administration	$115.9	$86.6	All
007 - Juvenile Justice	$78.9	$77.8	3a, 3b, 3c
009 - Adoption Subsidy	$3.7	$2.3	1e
Other Than Personal Services - Total	$2,765.8	$3,412.2	
002 - Other Than Personal Services	$130.6	$141.4	All
004 - Head Start/Day Care	$989.4	$1,502.8	2a
006 - Child Welfare	$1,160.6	$1,252.0	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	$144.5	$172.3	3a, 3b, 3c
010 - Adoption Subsidy	$254.2	$253.0	1e
011 - Juvenile Justice - OCFS Payments	$11.3	$13.5	3a
012 - Committee on Special Education	$75.1	$77.3	2a
Agency Total	$3,355.1	$3,997.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. 4This UA originated in Fiscal 2025. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2026 targets were established for the following indicators to reflect additional funding ACS and foster care providers received to support and expand these programs:
  - The target for 'Youth in foster care receiving Fair Futures services' is 4,686.
  - The target for 'Youth in foster care enrolled in College Choice' is 430.
- Several indicator and service names were revised to correct for grammatical inconsistencies.
  - Service 2a, 'Assure access to safe early child care and education services in all communities', was renamed to 'Ensure access to safe early child care and education services in all communities'.
  - In Goal 2a, 'Average mandated children voucher enrollment' was renamed to 'Average mandated child care voucher enrollment'.
  - In Goal 3a, 'Youth-on-staff assault with injury rate for Close to Home placement' was renamed to 'Youth-on-staff assault with injury rate in Close to Home placement'.
  - In Goal 3c, 'Youth in the Family Assessment program' was renamed to 'Youth in the Family Assessment Program'.
  - In Goal 3c, 'Youth in the Juvenile Justice initiative' was renamed to 'Youth in the Juvenile Justice Initiative'.
- Goal 1d was renamed from 'Encourage and support family-based foster care' to 'Encourage and support family-based and community-based foster care' to report all family and community foster care placement indicators in one goal. The indicators 'Children placed in foster care in their community' and 'Children placed in foster care in their borough' were moved from Goal 1c to Goal 1d.
- The previously published Fiscal 2026 target for 'Children maltreated during family foster care placement per 100,000 care days' was revised from 5.0 to 3.5 to reflect the reduced level of incidents over recent years.
- The previously published Fiscal 2026 target for 'Children entering foster care who are placed with relatives (%)' was revised from 54 percent to 50 percent due to a recent increase in number of families without relatives in the area and increased economic stress faced by families, limiting their ability to care for additional children.

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/acs.

DEPARTMENT OF HOMELESS SERVICES



Molly Wasow Park, Commissioner
Joslyn Carter, Administrator

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 the Human Resources Administration (HRA) to connect New Yorkers at risk of experiencing homelessness to preventive 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.

[1]African 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).

[2]Couloute, Lucius. (2018). Nowhere to Go: Homelessness among formerly incarcerated people. Prison Policy Initiative. https://www.prisonpolicy. org/reports/housing.html; Remster, Brianna (2021). Homelessness among formerly incarcerated men: Patterns and predictors. ANNALS, AAPSS, 693, 141-157; Metraux S. and Dennis Culhane (2006). Homeless shelter use and reincarceration following prison release. Criminology & Public Policy, 3 (2), 139-160.

OUR SERVICES AND GOALS

SERVICE 1 Provide temporary emergency housing to individuals and families experiencing homelessness.

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

Goal 1b Ensure that all temporary shelters for individuals and families experiencing homelessness are clean, safe, and well-run.

SERVICE 2 Coordinate and provide support services to help individuals and families experiencing homelessness exit shelter as quickly as possible.

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Goal 2b Minimize re-entries into the shelter services system.

SERVICE 3 Help individuals experiencing chronic unsheltered homelessness find stable, safe living situations.

Goal 3a Reduce the number of unsheltered individuals.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Provide temporary emergency housing to individuals and families experiencing homelessness.

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

In Fiscal 2025, on average there were over 86,400 individuals in a Department of Homeless Services (DHS) shelter per day in New York City, nearly the same as Fiscal 2024, stabilizing after several years of unprecedented growth. The number of individuals in shelter has remained stable over the last year despite historically high entries, largely due to investments the Agency has made in prevention and rehousing programs, including rental assistance, to keep individuals out of shelter and move them from shelter into temporary and permanent housing more quickly.

In Fiscal 2025, the average number of families with children in shelter per day held steady from 18,652 in Fiscal 2024 to 18,767 in Fiscal 2025. Despite the four percent decrease in the number of families with children entering the shelter system, down to 20,425 from 21,265, and the efforts by DHS to more quickly transition them out of shelter, entries remain significantly higher than recent years. The average number of single adults in shelter per day increased five percent from 20,468 in Fiscal 2024 to 21,411 in Fiscal 2025, due to sustained levels of high new entries for this population. While single adult entries decreased by three percent in Fiscal 2025 to 30,852, this number remains well above Fiscal 2022 and Fiscal 2021 levels, when total entries were under 20,000. The average number of adult families in shelter decreased by 11 percent in Fiscal 2025 despite a 15 percent increase in associated entries. Efforts by the Agency to facilitate shelter exits for long-term shelter stayers have decreased the length of stay for adult families, leading to an overall decline in the number of adult families in shelter.

The share of families with children receiving public assistance increased by six percentage points in Fiscal 2025 compared to Fiscal 2024. Continued efforts including targeting eligible families and expanded collaboration with HRA staff contributed to the increase.

DHS continues to work to place families in the borough of their youngest child's school. In Fiscal 2025, 63.4 percent of families with children entering shelter received an initial placement in the borough of their youngest school-aged child's school address, a slight increase compared to Fiscal 2024. In Fiscal 2025, 81.4 percent of families with children in shelter resided in the borough of their youngest child's school, a slight increase from 80.9 percent in Fiscal 2024. The average school attendance rate for children in the DHS shelter system in Fiscal 2025 was 85.1 percent, a nearly one percentage-point increase from Fiscal 2024.

DHS provides access to dedicated licensed social workers in families with children shelters. These staff conduct behavioral health assessments, developmental screenings for children, and provide services to help address barriers to permanent housing. These clinicians administered biopsychosocial screenings to 47 percent of families in shelter in Fiscal 2025, a four percentage-point decrease compared to Fiscal 2024, due to an ongoing 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 services at families with children shelters.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average number of individuals in shelter per day	52,409	45,563	66,195	86,321	86,403	⇩	⇩	Up	Down
★ ✹ Average number of adult families in shelters per day	1,983	1,493	2,416	2,224	1,956	⇩	⇩	Up	Down
★ Average number of individuals in adult families in shelters per day	4,186	3,130	5,119	4,749	4,209	⇩	⇩	Up	Down
★ ✹ Average number of families with children in shelters per day	9,823	8,505	12,749	18,652	18,767	⇩	⇩	Up	Down
★ Average number of individuals in families with children in shelters per day	30,212	25,969	40,915	61,103	60,805	⇩	⇩	Up	Down
★ ✹ Average number of single adults in shelters per day	18,012	16,465	20,162	20,468	21,411	⇩	⇩	Up	Down
★ Adult families entering the DHS shelter services system	528	598	777	1,479	1,706	⇩	⇩	Up	Down
★ Families with children entering the DHS shelter services system	6,107	7,061	14,339	21,265	20,425	⇩	⇩	Up	Down
★ Single adults entering the DHS shelter services system	18,127	19,968	35,019	31,829	30,852	⇩	⇩	Up	Down
Average number of families with children receiving public assistance (%)	84.7%	77.1%	75.9%	76.8%	82.8%	85.0%	85.0%	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	77.9%	82.1%	84.4%	84.3%	85.1%	*	*	Neutral	Up
Families in shelter living in the borough of their youngest child's school (%)	75.4%	76.1%	77.3%	80.9%	81.4%	*	*	Neutral	Up
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	57.6%	60.8%	58.3%	62.8%	63.4%	85.0%	85.0%	Neutral	Up
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	80%	72%	58%	51%	47%	*	*	Down	Up

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

Goal 1b Ensure that all temporary shelters for individuals and families experiencing homelessness are clean, safe, and well-run.

The rate of serious incidents per 1,000 residents decreased for single adults and families with children, while increasing slightly for adult families between Fiscal 2024 and Fiscal 2025. The rate of serious violent incidents per 1,000 residents decreased across all three populations. As the agency continues to focus on safety, the Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, ensures accurate reporting and tracking through its quality assurance review process.

In Fiscal 2025, the average daily cost of shelter increased for both single adult facilities and adult family facilities, by eight percent and by six percent respectively, while remaining stable for families with children facilities. The increase in the single adult and adult family average rate is the result of cost-of-living adjustments for shelter providers, part of the City's efforts to support nonprofit partners and human services workers. While there were similar increases for families with children shelter providers, these increases were offset by rate reductions for a subset of hotels in this portfolio.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	NA	1.70	5.10	NA	NA	*	*	NA	*
Serious incidents in the adult shelter system, per 1,000 residents	38.1	54.7	41.0	32.7	30.1	*	*	Down	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	2.5	4.8	4.1	3.3	3.2	*	*	Neutral	Down
Serious incidents in the adult family shelter system, per 1,000 residents	16.3	21.8	13.6	12.5	12.6	*	*	Down	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.0	1.6	1.0	1.2	1.1	*	*	Neutral	Down
Serious incidents in the families with children shelter system, per 1,000 residents	11.5	16.0	10.1	8.9	8.3	*	*	Down	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	1.0	1.1	0.9	0.8	0.7	*	*	Down	Down
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$137.74	$135.83	$145.13	$143.90	$154.76	*	*	Up	*
Cost per day for family shelter facilities — Adult families	$172.99	$172.31	$243.51	$209.16	$222.61	*	*	Up	*
Cost per day for family shelter facilities — Families with children	$193.76	$188.20	$232.40	$270.51	$270.22	*	*	Up	*

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

SERVICE 2 Coordinate and provide support services to help individuals and families experiencing homelessness exit shelter as quickly as possible.

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Clients in the DHS system continue to be placed into permanent, stable housing through a variety of City and federally funded rental assistance programs. Compared to Fiscal 2024, total placements increased by 40 percent for families with children, increased by six percent for single adults, and increased by 46 percent for adult families. Efforts by DHS and their contracted shelter providers to expedite housing placements throughout the year helped to drive these increases, including the expansion of the City Fighting Homelessness and Eviction Prevention Supplement rental subsidy, or CityFHEPS. For single adults, subsidized exits increased by 13 percent, driven primarily by increased CityFHEPS placements. For families with children, subsidized exits increased by 44 percent, also driven by an increase in CityFHEPS placements as well as New York City Housing Authority (NYCHA) placements. Adult family subsidized placements increased by 70 percent compared to Fiscal 2024, primarily due to CityFHEPS.

The average length of stay in shelter declined for adult systems, by four percent for single adults and by 24 percent for adult families. There was a five percent increase in length of stay for families with children compared to Fiscal 2024. The Agency's efforts to facilitate shelter exits have included a particular focus on long-term shelter stayers. These efforts have largely aligned the lengths of stay across populations, resulting in a more pronounced decrease for adult families.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Single adults exiting to permanent housing	6,539	7,043	8,238	9,308	9,848	*	*	Up	Up
— Subsidized	4,603	5,243	5,903	7,231	8,149	*	*	Up	Up
— Unsubsidized	1,936	1,800	2,335	2,077	1,699	*	*	Neutral	Up
Adult families exiting to permanent housing	496	504	560	534	781	*	*	Up	Up
— Subsidized	393	443	502	398	676	*	*	Up	Up
— Unsubsidized	103	61	58	136	105	*	*	Up	Up
Families with children exiting to permanent housing	7,191	5,207	6,175	8,787	12,336	*	*	Up	Up
— Subsidized	5,647	4,118	5,012	6,283	9,045	*	*	Up	Up
— Unsubsidized	1,544	1,089	1,163	2,504	3,291	*	*	Up	Up
★ Average length of stay — Single adults in shelter (days)	483	509	412	392	378	⇩	⇩	Down	Down
★ Average length of stay — Adult families in shelters (days)	773	855	750	498	379	⇩	⇩	Down	Down
★ Average length of stay — Families with children in shelter (days)	520	534	437	354	372	⇩	⇩	Down	Down

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

Goal 2b Minimize re-entries into the shelter services system.

The overall rate of clients who returned to shelter within one year after permanent housing placements declined by nearly two percentage points for single adults and was relatively stable for adult families, with a small increase of one percentage point for families with children in Fiscal 2025 compared to Fiscal 2024. For all populations, the return rates continue to remain historically low and reflect the City's continued investment in subsidized housing that generates sustained and permanent placements in communities.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	11.8%	9.8%	9.5%	7.9%	6.0%	20.0%	20.0%	Down	Down
★ — Subsidized exits (%)	5.6%	4.6%	4.3%	3.6%	3.0%	⇩	⇩	Down	Down
★ — Unsubsidized exits (%)	21.7%	22.1%	24.3%	19.1%	17.1%	⇩	⇩	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	1.3%	1.9%	0.9%	0.8%	0.6%	12.5%	12.5%	Down	Down
★ — Subsidized exits (%)	0.7%	0.6%	0.4%	0.3%	0.4%	⇩	⇩	Down	Down
★ — Unsubsidized exits (%)	3.6%	7.4%	5.8%	5.2%	1.7%	⇩	⇩	Down	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.1%	3.7%	3.7%	2.7%	3.7%	12.5%	12.5%	Down	Down
★ — Subsidized exits (%)	0.5%	0.3%	0.3%	0.6%	1.0%	⇩	⇩	Up	Down
★ — Unsubsidized exits (%)	15.6%	15.2%	16.2%	11.8%	10.2%	⇩	⇩	Down	Down

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

SERVICE 3 Help individuals experiencing chronic unsheltered homelessness find stable, safe living situations.

Goal 3a Reduce the number of unsheltered individuals.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey was conducted in January 2025 and estimated that there were 4,504 unsheltered individuals in New York City, a nine percent increase compared to Fiscal 2024. The City conducts a survey each year to estimate this number, as do hundreds of other jurisdictions across the country as mandated by the federal Department of Housing and Urban Development (HUD). According to the point-in-time analysis, around 3.5 percent of New Yorkers experiencing homelessness are unsheltered, marking the second lowest percentage recorded in any year in the two-decade history of the HOPE survey.

Through an unprecedented investment to enhance street outreach programs, the Agency has made significant progress in placing individuals experiencing unsheltered homelessness into permanent and transitional housing. In Fiscal 2025, DHS outreach workers referred over 10,841 unsheltered clients to placements in permanent housing, transitional programs, and other stable settings; a decrease of six percent compared to Fiscal 2024. The End of Line initiative, which provides outreach to individuals remaining on the trains at terminal stations, continues to contribute to the high number of referrals seen over the last several years. In Fiscal 2025, the average nightly number of unsheltered clients who were staying in special low barrier safe haven and stabilization beds, designed to help vulnerable clients transition from the streets into stable settings, increased by 12 percent due to increased capacity. In Fiscal 2025, DHS opened five new low barrier sites with over 400 beds.

In addition to the End of Line initiative and efforts to place unsheltered clients in stable settings, the Agency has also made important progress connecting New Yorkers with severe mental illness to vital healthcare supports through the Project for Assistance in Transition from Homelessness (PATH) and Subway Co-response Outreach Teams (SCOUT) initiatives. As part of these initiatives, the Agency has increased the number of nurses and clinicians across these outreach initiatives to better support individuals experiencing compounding mental health and substance use challenges in the subway system.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	2,376	3,439	4,042	4,140	4,504	⇩	⇩	Up	Down
HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	5,454	5,021	8,569	11,503	10,841	*	*	Up	Up
Average number of clients in low barrier beds	NA	2,086	2,732	3,012	3,360	*	*	NA	*

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Workplace injuries reported	104	97	84	80	85	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

In Fiscal 2025, the rate of letters and emails responded to in 14 days remained stable at 100 percent. DSS supports a dedicated team to follow up on and send reminder alerts to responsible programs to help ensure that responses are made within the required timeframe. Additionally, the DSS correspondence system, Intranet Quorum (IQ), auto generates daily reports with all letters that have outstanding responses; the reports are monitored daily by Agency managers.

Completed requests for interpretation increased by 43 percent from 107,083 in Fiscal 2024 to 152,595 in Fiscal 2025 due to increased demand. Note that the number of unique requests for interpretation are not available for on-site Spanish interpretation services provided at a number of DHS locations. As a result, Fiscal 2025 numbers do not reflect the full scope of interpretation services provided by DHS. Average wait time to speak with a customer services agent decreased by approximately 30 minutes in Fiscal 2025 compared to Fiscal 2024, due to staffing increases at intake.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	26,123	47,504	84,020	107,083	152,595	*	*	Up	*
Letters responded to within 14 days (%)	100%	97%	97%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	99%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	55	70	96	105	74	*	*	Up	Down
CORE facility rating	100	90	NA	97	97	*	*	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$3,044.5	$2,732.8	$3,540.4	$3,892.2	$4,354.8	$4,041.8	$3,554.4	Up
Personnel	2,005	1,849	1,797	1,811	1,741	1,925	1,935	Down
Overtime paid ($000,000)	$19.8	$19.6	$26.3	$28.7	$17.7	$17.7	$13.8	Neutral
Capital commitments ($000,000)	$20.1	$26.9	$14.7	$33.4	$43.2	$129.4	$148.3	Up
Human services contract budget ($000,000)	$2,709.5	$2,420.0	$3,102.4	$3,332.6	$3,934.3	$3,890.9	$3,108.6	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$168.1	$180.1	
100 - Shelter Intake and Program	$126.2	$129.7	All
101 - Administration	$31.5	$36.8	All
102 - Street Programs	$10.4	$13.6	3a
Other Than Personal Services - Total	$3,724.1	$4,174.7	All
200 - Shelter Intake and Program	$3,371.0	$3,774.5	All
201 - Administration	$29.8	$34.3	All
202 - Street Programs	$323.2	$365.9	3a
Agency Total	$3,892.2	$4,354.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to a data processing delay, Fiscal 2024 and Fiscal 2025 data for 'Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds' is unavailable at the time of Fiscal 2025 Mayor's Management Report publication.
- In order to give an accurate picture of the trend compared to the prior years, in Fiscal 2023, Fiscal 2024, and Fiscal 2025, asylum seekers in the families with children census were excluded from 'Families with children receiving public assistance.' Asylum seekers are in various stages of status adjustment that could impact eligibility for public benefits.

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 **Lorraine Cortés-Vázquez, Commissioner**



WHAT WE DO

The Department for the Aging (DFTA), also known as NYC Aging, promotes, administers, and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. In Fiscal 2025, NYC Aging served around 212,290 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 approximately 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 (J.D.E.I) 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 New Yorkers and their caregivers.**

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

HOW WE PERFORMED IN FISCAL 2025

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

Goal 1a Increase utilization of Older Adult Centers.

NYC Aging's Older Adult Centers (OACs) provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. During Fiscal 2025, NYC Aging's OACs and affiliated sites served 148,680 older New Yorkers, a slight decline from Fiscal 2024. An average of 27,356 participants attended OACs daily in Fiscal 2025, a two percent increase over the previous year, surpassing the fiscal year target.

NYC Aging and its providers continue to offer the option of virtual programming to older New Yorkers who would like to join in on activities from home or other locations remotely. In Fiscal 2025, 34,078 participants attended virtual and hybrid programs, a two percent decrease from the prior year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Older Adult Center participants	NA	92,600	145,747	150,314	148,680	⇧	⇧	NA	Up
✹ Older Adult Center average daily participants	NA	18,967	24,545	26,263	27,456	26,044	26,044	NA	Up
Older Adult Center virtual and hybrid program clients	33,458	61,351	34,322	34,862	34,078	*	*	Down	*

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

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

NYC Aging continues to provide older New Yorkers access to meals at Older Adult Centers through congregate meals on site, Grab and Go meals for at home consumption, and Meals on Heels for OAC participants who might be temporarily homebound. In Fiscal 2025, service levels remained stable with 6,452,188 meals served, a five percent increase from Fiscal 2024, to 115,508 older New Yorkers, three percent fewer than last year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Older Adult Center total meals	NA	3,004,508	5,548,305	6,131,215	6,452,188	8,338,069	8,338,069	NA	*
✹ Older Adult Center meal participants	NA	89,230	109,548	117,457	115,508	15,400	15,400	NA	Up

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

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

One way that NYC Aging promotes aging in place is by supporting Naturally Occurring Retirement Communities (NORCs), which are multi-age housing developments or neighborhoods that were not originally built for older adults but are now home to a significant number of older New Yorkers. Older residents of many of the City's NORCs can access health and social services 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 Fiscal 2025, NYC Aging served 16,904 older adults residing in NYC Aging-funded NORCs, a decrease of five percent from the previous year.

NYC Aging's Senior Community Services Employment Program (SCSEP) provides training opportunities to older adults who are seeking re-employment in the current job market. This program has built partnerships with community-based organizations, government agencies, and nonprofit entities, which collaborate in the enhancement of skills for older adults. In Fiscal 2025, 372 participants received training, subsidized, and/or unsubsidized employment opportunities, a similar level to Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Naturally Occurring Retirement Communities participants	17,889	17,849	19,085	17,813	16,904	17,650	17,650	Neutral	*
★ Senior Community Services Employment Program participants	247	259	399	377	372	312	312	Up	*

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

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

Older adults have high rates of late-onset mental health conditions, yet low rates of assessment and treatment, according to the Mayor's Office of Community Mental Health (OCMH). NYC Aging provides mental health support to older New Yorkers through NYC Aging's Geriatric Mental Health Initiative (GMH), which was launched at the beginning of Fiscal 2016. GMH places licensed mental health clinicians in Older Adult Centers to lead engagement sessions, continuously engage participants to decrease barriers to mental health treatment, and have open conversations with older adults about a variety of mental health symptoms. Clinicians screen participants for depression and other mental health conditions, provide on-site counseling, and provide outside referrals when needed. All New Yorkers who are 60 and older are eligible to receive services and do not have to be a registered participant of an Older Adult Center to see a mental health professional. Before this initiative, many older adults went without ready access to mental health support. In Fiscal 2025, additional GMH sites received their licenses to operate satellite mental health clinics, increasing the number of sites where clinical services were provided and the number of older adults who were able to utilize these services. This resulted in 1,419 older adults receiving at least one clinical service to improve their mental health in Fiscal 2025, 66 percent more than last year, due to this increase in availability and accessibility.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Clients who received Geriatric Mental Health clinical services	801	781	879	857	1,419	825	825	Up	Up

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

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

Goal 2a Provide supportive services to homebound older New Yorkers.

NYC Aging helps vulnerable older New Yorkers who are homebound and unable to prepare meals to maintain or improve their nutritional health through the Home Delivered Meals program. When it is in the best interest of the older person receiving a home delivered meal, meals may also be provided to the client's spouse or domestic partner regardless of age or physical condition, and disabled individuals under 60 years of age living in the same household as the client. This year, NYC Aging's Home Delivered Meal providers served 23,935 homebound older New Yorkers nearly 3.83 million meals, a three percent decline in unduplicated clients and 10 percent decrease in meals delivered over last year. Some of the decreases are attributed to the transition to a new data management system which has led to some delay in data entry.

NYC Aging also continues to support homebound older New Yorkers through its Case Management and Home Care programs. Home Care services support older New Yorkers who have unmet needs in activities of daily living and do not qualify for Medicaid or other ongoing insurance-funded home care. The goal of this program is to maintain seniors safely at home. Home Care clients receive a variety of services including assistance with bathing, dressing, grooming, toileting, transferring from a bed to chair and/or to a wheelchair, walking and eating. They are aided with housekeeping tasks, including meal preparation, assistance with dusting and vacuuming, light cleaning of the kitchen, bedroom, and bathroom, as well as shopping or other essential errands like laundering, ironing, and mending. During Fiscal 2025, 3,121 homebound older New Yorkers received 1,278,931 hours of Home Care services, decreases of nine percent and three percent, respectively.

Case Management services involve comprehensive assessments to identify the needs and strengths of older persons with functional impairments, planning with these clients on how to meet their needs, and building on their identified strengths and capacities, as well as arranging and coordinating services and resources on their behalf. During Fiscal 2025, 31,787 older New Yorkers received 535,773 hours of Case Management services, serving a similar number of clients and providing four percent more hours of services than the previous year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Home Delivered Meals served	4,109,446	4,287,681	4,609,919	4,252,731	3,827,579	4,740,339	4,740,339	Neutral	Up
✹ Home Delivered Meals clients	26,275	26,852	27,547	24,595	23,935	27,251	27,251	Down	*
★ Home Care hours	1,235,692	1,197,483	1,311,169	1,318,076	1,278,931	1,372,549	1,372,549	Neutral	Up
★ ✹ Home Care clients	3,386	3,296	3,452	3,422	3,121	3,400	3,400	Neutral	Up
Case Management hours	562,899	526,293	532,795	516,005	535,773	513,558	513,558	Neutral	Up
✹ Case Management clients	35,153	39,163	34,767	31,680	31,787	31,500	31,500	Down	*

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

Goal 2b Provide supportive services to caregivers.

NYC Aging's contracted caregiver providers assist and support New York City caregivers who are caring for an older person, as well as grandparents or other older adults who are caring for children. Caregiver services include information and assessments, referrals, support groups and training, counseling, and individual or group respite. During Fiscal 2025, 4,003 caregivers received direct services through NYC Aging's contracted programs, compared to 5,439 in Fiscal 2024. This year New York State changed how this metric is tracked. Fiscal 2025 data cannot be compared to previous fiscal years. Numerous individuals were served in aggregate events in Fiscal 2025 that are not included in this count. As such, NYC Aging is confident that a similar level of caregivers received direct services in Fiscal 2025 as in Fiscal 2024.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Caregiver persons served	5,261	5,349	5,215	5,439	4,003	5,400	5,400	Down	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	2,032	2,903	3,050	2,219	1,725	*	*	Down	*
Letters responded to within 14 days (%)	99.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	99.0%	77.6%	91.9%	98.0%	99.7%	*	*	Neutral	Up
CORE facility rating	NA	100	100	100	100	*	*	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Meeting time to first action – Missed delivery (% within 14 days)	100%	100%	99%	99%	100%	*	*	Neutral	*
Meeting time to first action – Housing (% within 14 days)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Meeting time to first action – General aging information (% within 14 days)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Meeting time to first action – Benefits and entitlements (% within 14 days)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$355.6	$502.6	$494.7	$509.4	$569.8	$550.7	$605.5	Up
Revenues ($000,000)	$1.3	$2.4	$7.1	$4.0	$1.5	$1.1	$1.0	Up
Personnel	628	304	312	326	329	353	370	Down
Overtime paid ($000)	$75	$26	$36	$47	$48	$0	$0	Down
Capital commitments ($000,000)	$2.3	$1.3	$5.4	$4.4	-$0.3	$15.7	$29.9	Down
Human services contract budget ($000,000)	$304.6	$445.4	$440.5	$450.6	$471.9	$472.1	$329.9	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$30.8	$33.3	
001 - Executive and Administrative Management	$18.2	$18.4	All
002 - Community Programs	$10.7	$12.3	All
006 - In-Home Services	$2.0	$2.6	2a
Other Than Personal Services - Total	$478.5	$536.5	
003 - Out-of-Home Services	$368.0	$426.8	All
004 - Executive and Administrative Management	$2.3	$5.4	All
005 - In-Home Services	$108.2	$104.4	2a
007 - Centers and Home Delivered Meals	$0.0	$0.0	1b, 2a
Agency Total	$509.4	$569.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- At the end of May 2025, NYC Aging started transitioning to a new client management system. As the system and data transfer are ongoing, the metrics for Fiscal 2025 as reported here are likely to be updated, and NYC Aging anticipates Fiscal 2025 figures may be undercounted as a result.
- Previously reported Fiscal 2024 values have been revised to reflect more accurate data. Observed decreases are the result of ongoing data cleaning initiatives:
  - In Goal 1a, 'Older Adult Center participants' was revised from 153,220 to 150,314, 'Older Adult Center average daily participants' was revised from 26,358 to 26,263 and 'Older Adult Center virtual and hybrid program clients' was revised from 35,000 to 34,862.
  - In Goal 1b, 'Older Adult Center total meals' was revised from 6,128,268 to 6,131,215 and 'Older Adult Center meal participants' was revised from 119,321 to 117,457.
  - In Goal 1c, 'Naturally Occurring Retirement Communities participants' was revised from 17,650 to 17,813.
  - In Goal 1d, 'Clients who received Geriatric Mental Health clinical services' was revised from 852 to 857.
  - In Goal 2a, 'Home Delivered Meals' was revised from 4,209,261 to 4,275,731; 'Home Delivered Meals clients' was revised from 24,572 to 24,595; 'Home Care hours' was revised from 1,317,155 to 1,318,076; 'Case Management hours' was revised from 515,854 to 516,005; and 'Case Management clients' was revised from 31,759 to 31,680.
- The previously published target for the indicator 'Home Delivered Meals served' was erroneously reported as 4,800,602 for Fiscal 2025 and Fiscal 2026 and revised to the correct target of 4,740,339 for both Fiscal 2025 and Fiscal 2026.
- As of October 2024, the 'Caregiver persons served' indicator no longer includes 'Outreach' as a service, which the New York State Office for the Aging (NYSOFA) has removed from reporting. This resulted in a change in what is included in NYC Aging's count and makes it incomparable to previous years. Combined with the challenges of transitioning to a new data system, these factors directly and adversely impacted the reported number of persons served by caregiver providers.

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/aging, or call NYC Aging's Aging Connect call center at (212) AGING NYC.

Building Human Potential

Building Human Potential


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DEPARTMENT OF EDUCATION **Melissa Aviles-Ramos, Chancellor**

WHAT WE DO

As the nation's largest public school system, the Department of Education (DOE), also referred to as New York City Public Schools (NYCPS), provides primary and secondary education to nearly one million students, from early childhood through grade 12. NYCPS employs over 77,000 teachers in over 1,800 district schools in 32 school districts. 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 provide all students with bright starts leading to bold futures, NYCPS partners with families to reimagine the student experience across the City's five boroughs and build a system that is truly responsive to the City's diverse communities. Building on its commitment to transform literacy and math instruction and expand college and career pathways, NYCPS further commits to fostering safe, supportive, and healthy learning environments, supporting educators to provide rigorous and inclusive instruction, and empowering families to actively engage in their children's education. These commitments serve as the foundation for prioritizing the implementation of key initiatives aimed at enhancing student success:

- **NYC Reads** utilizes three pre-approved, phonics-based reading curricula supported by effective evidence-based materials and methods to ensure that all students develop strong reading skills, a critical tool for educational, career, and lifetime success. After successful implementation in pre-kindergarten and elementary schools, NYCPS will continue to grow NYC Reads in the 2025–2026 School Year by expanding to middle schools for the first time, while strengthening supports and interventions for existing schools. NYCPS will continue to provide job-embedded coaching and intensive professional development to teachers to support implementation.

- **NYC Solves** uses comprehensive, research-based curricula taught by well-trained and coached teachers to enable all students to develop strong mathematical and critical thinking skills that set them up for 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. After launching the program in high schools citywide and in middle schools in nine districts, in the 2025–2026 School Year NYCPS will continue its expansion, reaching middle schools in six additional school districts that will adopt one of three approved curricula and receive professional learning and implementation support.

- **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 initiatives develop skills that are valued in the modern workplace and prepare them for specific high-growth career paths like technology, healthcare, education, human and social services, heating, ventilation and air conditioning (HVAC), and decarbonization. Over 15,000 students will participate in FutureReadyNYC each school year.

- **NYCPS Cares** was born out of the Five Borough Listening Tour that Chancellor Melissa Aviles-Ramos conducted in late Calendar 2024. The Chancellor met with over 1,000 New York City parents, students, educators, and community members to hear their thoughts on topics that mattered most to them. In spring 2025, NYCPS announced a suite of signature initiatives designed to address systemic inequities, promote safer and more supportive school communities, and improve families' access to City resources. Beginning in the 2025-2026 School Year, NYCPS Cares will launch two of these initiatives in select school districts:

  - The Family Connectors initiative will train over 1,600 trusted community members to provide families with information, resources, and referrals to other City agencies and community organizations.

  - New student-led anti-bullying and anti-vaping campaigns will be developed that empower students to play an active role in championing a safe and healthy lifestyle for themselves and their peers.

OUR SERVICES AND GOALS

SERVICE 1 Educate New York City's children to become productive, engaged adults.

- Goal 1a Improve academic achievement.
- Goal 1b Promote parental involvement in education.
- Goal 1c Improve the ability of English Language Learners to learn English and improve academic progress.
- Goal 1d Improve the ability of students with disabilities to progress academically and socially.
- Goal 1e Increase the percentage of high school graduates enrolling in post-secondary education or training.
- Goal 1f Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 2 Deliver early childhood education services.

- Goal 2a Ensure access to quality early child care services in communities of need and achieve maximum capacity.
- Goal 2b Ensure access to quality 3-K services in communities of need and achieve maximum capacity.
- Goal 2c Ensure access to quality Pre-K services in communities of need and achieve maximum capacity.
- Goal 2d Ensure access to quality School Day and Year programming in communities of need and achieve maximum capacity.
- Goal 2e Ensure access to quality Extended Day and Year programming in communities of need and achieve maximum capacity.
- Goal 2f Ensure access to quality 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 bus transportation to and from school.
- Goal 4c Provide healthy, culturally inclusive, and nutritious meals to students.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Educate New York City's children to become productive, engaged adults.

Goal 1a Improve academic achievement.

Total student enrollment in grades 3-K to 12 decreased slightly from 1,058,100 in the 2023–2024 School Year to 1,054,100 in the 2024–2025 School Year. Student enrollment in NYCPS schools declined from 912,100 to 906,200 and student enrollment in charter schools increased from 146,000 to 148,100.

The average daily attendance rate improved from 89.6 percent in the 2023–2024 School Year to 89.8 percent in the 2024–2025 School Year and the proportion of students chronically absent decreased from 34.8 percent to 33.3 percent. Throughout the latest school year, schools continued to conduct extensive outreach, collaborated with community partners, and followed up daily with students and families to increase attendance.

Students below standards in English Language Arts (ELA) and math in grades 3 through 8 declined in the 2024–2025 School Year by six percentage points and two percentage points, respectively. Students meeting or exceeding standards in ELA increased by seven percentage points from 49.1 percent to 56.3 percent, while students meeting or exceeding standards in math increased by over three percentage points from 53.4 percent to 56.9 percent. ELA and math proficiency rates for New York City students are the highest since the 2011–2012 School Year and continue to exceed overall New York State proficiency rates. These improvements are testaments to the success of NYC Reads and NYC Solves, which aim to ensure that every student in every classroom has access to quality, research-based curricula selected through collaboration between superintendent and principals that is supported by deep, intensive training and support.

Students progressing into a higher grade level in English Language Arts rose 13 percentage points from 30.0 percent to 42.7 percent over the last year, attributable to the expansion of NYC Reads to additional schools in the 2024–2025 School Year Students progressing into a higher grade level in Math remained unchanged at 31.2 percent.

Fiscal 2025 data for students passing Regents Examinations will be available in the Fiscal 2026 Preliminary Mayor's Management Report (PMMR).

The four-year graduation rate decreased slightly to 83.3 percent in the 2023–2024 School Year compared to 83.7 in the prior school year, falling below the target of 85.7 percent. The six-year graduation rate improved to 87.4 percent, up from 86.7 the prior school year. Four-year and six-year dropout rates both declined across the school years, to 4.7 percent and 8.1 percent, respectively. Due to extended data availability lag time, graduation and drop-out rates for the 2023–2024 School Year are newly available; 2024–2025 School Year data will be reported in the Fiscal 2026 Mayor's Management Report (MMR).

Class sizes decreased slightly in the 2024–2025 School Year across all grade bands. The percentage of classes underneath the caps mandated under the New York State class size law increased seven percentage-points to 46.5 percent compliance across all grade bands, above the target of 40 percent.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Student enrollment as of October 31 in grades 3-K to 12 (000)	1,094.1	1,058.9	1,047.9	1,058.1	1,054.1	*	*	Neutral	*
– District schools	955.5	919.1	907.0	912.1	906.2	*	*	Neutral	*
– Charter schools	138.6	139.8	140.9	146.0	148.1	*	*	Neutral	*
★ Average daily attendance (%)	89.5%	88.1%	89.4%	89.6%	89.8%	92.0%	92.0%	Neutral	Up
– Elementary/middle (%)	91.7%	89.7%	90.5%	90.8%	91.1%	92.6%	92.1%	Neutral	Up
– High school (%)	85.2%	84.6%	86.8%	87.0%	87.1%	87.7%	87.7%	Neutral	Up
Students chronically absent (%)	29.7%	40.7%	36.2%	34.8%	33.3%	29.0%	29.0%	Neutral	Down
Students in grades 3 to 8 below standards – English Language Arts (%)	NA	22.5%	22.9%	26.1%	20.3%	20.0%	19.3%	NA	Down
– Math	NA	38.5%	26.0%	22.8%	20.5%	23.0%	19.5%	NA	Down
★ ✹ Students in grades 3 to 8 meeting or exceeding standards – English Language Arts (%)	NA	49.0%	51.7%	49.1%	56.3%	59.0%	57.3%	NA	Up
★ ✹ – Math (%)	NA	37.9%	49.9%	53.4%	56.9%	52.0%	58.0%	NA	Up
Students in grades 3 to 8 progressing into a higher level – English Language Arts (%)	NA	NA	34.4%	30.0%	42.7%	*	*	NA	Up
– Math	NA	NA	39.7%	31.2%	31.2%	*	*	NA	Up
Students in grades 1 to 8 promoted to the next grade level (%)	98.1%	97.9%	99.0%	99.0%	99.1%	98.0%	98.0%	Neutral	Up
Students with a 65 to 100 passing score on the Regents Examination – English (%)	NA	73.7%	72.7%	74.5%	NA	77.3%	77.3%	NA	Up
– Algebra (%)	NA	58.2%	57.6%	52.2%	NA	66.2%	66.2%	NA	Up
– Living Environment (%)	NA	65.8%	57.6%	55.6%	NA	62.8%	62.8%	NA	Up
– History (%)	NA	74.8%	69.9%	73.4%	NA	74.7%	74.7%	NA	Up
★ ✹ Students in cohort graduating from high school in 4 years (%)	82.6%	83.7%	83.7%	83.3%	NA	85.7%	84.0%	NA	Up
★ Students in cohort graduating from high school in 6 years (%)	83.8%	85.1%	86.7%	87.4%	NA	⇧	⇧	NA	Up
★ Students in cohort dropping out from high school in 4 years (%)	4.9%	5.4%	5.4%	4.7%	NA	4.0%	4.0%	NA	Down
Students in cohort dropping out from high school in 6 years (%)	10.3%	9.7%	8.6%	8.1%	NA	*	*	NA	Down
Average class size – Kindergarten to Grade 3	NA	21.2	22.1	22.6	21.9	*	*	NA	Down
– Grades 4 to 5	NA	22.5	23.7	24.2	23.7	*	*	NA	Down
– Grades 6 to 8	NA	NA	NA	26.0	25.5	*	*	NA	Down
– Grades 6 to 8 core courses	NA	24.6	24.9	24.9	NA	*	*	NA	Down
– Grades 9 to 12	NA	NA	NA	26.1	25.8	*	*	NA	Down
– Grades 9 to 12 core courses	NA	25.0	23.7	23.7	NA	*	*	NA	Down
★ Classes subject to class size law at or below caps	NA	NA	42%	40%	47%	40%	60%	NA	Up
★ – Kindergarten to Grade 3 (%)	NA	NA	35%	31%	38%	⇧	⇧	NA	Up
★ – Grades 4 to 5 (%)	NA	NA	46%	42%	46%	⇧	⇧	NA	Up
★ – Grades 6 to 8 (%)	NA	NA	34%	33%	37%	⇧	⇧	NA	Up
★ – Grades 9 to 12 (%)	NA	NA	47%	45%	48%	⇧	⇧	NA	Up
Average class size in highest Economic Need Index quartile of schools	NA	NA	20.9	22.4	22.0	*	*	NA	Down
Classes subject to class size law at or below caps in highest Economic Need Index quartile of schools (%)	NA	NA	64%	62%	67%	*	*	NA	Up

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

Goal 1b Promote parental involvement in education.

Parent Coordinators empower family involvement in the school community through outreach and planning, create a welcoming school environment for parents, support school principals in addressing parents' concerns, and guide parent leadership in schools. They offer virtual workshops via video conferencing and use social media, e-newsletters, and school websites to share parent engagement opportunities. In the 2024–2025 School Year, Parent Coordinators increased their outreach to parents, demonstrated by the 31 percent increase in the number of phone calls responded to by Parent Coordinators or parent engagement designees and the 10 percent increase in the number of in-person consultations with parents. The number of school-based workshops offered to parents increased from 45 in the 2023–2024 School Year to 53 in the 2024–2025 School Year. Parental involvement in parent coordinator workshops and Fall and Spring Parent-Teacher Conferences also increased, by 25 percent and seven percent, respectively.

The annual NYC Schools Survey polls families, teachers, staff, and students to support dialogue among all members of school communities about how to make their school a better place to learn. School leaders use the feedback from the survey to reflect and improve schools and programs. In the 2024–2025 School Year, the survey captured that family sentiment regarding school communication and belonging improved slightly, with affirmative responses for several key questions ranging from 92 percent to 97 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	12,800	11,613	16,809	23,555	30,918	10,000	10,000	Up	Up
In-person consultations with parents by parent coordinators or parent engagement designee (000)	523	1,058	1,358	1,831	2,021	1,400	1,400	Up	Up
School-based workshops offered to parents (000)	58	50	38	45	53	60	60	Down	Up
Parents attending parent coordinator workshops (000)	819	723	922	1,107	1,382	1,000	1,000	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	814	934	1,023	1,163	1,247	2,000	2,000	Up	Up
★ Families reporting that school staff regularly communicate with them about helping their children learn (%)	91%	91%	90%	91%	92%	95%	95%	Neutral	*
Families reporting that their child's school communicates in a language that they can understand (%)	NA	97%	97%	97%	97%	95%	95%	NA	*
Families reporting that they are greeted warmly when they call or visit the school (%)	95%	96%	96%	96%	97%	95%	95%	Neutral	*
Families reporting that their child belongs at this school (%)	96%	96%	95%	95%	96%	95%	95%	Neutral	Up

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

Goal 1c Improve the ability of English Language Learners to learn English and improve academic progress.

The number of students enrolled as English Language Learners (ELLs) decreased from 174,000 in the 2023–2024 School Year to 168,000 in the 2024–2025 School Year. The largest decrease in enrollment was newcomers, who are students identified as ELLs and have received ELL service for three years or less. The percentage of ELLs testing out for 2024–2025 School Year will be reported in the Fiscal 2026 PMMR.

From the 2022–2023 School Year to the 2023–2024 School Year, the four-year graduation rate for students ever enrolled as ELLs, including students no longer enrolled as ELLs, improved slightly from 91.2 percent to 91.9 percent, while the four-year graduation rate for students currently enrolled as ELLs declined seven percentage points to 54.9 percent. The six-year graduation rate for students currently enrolled as ELLs improved five percentage points to 71.8 percent over the school year. Four- and six-year dropout rates for students ever or currently enrolled as ELLs declined in the 2023–2024 School Year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Students enrolled as English Language Learners (ELL) (000)	147	149	160	174	168	*	*	Up	*
English Language Learners testing out of English Language Learner status (%)	12.0%	16.1%	16.1%	14.7%	NA	17.1%	15.7%	NA	Up
★ English Language Learners testing out of English Language Learner status who did so within 3 years (%)	44.3%	37.9%	42.7%	55.3%	NA	43.7%	56.3%	NA	Up
Current English Language Learner four-year graduation rate (%)	60.3%	67.0%	62.0%	54.9%	NA	64.0%	60.0%	NA	Up
Ever English Language Learner four-year graduation rate (%)	90.3%	91.0%	91.2%	91.9%	NA	92.0%	92.0%	NA	Up
Current English Language Learner four-year dropout rate (%)	15.7%	15.4%	17.0%	14.2%	NA	16.0%	15.0%	NA	Down
Ever English Language Learner four-year dropout rate (%)	1.9%	2.2%	2.4%	1.6%	NA	2.0%	1.3%	NA	Down
Current English Language Learner six-year graduation rate (%)	54.1%	55.8%	66.9%	71.8%	NA	*	*	NA	Up
Ever English Language Learner six year graduation rate (%)	92.4%	93.3%	93.3%	NA	NA	*	*	NA	Up
Current English Language Learner six year dropout rate (%)	34.0%	32.7%	24.2%	20.5%	NA	*	*	NA	Down
Ever English Language Learner six year dropout rate (%)	4.7%	4.2%	4.4%	NA	NA	*	*	NA	Down

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

Goal 1d Improve the ability of students with disabilities to progress academically and socially.

Students with Individualized Education Programs increased nearly three percent in the 2024–2025 School Year to 305,806. Students newly recommended for special education services increased six percent to 38,712 in the 2024–2025 School Year, while students no longer in need of services remained constant at 5,224.

The four-year graduation rate for students with disabilities declined slightly by one percentage-point to 64.9 percent in the 2024–2025 School Year, while the six-year graduation rate increased over two percentage-points to 71.4 percent. Both four- and six-year dropout rates declined over the school year.

Pre-school special education enrollment increased from 31,542 in the 2023–2024 School Year to 32,334 in the 2024–2025 School Year, with enrollment increases of eight percent at NYCPS, six percent in charter schools, and 13 percent in private or home schools, and decreases of three percent at non-public state approved schools and eight percent at contracted (3-K, Pre-K) schools. School-age special education enrollment increased from 266,805 to 273,472 across the two most recent school years and increased across every setting except non-public state approved schools.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Students with Individualized Education Programs	295,102	288,163	289,654	298,347	305,806	*	*	Neutral	*
Students newly recommended for special education services	22,904	32,099	36,316	36,392	38,712	*	*	Up	*
Students no longer in need of special education services	4,128	4,668	5,087	5,228	5,224	*	*	Up	*
★ Students with disabilities in cohort graduating from high school in 4 years (%)	61.7%	64.1%	65.6%	64.9%	NA	66.6%	65.6%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%)	62.5%	66.7%	69.0%	71.4%	NA	⇧	⇧	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%)	7.7%	7.7%	7.8%	7.4%	NA	6.8%	7.2%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%)	18.2%	16.3%	14.5%	12.5%	NA	*	*	NA	Down
Special education enrollment – Pre-school	25,282	25,935	29,005	31,542	32,334	*	*	Up	*
– New York City Public Schools	3,137	3,859	5,119	5,792	6,239	*	*	Up	*
– Non-public school – state approved	9,856	9,047	8,954	8,907	8,754	*	*	Neutral	*
– Contracted (3K, Pre-K)	3,777	5,492	7,281	7,745	7,099	*	*	Up	*
– Charter schools	57	61	90	121	128	*	*	Up	*
– Private or home	8,455	7,476	7,561	8,977	10,114	*	*	Up	*
Special education enrollment – School-age	269,820	262,228	260,649	266,805	273,472	*	*	Neutral	*
– New York City Public Schools	192,678	182,464	182,192	185,363	190,770	*	*	Neutral	*
– Charter schools	24,561	24,441	25,474	26,630	27,631	*	*	Up	*
– Non-public school – state approved	6,050	5,452	5,209	5,002	4,835	*	*	Down	*
– Non-public school – not state approved	46,531	49,871	47,774	49,810	50,236	*	*	Neutral	*
★ Students with disabilities in grades 3 to 8 progressing into a higher level – English Language Arts (%)	NA	NA	25.6%	23.4%	34.1%	⇧	⇧	NA	Up
★ – Math (%)	NA	NA	30.7%	24.4%	24.6%	⇧	⇧	NA	Up
★ Students fully scheduled to receive their IEP-recommended special education programs (%)	87%	88%	91%	92%	93%	⇧	⇧	Neutral	Up
★ Related services mandates with full encounter recorded (%)	92%	95%	95%	95%	94%	⇧	⇧	Neutral	Up

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

Goal 1e Increase the percentage of high school graduates enrolling in post-secondary education or training.

NYCPS is committed to ensuring that all students graduate ready for future success in college and careers. The percent of the graduating high school cohort taking the SAT at least once remained consistent in the 2023–2024 School Year at 70.9 percent. Post-secondary school enrollment increased two percentage points to 63.7 percent for the cohort that graduated in the 2022–2023 School Year. The Fiscal 2026 PMMR will include data for the 2024–2025 School Year and post-secondary enrollment data for the 2023–2024 School Year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
High school cohort taking the SAT at least once in 4 years of high school (%)	76.1%	58.4%	71.5%	70.9%	NA	80.0%	71.9%	NA	Up
★ ✹ High school cohort who graduate ready for college and careers (%)	NA	NA	NA	51.7%	NA	58.7%	52.7%	NA	Up
✹ High school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months (%)	58.8%	61.5%	63.7%	NA	NA	65.0%	65.0%	NA	Up

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

Goal 1f Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

In the 2024–2025 School Year, the percent of high school students taking at least one Advanced Placement (AP) exam increased one percentage point to 44.9 percent, and students passing at least one AP exam increased two percentage points to 25.6 percent. The Fiscal 2026 PMMR will include data for the 2024–2025 School Year.

Students who successfully completed approved rigorous courses or assessments declined from 67.5 in the 2022–2023 School Year to 61.9 in the 2023–2024 School Year. This indicator reflects the percentage of students in the four-year cohort who successfully completed approved rigorous courses and assessments like International Baccalaureate (IB), AP or Regents exams. A Regents waiver policy was introduced in the 2019–2020 School Year due to exam cancellation caused by the COVID-19 pandemic, allowing students to exempt themselves from the exams while still being considered as having achieved successful completion. With the end of this policy in the 2021–2022 School Year, the graduating class of 2024 had less access to these waivers, leading to a decrease in advanced course and assessment completion for this cohort.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ High school cohort taking at least 1 AP exam in 4 years of high school (%)	39.7%	40.7%	44.0%	44.9%	NA	41.7%	45.9%	NA	Up
High school cohort passing at least 1 AP exam in 4 years of high school (%)	23.8%	22.8%	23.7%	25.6%	NA	23.8%	26.6%	NA	Up
Students who successfully completed approved rigorous courses or assessments (%)	69.1%	73.2%	67.5%	61.9%	NA	75.0%	63.0%	NA	Up

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

SERVICE 2 Deliver early childhood education services

Goal 2a Ensure access to quality early child care services in communities of need and achieve maximum capacity.

Total Infant/Toddler student enrollment declined 39 percent from 10,441 in the 2023–2024 School Year to 6,378 in the 2024–2025 School Year, while total Infant/Toddler unfilled seats surged from 438 to 4,105. Most Infant/Toddler seats are provided by Family Child Care Networks (FCCNs). In Fiscal 2024, NYCPS lost a major FCCN partner, leading to a significant decline in Infant/Toddler program enrollment. Decreases in enrollment are reflected earlier in the data than decreases in capacity, which is continually reevaluated based on partnerships with contracted providers to ensure that the number of program seats both meets community needs and the ability of providers to offer seats. Fiscal year spending per child based on Infant/Toddler enrollment dropped 38 percent from $38,706 in Fiscal 2024 to $24,192 in Fiscal 2025 due to NYCPS shifting to reporting fiscal year spending as the effective cost per child beginning in Fiscal 2025, as opposed to the contractual cost per child as was previously reported.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total Infant/Toddler student enrollment	NA	NA	6,346	10,441	6,378	10,883	6,394	NA	Up
– Extended Day and Year	NA	NA	6,220	10,317	6,250	10,755	6,265	NA	Up
– Early Head Start	NA	NA	126	124	128	128	129	NA	Up
Total Infant/Toddler unfilled seats	NA	NA	2,148	438	4,105	0	4,089	NA	Up
– Extended Day and Year	NA	NA	2,146	434	4,092	0	4,077	NA	Up
– Early Head Start	NA	NA	2	4	0	0	0	NA	Up
Fiscal Year spending per child based on Infant/Toddler enrollment ($)	NA	NA	$39,883	$38,706	$24,192	$38,706	$24,192	NA	*
– Extended Day and Year	NA	NA	$34,493	$34,724	$23,882	$34,724	$23,882	NA	*
– Early Head Start	NA	NA	$45,273	$42,687	$39,334	$42,687	$39,334	NA	*

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

Goal 2b Ensure access to quality 3-K services in communities of need and achieve maximum capacity.

Total 3-K student enrollment increased nearly two percent from 43,957 in the 2023–2024 School Year to 44,729 in the 2024–2025 School Year. Extended Day and Year 3-K enrollment grew 23 percent from 4,261 to 5,459, while School Day and Year enrollment remained consistent at 37,462, and Head Start enrollment declined over two percent to 2,008. Total 3-K unfilled seats decreased over five percent from 8,446 in the 2023–2024 School Year to 7,988 in the 2024–2025 School Year. School Day and Year 3-K unfilled seats increased 22 percent to 6,068, while Extended Day and Year and Head Start 3-K unfilled seats dropped 50 percent and 21 percent, respectively. Fiscal year spending per child based on 3-K enrollment dropped 13 percent from $23,800 in Fiscal 2024 to $20,637 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total 3-K student enrollment	NA	NA	32,361	43,957	44,729	47,156	45,454	NA	Up
– School Day and Year	NA	NA	26,320	37,636	37,462	40,647	37,636	NA	Up
– Extended Day and Year	NA	NA	4,160	4,261	5,259	4,346	5,758	NA	Up
– Head Start	NA	NA	1,881	2,060	2,008	2,163	2,060	NA	Up
Total 3-K unfilled seats	NA	NA	9,355	8,446	7,988	5,247	7,263	NA	Up
– School Day and Year	NA	NA	5,495	4,965	6,068	1,954	5,984	NA	Up
– Extended Day and Year	NA	NA	3,050	2,897	1,457	2,812	958	NA	Up
– Head Start	NA	NA	810	584	463	481	411	NA	Up
Fiscal Year spending per child based on 3-K enrollment ($)	NA	NA	$23,781	$23,800	$20,637	$23,800	$20,637	NA	*
– School Day and Year	NA	NA	$18,095	$18,007	$19,314	$18,007	$19,314	NA	*
– Extended Day and Year	NA	NA	$27,275	$27,421	$27,473	$27,421	$27,473	NA	*
– Head Start	NA	NA	$25,974	$25,973	$27,402	$25,973	$27,402	NA	*

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

Goal 2c Ensure access to quality Pre-K services in communities of need and achieve maximum capacity.

Total Pre-K student enrollment decreased four percent from 59,250 in the 2023–2024 School Year to 56,950 in the 2024–2025 School Year. School Day and Year Pre-K enrollment decreased five percent to 51,996, Extended Day and Year Pre-K enrollment decreased 12 percent to 2,424, and Head Start Pre-K enrollment decreased seven percent to 1,764. Total Pre-K unfilled seats increased eight percent from 14,008 in the 2023–2024 School Year to 15,181 in the 2024–2025 School Year. The declines in Pre-K enrollment reflect the growing need to age down the early childhood education system. Fiscal year spending per child based on Pre-K enrollment dropped eight percent from $19,696 in Fiscal 2024 to $18,032 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total Pre-K student enrollment	NA	NA	59,687	59,250	56,950	61,038	59,250	NA	Up
– School Day and Year	NA	NA	54,948	54,608	51,996	56,246	54,608	NA	Up
– Extended Day and Year	NA	NA	2,961	2,742	2,424	2,797	2,742	NA	Up
– Head Start	NA	NA	1,778	1,900	1,764	1,995	1,900	NA	Up
Total Pre-K unfilled seats	NA	NA	15,589	14,008	15,181	12,220	12,881	NA	Up
– School Day and Year	NA	NA	11,218	10,252	11,429	8,614	8,817	NA	Up
– Extended Day and Year	NA	NA	3,131	2,763	2,424	2,708	2,106	NA	Up
– Head Start	NA	NA	1,240	993	725	898	589	NA	Up
Fiscal Year spending per child based on Pre-K enrollment ($)	NA	NA	$19,600	$19,696	$18,032	$19,696	$18,032	NA	*
– School Day and Year	NA	NA	$14,930	$14,917	$17,276	$14,917	$17,276	NA	*
– Extended Day and Year	NA	NA	$22,817	$22,850	$34,458	$22,850	$34,458	NA	*
– Head Start	NA	NA	$21,054	$21,320	$23,627	$21,320	$23,627	NA	*

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

Goal 2d Ensure access to quality School Day and Year programming in communities of need and achieve maximum capacity.

School Day and Year programs mirror NYCPS district schools' schedules and calendars. Total School Day and Year student enrollment declined three percent from 92,244 in the 2023–2024 School Year to 89,458 in the 2024–2025 School Year while total School Day and Year unfilled seats rose 15 percent from 15,217 to 17,497. Fiscal year spending per child based on School Day and Year enrollment rose 10 percent, from $16,462 in Fiscal 2024 to $18,130 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total School Day and Year student enrollment	NA	NA	81,268	92,244	89,458	96,893	92,244	NA	Up
Total School Day and Year unfilled seats	NA	NA	16,713	15,217	17,497	10,568	14,711	NA	Up
Fiscal Year spending per child based on School Day and Year enrollment ($)	NA	NA	$16,513	$16,462	$18,130	$16,462	$18,130	NA	Up

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

Goal 2e Ensure access to quality Extended Day and Year programming in communities of need and achieve maximum capacity.

Extended Day and Year programs provide year-round care and learning for up to 10 hours a day. Total Extended Day and Year student enrollment declined 19 percent from 17,320 in the 2023–2024 School Year to 14,090 in the 2024–2025 School Year while total Extended Day and Year unfilled seats rose 31 percent from 6,094 to 17,497. Fiscal year spending per child based on Extended Day and Year enrollment declined six percent from $28,332 in Fiscal 2024 to $26,776 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total Extended Day and Year student enrollment	NA	NA	13,341	17,320	14,090	17,898	14,765	NA	Up
Total Extended Day and Year unfilled seats	NA	NA	8,327	6,094	7,973	5,520	7,141	NA	Up
Fiscal Year spending per child based on Extended Day and Year enrollment ($)	NA	NA	$28,195	$28,332	$26,776	$28,332	$26,776	NA	Up

★ 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.

Head Start, which provides similar hours to is similar to Extended Day and Year programs but is funded by federal grants, mandates that families of children in the programs meet eligibility requirements including income limits, living in temporary housing, or receiving public benefits. Total Head Start student enrollment declined five percent from 4,084 in the 2023–2024 School Year to 3,900 in the 2024–2025 School Year while total Head Start unfilled seats decreased 25 percent from 1,581 to 1,188. Fiscal year spending per child based on Head Start enrollment decreased 13 percent from $29,993 in Fiscal 2024 to $26,086 in Fiscal 2025.

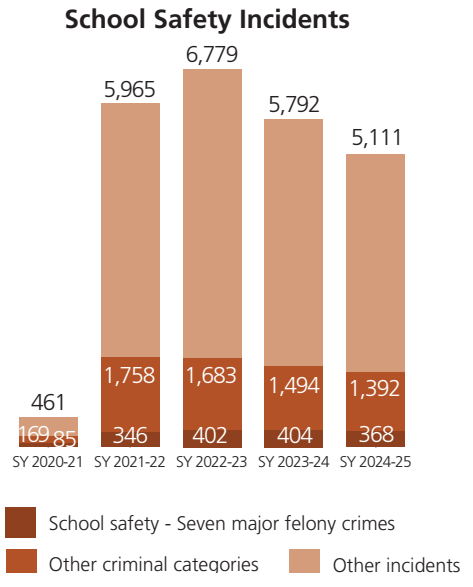
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total Head Start student enrollment	NA	NA	3,785	4,084	3,900	4,286	4,089	NA	Up
Total Head Start unfilled seats	NA	NA	2,052	1,581	1,188	1,379	1,000	NA	Up
Fiscal Year spending per child based on Head Start enrollment ($)	NA	NA	$30,767	$29,993	$26,086	$29,993	$26,086	NA	*

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

SERVICE 3 Coordinate with NYPD to maintain safe schools.

Goal 3a Ensure a safe and secure learning environment for all students and staff.

NYCPS has a long-established collaborative partnership with the New York Police Department's (NYPD) School Safety Division, which works to provide a safe and secure learning environment in every school building. NYCPS's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, NYCPS' 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. In the 2024–2025 School Year, school safety incidents declined across all categories; major felony incidents decreased nine percent to 368, incidents in other criminal categories decreased seven percent to 1,392, and other incidents decreased 12 percent to 5,111.



Reported accidents incurred by students decreased to 46,466 in the 2024–2025 School Year, down from 47,052 the prior School Year. Accidents in schools incurred by members of the public declined 56 percent from 746 to 325 across comparative reporting periods. This decline can be attributed to enhancements made to the reporting system that now verifies employees, whereas in the past schools would manually enter the data and select the most appropriate title from the dropdown which led to teachers and school staff potentially being included in prior year's counts when they should not have been. Additionally, visitor protocols in schools included the installation of additional door cameras in elementary and middle schools which could have also limited public interactions inside schools and therefore decreased accidents. Students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school increased one percentage point to 83 percent in the 2024–2025 School Year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ School safety – Seven major felony crimes	85	346	402	404	368	⇩	⇩	Up	Down
★ – Other criminal categories	169	1,758	1,683	1,494	1,392	⇩	⇩	Up	Down
★ – Other incidents	461	5,965	6,779	5,792	5,111	⇩	⇩	Up	Down
Accidents in schools – Students	5,463	42,450	48,710	47,052	46,466	*	*	Up	Down
– Public	165	736	768	746	325	*	*	Up	Down
Students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school (%)	91%	85%	82%	82%	83%	95%	85%	Neutral	Up

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

SERVICE 4 Provide essential, non-academic services to all eligible New York City students in public, charter, and non-public schools.

Goal 4a

Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Total new seats created declined 41 percent from 11,270 in the 2023–2024 School Year to 6,632 in the 2024–2025 School Year. The number of seats created fluctuates year-to-year based on NYCPS' Five-Year Capital Plan, managed by SCA, which projected a significantly higher number of seats to be created in the 2023–2024 School Year than in the preceding and subsequent years.

In Fiscal 2025, the percentage of schools that exceed capacity declined across all school types; elementary schools that exceed capacity decreased two percentage points to 32 percent, middle schools that exceed capacity decreased one percentage point to 16 percent, and high schools that exceed capacity decreased one percentage point to 28 percent. Students in elementary/middle schools that exceed capacity decreased one percentage point to 34 percent and students in high schools that exceed capacity increased two percentage points to 43 percent.

Improvements were made across all school building ratings categories. Schools rated 'Good condition' increased slightly to 1.7 percent in Fiscal 2025, while schools rated 'Fair to good condition' rose nearly four percentage points to 32.8 percent and schools rated 'Fair condition' decreased four percentage points to 65.3 percent. Schools rated 'Fair to poor condition' or 'Poor condition' remained consistent at 0.3 percent and 0.0 percent, respectively.

Rooftop solar installations more than tripled from nine in the 2023–2024 School Year to 32 in the 2024–2025 School Year. The total megawatt output of these installations rose 227 percent accordingly, to seven over the past school year.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total new seats created	4,003	8,934	6,532	11,270	6,632	6,254	4,624	Up	*
Schools that exceed capacity – Elementary schools (%)	46.0%	35.0%	34.0%	34.0%	32.0%	*	*	Down	Down
– Middle schools (%)	27.0%	17.0%	17.0%	17.0%	16.0%	*	*	Down	Down
– High schools (%)	32.0%	24.0%	29.0%	29.0%	28.0%	*	*	Neutral	Down
Students in schools that exceed capacity – Elementary/middle schools (%)	46.0%	34.0%	34.0%	35.0%	34.0%	*	*	Down	Down
– High schools (%)	45.0%	36.0%	43.0%	41.0%	43.0%	*	*	Neutral	Down
School building ratings – Good condition (%)	2.5%	1.6%	1.8%	1.6%	1.7%	*	*	Down	Up
★ – Fair to good condition (%)	28.8%	29.7%	28.9%	29.0%	32.8%	⇧	⇧	Up	Up
– Fair condition (%)	68.6%	68.6%	69.1%	69.2%	65.3%	*	*	Neutral	*
★ – Fair to poor condition (%)	0.1%	0.1%	0.2%	0.3%	0.3%	⇩	⇩	Up	Down
– Poor condition (%)	0.0%	0.0%	0.0%	0.0%	0.0%	*	*	Neutral	Down
Rooftop solar installations on NYC Public School buildings	15	10	19	9	32	*	*	Up	*
Total megawatt output of rooftop solar installations	3	3	5	2	7	*	*	Up	*

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

Goal 4b Ensure safe and reliable bus transportation to and from school.

In the 2024–2025 School Year, the monthly average number of students assigned to curb-to-school service increased nine percent to 61,405 and the number of routes also increased five percent to 5,979 over the school year. Stop-to-school service as well as the number of routes stayed relatively consistent with 72,190 students assigned along 2,136 routes. The number of service incidents per month rose 10 percent, from 3,349 to 3,672.

The average number of students in temporary housing (STH) issued OMNY cards increased seven percent to 6,550 in the 2024–2025 School Year, and the average number of parents or guardians of STH utilizing caregiver OMNY cards decreased 36 percent to 7,772. The average number of STH utilizing yellow school bus service declined modestly to 5,492 during the school year.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average number of students assigned to stop-to-school service (per month)	NA	73,031	73,592	72,753	72,190	*	*	NA	*
Average number of students assigned to curb-to-school service (per month)	NA	54,661	56,359	56,271	61,405	*	*	NA	*
Average number of stop-to-school routes (per month)	NA	2,352	2,233	2,143	2,136	*	*	NA	*
Average number of curb-to-school routes (per month)	NA	5,786	5,596	5,711	5,979	*	*	NA	*
Average number of service incidents (per month)	NA	2,395	3,874	3,349	3,672	*	*	NA	*
★ Average number of Students in Temporary Housing (STH) utilizing yellow school bus service	NA	2,798	3,869	5,561	5,492	*	*	NA	*
★ Average number of Students in Temporary Housing (STH) issued OMNY cards	NA	5,560	5,374	6,109	6,550	*	*	NA	*
★ Average number of Students in Temporary Housing (STH) parents/guardians utilizing caregiver OMNY cards	NA	4,673	6,647	12,103	7,772	*	*	NA	*
Average number of foster care students provided yellow school bus service	NA	1,375	1,067	1,188	1,213	*	*	NA	*

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

Goal 4c Provide healthy, culturally inclusive, and nutritious meals to students.

Average breakfasts served decreased four percent to 221,232 in the 2024–2025 School Year and average lunches served declined over one percent to 549,064. The percentage of students who were satisfied with the Office of Food and Nutrition Services increased over two percentage points from 72.1 percent in Fiscal 2024 to 74.6 percent in the 2024–2025 School Year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average breakfasts served daily	176,419	272,369	233,176	230,887	221,232	⇧	⇧	Neutral	Up
★ Average lunches served daily	228,866	542,294	533,953	557,596	549,064	⇧	⇧	Up	Up
Schools certified to serve halal and kosher meals	NA	NA	NA	116	119	*	*	NA	Up
Student satisfaction with Office of Food and Nutrition Services (%)	NA	NA	NA	72.1%	74.6%	*	*	NA	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Payout ($000)	NA	NA	$520,836	$502,034	$108,704	*	*	NA	Down
Average expenditure per student ($)	$26,291	$30,472	$30,185	$33,864	NA	*	*	NA	*
– Elementary school ($)	$26,489	$30,391	$30,316	$33,372	NA	*	*	NA	*
– Middle school ($)	$24,816	$29,437	$28,917	$31,866	NA	*	*	NA	*
– High school ($)	$22,674	$26,539	$26,468	$28,498	NA	*	*	NA	*
– Full-time special education (District 75) ($)	$78,440	$86,011	$79,820	$111,373	NA	*	*	NA	*
Principals with 4 or more years experience as principal (%)	73.2%	71.5%	70.0%	69.8%	69.4%	*	*	Neutral	Up
Teachers	77,609	77,998	75,936	76,544	77,585	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	73.4%	73.2%	74.4%	74.6%	74.3%	*	*	Neutral	*
Teachers absent 11 or more days (%)	5.5%	16.3%	18.8%	17.6%	16.4%	*	*	Up	Down
Teachers reporting that they usually look forward to each working day at their school (%)	90%	86%	85%	86%	88%	90%	90%	Neutral	Up
Teachers reporting that they would recommend this school to families seeking a place for their child (%)	90%	86%	84%	85%	87%	90%	89%	Neutral	Up
Workplace injuries reported	762	2,434	2,984	3,168	2,783	*	*	Up	Down
Students residing in temporary housing during the school year	87,170	88,119	105,963	131,351	NA	*	*	NA	*
Students residing in temporary housing during the school year (%)	8.8%	9.0%	10.9%	13.4%	NA	*	*	NA	*
Students residing in shelter during the school year	26,950	26,258	38,862	57,319	NA	*	*	NA	*
Students residing in shelter during the school year (%)	2.7%	2.7%	4.0%	5.9%	NA	*	*	NA	*
Students experiencing economic hardship (%)	72%	69%	72%	74%	74%	*	*	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	350,518	287,687	293,432	347,496	428,840	*	*	Up	*
Letters responded to within 14 days (%)	77.4%	87.7%	69.3%	70.2%	87.1%	72%	75%	Neutral	Up
E-mails responded to within 14 days (%)	82.5%	74.1%	69.3%	77.4%	79.2%	72%	75%	Neutral	Up
CORE facility rating	NA	100	NA	100	99	90	90	NA	Up
Parents completing the NYC School Survey	269,357	478,750	416,396	415,651	438,365	*	*	Up	*
Customers rating service good or better as applicable (%)	92%	96%	95%	95%	96%	90%	97%	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$28,545.1	$31,558.0	$31,505.5	$33,367.6	$34,117.5	$33,651.9	$34,996.6	Up
Revenues ($000,000)	$26.0	$51.0	$46.3	$49.2	$25.0	$52.7	$52.7	Neutral
Personnel	144,323	141,748	141,594	143,663	147,565	152,819	154,794	Neutral
Overtime paid ($000,000)	$18.0	$32.0	$39.0	$40.5	$17.8	$17.8	$17.8	Up
Human services contract budget ($000,000)	$1,298.4	$1,684.5	$1,872.4	$1,952.3	$2,161.2	$1,914.5	$1,969.7	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$18,734.7	$18,748.3	
401 - General Ed. Instruction and School Leadership	$7,499.3	$7,626.6	1a, 1b, 1c, 1d, 1e, 1f
403 - Special Ed. Instruction and School Leadership	$2,394.4	$2,509.3	1a, 1b, 1c, 1d, 1e, 1f
407 - Universal Pre-K	$816.5	$688.2	1a, 1b, 1c, 1d
409 - Early Childhood Programs	$24.9	$25.0	2a
415 - School Support Organization	$324.3	$294.4	1a, 1b, 1d
421 - Citywide Special Ed. Instr. and School Leadership	$1,445.4	$1,447.9	1a, 1d
423 - Special Education Instructional Support	$430.5	$440.7	1a, 1d
435 - School Facilities	$191.4	$201.2	1a, 4a
437 - Pupil Transportation	$9.0	$11.2	4b
439 - School Food Services	$247.1	$273.5	4c
453 - Central Administration	$252.0	$171.3	All
461 - Fringe Benefits	$3,917.8	$4,061.7	All
481 - Categorical Programs	$1,182.0	$997.3	All
Other Than Personal Services - Total	$14,633.0	$15,369.2	
402 - General Ed. Instruction and School Leadership	$930.7	$1,107.2	1a, 1b, 1c, 1d, 1e, 1f
404 - Special Ed. Instruction and School Leadership	$7.1	$9.8	1a, 1b, 1c, 1d, 1e, 1f
406 - Charter Schools	$3,144.9	$3,370.1	All
408 - Universal Pre-K	$966.6	$1,022.0	1a, 1b, 1c, 1d
410 - Early Childhood Programs	$467.5	$471.8	1a, 1b, 1c, 1d
416 - School Support Organization	$9.6	$40.8	1a, 1b, 1d
422 - Citywide Special Ed. Instr. and School Leadership	$40.0	$38.7	1a, 1d
424 - Special Education Instructional Support	$401.8	$569.1	1a, 1d
436 - School Facilities	$1,395.1	$1,184.7	1a, 4a
438 - Pupil Transportation	$1,721.8	$1,916.2	4b
440 - School Food Services	$286.5	$329.4	4c
442 - School Safety	$362.3	$346.5	3a
444 - Energy and Leases	$751.9	$805.0	All
454 - Central Administration	$168.1	$226.7	All
470 - Special Education Pre-K Contract Payments	$835.3	$897.7	1d, 2a
472 - Charter & Contract Schools and Foster Care Placements	$1,565.9	$1,713.2	All
474 - NPS and FIT Payments	$104.1	$162.8	All
482 - Categorical Programs	$1,473.6	$1,157.5	All
Agency Total	$33,367.6	$34,117.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Goal 1a:
  - Previously published data for school attendance indicators in Goal 1a were revised after routine data review. Fiscal 2023 data for 'Elementary/Middle School attendance (%)' was changed from 90.6 to 90.5; 'High School attendance (%)' was changed from 86.9 to 86.8; and 'Students chronically absent (%)' was changed from 36.1 to 36.2. Fiscal 2022 data for 'Students chronically absent (%)' was revised from 40.6 to 40.7. The Fiscal 2026 target for 'Elementary/Middle School attendance (%)' was revised from 92.6 to 92.1 after a review of recent data.
  - The Fiscal 2026 targets for the following indicators were updated in response to recent trends and to establish more audacious targets. 'Students in grades 3 to 8 below standards – English Language Arts (%)' was revised from 24.0 to 19.3; 'Students in grades 3 to 8 below standards – Math (%)' was revised from 20.0 to 19.5; 'Students in grades 3 to 8 meeting or exceeding standards – English Language Arts (%)' was revised from 54.0 to 57.3; and 'Students in grades 3 to 8 meeting or exceeding standards – Math (%)' was revised from 56.0 to 58.0.
  - Previously published Fiscal 2023 and 2024 data for 'Students in grades 3 to 8 progressing into a higher level—English Language Arts (%)' and '– Math (%)' were revised after a reporting error was identified. The Fiscal 2023 rate for 'English Language Learners' was revised from 34.9 to 34.4, and the Fiscal 2024 rate was revised from 30.4 to 30.0. The Fiscal 2023 rate for 'Math' was revised from 40.2 to 39.7, and the Fiscal 2024 rate was revised from 31.7 to 31.2.
  - Previously published Fiscal 2023 data for 'Students with a 65 to 100 passing score on the Regents Examination (%)' were revised for all subject areas after a reporting error was identified. The pass rate for '– English (%)' was updated from 72.3 to 72.7; for '– Algebra I (%)' from 58.2 to 57.6; for '– Living Environment (%)' from 57.8 to 57.6; and for '– History (%)' from 69.7 to 69.9.
  - The Fiscal 2026 target 'Students in cohort graduating from high school in 4 years (%)' was revised from 85.7 to 84.0 to establish a more realistic target based on recent data.
  - Targets for 'Classes subject to class size law at or below caps – Kindergarten to Grade 3 (%)', '– Grades 4 to 5 (%)', '– Grades 6 to 8 (%)', '– Grades 9 to 12 (%)', and '– in highest Economic Need Index quartile of schools (%)' were removed. The New York State class size law passed in Fiscal 2022 established class size caps for distinctive grade bands and mandated that classrooms in all grades citywide meet compliance requirements, beginning at 20% at the end of the 2023–2024 School Year and increasing by 20% every year until full compliance is achieved by September 2028. There are not mandated compliance requirements for individual grade bands; compliance is measured by the percentage of classes subject to the law across the City at or below the new caps. While this report shares average class size to demonstrate an understanding of the sizes of classes across the system, targets in accordance with the class size law remain for 'Classes subject to class size law at or below caps', which measures citywide compliance across all grade levels. NYCPS is not evaluated on average class sizes for the purposes of the law.
  - Fiscal 2023 data for 'Average Class Size in Highest Economic Need Quartile of Schools' and Fiscal 2024 data for student cohort graduation and dropout rates are now available.
- Goal 1b:
  - Fiscal 2024 data for parent engagement indicators is newly available.
  - Fiscal 2024 data for 'Families reporting that their child belongs at this school (%)' was revised from 98 to 95 because it was originally reported erroneously.

- Goal 1c:
  - Data for indicators related to English Language Learners' graduation and dropout rates were reformatted to show one decimal column to match the other cohort graduation and dropout rate indicators.
  - Fiscal 2026 targets for the following indicators were revised to establish more realistic targets based on recent data. 'Current English Language Learner four-year graduation rate (%)' was revised from 64.0 to 60.0; 'Current English Language Learner four-year dropout rate (%)' was revised from 16.0 to 15.0; and 'Ever English Language Learner four-year dropout rate (%)' was revised from 2.0 to 1.3.
- Goal 1d:
  - Previously reported data was erroneously published for 'Students with disabilities progressing into a higher level—English Language Arts (%)' and '– Math (%)'. For '– English Language Arts', the correct Fiscal 2024 value is 23.4, not 23.9. For '– Math', the correct Fiscal 2023 value is 30.7, not 30.9, and the correct Fiscal 2024 value is 24.4, not 25.0
  - In response to recent data trends, the Fiscal 2026 target for 'Students with disabilities in cohort graduating from high school in 4 years (%)' was revised from 66.6 to 65.6. The Fiscal 2025 target was erroneously published as 67.6 in the Fiscal 2025 Preliminary Mayor's Management Report. The Fiscal 2026 target for 'Students with disabilities in cohort dropping out from high school in 4 years (%)' was also revised from 6.8 to 7.2.
- Goal 1e:
  - Fiscal 2026 targets for the following indicators were revised to establish more realistic targets: 'High school cohort taking the SAT at least once in 4 years of high school (%)' was changed from 80.0 to 71.9; 'High school cohort who graduate ready for college and careers (%)' was changed from 58.7 to 52.7; and 'Students who successfully completed approved rigorous courses or assessments (%)' was revised from 75.0 to 63.0.
  - The indicator 'High school cohort who graduate ready for college and careers (%)' began using the College and Career Readiness (CCR) index this year, a switch from the College Readiness Index (CRI) that was previously used in the methodology. The CCR metric rates each student and school on a scale of 0 to 100. Exams results, course grades, and advanced courses all contribute to a student's readiness score. The level of contribution that the exams and courses make to the overall CCR metric is based on how predictive they are of students' GPAs at the City University of New York (CUNY).
- Goal 1f:
  - Fiscal 2026 targets for the following indicators were revised in response to recent data trends: 'High school cohort taking at least 1 AP exam in 4 years of high school (%)' was revised from 41.7 to 45.9 and 'High school cohort passing at least 1 AP exam in 4 years of high school (%)' was revised from 23.8 to 26.6. The Fiscal 2025 target for the AP pass rate is 23.8, which was erroneously previously reported as 24.8.
- Goal 2a:
  - Previously published Fiscal 2026 targets for the following indicators were revised based on recent data: 'Total Infant/Toddler student enrollment' changed from 10,755 to 6,394; 'Infant/Toddler student enrollment – Extended Day and Year' changed from 10,627 to 6,265; 'Infant/Toddler student enrollment – Early Head Start' changed from 128 to 129; 'Total Infant/Toddler unfilled seats' changed from 0 to 4,089; 'Infant/Toddler unfilled seats – Extended Day and Year' changed from 0 to 4,077; 'Fiscal Year spending per child based on Infant/Toddler enrollment ($)' changed from 38,706 to 24,192; 'Fiscal Year spending per child based on Infant/Toddler enrollment – Extended Day and Year ($)' changed from 34,724 to 23,882; and 'Fiscal Year spending per child based on Infant/Toddler enrollment – Early Head Start ($)' changed from 42,687 to 39,334.
  - Beginning in Fiscal 2025, Fiscal Year spending indicators for early childhood education are now calculated based on effective cost per child, rather than contractual cost per child as was previously reported.

- Goal 2b:
  - Previously published Fiscal 2026 targets for the following indicators were revised based on recent data: 'Total 3-K student enrollment' changed from 50,285 to 45,454; '3-K student enrollment – School Day and Year' changed from 43,581 to 37,636; '3-K student enrollment – Extended Day and Year' changed from 4,433 to 5,758; '3-K student enrollment – Head Start' changed from 2,271 to 2,060; 'Total 3-K unfilled seats' changed from 2,778 to 7,263; '3-K unfilled seats – School Day and Year' changed from 0 to 5,894; '3-K unfilled seats – Extended Day and Year' changed from 2,485 to 958; '3-K unfilled seats – Head Start' changed from 293 to 411; 'Fiscal Year spending per child based on 3-K enrollment ($)' changed from 23,800 to 20,637; 'Fiscal Year spending per child based on 3-K enrollment – School Day and Year ($)' changed from 18,007 to 19,314; 'Fiscal Year spending per child based on 3-K enrollment – Extended Day and Year ($)' changed from 27,421 to 27,473; and 'Fiscal Year spending per child based on 3-K enrollment – Head Start ($)' changed from 25,973 to 27,402.
- Goal 2c:
  - Previously published Fiscal 2026 targets for the following indicators were revised based on recent data: 'Total Pre-K student enrollment' changed from 62,881 to 59,250; 'Pre-K student enrollment – School Day and Year' changed from 57,934 to 54,608; 'Pre-K student enrollment – Extended Day and Year' changed from 2,853 to 2,742; 'Pre-K student enrollment – Head Start' changed from 2,095 to 1,900; 'Total Pre-K unfilled seats' changed from 8,793 to 12,881; 'Pre-K unfilled seats – School Day and Year' changed from 5,912 to 8,817; 'Pre-K unfilled seats – Extended Day and Year' changed from 2,328 to 2,106; 'Pre-K unfilled seats – Head Start' changed from 898 to 589; 'Fiscal Year spending per child based on Pre-K enrollment ($)' changed from 19,696 to 18,032; 'Fiscal Year spending per child based on Pre-K enrollment – School Day and Year ($)' changed from 14,917 to 17,276; 'Fiscal Year spending per child based on Pre-K enrollment – Extended Day and Year ($)' changed 22,850 to 34,458; and 'Fiscal Year spending per child based on Pre-K enrollment – Head Start ($)' changed from 21,320 to 23,627.
- Goal 2d:
  - Previously published Fiscal 2026 targets for the following indicators were revised based on recent data: 'Total School Day and Year student enrollment' changed from 101,738 to 92,244; 'Total School Day and Year unfilled seats' changed from 2,711 to 14,711; and 'Fiscal Year spending per child based on School Day and Year enrollment ($)' changed from 16,462 to 18,130.
- Goal 2e:
  - Previously published Fiscal 2026 targets for the following indicators were revised based on recent data: 'Total Extended Day and Year student enrollment' changed from 18,256 to 14,765; 'Total Extended Day and Year unfilled seats' changed from 4,483 to 7,141; and 'Fiscal Year spending per child based on Extended Day and Year enrollment ($)' changed from 28,332 to 26,776.
- Goal 2f:
  - Previously published Fiscal 2026 targets for the following indicators were revised based on recent data: 'Total Head Start student enrollment' changed from 4,500 to 4,089; 'Total Head Start unfilled seats' changed from 840 to 1,000; and 'Fiscal Year spending per child based on Head Start enrollment ($)' changed from 29,993 to 26,086.
- Goal 3a:
  - The Fiscal 2026 target for 'Students reporting feeling safe in the hallways, bathrooms, locker rooms, and cafeteria of their school (%)' was changed from 95 to 85 to establish more realistic targets based on recent data.
- Goal 4a:
  - The Fiscal 2025 target for 'Total new seats created' was previously published as 10,222 but the actual target is 6,254. The Fiscal 2026 target was revised from 10,222 to 4,624. Targets are based on the number of seats projected in NYCPS' Five-Year Capital Plan, managed by SCA.

- Goal 4c:
  - The Fiscal 2024 value for 'Schools serving halal and kosher meals in schools' was revised from 137 to 116 because it was originally reported erroneously.
- Agency-Wide Management:
  - Fiscal 2021-2024 data for 'Workplace injuries reported' was revised due to late submissions that were filed or received in subsequent years. Fiscal 2021 data was changed from 761 to 762; Fiscal 2022 data was changed from 2,430 to 2,434; Fiscal 2023 data was changed from 2,980 to 2,984; and Fiscal 2024 data was changed from 3,135 to 3,168.
  - The Fiscal 2026 target for 'Teachers reporting that they would recommend this school to families seeking a place for their child (%)' was changed from 90 to 89 to more closely reflect recent data.
  - The Fiscal 2024 value for 'Students experiencing economic hardship (%)' was changed from 73.5 to 74.4 after data was revised for accuracy.
- Customer Service:
  - Fiscal 2026 targets for the following indicators were revised due to improvements in recent years. 'Letters responded to in 14 days (%)' was changed from 72 to 75 and 'E-mails responded to in 14 days (%) was changed from 72 to 75.
  - Fiscal 2024 data for 'Customers rating service good or better as applicable (%)' was revised from 98 to 95 because it was previously reported in error. The Fiscal 2026 target was changed from 90 to 97 to establish a bolder target based on a review of recent data.

ADDITIONAL RESOURCES

For additional information, go to:

- Five Borough Listening Tour Report:
  https://www.schools.nyc.gov/about-us/vision-and-mission/chancellor-s-five-borough-listening-tour
- 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/

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

DEPARTMENT OF EDUCATION
SCHOOL CONSTRUCTION AUTHORITY
Nina Kubota, President and CEO

WHAT WE DO

The School Construction Authority (SCA) is the agency 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 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 of 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 IN FISCAL 2025

SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

The number of new seats created declined 41 percent from 11,270 in Fiscal 2024 to 6,632 in Fiscal 2025 but remained above the target of 6,254. During this fiscal year, the number of new schools created decreased from 14 to seven, and the number of new additions constructed decreased from 10 to four. The number of schools constructed and seats created fluctuates year-to-year based on the Five-Year Capital Plan, which projected a significantly higher number of seats to be created in Fiscal 2024 than in the preceding and subsequent years.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total new seats created	4,003	8,934	6,532	11,270	6,632	6,254	4,624	Up	*
★ New schools constructed	7	32	23	14	7	7	7	Down	*
★ New additions constructed	4	3	2	10	4	4	4	Up	*

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

Goal 1b Achieve cost efficiencies in construction.

SCA continuously reviews and revises construction building standards to ensure cost effectiveness, durability and ease of maintenance. The construction bid price for school capacity projects per square foot decreased slightly from $894 in Fiscal 2024 to $870 in Fiscal 2025. During this period, the average new school construction cost per square foot increased 22 percent from $834 to $1,017 for elementary schools. Construction cost per square foot for high schools decreased from $846 in Fiscal 2023 to $621 in Fiscal 2025; comparative data for Fiscal 2024 is not available because there were no high school projects opened in that fiscal year. Fiscal 2025 data for intermediate school construction cost is not available because no associated projects were completed during the fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot ($)	$710	$905	$912	$894	$870	$900	$900	Up	*
Average new school construction cost per square foot – Elementary ($)	$787	$824	$875	$834	$1,017	*	*	Up	*
– Intermediate ($)	NA	$713	$813	$725	NA	*	*	NA	*
– High school ($)	$779	$724	$846	NA	$621	*	*	NA	*

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

Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.

Scheduled new seats constructed on time remained at 100 percent in Fiscal 2025. Capital improvement projects constructed on time or early improved 10 percentage-points from 43 percent in Fiscal 2024 to 53 percent in Fiscal 2025, yet remained below the target of 60 percent. SCA closely monitors projects throughout the construction process to ensure timeliness. The Authority continues to make progress on this metric but is still recovering from the impacts from COVID-19-related supply chain issues. Capital improvement projects constructed within budget increased four percentage points from 78 percent to 82 percent during this period, above the target of 80 percent.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
New schools and additions – Construction funds committed as a percent of initial authorized budget (%)	94.9%	93.2%	95.4%	92.3%	96.2%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	38%	47%	31%	43%	53%	60%	60%	Up	Up
★ Capital improvement projects constructed within budget (%)	38%	72%	77%	78%	82%	80%	80%	Up	Up

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

Goal 1d Ensure project safety and quality.

The projected cost of insurance losses as a percent of construction value has decreased slightly from 7.39 percent in Calendar 2023 to 6.75 percent in Calendar 2024 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Ultimate cost of insurance losses (as % of construction value) (CY)	9.38%	8.55%	8.71%	7.39%	6.75%	⇩	⇩	Down	Down

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Personnel	860	835	883	947	946	1,059	1,059	Up
Capital commitments ($000,000)	$3,302.5	$4,323.1	$4,654.4	$3,990.8	$3,602.7	$4,970.9	$5,919.2	Neutral

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2026 target for 'Total new seats created' was revised from 6,254 to 4,624 to align with the number of seats projected in the Five-Year Capital Plan.
- 'Average new school construction cost per square foot—Intermediate ($)' was NA in Fiscal 2025 because no middle school construction projects were completed in Fiscal 2025.
- The indicator 'Ultimate cost of insurance losses (as % of construction value) (CY)' was made critical.

ADDITIONAL RESOURCES

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

- SCA's 2025–2029 Five-Year Capital Plan: https://www.nycsca.org/Community/Capital-Plan-Reports-Data#Capital-Plan-67

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT **Keith Howard, Commissioner**



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

DYCD is committed to becoming a proactively anti-racist City agency, recently strengthening its equity statement and setting goals to make meaningful changes. To advance these goals, DYCD established a workgroup, which developed strategies to advance equity in investments and program design and evaluation, as well as within the Agency's workforce. This effort led to the development of an equitable investment methodology that is driven by investing in communities with the highest needs for DYCD services. This also led to applying a data-driven approach to decision-making, where the Agency utilizes disaggregated data to evaluate impact and service opportunities across neighborhoods in the City.

In 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. Black, Indigenous, and People of Color (BIPOC) communities represent over 85 percent of program participants. To continue to broaden access and heighten awareness of DYCD's services, the Department is improving protocols and systems used to assess community needs, enroll participants, and track results, as well as supporting the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to more holistic services. 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.

DYCD is committed to ensuring there is diversity in its supplier contracting and among the nonprofit service providers the Department works with. Efforts include continuous engagement with Minority and Women-owned Business Enterprises (M/WBEs), as well as organizing networking events such as the Community-Based Organization (CBO) and M/WBE exchange to expand relationships between diverse businesses.

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.

DYCD has also focused on advancing equity in its workforce. DYCD reviews employee demographics at different levels to identify and address inequities. The Agency also launched a mentoring program to give a diverse group of employees an opportunity to learn from and receive support from Agency leadership. DYCD also launched a diversity, equity, and inclusion (DEI) speaker series that covers diverse topics and digital accessibility training.

OUR SERVICES AND GOALS

SERVICE 1 **Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.**

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

SERVICE 2 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 2a Engage young people in programs that support and strengthen their overall development.

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

SERVICE 3 **Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

Goal 3a Engage young people in training and employment programs to support career readiness.

SERVICE 4 **Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

Goal 4a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Goal 4b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

In Fiscal 2025 the Agency served an all-time high of 378,445 young people, and a total of 113,503 adults in high-quality programming. During Fiscal 2025, 93 percent of participants were BIPOC.

DYCD administered 1,508 City Council discretionary awards in Fiscal 2025, a 26 percent increase compared to Fiscal 2024. DYCD resumed its full scope of capacity building activities in Fiscal 2025, with the number of community-based organization staff engaged in capacity building workshops increasing 100 percent compared to the recent low in Fiscal 2024 when the City had implemented a freeze for new staff hiring and contracted vendors during the first half of the fiscal year. DYCD staff and vendors conducted 40 stakeholder focus groups to inform program design as part of the concept paper and request for proposals process, a 59 percent decrease compared to Fiscal 2024. This is due to the program planning cycle as well as a city-wide freeze on consultant contracts which impacted program evaluation vendor funds.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Young people involved in DYCD-funded programs	212,146	306,921	336,202	365,345	378,445	⇧	⇧	Up	Up
★ Adults involved in DYCD-funded programs	60,322	73,338	80,066	114,711	113,503	⇧	⇧	Up	Up
Participants who are Black, Indigenous, or People of Color (%)	89%	90%	90%	91%	93%	*	*	Neutral	Up
City Council discretionary awards administered through DYCD	1,064	1,233	1,471	1,202	1,508	*	*	Up	*
Community-based organization staff engaged in capacity building workshops	14,812	15,568	12,037	5,774	11,556	*	*	Down	Up
Stakeholder focus groups conducted to inform program design	NA	52	59	97	40	*	*	NA	Up
Survey responses for Community Needs Assessment	NA	NA	28,491	NA	NA	*	*	NA	Up

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

SERVICE 2 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 2a Engage young people in programs that support and strengthen their overall development.

In summer 2024, DYCD provided Summer Rising programming for 115,048 youth to get outside, learn, and engage with peers and caring adults in safe, supervised, and enriching ways, representing less than a one percent decrease from the all-time high in summer 2023. Some Summer Rising slots were reallocated from middle school to elementary school based on greater demand for the latter, resulting in a 21 percent decrease among School's Out NYC (SONYC) summer participants. This initiative is administered in conjunction with the Department of Education (DOE) for students in grades K-8. DYCD Summer Rising programming was delivered by Comprehensive After School System of NYC (COMPASS NYC) providers and Beacon providers at the conclusion of DOE-led instruction each day.

COMPASS NYC programs endeavor to link summer participants to school-year programming. In Fiscal 2025, 111,868 young people enrolled in COMPASS NYC for the school year, exceeding the target of 107,054. This comprises 47,026 elementary school youth, 62,249 middle school youth, and 2,593 youth in grades K–12 participating in tailored services such as Explore, Horizon, High School, and SONYC Pilot programming.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ Participants in COMPASS NYC programs —School year	90,148	112,441	117,179	116,926	111,868	107,054	107,054	Up	*
– Elementary school programs (school year)	36,892	46,502	47,992	47,184	47,026	42,372	42,372	Up	*
– School's Out NYC/middle school programs (school year)	50,030	62,309	65,075	64,768	62,249	48,702	48,702	Up	*
Participants in COMPASS NYC elementary school programs (summer)	9,631	66,520	75,375	73,449	77,038	72,000	72,000	Up	Up
Participants in COMPASS NYC – School's Out NYC/middle school programs (summer)	2,297	28,658	31,170	32,060	25,328	25,000	25,000	Up	*
Summer participants in grades K-8 enrolled in Summer Rising	NA	104,014	112,544	115,662	115,048	110,000	110,000	NA	Up

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

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

In Fiscal 2025, DYCD continued its commitment to residential service offerings, maintaining 753 shelter beds for runaway and homeless youth (RHY) ages 16-20. RHY Crisis Services Programs served 1,421 youth, a 17 percent decrease compared to Fiscal 2024. This decrease is due to a continued increase in length of stay for youth and the continued high occupancy of available beds. RHY Crisis Services Programs provide voluntary, short-term residential programs aimed at reuniting youth with their families or other long-term placement. RHY Crisis Services Programs utilization rose to 94 percent, the highest since Fiscal 2016, as any vacancies were filled quickly.

RHY Transitional Independent Living (TIL) Support Programs served 1,046 youth, a 12 percent decrease compared to Fiscal 2024 due to an increase in the length of stay which limited new entries into the program. Utilization rose to 95 percent compared with the previous high of 92 percent in Fiscal 2024, an increase of three percentage points. The percent of youth reunited with family or placed in a suitable environment was 84 percent (compared with 86 percent in Fiscal 2024) for Crisis Services Programs and rose to a ten-year high of 92 percent (compared with 83 percent in Fiscal 2024) for TIL Support Programs.

DYCD support for homeless young adults (HYA) continued to provide 60 residential beds for homeless young adults ages 21 to 24, the same number that has been supported since Fiscal 2021. HYA Crisis Services Programs served 139 young adults, a 22 percent decrease compared to the previous high in Fiscal 2024, and HYA TIL Support Programs served 47 young adults, a 10 percent decrease compared to Fiscal 2024 due to associated increases in the length of stay. DYCD has committed to funding 100 additional beds during Fiscal 2026 in order to provide more opportunities to meet the needs of homeless young adults. The utilization rate for HYA Crisis Services remained high at 98 percent. Similarly, utilization for HYA TIL Support Programs remained high at 99 percent. The percent of young adults reunited with family or placed in a suitable environment from Crisis Services programs rose to a high of 92 percent, an increase of nine percentage points over Fiscal 2024, while TIL Support Programs placements rose to 87 percent as the RHY Unit connected with providers on a regular basis to bolster the timely and complete documentation of discharges.

A total of 2,588 youth received case management services at drop-in centers, a nine percent decrease over the previous high in Fiscal 2024, but still more than previous years. A total of 5,172 youth and young adults received mental health support in a City-funded residential program or drop-in center, a three percent increase over the previous high in Fiscal 2024 as young people across the RHY portfolio continue to present with mental health needs. DYCD's Street Outreach Program made 13,455 contacts, a 10 percent increase compared to Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Runaway and homeless youth served — Crisis services programs	2,032	1,707	1,827	1,709	1,421	2,000	2,000	Down	*
★ Runaway and homeless youth served – Transitional Independent Living support programs	1,040	1,101	1,133	1,188	1,046	1,000	1,000	Neutral	*
Residential beds for runaway or homeless youth	753	753	753	753	753	753	753	Neutral	*
Utilization rate for Crisis Services Programs (% of runaway or homeless youth beds)	68%	72%	81%	91%	94%	90%	90%	Up	Up
Utilization rate for Transitional Independent Living support programs (% of runaway or homeless youth beds)	84%	73%	75%	92%	95%	90%	90%	Up	Up
Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	62%	74%	79%	86%	84%	75%	75%	Up	Up
Youth reunited with family or placed in a suitable environment from Transitional Independent Living support programs (%)	86%	88%	87%	83%	92%	85%	85%	Neutral	Up
Homeless young adults served – Crisis Services Programs	92	192	198	179	139	150	150	Up	Up
– Transitional Independent Living support programs	60	46	46	52	47	50	50	Down	Up
Residential beds for homeless young adults	60	60	60	60	60	60	160	Neutral	Up
Utilization rate for Crisis Services Programs (% of homeless young adult beds)	80%	92%	97%	97%	98%	90%	90%	Up	Up
Utilization rate for Transitional Independent Living support programs (% of homeless young adult beds)	93%	96%	46%	99%	99%	90%	90%	Neutral	Up
Young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	78%	64%	63%	83%	92%	75%	75%	Up	Up
Young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	88%	79%	71%	70%	87%	85%	85%	Neutral	Up
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	2,794	4,317	3,546	5,043	5,172	2,600	2,600	Up	*
Youth and young adults served through case management - Drop-In Centers	1,330	1,930	2,231	2,829	2,588	1,400	1,400	Up	*
Youth served by DYCD street outreach	4,308	11,002	13,395	12,186	13,455	9,600	9,600	Up	*

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

SERVICE 3 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

Goal 3a Engage young people in training and employment programs to support career readiness.

DYCD's Summer Youth Employment Program (SYEP) served a record high 97,004 DYCD participants—two percent more than last year—across nearly 13,000 sites. DYCD providers carefully monitored youth participation to de-enroll SYEP enrollees who did not start or complete key work readiness tasks prior to July 1, and re-open those slots so that other interested applicants could be enrolled and gain the benefit of work experience and paid wages/stipends. This policy was instituted to maximize total youth engaged and participation in the work experiences. The total amount of stipends and wages paid through SYEP accordingly increased by 12 percent across fiscal years to $139.9 million. Combined with other City agencies, SYEP surpassed the city-wide goal of 100,000 summer opportunities for young people.

DYCD's federally funded Workforce Innovation and Opportunity Act (WIOA) Train & Earn programs served 1,350 participants, a 17 percent decrease from Fiscal 2024 as new contracts began in the middle of Fiscal 2025. The WIOA Learn & Earn programs also began new contracts mid-year, but DYCD staff and provider staff were able to plan recruitment with school partners in advance of contract start. As a result, Learn & Earn programs served 1,903 participants, a 20 percent increase compared to Fiscal 2024. DYCD's Advance & Earn training and internship programs served 1,197 participants, a four percent increase over Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Summer Youth Employment Program applications	137,087	153,781	167,141	176,390	183,363	*	*	Up	Up
★ ✹ Participants in Summer Youth Employment Program	35,198	74,884	91,270	95,563	97,004	95,000	95,000	Up	*
Total SYEP stipends and wages paid ($000,000)	$24.7	$97.4	$117.7	$124.6	$139.9	$124.6	$124.6	Up	Up
Participants in Train & Earn (Out-of-School Youth) programs	1,270	1,506	1,600	1,635	1,350	1,343	1,380	Neutral	*
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)	43%	56%	67%	64%	NA	57%	71%	NA	Up
Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)	72%	69%	71%	66%	NA	61%	62%	NA	Up
Participants in Learn & Earn (In-School Youth) programs	1,460	1,486	1,408	1,587	1,903	1,066	1,190	Up	*
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)	76%	63%	78%	79%	NA	57%	71%	NA	Up
Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)	60%	61%	73%	64%	NA	61%	62%	NA	Up
Participants in Advance & Earn training and internship programs	957	948	905	1,152	1,197	1,200	1,380	Up	Up
✹ Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	52%	40%	26%	26%	NA	*	*	NA	Up
Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)	44%	40%	52%	38%	NA	*	*	NA	Up

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

SERVICE 4 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City

Goal 4a

Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

In Fiscal 2025, DYCD served 9,724 New Yorkers through a variety of anti-poverty programs, a three percent decrease from Fiscal 2024. Several providers withdrew from contracts during the year, and program staff worked to identify replacement providers to offer these services. In Fiscal 2025, 73 percent of participants achieved defined milestones and outcomes, a slight decrease from last year, but exceeding the target of 68 percent.

Beacon programs operate in 92 school-based community centers and offer a range of services during after-school, evening, and Saturday hours. Beacon programs enrolled 62,292 youth participants and 17,353 adults representing increases of 10 percent and four percent, respectively, compared to Fiscal 2024 with increases through Summer Rising and Summer Safety Plan expanded hours, and DYCD encouraged providers to include co-locators to expand the menu of services. Beacon programs counted 57,561 youth attendees and 68,612 adult attendees at community events, increases of 18 and four percent, respectively.

Cornerstone programs, which provide academic, extracurricular, and skill development programming year-round for all ages, operated in 100 community centers located in New York City Housing Authority (NYCHA) developments in Fiscal 2025. In total, Cornerstone programs served 21,122 young people, an increase of 11 percent over Fiscal 2024 as youth engaged with strategic partnership opportunities such as basketball tournaments, community service projects , and the Step It Up dance and step competition through the year. Cornerstone programs served 6,725 adults in Fiscal 2025, a decrease of five percent from Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Participants in community anti-poverty programs	12,480	12,521	9,647	10,051	9,724	10,695	10,695	Down	*
✹ Community anti-poverty program participants achieving target outcomes (%)	67%	68%	67%	75%	73%	68%	68%	Up	Up
Youth participants at Beacon programs – Full fiscal year	15,510	29,706	49,210	56,525	62,292	55,200	55,200	Up	*
Youth attendance at Beacon program events – Full fiscal year	14,248	34,255	33,363	49,005	57,561	*	*	Up	*
Youth participants in Beacon programs – Summer	2,701	10,295	12,450	14,084	18,730	9,200	9,200	Up	Up
Adult participants in Beacon programs – Full fiscal year	4,617	9,417	13,043	16,712	17,353	9,200	9,200	Up	*
Adult attendance in Beacon program events – Full fiscal year	27,068	31,084	36,623	65,992	68,612	*	*	Up	*
Youth participants in Cornerstone programs – Full fiscal year	13,488	15,991	17,895	19,065	21,122	15,704	15,796	Up	Up
Youth participants in Cornerstone programs – Summer	3,778	7,457	9,160	9,973	10,512	5,791	5,791	Up	Up
Adult participants in Cornerstone programs – Full fiscal year	5,304	6,337	7,471	7,074	6,725	3,565	3,582	Up	Up

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

Goal 4b

Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

DYCD provides New Yorkers with opportunities to improve their English literacy skills through Adult Basic Education/High School Equivalency (ABE/HSE), Basic Education in the Native Language/English for Speakers of Other Languages (BENL/ESOL), and Adolescent Literacy programs. In Fiscal 2025, ABE/HSE, BENL/ESOL, and Adolescent Literacy programs served 13,429 participants, representing a decrease of 26 percent from Fiscal 2024. This decrease is primarily driven by reduced adult enrollment in literacy programming. After robust community engagement around adult literacy and the release of an updated Request for Proposal (RFP), DYCD funded English Literacy programs entered a new contract cycle in Fiscal 2025, with awards being finalized during the fiscal year and new providers engaging in program start-up. Literacy slots decreased slightly with the new RFP because the price per participant increased to allow for more robust programming. The new contracts strengthened the program model to allow for additional lesson planning and a part-time Family Development Coach to provide case management and education/career counseling. In addition, some discretionary Literacy providers opted to transition to the Adult Literacy Pilot Program, which enhances literacy opportunities but tracks expectations in a different way and is not included in enrollment goals or totals. DYCD continues to work with providers to maximize literacy opportunities for New Yorkers and to facilitate enrollment, including through technical assistance for providers and marketing of services. In Fiscal 2025, 54 percent of participants met standards of improvement in their ability to read, write, and speak English, a decrease of five percentage points compared to Fiscal 2024. Due to delays in contract awards and the program start-up process, providers did not have as long with participants to reach outcomes.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Participants in DYCD-funded English literacy programs	13,308	13,983	16,520	18,191	13,429	*	13,909	Up	*
Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	54%	59%	59%	59%	54%	55%	55%	Neutral	Up

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

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

In Fiscal 2025, 3,204 New Yorkers were served by DYCD's immigrant assistance programs, representing an increase of four percent over Fiscal 2024. A total of 70 percent of participants achieved positive outcomes in Fiscal 2025, an increase of six percentage points over Fiscal 2024, above the target of 62 percent, and an overall high in outcomes for these programs.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Participants in immigrant services programs	1,401	1,323	1,262	3,073	3,204	3,886	3,469	Up	*
Participants in immigrant services programs achieving positive outcomes (%)	66%	65%	49%	64%	70%	62%	62%	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Contracts funded	2,855	2,987	3,053	2,238	2,587	*	*	Down	*
Contracts terminated or withdrawn	0	11	5	10	2	0	0	Up	*
Value of agency contracts ($000)	$763,859	$809,438	$910,429	$1,195,256	$1,311,015	*	*	Up	*
Value of intracity agreements ($000)	$8,490	$9,324	$20,254	$22,130	$26,789	*	*	Up	*
Fiscal audits conducted	300	199	221	186	404	175	175	Up	*
Expenditure report reviews	25,369	26,416	26,881	20,973	14,995	*	*	Down	*
★ Programmatic reviews/contract monitoring	7,534	6,716	8,179	8,555	9,062	*	*	Up	*
Agency assessments completed for the prior fiscal year	NA	NA	NA	1,343	1,174	*	*	NA	*
★ Agency assessments completed for the prior fiscal year as a percent of total agency contracts (%)	NA	NA	NA	86%	93%	70%	70%	NA	Up

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Calls to Community Connect	NA	NA	NA	NA	31,348	*	*	NA	Up
Calls answered within 30 seconds (%)	NA	NA	NA	NA	NA	*	*	NA	Up
Completed requests for interpretation	NA	NA	NA	NA	1,408	*	*	NA	*
Agency participants surveyed for overall participant satisfaction	15,043	9,785	19,351	15,911	19,440	*	*	Up	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$859.4	$971.6	$1,126.5	$1,291.7	$1,390.3	$1,410.1	$1,514.1	Up
Personnel	518	480	505	572	605	639	675	Up
Overtime paid ($000)	$314	$233	$369	$171	$157	$157	$154	Down
Human services contract budget ($000,000)	$743.3	$768.8	$868.4	$1,021.7	$1,128.0	$1,107.2	$992.3	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$54.2	$53.0	
002 - Executive and Administrative	$27.0	$21.7	All
105 - Youth Workforce and Career Training	$7.2	$8.6	All
311 - Program Services	$19.4	$19.2	All
401 - Neighborhood Safety	$0.6	$3.4	All
Other Than Personal Services - Total	$1,237.5	$1,337.4	
005 - Community Development	$110.7	$130.6	1a, 4a, 4b, 4c
106 - Youth Workforce and Career Training	$261.9	$306.3	1a, 3a
204 - Runaway and Homeless Youth	$52.4	$54.5	1a, 2b
312 - Other than Personal Services	$623.4	$667.9	All
402 - Neighborhood Safety	$189.1	$178.1	1a, 3a, 4a
Agency Total	$1,291.7	$1,390.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2026 targets for the following indicators have been updated based on new contracted service levels:
  - 'Residential beds for homeless young adults' from 60 to 160
  - 'Participants in Train & Earn (Out-of-School Youth) programs' from 1,343 to 1,380
  - 'Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)' from 57 percent to 71 percent
  - '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 (%)' from 61 percent to 62 percent
  - 'Participants in Learn & Earn (In-School Youth) programs' from 1,066 to 1,190
  - 'Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)' from 57 percent to 71 percent
  - '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 (%)' from 61 percent to 62 percent

  - 'Participants in Advance & Earn training and internship programs' from 1,200 to 1,380
  - 'Youth participants in Cornerstone programs – Full fiscal year' from 15,704 to 15,796
  - 'Adult participants in Cornerstone programs – Full fiscal year' from 3,565 to 3,582
  - 'Participants in immigrant services programs' from 3,886 to 3,469
  - 'Participants DYCD-funded English literacy programs' from * to 13,909
- Data collection resumed in Fiscal 2025 for the following call center-related indicators:
  - 'Calls to Community Connect'
  - 'Completed customer requests for interpretation'
- DYCD's Community Needs Assessment is conducted triennially. The next time data will be reported for 'Survey responses for Community Needs Assessment' will be in the Fiscal 2026 Mayor's Management Report.
- Fiscal 2024 data for the following Goal 3a indicators were added after becoming available from the New York State Department of Labor. Fiscal 2025 data will be updated when it becomes available.
  - 'Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)'
  - 'Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)'
  - 'Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)'
  - 'Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)'
  - 'Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)'
  - 'Advance & Earn participants who attain a credential or high school equivalency diploma within 1 year of program enrollment (%)'
- Previously published data for 'Contracts terminated or withdrawn' was revised based on further review of the effective dates of contract actions for the following periods:
  - Fiscal 2024 data revised from 5 to 10
  - Fiscal 2023 data revised from 7 to 5

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

Linda E. Johnson, President — Brooklyn Public Library System
Dennis M. Walcott, President — Queens Public Library System
Anthony W. Marx, President — New York Public Library System

WHAT WE DO

The City's three independent library systems (the Libraries): Brooklyn Public Library (BPL), New York Public Library (NYPL), and Queens Public Library (QPL), provide a wide range of free library services 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

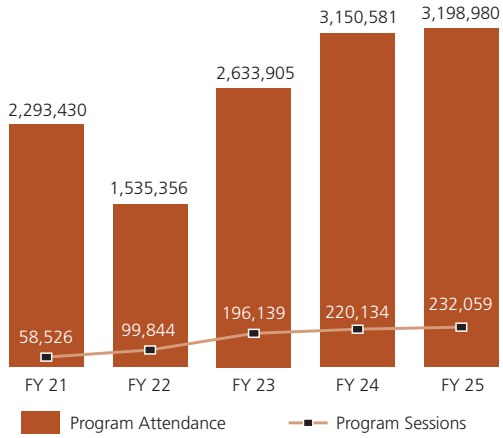
As part of the City's social infrastructure, the Brooklyn Public Library, New York Public Library, and Queens Public Library prioritize equitable access to resources for patrons across all five City boroughs. The commitment to equity starts with collections. There are vast disparities in access and exposure to books among homes and communities across the City, and children in lower-income neighborhoods are less likely to read at their grade level. The Libraries invest in robust collections, as well as book giveaways serving 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 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 available 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 & Development, the three library systems launched Neighborhood Tech Help, a program designed to improve technology skills of New Yorkers in hard-to-reach communities through in-person, one-on-one support. 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. In Fiscal 2025, these locations hosted expanded English language classes, including a new beginner-level course.

Program Attendance and Program Sessions at Library Systems



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 also 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. Additionally, in Fiscal 2025, the Living Libraries initiative, which focuses on jointly developing new libraries and housing in mixed-use developments to support families in New York City, announced plans to create a brand-new state-of-the-art library with 100 percent affordable housing at the Grand Concourse Library in the Bronx. More such libraries are planned in other boroughs and will be announced in Fiscal 2026.

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

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average weekly scheduled hours	47.0	47.0	47.0	48.0	48.0	*	*	Neutral	*
Libraries open seven days per week (%)	11%	11%	11%	8%	13%	*	*	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	98%	*	*	Neutral	*
★ Circulation (000)	5,004	9,318	9,867	9,570	9,786	9,600	9,600	Up	Up
Reference queries (000)	17	446	71	34	2,884	*	*	Up	Up
Electronic visits to website (000)	1,702	3,008	3,859	5,089	9,733	4,000	4,000	Up	Up
Computers for public use	2,586	2,586	2,600	3,208	3,208	*	*	Up	Up
Computer sessions (000)	13	331	602	790	839	*	*	Up	Up
Wireless sessions	431,804	NA	NA	2,108,600	1,685,161	*	*	NA	Up
Program sessions	15,823	25,383	55,767	73,337	83,631	*	*	Up	Up
★ Program attendance	749,651	387,494	596,753	816,216	840,287	*	*	Up	*
★ Library card holders (000)	1,364	1,472	1,409	1,581	1,728	1,500	1,500	Up	Up
Active library cards (000)	846	494	591	604	662	*	*	Down	*
New library card registrations	70,391	143,441	180,069	238,926	202,833	*	*	Up	*
★ Total library attendance (000)	812	2,979	4,064	5,984	6,035	*	*	Up	*

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

NEW YORK PUBLIC LIBRARY—BRANCH

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average weekly scheduled hours	48.0	48.4	48.4	48.0	49.1	*	*	Neutral	*
Libraries open seven days per week (%)	0%	8%	8%	0%	8%	*	*	Up	Up
★ Libraries open six days per week (%)	64%	100%	100%	100%	100%	*	*	Up	*
★ Circulation (000)	9,958	14,310	16,530	17,168	17,006	14,500	16,000	Up	Up
Reference queries (000)	1,023	3,801	4,231	4,614	5,043	*	*	Up	Up
Electronic visits to website (000)	20,212	26,015	23,449	28,333	24,160	19,000	20,000	Up	Up
Computers for public use	4,173	3,748	4,409	4,409	5,012	*	*	Up	Up
Computer sessions (000)	2	929	1,222	1,370	1,529	*	*	Up	Up
Wireless sessions	232,185	591,454	1,353,853	2,402,971	2,680,733	*	*	Up	Up
Program sessions	24,745	43,103	84,154	88,586	90,447	*	*	Up	Up
★ Program attendance	445,185	505,595	1,031,424	1,216,843	1,239,847	*	*	Up	*
★ Library card holders (000)	2,420	2,111	2,075	2,310	2,375	2,000	2,100	Neutral	Up
Active library cards (000)	522	722	867	1,327	1,404	*	*	Up	*
New library card registrations	157,253	295,448	407,167	444,783	447,636	*	*	Up	*
★ Total library attendance (000)	1,439	5,346	7,341	8,006	8,695	*	*	Up	*

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

NEW YORK PUBLIC LIBRARY—RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average weekly scheduled hours	48.0	49.4	51.0	49.7	51.2	*	*	Neutral	*
Libraries open seven days per week (%)	0%	33%	33%	0%	33%	*	*	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Reference queries (000)	67	112	272	278	294	*	*	Up	Up
Program sessions	3,775	2,623	3,062	2,812	3,064	*	*	Down	Up
★ Program attendance	291,539	101,663	126,555	151,468	154,828	*	*	Down	*
★ Total library attendance (000)	4	1,796	3,456	3,953	4,738	*	*	Up	*

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

QUEENS PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average weekly scheduled hours	33.5	37.8	44.3	45.0	45.0	*	*	Up	*
Libraries open seven days per week (%)	0%	1%	3%	1%	5%	*	*	Up	Up
★ Libraries open six days per week (%)	55%	55%	86%	90%	92%	*	*	Up	*
★ Circulation (000)	3,685	6,738	7,719	8,698	10,875	7,000	7,000	Up	Up
Reference queries (000)	199	714	1,028	1,206	1,272	*	*	Up	Up
Electronic visits to website (000)	2,787	3,354	3,248	3,498	4,943	3,500	3,500	Up	Up
Computers for public use	4,054	6,095	5,174	4,275	3,268	*	*	Down	Up
Computer sessions (000)	15	495	732	840	982	*	*	Up	Up
Wireless sessions	378,799	466,572	583,803	1,755,367	2,656,581	*	*	Up	Up
Program sessions	14,183	28,735	53,156	55,399	54,917	*	*	Up	Up
★ Program attendance	807,055	540,604	879,173	966,054	964,018	*	*	Up	*
★ Library card holders (000)	1,491	1,457	1,548	1,541	1,655	1,500	1,500	Up	Up
Active library cards (000)	948	869	726	716	746	*	*	Down	*
New library card registrations	16,107	55,286	92,854	103,778	114,944	*	*	Up	*
★ Total library attendance (000)	1,563	3,945	5,676	6,332	6,586	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$429.9	$431.0	$473.1	$461.6	$506.7	$497.6	$523.1	Up
Personnel	3,721	3,889	4,108	4,043	4,217	4,360	4,345	Up
Capital commitments ($000,000)	$45.8	$142.1	$73.2	$149.9	$169.3	$275.4	$308.0	Up

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY24[2] ($000,000)	Modified Budget FY25[3] ($000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$129.0	$141.3
New York Public Library - Branch, Agency Total[1]	$167.7	$185.1
003 - Lump Sum - Borough of Manhattan (OTPS)	$25.8	$26.4
004 - Lump Sum - Borough of the Bronx (OTPS)	$24.3	$24.6
005 - Lump Sum - Borough of Staten Island (OTPS)	$11.0	$11.1
006 - Systemwide Services (OTPS)	$105.3	$121.7
007 - Consultant and Advisory Services (OTPS)	$1.4	$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS)[1]	$32.5	$35.9
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$132.4	$144.4

[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, 2024. Includes all funds. [3] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The previously published Fiscal 2024 figure for 'Circulation' in New York Public Library—Branch was revised from 17,028 to 17,168 after a review of historical data.
- The previously published Fiscal 2024 figure for 'Total library attendance (000)' in New York Public Library—Research was revised from 3,989 to 3,953 after a review of historical data.
- The Fiscal 2026 target for 'Circulation' in New York Public Library—Branch was raised from 14,500,000 to 16,000,000.
- The Fiscal 2026 target for 'Electronic visits to the website' in New York Public Library—Branch was raised from 2,000,000 to 2,100,000.
- The Fiscal 2026 target for 'Library card holders (000)' in New York Public Library—Branch was raised from 2,000,000 to 2,100,000.
- Brooklyn Public Library improved its process for reference queries data capture, leading to a significant increase in Fiscal 2025.

ADDITIONAL RESOURCES

For additional information go to:

- NYC Civic Engagement Commission and City Council's Participatory Budgeting initiative: https://council.nyc.gov/pb/

For more information on these libraries, please visit:

- Brooklyn Public Library: www.bklynlibrary.org.
- New York Public Library: www.nypl.org.
- Queens Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK **Felix V. Matos Rodriguez, Chancellor**

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 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. In addition, ASAP serves as an important entry point to CUNY's senior colleges, with nearly 70 percent of students transferring to a baccalaureate program within four years of entering ASAP.

OUR SERVICES AND GOALS

SERVICE 1 Provide access to higher education.

- Goal 1a Increase enrollment and retention.
- Goal 1b Increase access to higher education through improving affordability.

SERVICE 2 Improve student outcomes.

- Goal 2a Promote academic excellence and provide student support.
- Goal 2b Increase graduation rates.
- Goal 2c Prepare students for professional success.

HOW WE PERFORMED IN FISCAL 2025

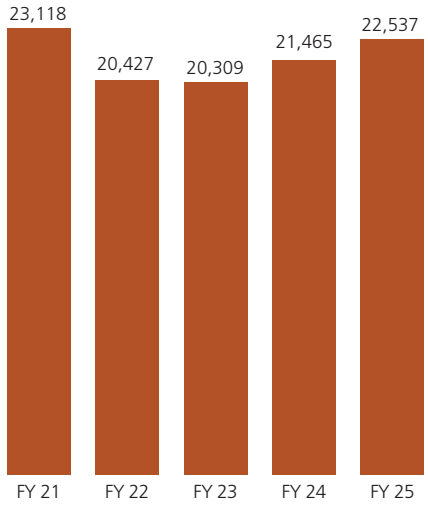
SERVICE 1 Provide access to higher education.

Goal 1a Increase enrollment and retention.

Total headcount enrollment continued to improve after the COVID-19 pandemic low, increasing two percent from 233,352 in Fiscal 2024 to 237,671 in Fiscal 2025. At the community colleges, total enrollment increased two percent from 74,636 to 76,432. The retention rate—the percentage of students who stay at CUNY once first enrolled, declined slightly from 62.3 percent in Fiscal 2024 to 61.5 percent in Fiscal 2025, but remained steady among freshmen in baccalaureate programs. Total enrollment among ASAP students increased by about five percent from 21,465 in Fiscal 2024 to 22,537 in Fiscal 2025.

The proportion of full-time students enrolled in partially or totally online courses stayed steady at 38.4 percent, down from the height of remote learning during COVID-19 pandemic, when in Fiscal 2022 it was still 90.3 percent. CUNY continued to grow its remote options to promote accessibility. The number of degree programs that can be completed fully online increased to 196 by Fiscal 2025—a significant growth from 80 programs in Fiscal 2022.

Total Students Served in CUNY Accelerated Study in Associate Programs (ASAP)



Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Total headcount enrollment	261,134	243,389	225,881	233,352	237,671	*	*	Neutral	*
Total full-time equivalent enrollment	198,483	181,034	166,813	172,520	175,011	*	*	Down	*
Total headcount enrollment at CUNY community colleges	82,515	73,031	67,584	74,636	76,432	*	*	Neutral	*
Enrollment in STEM disciplines at CUNY community colleges	13,008	11,519	10,483	11,323	11,280	*	*	Down	Up
Enrollment of first-time freshmen in CUNY community colleges	15,788	12,932	12,396	13,681	13,167	*	*	Down	*
Enrollment of first-time freshmen in CUNY senior colleges	21,214	21,787	22,161	22,538	22,323	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	12,038	9,451	9,128	10,052	9,622	*	*	Down	*
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs (%)	63.8%	59.1%	60.2%	62.3%	61.5%	*	*	Neutral	Up
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs (%)	84.1%	81.0%	80.4%	83.1%	83.2%	*	*	Neutral	Up
Total students served in CUNY Accelerated Study in Associate Programs	23,118	20,427	20,309	21,465	22,537	*	*	Neutral	Up
Students who transferred from a CUNY senior college to a non-CUNY college (%)	1.5%	1.6%	2.1%	1.8%	1.7%	*	*	Up	*
Students who transferred from a CUNY community college to a non-CUNY college (%)	1.9%	2.0%	2.5%	2.3%	2.2%	*	*	Up	*
Students who transferred from a CUNY community college to another CUNY college (%)	13.0%	12.6%	11.5%	11.1%	10.9%	*	*	Down	*
CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	53.6%	51.5%	46.3%	47.9%	49.8%	*	*	Neutral	Up
Instructional (student) full-time equivalencies enrolled in partially or totally online courses (%)	99.9%	90.3%	40.9%	38.1%	38.4%	*	*	Down	Up
Degree programs that can be completed fully online	NA	80	163	195	196	*	*	NA	Up

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

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

In Fiscal 2025, tuition remained flat at $4,800 for the community colleges and $6,930 for the senior colleges. There was an increase in the percentage of community college students receiving federal financial aid, from 57.7 percent in Fiscal 2024 to 59.9 percent in Fiscal 2025, and state financial aid, from 32.8 percent in Fiscal 2024 to 36.6 percent in Fiscal 2025. Expenditures per student (full-time equivalent) at CUNY community colleges increased from $21,500 in Fiscal 2024 to $23,021 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Annual tuition at CUNY community colleges (full-time NYS resident)	$4,800	$4,800	$4,800	$4,800	$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	$6,930	$6,930	$6,930	$6,930	$6,930	*	*	Neutral	*
Expenditures per student (full-time equivalent) at CUNY community colleges	$17,329	$21,157	$23,686	$21,500	$23,021	*	*	Up	*
CUNY community college students receiving federal financial aid (Pell) (%)	54.7%	55.6%	57.6%	57.7%	59.9%	*	*	Neutral	*
CUNY community college students receiving Tuition Assistance Program grants (%)	27.1%	25.7%	28.9%	32.8%	36.6%	*	*	Up	*

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

SERVICE 2 Improve student outcomes.

Goal 2a Promote academic excellence and provide student support.

The proportion of instructional (student) full-time equivalencies taught by full-time faculty at senior colleges increased nearly three percent in Fiscal 2025 compared to Fiscal 2024, and remained steady at community colleges. The proportion of students completing Gateway courses in English and Math in their first year continued to rise in Fiscal 2025 compared to Fiscal 2024, from 74.7 percent to 81.2 percent in Gateway English and from 56.7 percent to 61.3 percent in Gateway Math. Gateway English and Gateway Math are courses or credits that meet the English Composition and Math requirements in the Pathways Common Core at a student's starting college.

Enrollment in College Now increased from 39,999 in Fiscal 2024 to 44,507 in Fiscal 2025, according to preliminary data. College Now is a free college transition enrollment program for New York City Public Schools' (NYCPS) high school students. Formed in 2000 as a partnership between NYCPS and CUNY, the program enables high school students to earn college credits, develop college awareness, and strengthen academic preparation.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Instructional (student) full-time equivalencies taught by full-time faculty (%) – Senior colleges	36.5%	38.1%	36.0%	38.1%	40.8%	*	*	Neutral	Up
– Community colleges	50.1%	54.2%	57.5%	61.2%	60.4%	*	*	Up	Up
Student/faculty ratio – Overall	27:1	25:1	22:1	23:1	24:1	*	*	Down	Down
– Community colleges	28:1	24:1	21:1	24:1	24:1	*	*	Down	Down
– Senior colleges	27:1	26:1	23:1	23:1	24:1	*	*	Down	Down
Full-time faculty employed by CUNY community colleges	2,071	2,014	2,055	2,039	2,000	*	*	Neutral	Up
Students completing Gateway English in their first year (%)	71.7%	72.5%	75.2%	74.7%	81.2%	*	*	Up	Up
Students completing Gateway Math in their first year (%)	63.7%	55.0%	57.9%	56.7%	61.3%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	30,444	32,166	34,625	39,999	44,507	*	*	Up	*

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

Goal 2b Increase graduation rates.

Associate degrees awarded at the community colleges continued to decline, from 10,342 in Fiscal 2024 to 9,384 in Fiscal 2025. The six-year system graduation rate decreased from 37.6 percent in Fiscal 2024 to 36.5 percent in Fiscal 2025 for associate students and from 60.0 percent in Fiscal 2024 to 57.9 percent for baccalaureate students in Fiscal 2025. These declines likely reflect the lingering disruption of the COVID-19 pandemic, which has had a lasting impact on student persistence and completion even as institutions returned to in-person operations. Three-year graduation rates among ASAP students rose by over two percent from 36.2 percent in Fiscal 2024 to 38.5 percent in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Associate degrees awarded at community colleges	15,835	14,900	12,364	10,342	9,384	*	*	Down	Up
★ ✹ Three-year systemwide graduation rate (%) – CUNY Accelerated Study in Associate Programs students	47.0%	44.0%	39.4%	36.2%	38.5%	⇧	⇧	Down	Up
Six-year systemwide graduation rate (%) – Community college students in STEM disciplines	36.1%	37.5%	38.6%	36.7%	35.6%	*	*	Neutral	Up
★ ✹ Six-year systemwide graduation rate (%) – CUNY associate degree students	37.6%	38.9%	39.8%	37.6%	36.5%	⇧	⇧	Neutral	Up
★ ✹ Six-year systemwide graduation rate (%) – CUNY baccalaureate students	60.2%	62.0%	61.9%	60.0%	57.9%	⇧	⇧	Neutral	Up

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

Goal 2c Prepare students for professional success.

Pass rates for the National Council Licensure Examination for Registered Nurses remained steady at above 89 percent level. There was a decline in the percentage of CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation, from 75.3 percent in Fiscal 2024 to 70.8 percent in Fiscal 2025. When combined with continued education, the outcome remained the same as in the prior fiscal year, 99.1 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Students passing the National Council Licensure Examination for Registered Nurses (%) (CY)	89.5%	85.3%	78.9%	89.1%	89.6%	*	*	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	63.2%	69.8%	75.3%	75.3%	70.8%	*	*	Up	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	90.6%	92.2%	97.8%	99.1%	99.1%	*	*	Up	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$1,231.7	$1,396.7	$1,269.7	$1,281.9	$1,474.6	$1,385.6	$1,554.3	Up
Revenues ($000,000)	$237.4	$194.8	$210.3	$214.7	$243.9	$365.3	$415.3	Neutral
Personnel	7,646	7,472	7,249	7,618	8,008	9,375	9,375	Neutral
Overtime paid ($000,000)	$6.7	$2.9	$7.3	$8.3	$3.7	$3.7	$3.6	Neutral

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$853.3	$933.6	
002 - Community College	$831.3	$911.7	All
004 - Hunter Schools	$22.0	$21.9	All
Other Than Personal Services - Total	$428.6	$541.0	
001 - Community College	$427.4	$504.7	All
003 - Hunter Schools	$1.2	$1.3	All
012 - Senior College	NA	$35.0	All
Agency Total[3]	$1,281.9	$1,474.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Fiscal 2025, CUNY updated two Student Outcomes indicators that track degree progress. Previously, CUNY measured the percentage of students in Freshman Composition or pre-calculus Math who earned a C or better in the fall. The new indicators instead measure the percentage of full-time, first-time freshmen who, in their first year, either pass at least one English Gateway or Math course, or earn credits that meet the English or Math requirement in the Pathways Common Core. These new indicators are more comprehensive, as they apply to an entire cohort, reflect both coursework and prior credits for first-year students, and focus on a key point in their academic journey. The five-year trend data has been updated to match these changes.
- For all, CUNY updated several previously published figures after a review of historical data:
  - The Fiscal 2024 figure for 'Expenditures per student (full-time equivalent) at CUNY community colleges' updated from $22,021 to $21,500.
  - The Fiscal 2024 figure for 'Student/faculty ratio—Senior colleges' updated from 22:1 to 23:1.
  - The Fiscal 2023 figure for 'Full-time faculty employed by CUNY community colleges' updated from 1,618 to 2,055.
  - The Fiscal 2024 figure for 'Full-time faculty employed by CUNY community colleges' updated from 1,580 to 2,039.
  - The Fiscal 2024 figure for 'High school students participating in college preparation program (College Now)' updated from 41,081 to 39,999.

ADDITIONAL RESOURCES

For additional information go to:

- Office of Institutional Research: https://www.cuny.edu/about/administration/offices/oareda/#1680798282655-1093dee6-f0c7
- 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

Dynishal Gross, Commissioner

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 the City's NYC Business Solutions Centers to connect New Yorkers with services to help businesses start, operate, and expand. The Agency also operates the City's 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 of all identities 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 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. 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 BIDs and other Community-Based Development Organizations (CBDOs).

OUR SERVICES AND GOALS

SERVICE 1 Help businesses start, operate and expand in New York City.

Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.

Goal 1b Administer incentive programs that support facility renovation.

SERVICE 2 Meet businesses' talent demands by connecting New Yorkers to good jobs.

Goal 2a Match or train New Yorkers to meet the qualifications local employers require.

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SERVICE 4 Help Minority and Women-owned Business Enterprises (M/WBE) identify and compete for City contracts.

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

HOW WE PERFORMED IN FISCAL 2025

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.

In Fiscal 2025, SBS increased the number of unique businesses and customers served by 14 percent to 28,121 compared to 24,663 in Fiscal 2024. This was primarily due to expanded outreach and business services. Outreach efforts included hosting the Small Business Month Expo in May 2025, which provided resources, information, and direct services to over 3,000 small business owners across industries and boroughs.

In Fiscal 2025, SBS issued 563 awards to 488 businesses, exceeding the fiscal year targets by 25 percent and 22 percent, respectively. Though the Agency outperformed its goals for Fiscal 2025, the total number of recipients decreased 20 percent, and the total value of financial awards fell 24 percent to $4.7 million compared to $6.2 million in Fiscal 2024. This figure reflects the reduced availability of low-interest lending capital with the expiration of federal recovery funds at the end of Fiscal 2024.

SBS delivered 15 percent more services focused on helping businesses navigate government, up from 10,339 in Fiscal 2024 to 11,864 in Fiscal 2025. Accordingly, SBS served 16 percent more unique businesses with government navigation resources, up from 8,035 to 9,348. These gains reflect ongoing efforts to connect small businesses to curated regulatory, licensing, permitting and inspection preparedness assistance. This increase also demonstrates greater use of the Small Business Hotline, a central phone number for small businesses seeking guidance on all services and resources.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Customers and businesses served	18,901	26,688	24,312	24,663	28,121	*	*	Up	Up
★ Businesses receiving financial awards (facilitated or disbursed)	1,424	10,627	1,232	610	488	400	400	Down	Up
★ Financial awards to businesses (facilitated or disbursed)	1,624	10,942	1,312	669	563	450	450	Down	Up
Dollar value of financial awards to businesses (facilitated or disbursed) ($000)	$83,333	$261,123	$109,277	$61,552	$46,890	*	*	Down	Up
Customers served by programs that help navigate government	2,711	4,301	7,991	8,035	9,348	*	*	Up	*
Services provided to help businesses navigate government	4,326	5,876	9,813	10,339	11,864	*	*	Up	*
★ Businesses opened with assistance from SBS	179	164	184	218	232	⇧	⇧	Up	Up
Businesses awarded funding for employer-based training	10	15	12	12	15	*	*	Up	*

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

Goal 1b Administer incentive programs that support facility renovation.

The Energy Cost Savings Program (ECSP) helps retain and attract eligible businesses through tax incentives that reduce energy costs associated with relocation or capital improvements. Lower energy costs of up to 45 percent are a significant incentive to promote business retention for firms and facilities seeking to move, modernize, and/or expand in New York City across all boroughs.

In Fiscal 2025, 25 businesses were approved to receive ECSP, remaining consistent with Fiscal 2024. These projects resulted in 1,657 jobs being retained, an increase of 26 percent. Additionally, the value of ECSP program savings for businesses increased by 82 percent, from $481,000 in Fiscal 2024 to $873,000. This increase is largely due to the approval of several large facilities.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Estimated dollar value of energy savings for businesses approved for Energy Cost Savings Program benefits ($000)	$822	$518	$308	$481	$873	*	*	Neutral	*
Jobs retained by Energy Cost Savings Program for approved businesses	2,118	1,138	1,275	1,311	1,657	*	*	Down	*
Businesses approved for Energy Cost Savings Program benefits	47	48	36	26	25	*	*	Down	*

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

SERVICE 2 Meet businesses' talent demands by connecting New Yorkers to good jobs.

Goal 2a Match or train New Yorkers to meet the qualifications local employers require.

In Fiscal 2025, SBS saw increases across all jobseeker performance indicators. Workforce1 systemwide hires and promotions saw a modest increase of one percent, up from 22,270 in Fiscal 2024 to 22,502. This was in part due to new employer engagement and jobseeker outreach strategies. Workforce 1 Center walk-in traffic rose 15 percent compared to Fiscal 2024, from 249,479 to 286,338. First-time jobseekers registered through Workforce 1 also rose 15 percent to 49,899 and unique customers served rose 12 percent to 100,682. This growth is a result of a greater number of hiring events, including those organized through the Jobs NYC initiative, directly connecting employers and resource providers to jobseekers in zip codes with the highest rates of unemployment. This increase also reflects the success of a marketing campaign promoting the Workforce1 system's neighborhood and Industrial Training Centers.

SBS also administers industry-informed occupational trainings in key economic sectors, providing employers with a pipeline to skilled talent for in-demand occupations in technology, healthcare, food, and media. In Fiscal 2025, 7,969 New Yorkers were enrolled in training programs and apprenticeships, an increase of 12 percent compared to Fiscal 2024. The increase can be attributed to the expansion of training programs and partnerships by SBS, including the piloting of new training programs to better serve the diverse workforce needs of New Yorkers.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Workforce1 systemwide hires and promotions	18,889	22,324	23,599	22,270	22,502	25,000	25,000	Up	*
Jobseekers registered through the Workforce1 Career Center system for the first time	30,519	33,403	38,318	43,399	49,899	*	*	Up	*
Walk-in traffic at Workforce1 Centers	250,163	245,605	233,964	249,479	286,338	*	*	Up	*
✹ Customers enrolled in training	8,764	6,948	7,218	7,089	7,969	*	*	Neutral	Up
Customers served	79,438	81,338	87,085	90,241	100,682	*	*	Up	Up

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

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SBS administers Commercial Revitalization Grants, which help non-profit CBDOs serving LMI neighborhoods assess their community needs and carry out merchant organizing, district marketing, beautification, and small business support. On the beautification front, the total frontage feet receiving supplemental sanitation increased by five percent from Fiscal 2024, from 1,552,401 to 1,631,687 frontage feet in Fiscal 2025, reflecting the establishment of the Cypress Hills Fulton BID (Brooklyn) and the expansion of the Long Island City BID (Queens).

In Fiscal 2025, while the number of CBDOs receiving financial support decreased 10 percent to 92, the average individual award amount increased by four percent. This increase reflects an expanded effort to build organizational capacity within CBDOs and further deliver neighborhood support services throughout the five boroughs.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Frontage feet receiving supplemental sanitation services through BIDs	1,531,377	1,531,377	1,552,401	1,552,401	1,631,687	*	*	Neutral	*
Value of all financial awards to community-based development organizations	$4,444,350	$5,834,796	$13,181,864	$9,645,000	$9,618,000	*	*	Up	*
Community-based development organizations receiving financial awards	55	62	96	102	92	*	*	Up	*

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

SERVICE 4 Help Minority and Women-owned Business Enterprises (M/WBE) identify and compete for City contracts.

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

During Fiscal 2025, SBS certified and recertified a total of 2,523 M/WBEs, increasing the total number of certified M/WBEs to 11,382, a two percent increase compared to Fiscal 2024, and five percent above the fiscal year target. The recertification rate of 60.2 percent saw a slight decrease from the previous year, reflecting fewer firms with expiring certifications in Fiscal 2025. SBS continues working to support certified firms to compete for and perform on government contracts through outreach, education, and technical assistance.

SBS also continued to administer and manage the Online Directory of NYC Certified Businesses and connect M/WBEs to capacity building services through contract financing, bonding assistance, mentoring, and a range of other resources. In Fiscal 2025, the number of M/WBEs that were awarded City contracts increased two percent to 1,844 compared to 1,809 in Fiscal 2024. This exceeds the Fiscal 2025 target of 1,223. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS increased to 1,383 compared to 1,334 in Fiscal 2024.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ M/WBEs certified	10,665	10,768	10,799	11,115	11,382	10,800	10,800	Neutral	Up
★ ✹ M/WBEs awarded City contracts	1,416	1,605	1,903	1,809	1,844	1,223	1,223	Up	Up
★ M/WBEs awarded City contracts after receiving procurement and capacity building assistance	1,025	1,182	1,390	1,334	1,383	891	891	Up	Up
Annual M/WBE recertification rate (%)	66.7%	61.3%	60.6%	61.2%	60.2%	*	*	Neutral	Up
✹ Newly certified and recertified businesses in M/WBE Program	2,239	2,319	2,819	2,701	2,523	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
CORE facility rating	NA	99	99	99	98	*	*	NA	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	97%	100%	*	*	Neutral	Up
Completed requests for interpretation	5,465	8,405	8,442	15,807	29,999	*	*	Up	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$227.0	$513.2	$364.1	$284.4	$326.6	$297.7	$279.7	Neutral
Revenues ($000,000)	$0.2	$0.4	$0.2	$0.8	$0.2	$0.2	$0.2	Up
Personnel	277	253	288	320	313	394	405	Up
Overtime paid ($000)	$80	$96	$85	$82	$87	$87	$65	Neutral
Human services contract budget ($000,000)	$36.6	$35.5	$32.7	$39.2	$73.5	$27.8	$33.1	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$31.3	$36.5	
001 - Department of Business	$19.3	$20.4	All
004 - Contract Compliance and Bus. Opportunity	$3.8	$3.9	1a, 1b, 2a, 4a
010 - Workforce Investment Act	$8.1	$12.2	1a, 4a
Other Than Personal Services - Total	$253.1	$290.1	
002 - Department of Business	$53.9	$45.9	All
005 - Contract Compliance and Bus. Opportunity	$3.0	$4.3	1a, 1b, 2a, 4a
006 - Economic Development Corporation	$79.9	$77.2	Refer to table in EDC chapter
011 - Workforce Investment Act	$75.9	$122.4	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	$40.4	$40.2	1b
Agency Total	$284.4	$326.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Goal 2a was changed from 'Match or train New Yorkers to meet qualifications businesses require' to 'Match or train New Yorkers to meet qualifications local employers require' for better accuracy.

ADDITIONAL RESOURCES

For additional information go to:

- Businesses:
  https://nyc.gov/business
- Careers:
  https://www.nyc.gov/getwork
- Neighborhoods:
  https://www.nyc.gov/neighborhoods
- For more information on the agency, please visit: www.nyc.gov/sbs.

DEPARTMENT OF VETERANS' SERVICES **James Hendon (Col.), Commissioner**

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, 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 Ensure Veterans are screened for mental health conditions and referred to appropriate mental health service providers.

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Inform Veterans and their families about services, benefits, and resources available to them.

Goal 2b Connect Veterans to eligible resources and services.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

In Fiscal 2025, the DVS Veteran Peer Coordinator Program facilitated permanent housing placements for 153 Veterans, surpassing the target of 92 and exceeding the Fiscal 2024 total, which was 126, by 27 additional placements. These achievements correlate directly with the addition of three housing staff members hired during this fiscal year. Successful supportive housing placement efforts continue through close collaboration with the Department of Homeless Services (DHS), Human Resources Administration (HRA), and trusted community-based service providers, ensuring Veterans receive not only permanent housing, but necessary support for long-term housing stability.

DVS provided homelessness prevention and aftercare assistance to 509 Veterans and their families in Fiscal 2025, more than double the amount served in Fiscal 2024, which was 227. This marks a 124 percent increase, significantly exceeding the target of 190. Of those served, 244 requests were for homelessness prevention, primarily related to rental arrears. Additionally, 265 aftercare needs were identified to support ongoing housing stability. These services included eviction prevention, rapid rehousing, financial counseling, and landlord/tenant mediation, each tailored to the unique needs of the Veterans served. This surge in service delivery is largely attributed to expanded staff capacity within the Housing and Support Services unit. With increased personnel, DVS was able to enhance case management responsiveness and more effectively deliver timely support to both at-risk and recently housed Veterans.

In Fiscal 2025, the Housing and Support Services unit was able to utilize 27 out of 37 available Collaborative Case Management (CCM) housing vouchers for a utilization rate of 73 percent, slightly below last year but well above the 35 percent target. This outcome is attributed to an increase in referrals received from local area Veterans Affairs (VA) medical facilities and a restart of the Mission: VetCheck outreach initiative, which is a vital partnership between DVS and New York Cares, utilizing volunteers to make supportive check-in calls that connect Veterans with essential resources like mental health services, housing, and employment support.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	117	52	123	126	153	92	92	Up	Up
Veterans and their families who received homelessness prevention and aftercare assistance from DVS	617	517	217	227	509	190	190	Down	Up
★ Collaborative Case Management housing vouchers available	NA	14	49	45	37	27	27	NA	Up
★ Collaborative Case Management housing vouchers utilized	NA	14	4	35	27	10	10	NA	Up
★ Collaborative Case Management housing vouchers utilization rate (%)	NA	100%	8%	78%	73%	35%	35%	NA	Up

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

Goal 1b Ensure Veterans are screened for mental health conditions and referred to appropriate mental health service providers.

DVS utilizes the PHQ-9 Quick Depression Assessment and GAD-7 anxiety scale as its two primary voluntary mental health screeners to support Veterans' well-being. The PHQ-9 assesses the severity of depression by evaluating symptoms like persistent sadness or fatigue over a two-week period, while the GAD-7 measures anxiety levels based on indicators such as excessive worry or restlessness. Together, these validated tools enable DVS to identify Veterans in need of further support and connect them with appropriate resources. In Fiscal 2024, DVS elected to make mental health screenings voluntary for clients, giving them the option to choose whether to complete the assessment or not. Making screenings voluntary as opposed to mandatory removes an implication that all veterans suffer from anxiety or depression. As a result, 27 mental health screenings were completed, compared to the 211 completed in Fiscal 2024. Relatedly, 33 referrals were made in Fiscal 2025 compared to 129 in Fiscal 2024. Despite this decrease, many clients complete mental health assessments with other providers such as DHS, nonprofit service providers, or health care clinicians, and many that are referred to DVS for services are likely to have already been screened. This is largely due to few Veterans contacting DVS directly for mental health services since the Agency is not a mental health care provider.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Mental health screenings completed	NA	845	626	211	27	*	*	NA	Up
★ Mental health referral requests	NA	202	312	129	33	200	200	NA	Up

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

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Inform Veterans and their families about services, benefits, and resources available to them.

In Fiscal 2025, DVS delivered on its commitment to improving engagement across the City's diverse Veteran community. The Agency participated in 304 public engagement events, a 10 percent increase from 277 the previous fiscal year, further expanding its in-person presence and community reach. There were notable outreach events, including two military summits held in partnership with the New York Yankees and the New York Mets, where DVS facilitated the presence of the U.S Department of Veterans Affairs. At these activities, staff from the Veterans Benefits Administration answered questions and resolved benefits issues while staff from the Veterans Health Administration enrolled Veterans into VA health care. DVS continued to employ a multi-channel approach to outreach, using public events, digital engagement, and strategic media to connect Veterans and their families to essential services. Website traffic grew modestly to 165,808 unique visits, a two percent increase compared to the prior fiscal year, indicating steady interest in DVS resources.

At the same time, social media impressions dipped by eight percent to 434,907, after a significant surge the previous fiscal year. Similarly, newsletter subscribers declined by three percent to 9,720. These modest drops suggest that while the Agency's outreach channels remain strong, current performance may reflect the upper limits of existing tools and tactics. Continued gains will likely depend on fine-tuning strategies, platform innovation, and deeper audience targeting. Despite variable engagement across these channels, DVS maintained an inclusive focus in its outreach, engaging Veterans across identity and life stages—including students, entrepreneurs, older adults, women, Latino Veterans, and those recently separated from service. The Agency's use of direct mail, targeted text messaging, and paid media further amplified its reach, helping Veterans connect to public, private, and nonprofit services critical to their well-being.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Public engagement events attended by DVS to promote Veteran resources	NA	149	243	277	304	200	200	NA	Up
★ Online site visits	NA	28,592	125,457	161,931	165,808	160,000	160,000	NA	Up
★ Social media impressions	NA	245,539	362,469	474,075	434,907	575,000	575,000	NA	Up
Average newsletter subscribers	NA	11,062	10,616	10,022	9,720	10,500	10,500	NA	Up

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

Goal 2b Connect Veterans to eligible resources and services.

In Fiscal 2025, DVS successfully served 8,920 Veterans and their families who connected with the Agency via walk-in visits, telephone calls, digital requests, outreach events, Mission: VetCheck, and the HelloFresh Food Program. This exceeds the target of 5,000. Despite exceeding the target, this represents a 17 percent decrease when compared to Fiscal 2024. This indicator reflects the number of DVS clients who began a new service request with the Agency during the fiscal year. A client whose service request carries over into the following fiscal year is not counted twice. For example, a Veteran who began a VA claims filing in Fiscal 2024 and continued receiving assistance into Fiscal 2025 is counted only in the Fiscal 2024 data. In the expansion from being a referral Agency to a referral and services Agency, DVS now delivers long term direct services—specifically housing, VA claims, and employment support—that often take months to reach fruition.

DVS handled a total of 31,291 cases for clients via the VetConnectNYC platform. Cases were handled internally by DVS for services including housing support, benefits navigation, and employment, along with cases that were referred to partners for services including income support, legal services, and discharge upgrade reviews. DVS increased the number of staff working as Veteran Service Officers from four to six. These staff interviewed clients for eligibility, filed a significant number of benefit claims, supplemental claims, and appeals for Veterans and their families. Veterans and their families continue to receive supportive check-in calls from Mission: VetCheck in addition to food assistance from the HelloFresh Food Program. Further, DVS started distributing turkeys over the holidays to Veteran families.

DVS also began offering individualized, tailored employment counseling to Veterans and military spouses seeking job opportunities. Services included interview preparation, resume assistance, and connections to employment opportunities and workforce development programs. For those interested in alternative career paths, such as entrepreneurship, DVS connects Veterans and military spouses with partners from the relaunched Veterans Business Leadership Alliance (VBLA), which includes collaboration with the New York City Department of Small Business Services. With these efforts and others, in Fiscal 2025, the proportion of requests from Veterans and their families that were fulfilled increased nearly five percentage points from Fiscal 2024 to 96.2 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Veterans and their families served by DVS	NA	1,068	3,338	10,701	8,920	5,000	5,000	NA	Up
★ ✹ Requests from Veterans and their families	8,572	7,198	2,918	31,232	31,291	13,500	13,500	Up	Up
Requests from Veterans and their families fulfilled (%)	NA	96.3%	83.9%	91.7%	96.2%	90.0%	90.0%	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$5.4	$5.7	$5.5	$5.1	$6.6	$7.0	$7.6	Up
Personnel	39	34	34	36	36	39	49	Neutral
Overtime paid ($000)	$5	$24	$24	$18	$0	$0	$0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$3.8	$4.1	All
002 - Other Than Personal Services	$1.3	$2.5	All
Agency Total	$5.1	$6.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

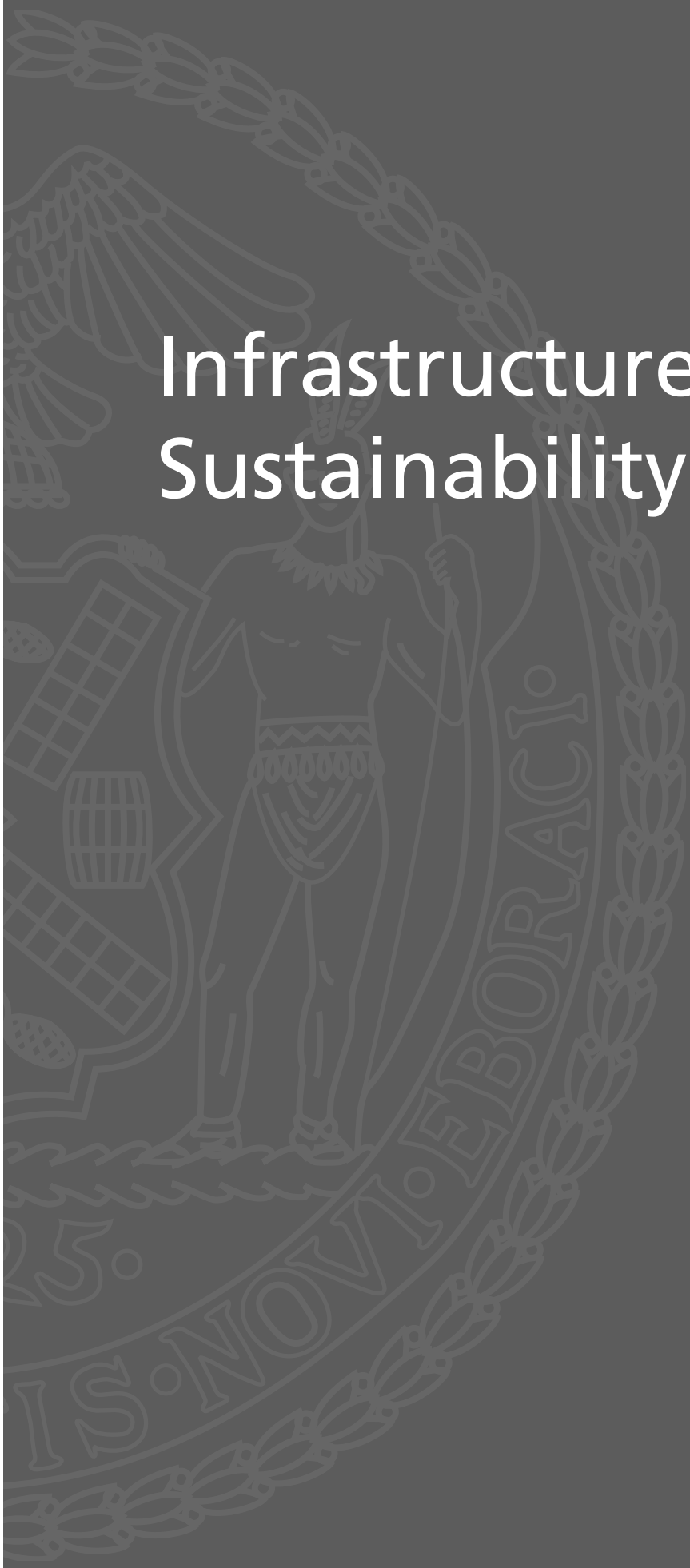
ADDITIONAL RESOURCES

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


Department of Environmental Protection p 335


Department of Buildings p 355


Department of Transportation p 345


Department of Design and Construction p 363

DEPARTMENT OF ENVIRONMENTAL PROTECTION **Rohit T. Aggarwala, Commissioner**



WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, mitigating storm and coastal flooding, and reducing air, noise, and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high-quality drinking water daily to more than half the population of New York State. It builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems, and Bluebelt and green infrastructure systems. The Department also manages 14 wastewater resource recovery facilities in the City, as well as seven in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 838,000 water and sewer accounts, and manages citywide water conservation programs.

FOCUS ON EQUITY

Most of DEP's funds for operations and capital projects come from revenues collected through water and wastewater bills. While water and wastewater billing rates in New York City are significantly lower than the average for the largest cities in the United States, some property owners have difficulty paying, 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 $24 million in grants and interest-free loans, partly funded by the federal Bipartisan Infrastructure Law (BIL), which designated $15 billion nationally for lead service line replacements. The program targets homeowners in environmental justice communities with high concentrations of lead service lines and a median household income below $47,600. By summer 2025, more than 800 households had agreed to participate, and 380 of them required lead service line replacements. DEP expanded the program with the addition of three new grant-funded contracts totaling $24 million, and adding eligibility to sections of Queens. However, participation has been lower than anticipated, despite the service being offered at no cost to homeowners, highlighting the challenge of advancing lead service line replacements on private property without requiring property owners to take action. In addition, this program adds more data to DEP's lead service line inventory: as of August 2025, inspections showed that only 55 percent of service lines in the Bronx replacement program previously thought to be lead actually were, and only 30 percent of service lines of unknown material were lead.

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 FISCAL 2025

SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.

Goal 1a Comply with all federal and State drinking water quality standards and monitor and respond to customer-reported aesthetic issues.

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City, and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of water quality, the Department ensures the City's drinking water consistently meets all federal and State standards, including those for coliform bacteria. In Fiscal 2025, The Department collected over 27,700 samples from the City's distribution system and performed approximately 323,700 analyses. Additionally, the Department performed approximately 329,400 analyses on approximately 13,000 samples from the upstate New York water supply watershed and conducted over 2.6 million robotic monitoring measurements. Samples testing positive for coliform bacteria decreased from 0.98 percent in Fiscal 2024 to 0.43 percent in Fiscal 2025, with 100 percent of samples continuing to meet water quality standards.

In Fiscal 2025, NYC311 water quality complaints for taste and odor increased nearly six percent from Fiscal 2024. DEP received 264 taste and odor complaints in Fiscal 2025, slightly more than Fiscal 2024 but continuing a downward trend. The Department continues to optimize treatment to ensure New York City's water continues to meet all applicable standards.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Taste and odor complaints	1,288	703	264	250	264	*	*	Down	Down
Samples testing positive for coliform bacteria (%)	0.51%	0.35%	0.50%	0.98%	0.43%	*	*	Up	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Water supply - Critical equipment out of service (%)	0.3%	0.5%	0.4%	0.3%	0.5%	*	*	Up	Down
Deficiency reports as percent of security checks (%)	0.2%	0.2%	0.2%	0.2%	0.2%	*	*	Down	Down

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

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

The Department continues to meet its goal of ensuring the integrity of the drinking water supply and distribution systems by conducting facility checks and enforcing rules and regulations across upstate New York City infrastructure and property. While facility checks declined three percent in Fiscal 2025 compared to Fiscal 2024, enforcement activity increased by five percent. The increase in enforcement is partly due to a renewed focus on enforcement activity within the watershed area to protect the City's water supply. The decrease in facility security checks is in part due to a 20 percent vacancy rate for environmental police officers. The Department anticipates an academy class of approximately 35 recruits starting in the third quarter of Calendar 2025. It will deploy new personnel to support DEP Police goals in Fiscal 2026 and enhance operational efficiency.

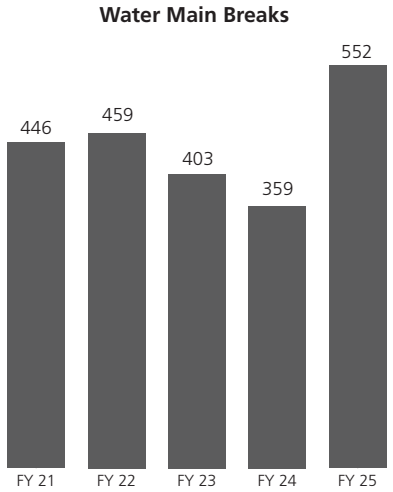
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Facility security checks	329,660	304,189	303,993	298,123	289,094	285,000	285,000	Down	Up
Overall enforcement activity	1,422	620	827	441	464	*	*	Down	*

★ 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.

Due to a historic lack of precipitation in September and October 2024, the Mayor declared a Drought Watch on November 2, which escalated to a Drought Warning on November 18 and ended on January 3, 2025. This lack of rain impacted many operations and played a role in their comparative improvement across fiscal years, including a decline of 38 percent in catch basin complaints received and 36 percent in sewer backup complaints received. While the catch basin resolution time increased from 2.2 days to 2.6 days due to the Department prioritizing responding to drought-related issues, the resolution time is still below the eight-day target.



The percentage of catch basins inspected is below the 100 percent target in Fiscal 2025 due to the Department exceeding its inspection target in Fiscal 2024. As part of a data-driven inspection program launched in Fiscal 2023, the unit completed catch basins scheduled for inspection in Fiscal 2025 ahead of time in Fiscal 2024. DEP designed the program to allow for this operational flexibility.

The number of water main breaks and the corresponding water main breaks per 100 miles in the last 12 months both increased 54 percent. The 552 water main breaks is the most since Fiscal 2015. Despite this increase, the time to restore water for customers remained at under four hours. Most water main breaks happen during the winter months when freeze and thaw cycles drive the number of breaks, and variability from year to year is increasingly more apparent. While the Agency expects fluctuations in the number of water main breaks year to year due to weather and other factors, the Department makes efforts to reduce the potential for water main breaks through pressure management, programmatic pressure regulator maintenance, using predictive modeling, and prioritizing replacement of mains with the highest history of breakage.

In Fiscal 2025, the Department received 758 leak complaints related to City infrastructure, a 25 percent increase compared to Fiscal 2024. While the increase was not as significant as those observed for water main breaks, the freeze and thaw cycles similarly impacted leak complaints in the winter months. Despite the higher volume of complaints, the Department resolved them in an average of 7.9 days, 10 percent faster than in Fiscal 2024, and well below the performance target of 12 days.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Sewer backup complaints received	11,752	16,652	11,705	11,421	7,345	*	*	Down	*
– Confirmed (on City infrastructure)	1,983	4,795	2,164	2,851	1,401	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	9,772	11,858	9,543	8,567	5,946	*	*	Down	*
★ Sewer backup resolution time (hours:minutes)	2:42	15:42	3:23	3:12	2:30	7:00	7:00	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	0.9%	2.2%	1.0%	1.3%	0.6%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.2%	0.5%	0.2%	0.3%	0.2%	0.6%	0.6%	Down	Down
Catch basin complaints received	7,241	11,447	8,585	11,064	6,837	*	*	Neutral	Down
Clogged catch basin resolution time (days)	3.6	3.7	2.9	2.2	2.6	8.0	8.0	Down	Down
Catch basins inspected (% of target)	NA	NA	103.3%	105.3%	93.6%	100.0%	100.0%	NA	Up
Street cave-in complaints received	2,839	3,905	3,617	3,745	3,573	*	*	Up	Down
Average time to respond to street cave-in complaints and make safe (days)	0.7	0.8	0.8	1.0	0.9	*	*	Up	Down
Catch basins cleaned	27,218	29,511	42,214	42,443	43,697	*	*	Up	*
★ Backlog of catch basin repairs (% of system)	2.4%	2.4%	2.9%	2.9%	2.9%	1.0%	1.0%	Up	Down
Water main breaks	446	459	403	359	552	*	*	Up	Down
Water main breaks per 100 miles of main in the last 12 months	6.4	6.6	5.8	5.1	7.9	*	*	Up	Down
★ Average time to restore water to customers after confirming breaks (hours:minutes)	4:06	4:18	4:34	3:47	3:47	6:00	6:00	Down	Down
Leak complaints received	3,344	3,491	3,528	3,139	3,768	*	*	Neutral	*
– City infrastructure	547	546	626	607	758	*	*	Up	Down
★ Leak resolution time (days) (City infrastructure only)	7.9	6.7	9.7	8.8	7.9	12.0	12.0	Up	Down
★ Broken and inoperative hydrants (%)	0.28%	0.26%	0.39%	0.31%	0.31%	0.80%	0.80%	Up	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.1	2.2	1.7	1.8	5.0	5.0	Down	Down

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

SERVICE 3 **Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.**

Goal 3a Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

In Fiscal 2025, DEP continued to maintain a high degree of compliance for wastewater plant discharges. Overall, the Department maintained 99.7 percent compliance with all aspects of the State Pollutant Discharge Elimination Standards (SPDES) permit. This degree of compliance spotlights the extraordinary efforts of staff throughout the fiscal year to remain in compliance even during periods of unexpected equipment downtime.

The Department utilizes a robust maintenance program across all its facilities that includes predictive maintenance methods, such as vibration analysis and thermographic imaging, to improve maintenance and replacement cycle planning and increase equipment reliability on wastewater resource recovery facilities. Due to these maintenance practices, in Fiscal 2025, the Department kept sufficient critical equipment in service to treat wastewater as required. The percentage of critical equipment necessary for wet-weather event operations that was out of service remained well below the target of 3.5 percent at 0.9 percent.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.8%	99.7%	99.9%	99.9%	99.7%	100.0%	100.0%	Neutral	Up
WRRFs - Critical equipment out-of-service (% below minimum)	1.7%	1.8%	0.9%	0.7%	0.9%	3.5%	3.5%	Down	Down

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

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

While the balance of accounts delinquent over 180 days remained historically high at $1.1 billion in Fiscal 2025, slightly up from Fiscal 2024, the Department made measurable progress in improving collections. The overall delinquency total does not reflect the progress made in securing payment agreements. As of June 2025, nearly one-quarter of all delinquent accounts had entered into a payment agreement, resulting in over $250 million in customer debt paid, and associated accounts coming into good standing with the Department.

The Department continues to take action to improve meter reading accuracy and reduce reliance on estimated bills. At the close of Fiscal 2024, the proportion of estimated bills was nearly eight percent and increased to 17.5 percent by the end of Fiscal 2025. To address this increase, the Department launched a three-year initiative to replace hundreds of thousands of Automated Meter Reading (AMR) devices. DEP expects that this investment in the AMR system will improve meter performance and support a return to target levels in future fiscal years.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average daily in-City water consumption (millions of gallons)	986	981	1,004	997	998	*	*	Neutral	Down
Accounts receivable balance — Accounts delinquent more than 180 days ($000,000)	$770	$823	$852	$1,036	$1,087	*	*	Up	Down
★ Estimated bills (%)	2.8%	3.5%	4.8%	7.9%	17.5%	4.0%	4.0%	Up	Down

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

Goal 4b Meet revenue targets established by the NYC Water Board.

Total revenue collected is up by 13 percent in Fiscal 2025 compared to Fiscal 2024. DEP collected over $4.7 billion, which surpasses the revenue target by 10 percentage points. This increase was due to several factors, including the tax lien sale reauthorization, the continuation of the Department's service shut-off program, and several other initiatives focused on securing payments and resolving disputes with large debtors. Strong revenue collection and enforcement in Fiscal 2025 helped the Water Board to keep rates low.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total revenue collected ($000,000)	$3,575.0	$3,772.0	$4,095.0	$4,188.0	$4,746.0	$4,321.0	$4,615.0	Up	Up
★ Total revenue as percent of target (%)	107.8%	107.0%	106.7%	100.8%	109.6%	100.0%	100.0%	Neutral	Up
Billed amount collected in 30 days (%)	56.2%	61.2%	67.7%	69.6%	70.2%	*	*	Up	Up

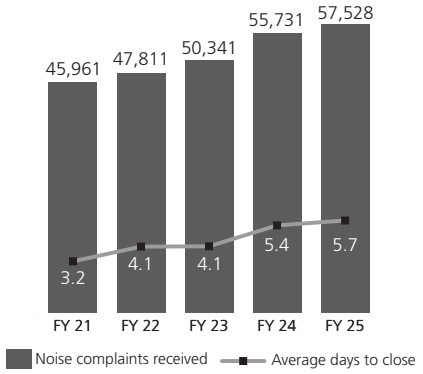
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

In Fiscal 2025, the Department met its targets for responding to asbestos, noise, and air complaints with continued strong performance. While the average days to close asbestos complaints increased by 33 percent to over half a day, the response time remains under target, and 100 percent of asbestos complaints were again responded to within three hours. Noise complaint response performance improved to 98 percent in Fiscal 2025, up from 97 percent in Fiscal 2024, while air complaint response performance was 98 percent in Fiscal 2025, a slight decrease from 99 percent in Fiscal 2024. Efficient management and prioritization of complaint response drove these outcomes, including the strategic use of inspectors located near complaint sites to minimize response times. A decline in complaints requiring in-dwelling appointments also added to the improvement in noise complaint response. In contrast, the slight drop in air complaint response was due to increased demand on inspectors from a rise in noise complaints.

Noise Complaints Received and Average Days to Close



In Fiscal 2025 compared to Fiscal 2024, hazardous materials complaints received increased nine percent and in part led to the average time to respond to such complaints increasing from one day to 2.8 days. The proportion of hazardous materials complaints responded to within three hours decreased from 95 percent to 92 percent. There has been an increase in the number of high-priority service requests associated with damaged lithium-ion batteries, while the Department has also faced a staffing shortage in its hazardous materials inspection unit. To mitigate this, the Department has implemented a triage system with other City agencies to prioritize urgent calls.

Between Fiscal 2024 and Fiscal 2025, violations issued by the Department increased from 80,801 to 115,004, a 42 percent increase. This increase was partially influenced by the growth of the Citizen Idling Complaint program, which had the number of summonses issued rise from 74,432 in Fiscal 2024 to 90,353 in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Air quality complaints received	6,922	12,326	12,306	10,761	9,723	*	*	Up	*
★ Average days to close air quality complaints	3.0	2.8	2.4	2.9	3.3	7.0	7.0	Neutral	Down
★ Air quality complaints responded to within seven days (%)	99%	99%	99%	99%	98%	88%	88%	Neutral	Up
Noise complaints received	45,961	47,811	50,341	55,731	57,528	*	*	Up	*
★ Average days to close noise complaints	3.2	4.1	4.1	5.4	5.7	7.0	7.0	Up	Down
Noise complaints not requiring access to premises responded to within seven days (%)	100%	99%	98%	97%	98%	88%	88%	Neutral	Up
Asbestos complaints received	1,101	1,070	1,048	1,057	995	*	*	Neutral	*
★ Average days to close asbestos complaints	0.79	0.62	0.53	0.43	0.57	1.00	1.00	Down	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Hazardous materials complaints received	2,850	2,640	2,961	3,033	3,293	*	*	Up	*
★ Average time to respond to hazardous material complaints and make safe (days)	0.9	0.8	0.3	1.0	2.6	1.5	1.5	Up	Down
Hazardous materials complaints responded to within three hours (%)	98%	98%	96%	95%	92%	*	*	Neutral	Up

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

Goal 5b Inspect facilities that store, use or handle hazardous materials within the five boroughs.

As required by local law, the Department's Right-to-Know program regulates the storage, use, and handling of hazardous materials that pose a threat to the City's public health and the environment. In Fiscal 2025, DEP inspected 5,458 facilities, a four percent decrease from Fiscal 2024. Members of the Right-to-Know program also provide services to the Hazardous Materials Emergency Response unit tasked with responding to hazardous materials emergencies. Fiscal 2025 saw an increase of over eight percent in hazardous materials response requests compared to Fiscal 2024. The additional workload from the increase in hazardous waste complaints received impacted the Right-to-Know inspections. The Agency will continue to look at ways to optimize performance in the conducting of facility inspections and emergency responses.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Right-to-Know inspections completed	10,269	8,135	4,111	5,659	5,458	*	*	Down	Up

★ 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.

In Calendar 2024, the number of green infrastructure assets implemented increased by over 18 percent from Calendar 2023, rising from 13,723 to 16,321. The number of green infrastructure greened acres managed also increased over 20 percent in Calendar 2024 to 2,853. This progress shows the DEP's commitment to the reduction of Combined Sewer Overflow (CSO) volume, which improved over 18 percent in Calendar 2024, and contributed to the overall high water quality in the City's harbors.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Green infrastructure assets implemented (CY)	11,050	11,553	12,781	13,723	16,321	*	*	Up	Up
Green infrastructure greened acres managed (CY)	1,504	2,094	2,299	2,363	2,853	*	*	Up	Up
★ Green infrastructure combined sewer overflow reduction (CY)	NA	NA	NA	680	807	⇧	⇧	NA	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Payout ($000)	NA	NA	$16,173	$15,464	$7,697	*	*	NA	Down
Total violations issued	20,478	31,006	74,356	80,801	115,004	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	84.4%	88.9%	93.9%	92.3%	92.5%	*	*	Neutral	Up
Workplace injuries reported	403	402	346	434	418	*	*	Neutral	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	98%	100%	99%	100%	95%	95%	Neutral	Up
Letters responded to within 14 days (%)	100%	66%	97%	100%	100%	95%	95%	Up	Up
Calls answered within 30 seconds (%)	65%	16%	28%	46%	28%	76%	76%	Down	Up
Average customer in-person wait time (minutes:seconds)	2:07	2:15	2:15	1:52	3:56	5:00	5:00	Up	Down
Completed customer requests for interpretation	3,909	8,327	18,312	17,841	17,655	*	*	Up	*
Visitors rating customer service at borough centers as good or better (%)	NA	95.0%	94.0%	93.0%	91.0%	90.0%	90.0%	NA	Up
CORE facility rating	100	100	99	100	95	90	90	Neutral	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	96%	88%	92%	94%	94%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	95%	75%	92%	91%	96%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	91%	82%	82%	83%	83%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	89%	78%	79%	76%	79%	85%	85%	Down	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	88%	85%	89%	88%	84%	85%	85%	Neutral	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$1,410.3	$1,449.9	$1,535.9	$1,622.7	$1,741.8	$1,725.7	$1,751.6	Up
Revenues ($000,000)[4]	$21.3	$23.8	$22.3	$22.2	$21.2	$20.6	$20.6	Neutral
Personnel	5,833	5,592	5,761	5,759	5,813	6,514	6,515	Neutral
Overtime paid ($000,000)	$43.3	$55.0	$63.4	$65.4	$48.9	$49.4	$47.1	Up
Capital commitments ($000,000)	$1,758.2	$1,609.6	$2,402.5	$2,501.2	$1,081.0	$3,392.7	$3,945.6	Neutral

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds "NA" - Not Available * None [4]DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$672.8	$705.6	
001 - Executive and Support	$55.5	$65.1	All
002 - Environmental Management	$31.0	$32.2	5a
003 - Water Supply and Wastewater Collection	$255.0	$269.4	1a, 1b, 2a, 3a, 5a
007 - Central Utility	$91.3	$96.3	1a, 4a, 4b
008 - Wastewater Treatment	$240.0	$242.6	2a, 3a
Other Than Personal Services - Total	$949.8	$1,036.2	
004 - Utility	$820.9	$912.4	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	$56.3	$40.3	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	$72.7	$83.4	All
Agency Total	$1,622.7	$1,741.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2024 figure for 'Water main breaks' was updated from 360 to 359 after review of historical data.
- The Fiscal 2023 figure for 'Average time restore water to customers after confirming breaks (hours:minutes)' was updated from 4:57 to 4:34 after review of historical data.
- The Fiscal 2026 target for 'Total revenue collected ($000,000),' was changed from $4,321.0 to $4,615.0.
- The indicator 'Green infrastructure combined sewer overflow reduction (CY)' was added to Goal 6a. The new indicator tracks Combined Sewage Overflow (CSO) reduced by Green Infrastructure Program. The indicator was also designated as a critical indicator, replacing the previous designation for 'Green Infrastructure implemented' in Goal 6a.

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
- Low-Income Household Water Assistance Program (LIHWAP): https://otda.ny.gov/programs/water-assistance/
- 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 **Ydanis Rodriguez, Commissioner**

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 equitable 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. Tier One areas generally feature higher densities, more residents of color, lower incomes, and fewer past infrastructure investments, advancing safety, mobility, and accessibility across the city. This framework 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 2023, opening nearly 20 miles of car-free streets across all five boroughs over five Saturdays and reaching over 500,000 attendees. 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 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 IN FISCAL 2025

SERVICE 1 Maintain the City's transportation infrastructure.

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

In April 2016, New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials (AASHTO) protocol. The previous ratings scale used for City bridges provided one numerical rating for an entire structure, whereas the new AASHTO protocol rates each individual element of a bridge. Due to an extended buffer period during which no industry standard or best practice existed for translating the new ratings scale into a single numerical rating per applicable bridge, some historic data for bridge ratings remain unreportable. Calendar 2023 was the first year DOT fully used the new system, resulting in data for bridge ratings indicators from Calendar 2019 through Calendar 2022 remaining as NA. Additionally, due to the effort required to resume bridge ratings with the new system, there is an extended lag time which prevented the availability of Calendar 2024 ratings. As of Calendar 2023, over 35 percent of City bridges were rated very good or good and almost 64 percent were rated fair. Nearly one percent of bridges were rated poor. Conditions have slightly diminished since the last ratings were published for Calendar 2017. At that time, 41.9 percent of bridges were rated good or very good, 57.8 percent of bridges were rated good, and just 0.3 percent were rated poor.

Bridge inspection procedures from the New York State Department of Transportation mandate that flags be issued to report hazardous conditions. In Fiscal 2025, DOT addressed and eliminated 64 percent more total flags compared to the previous year. This increase was primarily due to a 63 percent increase in the elimination of safety flags, which jumped from 379 to 617.

To further protect bridge infrastructure, DOT advanced the nation's first automated Weigh-in-Motion enforcement program on the Queens-bound BQE triple cantilever, issuing 6,169 violations in Fiscal 2025 and reducing overweight truck crossings by 60 percent compared to pre-enforcement levels. A 90-day warning period began on the Staten Island-bound cantilever in March 2025, followed by full enforcement in June. New York State also authorized expansion of WIM enforcement to 11 additional locations across the five boroughs, including major bridges and arterials such as the Williamsburg Bridge, Queensboro Bridge, and Long Island Expressway over Woodhaven Boulevard. The program's goal is to limit the wear and tear on the expressway's cantilever spans.

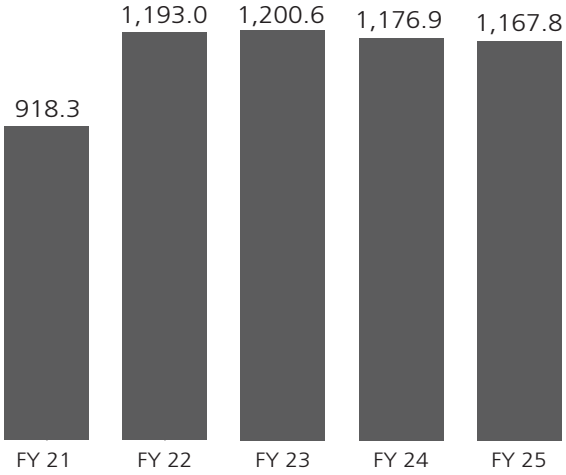
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Bridges rated good or very good (%) (CY)	NA	NA	NA	35.3%	NA	⇧	⇧	NA	Up
Bridges rated fair (%) (CY)	NA	NA	NA	63.8%	NA	*	*	NA	Down
Bridges rated poor (%) (CY)	NA	NA	NA	0.9%	NA	*	*	NA	Down
Bridge flags eliminated	618	630	594	463	760	*	*	Neutral	*
– Safety	503	541	523	379	617	*	*	Neutral	*
– Yellow	88	53	50	51	90	*	*	Neutral	*
– Red	27	36	21	33	53	*	*	Up	*

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

Goal 1b Maintain a state of good repair for the City's streets, sidewalks, and highways.

DOT uses the nationally recognized Pavement Condition Index (PCI) for inspecting and rating New York City streets. This PCI method calculates the pavement condition rating based on the extent and severity of six separate distress types, adjusts the ratings scale to the profile and uniqueness of City streets, and uses the most recent map from the Department of City Planning which reflects the last 20 years of changes to the street network. In Fiscal 2025, 72.7 percent of streets received a pavement rating of good, above its target of 71 percent. About half of one percent of streets were rated poor.

Lane Miles Resurfaced Citywide



In Fiscal 2025, DOT repaired a total of 180,570 potholes (local streets and arterials), a 17 percent increase from Fiscal 2024. Local street pothole repairs rose 15 percent due to temperature fluctuations and winter weather events that caused additional freeze and thaw cycles. Arterial pothole repairs rose 23 percent in response to an increase in 311 complaints, along with additional response associated with special citywide events and heavy vehicular traffic. The average time to close a pothole repair improved by 19 percent to 1.99 days, despite pothole work orders increasing by eight percent to 34,440. This increased efficiency is primarily a result of more available Agency personnel. DOT's in-house crews resurfaced 1,167.8 lane miles of roadway in Fiscal 2025, a one percent decrease from Fiscal 2024. Funding was approved for the Department to resurface 1,150 lane miles annually through Fiscal 2031.

In Fiscal 2025, DOT inspectors completed 748,109 inspections (initial and post-audit), a five percent decrease of over 42,000 compared to Fiscal 2024. Initial inspections verify that a work site is safe and ready for operations while post-audit inspections verify that construction activities have been completed as planned. DOT issued 33,679 violations for all service areas in Fiscal 2025, a similar amount as last year as the program remained fully staffed with seasoned inspectors throughout the year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Streets maintained with a pavement rating of good (%)	74.9%	77.5%	76.9%	77.5%	72.7%	71.0%	71.0%	Neutral	Up
Streets maintained with a pavement rating of fair (%)	24.6%	21.9%	22.3%	22.0%	26.8%	*	*	Neutral	Down
Streets maintained with a pavement rating of poor (%)	0.5%	0.6%	0.7%	0.5%	0.5%	*	*	Neutral	Down
★ Average calendar days to close a pothole repair	NA	NA	2.63	2.47	1.99	5.00	5.00	NA	Down
Pothole work orders	32,857	36,121	34,563	31,947	34,440	*	*	Neutral	Down
Potholes repaired on arterial highway system	30,317	23,880	19,862	24,630	30,377	*	*	Neutral	*
Potholes repaired on local streets only	146,622	160,952	156,991	130,268	150,193	*	*	Neutral	*
Lane miles resurfaced citywide by in-house staff	918.3	1,193.0	1,200.6	1,176.9	1,167.8	*	*	Up	Up
Average cost per lane mile resurfaced citywide ($)	$209,663	$180,423	$191,855	$198,498	$221,693	*	*	Neutral	Down
Average in-house cost of asphalt per ton ($)	$55.30	$55.22	$51.39	$61.56	$60.85	*	*	Up	Down
Average vendor cost of asphalt per ton ($)	$61.34	$68.24	$73.32	$71.90	$72.35	*	*	Up	Down
Construction permits issued	553,821	552,009	581,004	603,411	604,199	*	*	Up	Up
Inspections of permitted street work	605,887	586,462	494,435	494,112	474,617	*	*	Down	Up
– Permitted jobs passing inspection (%)	70%	70%	85%	86%	88%	80%	80%	Up	Up
Post-audit inspections for completed street work	352,467	330,469	287,481	296,384	273,492	*	*	Down	Up
– Completed street work that passed inspection (%)	71%	71%	88%	88%	88%	*	*	Up	Up
Adopt-A-Highway adoption rate (%)	82.5%	82.4%	81.9%	81.1%	81.3%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	95.5%	98.4%	94.7%	95.0%	97.6%	*	*	Neutral	Up
★ Parking meters that are operable (%)	99.5%	99.7%	99.7%	99.0%	95.6%	98.0%	98.0%	Neutral	Up
Total violations issued	32,284	32,898	27,441	33,968	33,679	*	*	Neutral	*

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

Goal 1c Repair the City's street lights, traffic signs, and signals in a timely manner.

Average response time to high priority traffic signal defects rose by seven minutes to 2:04 (minutes:seconds), finishing above its target of two hours after improving to 1:57 in Fiscal 2024. Increasingly heavy storms and flash flooding across the five boroughs resulted in longer travel times and additional traffic signal repairs.

In Fiscal 2025, repair time for priority regulatory signs stayed steady at 1.5 days, surpassing its target of three business days. The average time for DOT to repair street lights slowed down to 5.3 days, due to weather-related outages and coordination delays with utilities during ongoing underground infrastructure work. Notable projects included the BQE Cantilever restoration; FDR Drive storm surge improvements; and Southeast Queens flood-resilience project upgrades. At the same time, the average time for Con Edison (ConEd) to repair street lights slowed 18 percent and finished Fiscal 2025 at 22.0 days.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defects requiring a two-hour response time and make safe (hours:minutes)	1:49	1:41	2:07	1:57	2:04	2:00	2:00	Up	Down
★ Average business days to repair priority regulatory signs after notification	1.4	1.4	1.4	1.5	1.5	3.0	3.0	Neutral	Down
Average calendar days to repair street lights by DOT	3.0	3.5	3.4	4.4	5.3	*	10.0	Up	Down
Average calendar days to repair street lights by ConEd	15.1	15.0	14.6	18.7	22.0	*	*	Up	Down

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

SERVICE 2 Foster a safe and secure transportation environment.

Goal 2a Improve safety for pedestrians, motorists, ferry, and bike riders.

There were 211 traffic fatalities in Fiscal 2025, 24 percent fewer than the prior fiscal year and the third lowest total going back to Fiscal 2003. Specifically, fatalities for motor vehicle occupants dropped by 32 percent and fatalities for motorized two-wheel vehicles (including electric transport vehicles like e-scooters, e-bikes, and hoverboards) dropped 39 percent. Fatalities for pedestrians dropped by eight percent, while fatalities for traditional bicyclists remained unchanged. Similarly, injuries from crashes decreased seven percent from last fiscal year.

During Fiscal 2025, the customer accident injury rate (CAIR) for the Staten Island Ferry improved from 1.48 to 1.46 per million passengers. Fall and slip events remain the primary injury event type. The CAIR represents all passenger injuries where professional medical treatment was requested and does not necessarily mean each passenger suffered an injury requiring treatment.

In Fiscal 2025, as part of its commitment to advance the Vision Zero Action Plan, DOT installed 316 leading pedestrian intervals, constructed 224 new speed humps, and installed 53.2 million linear feet of pavement safety markings.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ Total traffic fatalities	271	266	270	276	211	⇩	⇩	Down	Down
— Pedestrians	121	115	121	119	110	*	*	Neutral	Down
— Traditional bicyclists	13	10	10	4	4	*	*	Down	Down
— Motorized two-wheel vehicles	74	73	86	99	60	*	*	Neutral	Down
— Motor vehicle occupants	63	68	53	54	37	*	*	Down	Down
★ ✹ Injury crashes	35,770	38,770	38,248	39,844	36,884	⇩	⇩	Neutral	Down
★ Staten Island Ferry customer accident injury rate (per million passengers)	1.39	1.75	1.97	1.48	1.46	2.00	2.00	Neutral	Down
★ Speed humps and cushions installed	104	262	231	443	224	250	250	Up	Up
★ Pavement safety markings installed (000,000 linear feet)	53.0	48.6	64.2	65.9	53.2	⇧	⇧	Up	Up
Street Ambassador deployments completed	112	141	132	147	157	*	*	Up	Up
✹ Leading Pedestrian Intervals installed	256	801	320	313	316	*	*	Down	Up

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

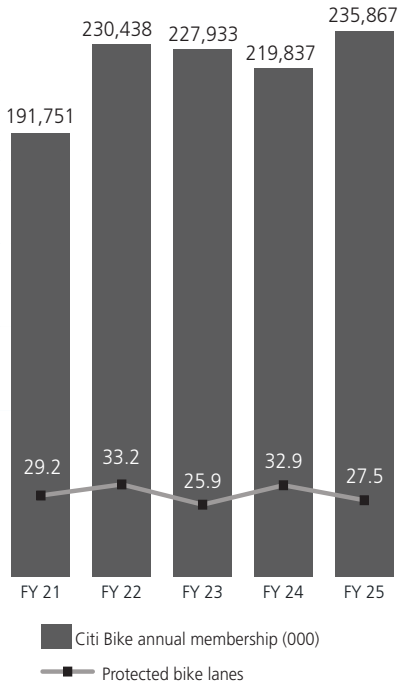
SERVICE 3 Develop alternative and inclusive transportation solutions.

Goal 3a Increase mobility options and sustainable modes of transportation.

Staten Island Ferry ridership increased three percent to almost 17 million riders as tourism improved and more people continued to commute daily for work and leisure activities. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island. Generally, the ferry runs every 15 minutes during rush hour (7:00 to 9:00 AM; 5:00 to 7:00 PM) and every 30 minutes during nights and weekends. On-time ferry service improved over one percentage point to 94.9 percent.

Private ferry ridership increased by 15 percent to over 15 million riders largely due to more trip activity on the NY Waterway, NYC Ferry, Liberty Landing Ferry, and SeaStreak ferry routes. NYC Ferry offered a special spring schedule on all ferry routes, which included increased service during rush hours and expanded service to Governors Island on weekdays and weekends. Improved tourism, the return to in-person work, and leisure activity also drove this greater activity. Ferry service helps reduce overcrowding on subways and buses, offer reliable transportation to underserved communities, and expand the use of waterways as an essential component of the City's transportation network.

Citi Bike annual membership



During Fiscal 2025, the cumulative total of Citi Bike annual memberships increased seven percent to 235,867, including renewals and Lyft Pink All Access members. Trips taken by all users rose 18 percent to almost 46 million, including 37 percent more trips using pedal-assist bikes. Citi Bike continued its Phase 3 expansion to meet rising demand, installing approximately 260 new stations across Jackson Heights, Corona, and East Elmhurst in Queens; Ditmas Park and Flatbush in Brooklyn; and Bathgate and Marble Hill in the Bronx. As part of its infill project plan, DOT continues to work with community boards and other local stakeholders to add station capacity at the highest demand parts of the system.

DOT added 51.8 lane miles to the City's bicycle network, including 27.5 miles of protected bike paths. With fewer contractors available and shortages in equipment and installation materials, production for total lane miles and protected lane miles decreased by 19 percent and 16 percent, respectively, from Fiscal 2024. Completed bicycle projects include protected bike lanes on the Washington Bridge connecting the Bronx and Manhattan; curb-protected bike lanes on University Avenue in the Bronx; an extra-wide protected bike lane through the 1st Avenue Tunnel at the United Nations Headquarters; extra-wide protected bike lanes and a bike boulevard on 31st Avenue in Queens; and new protected bike lanes connecting to the entrance of the Bayonne Bridge on Staten Island. These new facilities provide safe, robust connections for bicyclists to access jobs, transit, housing, parks, and local destinations, as well as improve mobility between neighborhoods and across boroughs.

Additionally, DOT installed 5.5 miles of bus lanes in Fiscal 2025, a 65 percent decrease from Fiscal 2024. This decrease reflects resource constraints. However, DOT upgraded a record 13.5 bus lane miles with new Automated Camera Enforcement camera protection in Fiscal 2025, amplifying the benefits of bus-only lanes to facilitate faster, more reliable service. Lastly, DOT added 51 percent fewer bike parking spaces in Fiscal 2025, down from 6,928 in Fiscal 2024 to 3,414.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Staten Island Ferry trips that are on time (%)	97.7%	95.4%	94.1%	93.4%	94.9%	90.0%	90.0%	Neutral	Up
Staten Island Ferry weekday peak hour trips that are on time (%)	99.0%	96.2%	95.4%	94.5%	96.3%	*	*	Neutral	Up
Staten Island Ferry ridership (000)	7,561	12,119	14,715	16,215	16,705	*	*	Up	Up
Staten Island Ferry average cost per passenger per trip ($)	$17.75	$15.99	$10.52	$11.72	$12.01	*	*	Down	Down
Private ferry service ridership (000)	5,813	10,061	11,684	13,190	15,410	*	*	Up	Up
Private ferry service routes	25	22	21	21	21	*	*	Down	Up
Citi Bike annual membership	191,751	230,438	227,933	219,837	235,867	*	*	Up	Up
Citi Bike trips (000)	23,080	28,487	32,151	38,622	45,621	*	*	Up	Up
— Classic bicycles	16,429	19,618	18,186	15,844	14,436	*	*	Down	Up
— Pedal-assist bicycles	6,646	8,870	13,967	22,778	31,184	*	*	Up	Up
Annual cost for Citi Bike membership	$179.00	$179.00	$185.00	$219.99	$219.99	*	*	Up	Up
★ NYC adults who bike regularly (CY)	774,000	888,000	902,000	762,000	680,000	⇧	⇧	Down	Up
Bicycle lane miles installed	65.3	62.3	47.7	63.7	51.8	50.0	50.0	Down	Up
— Protected	29.2	33.2	25.9	32.9	27.5	*	*	Neutral	Up
Bike parking spaces added	4,350	7,442	3,734	6,928	3,414	*	*	Down	Up
Bus lane miles installed	20.5	12.9	7.8	15.7	5.5	*	*	Down	Up
Average vehicular travel speed in the Manhattan Central Business District	9.8	8.4	7.8	6.9	6.9	*	*	Down	Up
Electric vehicles charging stations installed	NA	140	189	189	207	*	*	NA	Up

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

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

In Fiscal 2025, DOT installed Accessible Pedestrian Signals (APS) at 772 intersections, a 19 percent decrease compared to Fiscal 2024 and below the target of 900. APSs are wired to a signal pole and send audible and vibrotactile indications when pedestrians push a button installed at the crosswalk. Targets for intersections with accessible pedestrian signals installed are reported in calendar year given that this metric was set by the Federal Court Remedial Order as part of a December 2021 lawsuit against the New York City Department of Transportation from the American Council of the Blind of New York, INC. According to the lawsuit, New York City violated federal law by failing to systematically implement audible and tactical pedestrian signals that would make its pedestrian routes equally usable, and safer, for people who are blind, deaf-blind, or low-vison. The decrease in production is directly related to a lapse in contract capacity and new restrictions imposed by the Federal Court Order.

A total of 4,940 new pedestrian crossing points (corners) were installed in Fiscal 2025, 28 percent more compared to Fiscal 2024. DOT also upgraded 23 percent more existing corners in Fiscal 2025 than in Fiscal 2024, surpassing 60,000 total corners. DOT continues to increase production in pedestrian ramp construction as mandated by the law and to ensure that every corner in the City is accessible.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Intersections with accessible pedestrian signals installed (CY)	211	273	605	950	772	900	900	Up	Up
Existing corners upgraded (cumulative)	26,400	32,889	39,729	49,351	60,876	*	*	Up	Up
New corners installed (cumulative)	1,980	2,350	2,793	3,870	4,940	*	*	Up	Up

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

SERVICE 4 Create public spaces to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

The Department installed 404,139 square feet of pedestrian space during Fiscal 2025, a 17 percent decrease from Fiscal 2024. This decrease was primarily a result of fewer capital projects being completed during the fiscal year. In-house resources continued to improve pedestrian safety and enhance the public realm by creating plazas, expanding sidewalks, building curb extensions, bus boarding islands, and medians totaling more than seven acres of new concrete and painted space. Key projects include Main Street, 71st Road to 75th Avenue in Queens, which included an expanded bus boarding median and a slip lane closure; Hunts Point Avenue, Food Center Drive to Randall Avenue in the Bronx, which shortened crossing distances and made vehicle movements more predictable in an area that sees a high truck volumes; Park Row in Manhattan, which created dedicated pedestrian space connecting Chinatown and the Financial District; and 7th Avenue, 86th Street to Poly Place in Brooklyn, which included new bus boarding islands and medians.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Pedestrian volume index	57.9	76.5	82.4	77.7	79.3	*	*	Up	*
Pedestrian space installed (square feet)	546,337	199,679	554,032	486,440	404,139	*	*	Neutral	Up
WalkNYC Wayfinding elements installed	30	25	35	6	11	*	*	Down	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,331	2,165	2,424	2,305	2,822	*	*	Up	*
Payout ($000)	$93,418	$109,411	$79,759	$119,445	$132,828	*	*	Up	Down
Workplace injuries reported	552	541	619	644	724	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average time to process a permit application for customers (calendar days)	NA	1.63	1.87	2.24	2.37	*	*	NA	Down
E-mails responded to within 14 days (%)	98%	99%	97%	99%	99%	95%	95%	Neutral	Up
Letters responded to within 14 days (%)	96%	97%	95%	99%	99%	95%	95%	Neutral	Up
Calls answered within 30 seconds (%)	90%	73%	43%	3%	1%	*	*	Down	Up
Requests for language interpretations and translations received	938	270	414	373	471	*	*	Down	*
CORE facility rating	NA	100	99	100	95	95	95	NA	Up

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

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to close - Street Condition - Pothole (30 days)	99%	100%	100%	100%	100%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	98%	98%	95%	94%	98%	98%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	76%	77%	66%	66%	68%	80%	80%	Down	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	82%	90%	100%	100%	100%	85%	85%	Up	*
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	100%	100%	100%	100%	100%	90%	90%	Neutral	*

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$1,142.2	$1,235.4	$1,385.4	$1,471.1	$1,537.5	$1,478.9	$1,503.0	Up
Revenues ($000,000)	$386.7	$388.6	$485.7	$472.4	$437.8	$474.4	$474.0	Up
Personnel	5,559	5,481	5,707	5,891	5,903	6,150	6,175	Neutral
Overtime paid ($000,000)	$63.2	$63.9	$70.9	$92.4	$61.6	$51.7	$48.9	Up
Capital commitments ($000,000)	$660.3	$918.8	$1,489.5	$1,128.3	$1,167.4	$1,823.3	$2,685.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$657.2	$668.6	
001 - Exec. Admin. and Planning Management	$83.4	$88.0	All
002 - Highway Operations	$252.8	$248.3	1b, 2a, 3a, 4a
003 - Transit Operations	$84.7	$95.2	2a, 2b, 3a, 4a
004 - Traffic Operations	$147.7	$147.6	1b, 1c, 3a, 4a
006 - Bureau of Bridges	$88.6	$89.4	1a, 5a
Other Than Personal Services - Total	$813.9	$868.9	
007 - Bureau of Bridges	$27.5	$33.6	1a, 5a
011 - Executive and Administration	$124.1	$116.1	All
012 - Highway Operations	$134.5	$168.1	1b, 2a, 3a, 4a
013 - Transit Operations	$55.9	$61.2	2a, 2b, 3a, 4a
014 - Traffic Operations	$471.9	$489.9	1b, 1c, 3a, 4a
Agency Total	$1,471.1	$1,537.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In April 2016, New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials (AASHTO) protocol. The old ratings scale used in the City provided one rating for an entire structure, whereas the new AASHTO protocol rates each element of a bridge. Due to an extended buffer period during which no industry standard or best practice existed for translating the new ratings into a single overall bridge rating, some bridge rating indicators remain unreportable. DOT finalized its translation to the new bridge rating system in Calendar 2023 so data from that year for 'Bridges rated Good or Very Good (%) (CY),' 'Bridges rated Fair (%) (CY),' and 'Bridges rated Poor (%) (CY)' that was previously published as NA is now updated. Additionally, due to the effort required to resume bridge ratings with the new system, there is an extended lag time which prevented the availability of Calendar 2024 ratings.
- Previously published data related to traffic fatalities was amended to reflect the most up to date data. This can occur when a victim of a traffic crash is hospitalized for an extended period and does not succumb to their injuries until months after the date of the crash. Data changes include: 'Total traffic fatalities' for Fiscal 2024 was changed from 274 to 276, 'Pedestrian fatalities' for Fiscal 2024 was changed from 118 to 119, and 'Motorized two-wheel vehicle fatalities' was changed from 98 to 99.
- 'Speed reducers installed' was amended to 'Speed humps and cushions installed' to clarify what is measured.
- Fiscal 2024 data for 'Intersections with accessible pedestrian signals installed (CY)' was amended from 949 to 950 to reflect updated data.
- (CY) was added to calendar year indicator names to identify them as such and all calendar year indicators will now only be reported annually in the Mayor's Management Report to avoid confusion and data misrepresentation. All CY data is reported from the previous calendar year, i.e. the value reported for Fiscal 2025 in the data table represents Calendar 2024.

ADDITIONAL RESOURCES

For additional information 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 **James S. Oddo, Commissioner**

WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and over 44,400 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy 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 and approval of building plans, permitting and licensing functions, and inspections.

FOCUS ON EQUITY

The Department of Buildings is committed to delivering its services in an equitable manner that promotes compliant building development, while improving quality of life 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 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 plan, DOB has helped remove more than 330 long-standing sheds across the City.

A critical component of the Department's work is promoting building and construction work site safety, through the administration of the City's Construction Codes—regulations that dictate how buildings and structures must be designed and constructed within New York City. The Department continues to implement multiple initiatives to support this mission, which have led to a 42 percent decrease in construction-related injuries in Fiscal 2025 compared to Fiscal 2024. Building on this progress to promote safety for all New Yorkers, the Department is currently staffing up a new proactive enforcement team that will use predictive analytics to better target unsafe buildings that have been allowed to fall into disrepair by negligent owners and bad actors within the industry, thereby negatively impacting building occupants, including renters. This will enable the Department to distribute inspection resources where they are needed most, instead of just where it has received the most public complaints. The new team will allow the Department to go on offense and search out potentially dangerous situations, including those in traditionally disinvested areas of the City where neglected buildings are more common, helping the Department take appropriate interventions in the interest of public safety before a major incident occurs.

The Department is also working to protect New Yorkers from the damaging impacts of climate change. The City has long known that low-income neighborhoods and communities of color are most vulnerable to the impacts of climate change, so would stand to benefit greatly from sustainability efforts at DOB. Buildings in New York City are the City's largest single contributor to climate change-causing greenhouse gas emissions. With the strategies outlined in Getting 97 Done, the City's plan to support the full implementation of Local Law 97 of 2019, which seeks to reduce emissions from the City's largest buildings, to improve air quality and help to mitigate extreme weather impacts.

OUR SERVICES AND GOALS

SERVICE 1 **Facilitate safe and compliant development.**

- Goal 1a Improve processing efficiency.
- Goal 1b Promptly review construction plans.
- Goal 1c Promptly schedule development inspections.

SERVICE 2 **Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce building and zoning laws.
- Goal 2c Prevent construction-related fatalities and injuries.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

The Department is in the process of replacing the Building Information System (BIS) with its public-facing application portal DOB NOW. When fully implemented, it will allow industry professionals, licensees, owners, and the general public to conduct business with DOB fully online. Since implementation began in 2016, DOB NOW has successfully moved the processing of a significant percentage of transactions to DOB NOW. DOB NOW volumes are reported separately from their BIS counterparts. Although reported by job type, the Department can also classify DOB NOW filings by work type (such as plumbing, sprinkler, antenna, and supported scaffold). Separating filings by work type in DOB NOW allows construction applications to be reviewed and approved more quickly, eventually creating a much better service experience for customers.

In Fiscal 2025, total DOB NOW job filings increased by about two percent from Fiscal 2024, to 259,086. Total BIS filings decreased, as expected, by 39 percent from Fiscal 2024, down to 16,420. The Department expects filings to continue to increase in DOB NOW as volume shifts to that system from BIS; filings in BIS now account for approximately six percent of total filing volume. Though applicants are required to use DOB NOW for most filings, as of Fiscal 2025, 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-related indicators. Total work permits issued in BIS continues to trend down as job volume shifts to DOB NOW. Total work permits issued in DOB NOW increased six percent in Fiscal 2025, totaling 159,788 initial and renewal permits.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Jobs filed – All applications (DOB NOW)	188,051	240,005	248,446	253,548	259,086	*	*	Up	*
Jobs filed – All applications (BIS)	57,320	37,670	40,926	26,873	16,420	*	*	Down	*
Work permits issued – Initial (DOB NOW)	71,942	104,512	106,458	108,668	114,771	*	*	Up	*
Work permits issued – Renewals (DOB NOW)	27,940	34,571	41,422	41,499	45,017	*	*	Up	*
Work permits issued – Initial (BIS)	30,295	13,391	12,775	6,149	705	*	*	Down	*
Work permits issued – Renewals (BIS)	43,659	29,787	19,657	12,418	8,847	*	*	Down	*
★ Average customer in-person transaction time (minutes)	5	5	6	6	7	⇩	⇩	Up	Down
Average customer in-person wait time (minutes)	10	9	6	6	7	*	*	Down	Down
Certificates of occupancy issued (permanent and initial temporary)	13,850	13,958	15,412	15,007	15,932	*	*	Up	*

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

Goal 1b Promptly review construction plans.

The total number of completed first plan reviews for DOB NOW filings increased by two percent from 149,991 in Fiscal 2024 to 153,551 in Fiscal 2025. The total number of completed first plan reviews for BIS filings decreased by 66 percent from 6,952 to 2,344, which is in line with the reduced filing volume.

The average number of days to complete first plan review through DOB NOW for all applications increased marginally from 3.3 days in Fiscal 2024 to 3.7 days in Fiscal 2025. For jobs filed through DOB NOW, the average time to complete first plan reviews for new buildings lowered from 6.5 days to 6.3 days, for major renovations increased from 5.5 days to 6.0 days, and for minor renovations increased from 2.8 days to 3.2 days.

For initial jobs filed through BIS, the average time to complete first plan reviews for major renovations increased from 15 days to 20 days, and for minor renovations increased from 4.1 days to 9.6 days. As initial applications continue to be processed mostly in DOB NOW, the volume processed through BIS has continued to reduce significantly. With that reduction, outliers in time to first review are very few, but more prominent in their impact to the overall average.

The average number of days from filing to approval through DOB NOW for all applications remained steady at 20 days in Fiscal 2025. The time taken for a filing to reach approval is largely driven by how long the applicant holds the filing while making corrections necessary to achieve approval and is not under Department control. This time with the applicant is

typically three times as long as the time the filing is with the Department for review. Resubmission plan reviews completed in DOB NOW increased eight percent, from 92,392 in Fiscal 2024 to 100,023 in Fiscal 2025, driven by major renovation and minor renovation applications. Increased volume, and the associated review time, contributes to longer average time from filing to approval.

In Fiscal 2025, the Department audited 5,234 professionally certified jobs before their approval, which is in line with 5,322 in Fiscal 2024. Additionally, the Department audited 23 percent of professionally certified jobs post-approval, which is in line with 23 percent in Fiscal 2024. Although Zoning Audits and Special Audits continue, program audits will be on hold until the audit module is implemented in DOB NOW.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
First plan reviews completed – All applications (DOB NOW)	87,059	136,720	142,061	149,991	153,551	*	*	Up	*
First plan reviews completed – Initial applications (BIS)	25,334	11,262	13,197	6,952	2,344	*	*	Down	*
Average days to complete first plan review – All applications (DOB NOW)	2.4	2.9	2.7	3.3	3.7	*	*	Up	Down
★ Average days to complete first plan review – New Buildings – All applications (DOB NOW)	9.4	7.7	6.5	6.5	6.3	⇩	⇩	Down	Down
★ Average days to complete first plan review – Major Renovations (Alteration CO) – All applications (DOB NOW)	8.7	5.7	5.0	5.5	6.0	⇩	⇩	Down	Down
★ Average days to complete first plan review – Minor Renovations (Alteration) – All applications (DOB NOW)	2.3	2.5	2.2	2.8	3.2	⇩	⇩	Up	Down
★ Average days to complete first plan review – Major Renovations (Alteration I) – Initial applications (BIS)	6.8	18.7	16.1	15.0	20.1	10.0	10.0	Up	Down
Average days to complete first plan review – Minor Renovations – Initial applications (BIS)	2.7	2.1	3.5	4.1	9.6	4.0	4.0	Up	Down
Average days from filing to approval – All applications (DOB NOW)	11.2	14.7	18.1	20.2	20.3	*	*	Up	Down
★ Resubmission plan reviews completed – All applications (DOB NOW)	31,528	75,128	88,252	92,392	100,023	⇩	⇩	Up	Down
★ Resubmission plan reviews completed – All applications (BIS)	22,924	12,789	10,387	10,086	7,128	⇩	⇩	Down	Down
Jobs professionally certified	105,423	117,753	114,779	107,288	104,939	*	*	Neutral	Up
Jobs professionally certified that were audited (pre-approval)	2,705	3,388	4,595	5,322	5,234	*	*	Up	Up
Jobs professionally certified that were audited (post-approval) (%)	23.3%	21.9%	23.8%	23.7%	23.3%	*	*	Neutral	Up
Of eligible audited jobs (post-approval), the percent of audits that failed (%)	6.4%	5.1%	3.6%	2.5%	2.3%	*	*	Down	Up

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

Goal 1c Promptly schedule development inspections.

The average wait time for a construction inspection increased from 4.4 days to 5.4 days, and average wait times for electrical inspections increased from 4.6 days to 12.8 days. The average wait time for plumbing inspections increased from 2.6 days to 5.0 days. Average inspection response time in all categories remains impacted by ongoing budgetary constraints and reduced staff capacity, however, did show improvement in the latter half of the fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average days between construction inspection request and inspection	1.2	1.2	1.5	4.4	5.4	⇩	⇩	Up	Down
★ Average days between electrical inspection request and inspection	3.9	2.8	3.3	4.6	12.8	⇩	⇩	Up	Down
★ Average days between plumbing inspection request and inspection	2.9	2.4	2.2	2.6	5.0	⇩	⇩	Up	Down

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

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a Promptly address complaints.

The Department received eight percent fewer Priority A (emergency) complaints in Fiscal 2025 than in Fiscal 2024, from 21,691 down to 20,028 complaints. The average time to respond to Priority A complaints in Fiscal 2025 remained at 0.3 days, meeting the target to address these complaints within 1.0 day. The maintained response time for these complaints is attributable to daily tracking of reports and notifications that aid in a prompter assignment of the complaint to the proper unit within the Department.

Priority B complaints (nonemergency) received increased modestly from Fiscal 2024 to Fiscal 2025, from 75,554 up to 75,932 complaints. The average time to respond to Priority B complaints increased from 12.9 days to 17.6 days, well below the response time target of 40.0 days. The largest increase in Priority B response times concerned elevator complaints; the elevator unit remains impacted by ongoing budgetary constraints and reduced staff capacity.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Priority A (emergency) complaints received	19,152	20,410	21,012	21,691	20,028	*	*	Neutral	*
Priority B (nonemergency) complaints received	64,800	64,791	69,603	75,554	75,932	*	*	Up	*
Priority A complaints responded to	18,822	19,849	19,489	20,861	19,729	*	*	Neutral	*
Priority B complaints responded to	55,718	56,413	58,965	62,962	58,160	*	*	Neutral	*
★ Average time to respond to Priority A complaints (days)	0.3	0.2	0.2	0.3	0.3	1.0	1.0	Up	Down
★ Average time to respond to Priority B complaints (days)	12.1	10.4	10.8	12.9	17.6	40.0	40.0	Up	Down
★ Residential illegal conversion complaints where access was obtained (%)	32.4%	41.4%	30.9%	29.7%	26.9%	44.0%	44.0%	Down	Up
– Access obtained and violations were written (%)	35.8%	18.3%	21.4%	24.5%	25.3%	*	*	Down	*
Work without a permit complaints where access was obtained and violations were written (%)	43.0%	33.4%	30.4%	28.8%	36.9%	*	*	Down	*

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

Goal 2b Rigorously enforce building and zoning laws.

The Department completed 379,691 inspections in Fiscal 2025 compared to 416,290 in Fiscal 2024 (a nine percent decrease) and issued 52,891 Office of Administrative Trials and Hearings (OATH)/Environmental Control Board (ECB) violations, 20 percent more than last year. Of the violations heard, more than 81 percent were upheld, which is consistent with the prior fiscal year. In Fiscal 2025, DOB violations issued decreased from 172,567 in Fiscal 2024 to 39,901. This decrease is due to roughly 124,000 violations being issued in Fiscal 2024 for failure to file or failure to correct annual or periodic elevator inspection reports from 2018 to 2022.

In Fiscal 2025, the Department issued 6,639 total stop work orders (comprised of both full and partial stop work orders), a 12 percent increase from Fiscal 2024. This increase reflects the Department's prioritization of safety and compliance. 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 is halted unless absolutely necessary.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ All inspections completed	353,258	353,648	373,838	416,290	379,691	⇧	⇧	Up	Up
★ All development inspections completed	201,328	188,291	193,791	212,575	190,410	*	*	Neutral	*
★ All enforcement inspections completed	151,930	165,357	180,147	203,715	190,410	*	*	Up	*
Enforcement inspections resulting in violations (%)	12%	10%	11%	13%	13%	*	*	Up	*
DOB violations issued	65,411	45,171	138,431	172,567	39,901	*	*	Up	*
Office of Administrative Trials and Hearings violations issued	72,966	66,662	46,330	44,240	52,891	*	*	Down	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	78.1%	77.5%	79.8%	81.2%	81.5%	80.0%	80.0%	Neutral	Up
★ Stop work orders issued	10,105	9,400	7,644	5,932	6,639	*	*	Down	*
★ Stop work orders rescinded	12,470	12,895	9,831	7,080	7,074	*	*	Down	*

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

Goal 2c Prevent construction-related fatalities and injuries.

Compared to Fiscal 2024, there was a decrease in construction-related incidents causing serious or fatal injuries. Construction-related incidents with injury decreased slightly from 575 in Fiscal 2024 to 557 in Fiscal 2025. Construction-related injuries related to these incidents decreased from 625 to 363. However, fatalities rose from seven to eight.

The Department continues to visit permitted sites and makes it a point to address safety and distribute safety materials, with a particular emphasis on fall protection. The Department remains committed to enforcing Local Law 196 of 2017, ensuring that workers on construction sites complete the mandated 40 hours of safety training. The reduction of allowable construction sites overseen by an individual Construction Superintendent from five to three began at the start of Calendar 2024. This policy continues to have a positive impact on reducing construction-related injuries.

Construction-Related Injuries and Fatalities and Average Construction Employment



	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Construction-related incidents	736	653	787	741	468	*	*	Down	Down
– Construction-related incidents with injury	533	477	623	575	557	*	*	Up	Down
★ Construction-related injuries	540	487	658	625	363	⇩	⇩	Down	Down
★ – Construction-related fatalities	13	6	8	7	8	⇩	⇩	Down	Down

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Workplace injuries reported	17	12	10	8	5	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	47%	57%	50%	61%	64%	57%	57%	Up	Up
E-mails responded to within 14 days (%)	82%	81%	87%	85%	88%	57%	57%	Neutral	Up
Calls answered within 30 seconds (%)	64%	70%	61%	81%	82%	*	*	Up	Up
CORE facility rating	98	91	98	95	99	85	85	Neutral	Up
Completed requests for interpretation	85	269	51	86	342	*	*	Up	*

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to first action – Elevator – Defective/Not Working (40 days)	95.9%	84.9%	97.7%	77.1%	70.6%	*	*	Down	*
Percent meeting time to first action – Work Contrary/Beyond Approved Plans/Permits (40 days)	98.3%	99.8%	96.8%	97.6%	97.7%	*	*	Neutral	*
Percent meeting time to first action – Failure to Maintain (40 days)	90.6%	89.7%	84.8%	75.1%	39.6%	*	*	Down	*
Percent meeting time to first action – Illegal Conversion of Residential Building/Space (40 days)	90.8%	99.9%	96.0%	96.3%	97.5%	*	*	Neutral	Down
Percent meeting time to first action – Work Without Permit (40 days)	98.6%	98.6%	99.2%	99.9%	99.8%	*	*	Neutral	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$197.3	$196.4	$192.1	$190.3	$186.5	$206.3	$230.9	Neutral
Revenues ($000,000)	$314.3	$336.3	$319.5	$353.8	$391.9	$348.0	$351.2	Up
Personnel	1,672	1,560	1,569	1,563	1,605	1,772	1,853	Neutral
Overtime paid ($000,000)	$6.4	$7.7	$9.3	$4.6	$3.2	$3.1	$3.0	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$149.8	$152.5	
001 - Agencywide Operations	$107.9	$75.4	All
003 - Enforcement and Development	$42.0	$68.8	All
005 - Sustainability[4]	NA	$8.3	*
Other Than Personal Services - Total	$40.5	$34.0	
002 - Agencywide Operations	$39.4	$28.0	All
004 - Enforcement and Development	$1.1	$5.3	All
006 - Sustainability[4]	NA	$0.7	*
Agency Total	$190.3	$186.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2025. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Goal 2a was renamed from 'Promptly review initial construction plans' to 'Promptly review construction plans' to reflect the full scope of plan submissions reflected in the indicators.
- Previously reported Fiscal 2023 and Fiscal 2024 percentages of 'Enforcement inspections resulting in violations (%)' were corrected to include more than construction in scope, from six to 11 percent and seven to 13 percent, respectively. The indicator definition was corrected to indicate the proportion is calculated from total enforcement inspections, not total construction inspections.

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 **Eduardo del Valle, Acting Commissioner**

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 quickly and cost effectively 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 active portfolio for Fiscal 2025, including the Borough-Based Jails Program (BBJ), consists of 606 currently active projects (not including projects in the planning or closeout phases) valued at $29.9 billion.

FOCUS ON EQUITY

As it nears the 30th anniversary of its creation, DDC continues to make progress in streamlining City construction while tackling a diverse and growing portfolio of projects that support neighborhoods, promote economic growth, and protect and help every part of the City. In Fiscal 2025, those projects included two new police precincts in the Bronx and Queens, the $39 million Far Rockaway Library, the new Manhattan Pet Adoption Center, the renovation of the Bushwick Health Center in Brooklyn, and a $46 million expansion of the Mid-Island Bluebelt in Staten Island. DDC continues to lead the effort to build four Borough-Based Jails to enable the closure of Rikers Island, and in Fiscal 2025 awarded a design-build contract—whereby a single entity is responsible for both design and construction—to create the new Manhattan jail.

DDC is expanding its use of alternative delivery, such as design-build and CM-build, to complete projects faster and more efficiently in the neighborhoods where they are needed most. By allowing the designer, builder, and City to work together earlier in the process, alternative delivery offers a collaborative and efficient approach that reduces risk and gets needed public facilities opened faster. In addition to the use of design-build, the Agency was successful expanding its alternative delivery program through State legislation for the use of CM-Build—when the City holds a design contract and onboards a construction manager that holds the construction contracts—for future library and cultural institution projects, as well as progressive design-build for future resiliency projects. DDC previously used CM-Build during the COVID-19 pandemic to build field hospitals, clinics, and testing and vaccination sites in record time.

DDC remains a leading agency in contract awards and payments to Minority and Women-owned Business Enterprises (M/WBEs) and through the first three quarters of Fiscal 2025, the Agency's M/WBE participation was 27.5 percent for contracts subject to Local Law 1 of 2013, which established the City's M/WBE Program, with $390.5 million in contract awards.

DDC also works to increase entry-level job opportunities in the construction industry for women and minorities from underrepresented communities, and to address barriers into City work by M/WBEs. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating access to City contracts to build prosperity of M/WBEs, and the Agency structures its procurements to take advantage of new tools authorized by New York State to create additional opportunities for M/WBEs. Additionally, DDC is the first City agency to set disaggregated M/WBE goals on procurements and continues to lead this effort across projects, including DDC's portfolio of alternative delivery projects.

DDC continues to tackle the City's latest emerging challenges, and in Fiscal 2025 made significant progress on both East Side Coastal Resiliency (ESCR) and Brooklyn Bridge-Montgomery Coastal Resiliency (BMCR), two coastal resiliency projects which together will protect 3.22 miles of Lower East Side coastline and more than 150,000 residents. A similar project for Red Hook was approved to start in fall 2025. The Agency continues to advance green infrastructure installations that will help alleviate local flooding from cloudbursts, including porous pavement, which are road sections made from concrete that allows rainwater to pass through, taking advantage of natural drainage in neighborhoods with lots of impervious surfaces.

OUR SERVICES AND GOALS

SERVICE 1 **Design and build quality public buildings and infrastructure.**

Goal 1a Complete projects on time and within budget.

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

Goal 1c Improve customer satisfaction ratings.

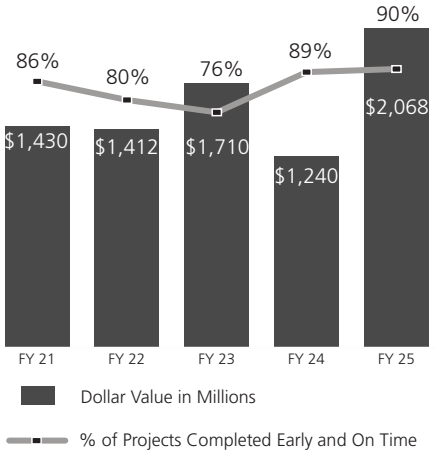
HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a Complete projects on time and within budget.

DDC completed the Front-End Planning (FEP) process for 74 projects in Fiscal 2025, down from 110 in Fiscal 2024. The number of projects entering FEP is dependent on the number of capital projects initiated by the sponsor agencies whose projects DDC manages. Increased project cost and project complexity make it more likely that a proposed project will be sent back to the sponsor agency for revisions in order to complete the FEP process. In Fiscal 2025, while the overall number of projects managed declined, the cost and complexity of a typical project went up, often requiring extra stormwater drainage to manage the effects of climate change. FEP ensures that each project has the necessary scope and funding to achieve success before it enters the DDC project pipeline.

Construction Projects Completed



In Fiscal 2025 DDC completed 79 design projects, 11 percent fewer than last year, but just two below the target for the fiscal year. The proportion of completed design projects that were early or on-time was 85 percent, just shy of the target—the Infrastructure Division met the target of 88 percent while the Public Buildings Division did not, completing 82 percent of designs early or on-time. The Public Buildings Division met its goal with 38 designs completed, with 82 percent being completed early or on time.

The Agency completed 78 construction projects in Fiscal 2025, 28 percent more than last year, and well above its target of 65. Ninety percent of completed construction projects were early or on-time, exceeding the Agency's goal of 82 percent. Both the Infrastructure Division and the Public Buildings Division exceeded their goals in both categories. DDC's growing design-build program also accomplished what was previously thought impossible, completing the $141 million Shirley Chisholm Recreation Center in Brooklyn in three years, half the time that would be required under the traditional system of lowest bidder contracting. In Fiscal 2025, DDC started construction of its first design-build infrastructure project, on Lexington Avenue in midtown.

Initiatives related to climate change continue to be a large part of the Infrastructure Division's overall portfolio. In Fiscal 2025, DDC completed 4,427 feet of coastal protection as part of the East Side Coastal Resiliency (ESCR) and Brooklyn Bridge-Montgomery Coastal Resiliency (BMCR) projects on the Lower East Side of Manhattan, exceeding the target of 2,825 feet. The Agency installed 67,257 square feet of porous pavement, just shy of the target of 72,000 square feet for the year. The shortfall was mostly caused by interference with underground utilities discovered during a major porous pavement installation in Borough Park, Brooklyn. DDC also installed 113 rain gardens and 378 infiltration basins to help with local stormwater management, almost reaching its target for rain gardens but significantly under its stated target of 805 infiltration basins. The decrease in infiltration basins is because a proportion of the basins projected for Fiscal 2025 were installed ahead of schedule in Fiscal 2024. The Agency also installed 3,822 American with Disabilities Act-compliant pedestrian ramps as part of the City's effort to upgrade ramps citywide, while 30 percent fewer than last year, well above the target of 3,589.

In the Infrastructure Division's more traditional portfolio of street projects, DDC constructed 29.8 lane miles of roadway, 47 percent more than in Fiscal 2024 and exceeding its Fiscal 2025 target by 2.8 miles. The Division completed 13.4 miles of water main (new or replaced), just over two miles more than the Fiscal 2025 target, however nearly 23 percent less than last fiscal year. DDC constructed 6.5 miles of sewers (new or replaced) in Fiscal 2025, below the Agency's goal of eight and 10 percent less than last fiscal year. The overall downward trend in construction completed on street projects reflects the changing priorities of the agencies that initiate and fund DDC's projects.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Front-End Planning phase completed	49	109	106	110	74	*	*	Up	*
Designs completed	81	81	101	89	79	81	88	Neutral	*
Construction completed	108	64	75	61	78	65	73	Down	*
Roadway lane miles reconstructed	60.6	41.5	33.6	20.3	29.8	26.7	15.0	Down	*
Sewers (new and replaced) (miles)	27.8	13.3	11.7	7.3	6.5	8.0	5.0	Down	*
Water mains (new and replaced) (miles)	38.7	22.0	18.7	17.3	13.4	11.1	9.0	Down	*
Rain gardens installed	NA	NA	NA	153	113	115	19	NA	*
Infiltration basins installed	NA	NA	NA	1,096	378	805	36	NA	*
Porous pavements installed (square feet)	NA	NA	NA	20,478	67,257	72,000	100,492	NA	*
Pedestrian ramp corners installed	NA	NA	NA	5,488	3,822	3,589	6,347	NA	*
Coastal protection constructed (linear feet)	NA	NA	NA	3,102	4,427	2,825	5,750	NA	*
Completed designs early/on time (%)	79%	85%	81%	91%	85%	88%	88%	Neutral	Up
★ – Infrastructure (%)	86%	93%	91%	98%	88%	88%	88%	Neutral	Up
★ – Public buildings (%)	77%	77%	71%	83%	82%	88%	88%	Neutral	Up
★ Active designs — Early/on time (%)	63%	75%	71%	89%	86%	88%	88%	Up	Up
Completed construction early/on time (%)	86%	80%	76%	89%	90%	82%	82%	Neutral	Up
★ – Infrastructure (%)	91%	90%	87%	92%	94%	82%	82%	Neutral	Up
★ – Public buildings (%)	83%	70%	65%	86%	86%	82%	82%	Up	Up
★ Active construction — Early/on time (%)	72%	79%	73%	91%	88%	82%	82%	Up	Up
★ Construction cost variance (%)	NA	NA	NA	NA	0.66%	15.00%	15.00%	NA	Down

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

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

In Fiscal 2025, there were 18 construction-related accidents at DDC jobsites, with zero fatalities, down from 27 accidents and two fatalities in Fiscal 2024. Per established protocol, contractors are required to report all safety-related accidents and incidents to DDC within one hour. A formal construction accident report must then be submitted to the Agency's Office of Construction Safety within 24 hours. Each incident is thoroughly investigated to identify root causes and implement corrective actions.

In Fiscal 2025, the Agency broadened its safety advisories to include environmentally focused best practices and observations gathered during inspections. These efforts were further strengthened by the introduction of regular environmental site visits, now a key component of the Agency's compliance efforts. The Safety & Site Support division also remained active in pre-construction meetings and site walkthroughs to ensure compliance with safety, environmental, and quality protocols and to assist contractors in developing project-specific safety plans.

To further enhance safety awareness, the Safety & Site Support division conducted regular outreach efforts throughout Fiscal 2025, including monthly jobsite visits engaging contractors and project teams. These visits foster open discussions on safety and quality and have been expanded to incorporate dedicated conversations around environmental topics. DDC also hosted its annual Safety Summit, bringing together project staff, construction managers, and contractors for presentations and training sessions focused on hazard recognition and accident prevention. Throughout the year, the Agency also conducted numerous additional sessions to further reinforce safety awareness and best practices.

Throughout Fiscal 2025, 100 percent of projects were audited, with DDC completing over 3,000 safety, environmental, and quality compliance audits and inspections. The implementation of Scorecard Plus (SCP), a mobile auditing application, transformed the inspection process, allowing auditors to capture field observations, annotate photos, and submit paperless reports directly from their devices. These reports are shared in near real-time with supervisors and project staff, significantly improving responsiveness to emerging issues. When high-risk deviations are identified that pose a threat to life or property, DDC auditors remain onsite until the hazard is resolved. The stop work order policy continues to be a preventive tool used to address imminent hazards identified during audits, enhancing the impact of field inspections and evaluations.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents	23	24	12	27	18	*	*	Down	Down
★ Construction-related injuries	23	24	12	27	18	⇩	⇩	Down	Down
★ Construction-related fatalities	0	0	0	2	0	⇩	⇩	Neutral	Down

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

Goal 1c Improve customer satisfaction ratings.

To gauge how DDC's projects are received, DDC issues Post-Construction Satisfaction Surveys to many of the residents affected by infrastructure projects and to the agencies that sponsor public buildings projects. In Fiscal 2025, 49 percent of eligible projects completed surveys, up from 18 percent in Fiscal 2024. A total of 584 surveys were returned to the Agency, far exceeding the Fiscal 2024 total, and 97 percent of respondents to these surveys rated a completed project as adequate or better, exceeding the target of 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	51%	48%	21%	18%	49%	*	*	Down	Up
Post-construction satisfaction — Surveys returned	90	98	71	33	584	*	*	Up	Up
Respondents rating a completed project as adequate or better (%)	92%	81%	100%	90%	97%	90%	90%	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up

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

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$349.8	$201.6	$228.4	$171.9	$177.3	$177.6	$164.5	Down
Revenues ($000)	$118.8	$6.6	$26.3	$0.0	$0.7	$50.0	$50.0	Down
Personnel	1,215	1,131	1,076	1,099	1,159	1,187	1,219	Neutral
Overtime paid ($000,000)	$1.2	$1.4	$1.7	$1.5	$1.1	$1.1	$1.1	Neutral
Capital commitments (capital projects managed for client agencies) ($000,000)	$1,557.8	$2,193.7	$2,441.6	$2.5	$4,397.0	$3,715.3	$0.0	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$118.5	$123.2	
001 - Design and Construction	$118.5	$114.6	All
003 - Executive, Administrative, and Capital Planning[4]	NA	$8.6	1a
Other Than Personal Services - Total	$53.4	$54.2	
002 - Design and Construction	$53.4	$36.6	All
004 - Executive, Administrative, and Capital Planning[4]	NA	$17.5	1a
Agency Total	$171.9	$177.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. [4]This UA originated in Fiscal 2025. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Thomas Foley served as DDC Commissioner through Fiscal 2025; Eduardo del Valle was appointed Acting Commissioner in August 2025.
- The indicator 'Construction contracts completed within budget (%)' was removed from Goal 1a and replaced with a new indicator 'Construction cost variance (%).' DDC temporarily suspended the reporting of project cost data to implement several initiatives aimed at improving its internal cost tracking database. This new indicator measures, of the completed contracts during the reporting period, the median percentage difference between the original construction contract amount and the estimated contract value at completion. DDC's target is for this variance not to exceed 15 percent. The reported Fiscal 2025 value refers to contracts substantially completed in fourth quarter Fiscal 2024 (April-June 2024) through third quarter Fiscal 2025 (January–March 2025).
- Previously published Fiscal 2025 targets were adjusted based on updated portfolio estimates as follows: 'Design completed' was changed from 81 to 88, 'Construction completed' from 65 to 73, 'Roadway lane miles reconstructed' from 26.7 to 15.0, and 'Water mains (new and replaced)(miles)' from 18.1 to 9.0, 'Pedestrian ramp corners installed' from 3,589 to 6,347, and 'Coastal protection constructed (linear feet)' from 2,825 to 5,750. The target for 'Rain gardens installed' was adjusted from 115 to 19, 'Infiltration basins installed' from 805 to 36, 'Porous pavements installed (square feet) from 72,000 to 100,492 reflecting increased utilization of porous pavement to effectively manage stormwater.
- In the Fiscal 2025 Preliminary Mayor's Management Report, the indicators 'Sewers constructed (miles)' and 'Sewers reconstructed (miles)' were removed from Goal 1a and replaced with 'Sewers (new and replaced)(miles)' in the same goal. While the historic data for the combined indicator was published, the targets were erroneously omitted. The Fiscal 2025 target was 8.0 miles and the Fiscal 2026 target is 5.0 miles.

ADDITIONAL RESOURCES

For additional information go to:

- 2025 Strategic Blueprint: 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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DEPARTMENT OF CITY PLANNING **Dan Garodnick, Director**

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: inclusive planning, sustainability, housing access, economic opportunity, and informed decision-making. 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. Sustainability is also prioritized in 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 ongoing. Housing access is expanded by encouraging growth, dismantling exclusionary barriers, and supporting the creation of housing for all New Yorkers, and economic opportunity is fostered through promoting job creation, meeting evolving business needs, and encouraging accessible commercial activity. Lastly, DCP utilizes informed decision-making by 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 and 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 (Carbon Neutrality) and City of Yes for Economic Opportunity (Economic Opportunity) were approved by the New York City Council in Fiscal 2024 and City of Yes for Housing Opportunity (Housing Opportunity) was approved in Fiscal 2025. Housing Opportunity will help alleviate the City's housing affordability crisis by allowing the construction of more homes in every neighborhood.

By updating zoning regulations to allow for more homes across the City to be built, 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 Bronx Metro-North Station Area Plan (the Bronx) approved by the City Council in August 2024, the Atlantic Avenue Mixed-Use Plan (Brooklyn) approved by the City Council in March 2025, the Midtown South Mixed-Use Plan (Manhattan) approved by the City Council in August 2025, and two plans currently in public review: the Jamaica Neighborhood Plan (Queens) and the OneLIC Long Island City Neighborhood Plan (Queens).

DCP is committed to fostering a more equitable city. DCP supports Where We Live NYC, the City's comprehensive plan to advance fair housing. Housing Opportunity emerged directly out of Where We Live, 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 these tools include the "Housing Production Snapshot" for Calendar 2024, released in March 2025, that enables New Yorkers to visualize the uneven housing production of recent years that Housing Opportunity will work towards correcting; "Storefront Activity in NYC Neighborhoods," a report on the health of the City's commercial retail corridors published in November 2024; and the "Equitable Development Data Explorer," which DCP uses 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.

Further, DCP recently relaunched its website to provide a more accessible, inclusive experience for New Yorkers to access the Agency's data, learn about neighborhood plans, see upcoming events, 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 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 IN FISCAL 2025

SERVICE 1 Shape the use and development of New York City to make it more equitable, prosperous, resilient, and sustainable citywide.

Goal 1a Advance land use proposals for public review that have a positive, citywide impact and help improve equity and/or quality of life for all New Yorkers.

In Fiscal 2025, DCP advanced citywide proposals and studies through 18 information sheets, presentations, and videos, down from the historic high of 91 advanced in Fiscal 2024. This significant reduction is due to the successful passage of Housing Opportunity, which generated most of last year's materials, including explainers, outreach, illustrated guides, FAQ documents and videos, letters of support, and more. In Fiscal 2025, DCP wrapped up Housing Opportunity materials and created one-pagers, survey results, and videos related to the NYC Industrial Plan. This comprehensive framework by DCP, the Department of Small Business Services (SBS), and New York City Economic Development Corporation (EDC) looks to bolster the development and adaptation of a modern, sustainable industrial economy.

In Fiscal 2025, among the efforts advanced were the launches of the Manhattan Plan and City of Yes for Families. The former is an ambitious proposal to add 100,000 new homes across the borough over the next decade, allowing more people of all income levels to experience everything Manhattan has to offer. The latter is a multi-pronged initiative to help families to live and thrive across the boroughs through zoning proposals to make it easier to co-locate housing and schools, enhancing the Privately Owned Public Spaces (POPS) program to encourage the creation of more playgrounds and public spaces, and improving the accessibility of public transit stations.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Citywide proposals and studies advanced	9	9	26	91	18	⇧	⇧	Up	Up

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

Goal 1b Advance the creation of market rate and income-restricted housing to tackle the housing crisis and make sure all New Yorkers have access to affordable, safe homes.

Land use actions that are advanced by DCP and reviewed by the City Planning Commission (CPC) change the existing rules and regulations for how land is zoned and used. Types of land uses include residential, commercial, and manufacturing. One of DCP's main goals is to advance land use actions that create new housing. In Fiscal 2025, DCP advanced, and the City Planning Commission reviewed, land use actions from public and private applications that are projected to create a total of 64,523 homes across all five boroughs, a threefold increase from the 20,748 homes projected in Fiscal 2024 and enough to house over 130,000 New Yorkers. Of these homes, 35,181 would be income-restricted and affordable, either through DCP's Mandatory Inclusionary Housing (MIH) requirement or from a City agency or non-profit funding source. The projected figure for affordable homes projected this fiscal year is over four times the 8,559 affordable homes projected in Fiscal 2024. These increases in homes projected are attributable to the start of public review for four neighborhood plans during Fiscal 2025: the Atlantic Avenue Mixed-Use Plan, the Midtown South Mixed-Use Plan, the Jamaica Neighborhood Plan, and the OneLIC Long Island City Neighborhood Plan. If all are approved, these four plans would generate over 40,000 of total new homes projected, including over 12,000 income-restricted affordable homes.

Other notable Fiscal 2025 projects included in this projection include One45 for Harlem, Manhattan, which would create nearly 970 new homes; Herkimer-Williams, a proposal for East New York, Brooklyn with around 990 new homes; and 102-51 Queens Boulevard, Forest Hills, Queens which would create over 200 new homes. In March 2025, DCP issued its Housing Production Snapshot to inform New Yorkers about how many homes were built in Calendar 2024 as well as where they are located. This snapshot report will continue to offer insight into housing production both at the citywide and neighborhood level each year.

During Fiscal 2025, CPC also approved 27,745 new homes, enough to house over 55,000 New Yorkers. This differs from the number of homes reviewed by the Commission as it captures homes that may have started public review in the previous fiscal year but were approved in this fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Homes projected through land use actions reviewed by the City Planning Commission	NA	NA	NA	20,748	64,523	*	*	NA	*
Affordable homes projected through land use actions reviewed by the City Planning Commission	NA	NA	NA	8,559	35,181	*	*	NA	*
Homes approved by the City Planning Commission	NA	NA	NA	NA	27,745	*	*	NA	Up

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

SERVICE 2 Foster growth and resiliency through holistic neighborhood planning efforts.

Goal 2a

Advance community-focused land use proposals for public review that promote housing and affordability, economic development, enhanced infrastructure, and sustainability.

DCP advanced and presented 39 of the Agency's community-focused land use initiatives and materials to the public during Fiscal 2025, a decrease from the 73 presented in Fiscal 2024. This is due to the advancement of several neighborhood plans, as most related materials, such as draft zoning plans, info sheets, and videos, are published during public engagement ahead of the formal public review process. While the number is lower than last year, DCP continued to prioritize these plans to create new and affordable housing, better jobs, more economic activity, and neighborhood investments.

The Atlantic Avenue Mixed-Use Plan, approved by the City Council in May 2025, will bring approximately 4,600 homes, including 1,900 income-restricted, affordable homes, and 2,800 permanent jobs to the Atlantic Avenue corridor in the Brooklyn neighborhoods of Crown Heights and Bedford-Stuyvesant. The plan also includes $235 million to improve open space and traffic safety, bolster tenant protections, and enhance neighborhood infrastructure and amenities.

The Midtown South Mixed-Use Plan, approved by the City Council in August 2025 but involving materials presented to the public in Fiscal 2025, will create over 9,500 new homes across 42 blocks of Manhattan where housing is largely not allowed today. This plan will ensures that over 2,800 of those homes would be permanently affordable, in accordance with Mandatory Inclusionary Housing (MIH) regulations that require 20-30 percent of new residential floor area to be dedicated as permanently income-restricted affordable housing.

Two plans currently in the public review process are the Jamaica Neighborhood Plan and the OneLIC Long Island City Neighborhood Plan, both located in Queens. The former would spur the construction of 12,000 new homes, including approximately 4,000 permanently income-restricted affordable homes, to a 230-block area of this transit-accessible neighborhood. The plan also includes new commercial and industrial space, creation of 7,000 jobs, $300 million for sewer improvements, transit access and open space, job training, and more. The OneLIC Long Island City Neighborhood Plan would generate around 14,700 new homes, including 4,000 permanently income-restricted affordable homes, the greatest amount of housing generated by a neighborhood-specific rezoning in at least 25 years. The plan would also facilitate 14,400 more jobs, create a connected waterfront between Gantry Plaza State Park with Queensbridge Park, and deliver other investments.

During Fiscal 2025, DCP also launched public engagement for the White Plains Road Neighborhood Plan, a community-led planning process to deliver homes, jobs, and neighborhood investments along White Plains Road in the Bronx.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Neighborhood proposals and studies advanced	26	14	20	73	39	⇧	⇧	Up	Up

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

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a

Conduct timely and thorough review of simple zoning actions, subject to City Planning Commission review.

DCP reviews all zoning actions that go before the City Planning Commission. Zoning actions are split by type. Simple zoning actions, which can include one or more land use applications, often include authorizations and certifications. Projects have been able to enter public review as simple zoning actions faster in Fiscal 2025 than in previous years due to the Green Fast Track program, which has streamlined environmental review and accelerated the production of climate-friendly, small-and medium-sized affordable housing projects, saving staff time and reducing costs for applicants.

In Fiscal 2025, DCP began public review for 53 projects with simple zoning actions, a decrease from 69 such projects in Fiscal 2024. It took these projects a median of 278 days to enter public review in Fiscal 2025, down nine percent from Fiscal 2024, and 64 percent were able to start public review within 12 months, an improvement from 61 percent in Fiscal 2024, but still below the 70 percent target. DCP was able to improve these numbers due to the successful onboarding and training of new staff.

The Agency set a target for all zoning applications to spend 65 percent or less of the time it takes for the projects to enter public review with DCP, allowing the rest of the time to be spent with the applicant to update their proposal as needed. In Fiscal 2025, simple zoning projects were under DCP review for 64 percent of the time and with applicants for 36 percent of the time before entering public review, similar to the previous year's numbers. DCP will continue to make the review processes more efficient to better achieve application turnaround time targets.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Simple zoning action projects that entered public review	90	76	53	69	53	*	*	Down	*
★ Simple zoning action projects that entered public review within 12 months (%)	81%	78%	57%	61%	64%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	NA	307	278	365	365	NA	Down
Time that projects spent with DCP under review before entering public review (%)	NA	NA	NA	61%	64%	65%	65%	NA	Down
Time that projects spent with applicant before entering public review (%)	NA	NA	NA	39%	36%	*	*	NA	*

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

Goal 3b

Conduct timely and thorough review of zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Assessment Statement (EAS), subject to City Planning Commission review.

Zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Assessment Statement (EAS) are complex projects that can include one or more land use applications and their associated environmental review. This includes zoning map changes, amendments to the zoning resolution, and zoning special permits. As a result of Green Fast Track, some of these projects can now be filed as simple zoning actions, which was not possible in prior years. DCP began public review on 52 projects that require an EAS in Fiscal 2025, nearly equal to the amount in Fiscal 2024. The percentage of these projects that started public review within 15 months of being submitted increased from 32 percent in Fiscal 2024 to 43 percent in Fiscal 2025, a significant year-to-year increase that brings the Agency closer to the 70 percent goal. This marked improvement is due to DCP's ongoing work to clear a backlog of already late projects and its continued efforts to speed up the application review. As the Agency continues to reduce this backlog during Fiscal 2026, DCP expects the number of on-time projects to continue to increase.

In Fiscal 2025, it took a median of 482 days for projects with CEQR requiring an EAS to enter public review, better than the 527 days in Fiscal 2024 but still lagging behind the 456-day target. The ongoing implementation of Green Fast Track is expected to help free up time for staff to review projects that require an EAS. In Fiscal 2025, these projects were under DCP review for 65 percent of the time ahead of public review and with applicants for 35 percent of the time, meeting the target.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Zoning actions with CEQR (EAS) that entered public review	65	58	44	53	52	*	*	Down	*
★ Zoning actions with CEQR (EAS) that entered public review within 15 months (%)	54%	48%	34%	32%	43%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	NA	527	482	456	456	NA	Down
Time that projects spent with DCP under review before entering public review (%)	NA	NA	NA	61%	65%	65%	65%	NA	Down
Time that projects spent with applicant before entering public review (%)	NA	NA	NA	39%	35%	*	*	NA	*

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

Goal 3c

Conduct timely and thorough review of zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Impact Statement (EIS), subject to City Planning Commission review.

Zoning actions with City Environmental Quality Review (CEQR) requiring an Environmental Impact Statement (EIS) are complex projects that can include one or more land use applications that must be more deeply analyzed for significant adverse impacts in their associated environmental review. There were 11 projects requiring an EIS that started public review in Fiscal 2025, up from nine in Fiscal 2024. Due to training new staff and the prioritization of neighborhood plans, DCP continued its improvement on the number of projects with an EIS that started public review within 22 months, increasing from 89 percent in Fiscal 2024 to 91 percent in Fiscal 2025, substantially outperforming the target of 70 percent.

In Fiscal 2025, it took a median of 369 days for projects with CEQR requiring an EIS to enter public review, outperforming its 669-day target, but longer than 148 days for Fiscal 2024. This median can be attributed to one outlying project among a low volume of projects in this category that took longer than expected due to its complexity. These EIS projects were under DCP review for 86 percent of time ahead of public review, and with non-DCP applicants for 14 percent of the time. This can be attributed to the fact that many of these complex applications were City-led initiatives with DCP as the lead applicant, and as such, there was no external applicant involved in the review process.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Zoning actions with CEQR (EIS) that entered public review	14	7	3	9	11	*	*	Down	*
★ Zoning actions with CEQR (EIS) that entered public review within 22 months (%)	86%	86%	33%	89%	91%	70%	70%	Neutral	Up
Median days for projects to enter public review	NA	NA	NA	148	369	669	669	NA	Down
Time that projects spent with DCP under review before entering public review (%)	NA	NA	NA	90%	86%	65%	65%	NA	Down
Time that projects spent with applicant before entering public review (%)	NA	NA	NA	10%	14%	*	*	NA	*

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

Goal 3d

Conduct timely and thorough review of non-zoning City projects, subject to City Planning Commission review.

Non-zoning City projects are land use actions submitted by public agencies or EDC. They can include individual sitings of City facilities, acquisition of property or office space by the City, housing approvals, business improvement districts, franchises, landmarks and concessions. In Fiscal 2025, DCP began public review on 25 non-zoning City projects, slightly lower than the 34 in Fiscal 2024. However, 100 percent of these projects entered public review within six months, a notable improvement from 74 percent in Fiscal 2024. The median days for non-zoning City projects to enter public review continued to significantly out-perform the 182-day target at 41 days in Fiscal 2025, an improvement from the 50 days in Fiscal 2024.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
City projects (non-zoning) that entered public review	29	32	9	34	25	*	*	Neutral	*
★ City projects (non-zoning) that entered public review within 6 months (%)	90%	84%	89%	74%	100%	70%	70%	Neutral	Up
Median days for projects to enter public review	NA	NA	NA	50	41	182	182	NA	Down

★ 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.

Renewals and South Richmond land use and zoning actions incorporate both renewals citywide and South Richmond School Seat/Subdivision certification projects located in the South Richmond Development Special District (Staten Island). Project renewals include special permits for use (i.e. residential, commercial, manufacturing) or bulk (which determines the maximum size and placement of a building on a zoning lot), subject to terms of expiration. The number of renewals and South Richmond actions reviewed decreased from 19 in Fiscal 2024 to three in Fiscal 2025. This drop was largely due to the approval of South Richmond Zoning Relief in Fiscal 2023, which simplified zoning and removed red tape that had forced small property and homeowners in the district ask for City Planning Commission approvals for even minor changes on their property.

The percentage of renewals and South Richmond actions that began public review within six months in Fiscal 2025 was 67 percent, lower than the 89 percent in Fiscal 2024 but due to only one of the three projects missing this timeframe.

The median number of days for these types of projects to enter public review increased from 89 days in Fiscal 2024 to 205 days in Fiscal 2025, slightly above the 182-day target. Most of the quick, minor actions in this category were made as-of-right through the South Richmond Zoning Relief proposal that was approved in Fiscal 2023, allowing them to bypass the City Planning Commission. The remaining actions subject to CPC approval are now renewals, which historically take longer to advance and are responsible for the higher median days count.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Renewals and South Richmond action projects that entered public review	52	71	56	19	3	*	*	Down	*
★ Renewals and South Richmond action projects that entered public review within 6 months (%)	98%	92%	89%	89%	67%	70%	70%	Down	Up
Median days for projects to enter public review	NA	NA	NA	89	205	182	182	NA	Down

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

SERVICE 4 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 4a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

In Fiscal 2025, DCP publicly presented 425 materials, including planning reports, presentations, datasets, and digital tools, related to land use, housing and zoning issues in New York City, down slightly from the 435 presented in Fiscal 2024. These materials include several analyses of demographic trends, population projections, regional planning newsletters, analysis of NYC's storefront economy, and more.

DCP also fulfilled 1,160 requests for zoning verification letters in Fiscal 2025, a 54 percent increase from the 753 fulfilled in Fiscal 2024. These formal letters provide information about a property's zoning designation and can be requested by building owners for any number of reasons including building financing, redevelopment, or sales. The number of zoning verification letters varies year-to-year based on the needs of individual site owners. Also in Fiscal 2025, DCP completed 2,194

requests made to the Zoning Help Desk, a service where members of the public can call with a land use or zoning-related question and receive a response from a zoning specialist within two business days. This marks an 11 percent decline from the 2,454 fulfilled in Fiscal 2024.

During Fiscal 2025, DCP staff met with New York City Community Boards 393 times, offering assistance in all matters related to land use and zoning, through project presentations, Q&As, training seminars, and more. This number is lower than the exceptionally high 869 meetings in Fiscal 2024, which included multiple sessions in each Community Board related to the three City of Yes initiatives. As the Community Board process for City of Yes was completed ahead of Fiscal 2025, the figure declined to something closer to what the average number of requests would be in a normal year.

In Fiscal 2025, many of DCP's Community Board meetings focused on providing information and answering questions about the four neighborhood plans that entered public review: the Atlantic Avenue Mixed-Use Plan, the Midtown South Mixed-Use Plan, the Jamaica Neighborhood Plan, and the OneLIC Long Island City Neighborhood Plan.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Planning information and policy analysis initiatives presented to the public	421	331	469	435	425	⇧	⇧	Up	Up
Zoning verification letter requests fulfilled	NA	NA	NA	753	1,160	*	*	NA	*
Zoning Help Desk requests fulfilled	NA	NA	NA	2,454	2,194	*	*	NA	*
Community Board engagement requests fulfilled	NA	NA	NA	869	393	*	*	NA	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	66%	76%	97%	96%	93%	85%	85%	Up	Up
Letters responded to within 14 days (%)	100%	58%	100%	77%	100%	50%	50%	Neutral	Up
Completed requests for interpretation	4	18	15	18	9	*	*	Up	*
CORE facility rating	NA	99	99	100	99	90	90	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$38.7	$36.4	$39.7	$45.7	$53.6	$57.9	$56.8	Up
Revenues ($000,000)	$5.4	$3.3	$3.4	$4.2	$3.5	$2.7	$2.7	Down
Personnel	291	290	320	318	337	375	384	Up
Overtime paid ($000)	$55	$36	$39	$38	$30	$30	$32	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$31.3	$33.7	
001 - Personal Services	$28.9	$31.1	All
003 - Geographic Systems	$2.4	$2.6	2a
Other Than Personal Services - Total	$14.4	$19.9	
002 - Other Than Personal Services	$14.1	$19.6	All
004 - Geographic Systems	$0.3	$0.3	2a
Agency Total	$45.7	$53.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Homes approved by the City Planning Commission' was added to Goal 1b. Data prior to Fiscal 2025 will be available in the Fiscal 2026 Mayor's Management Report.

ADDITIONAL RESOURCES

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

- City of Yes Zoning Text Amendments:
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-overview.page
- City of Yes for Carbon Neutrality:
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-carbon-neutrality.page
- City of Yes for Economic Opportunity:
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-economic-opportunity.page
- City of Yes for Housing Opportunity:
  https://www.nyc.gov/site/planning/plans/city-of-yes/city-of-yes-housing-opportunity.page
- Housing Our Neighbors: A Blueprint for Housing and Homelessness:
  https://nyc.gov/housingblueprint
- 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
- Midtown South Mixed-Use Plan:
  https://www.midtownsouthplan.nyc
- Jamaica Neighborhood Plan:
  https://www.nyc.gov/content/planning/pages/our-work/plans/queens/jamaica-neighborhood-plan

- OneLIC Long Island City Neighborhood Plan:
https://www.licplan.nyc/
- Where We Live NYC:
https://wherewelive.cityofnewyork.us/
- NYC Housing Production Snapshot, 2024:
https://storymaps.arcgis.com/stories/1c9138dc24064b2e8142ff156345a719
- Storefront Activity in NYC Neighborhoods:
https://www.nyc.gov/assets/planning/downloads/pdf/planning/economy/nyc_dcp_storefront_report_1024.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 Planning Website:
http://www.nyc.gov/planning
- NYC Industrial Plan:
http://www.nyc.gov/industrialplan
- The Manhattan Plan:
https://manhattanplan.nyc/
- City of Yes for Families:
https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/city-of-yes-for-families
- Privately Owned Public Spaces (POPS):
https://www.nyc.gov/content/planning/pages/our-work/plans/citywide/privately-owned-public-spaces
- 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
- White Plains Road Neighborhood Plan:
http://www.nyc.gov/whiteplainsroad
- South Richmond Zoning Relief:
https://www.nyc.gov/content/planning/pages/our-work/plans/staten-island/south-richmond-zoning-relief
- 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 **Andrew Kimball, President and CEO**

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

EDC strengthens the City's economy by ensuring equity remains at the core of its work. By growing innovation industries critical to the City's economy, such as life sciences, technology, and the green economy, EDC expands access to good jobs for New Yorkers, supports diverse entrepreneurs and minority-owned small businesses, and opens new career pathways for historically underserved communities.

To foster inclusive growth, EDC offers grants, loans, tax incentives, and capacity-building programs for Minority, Women-owned, and Disadvantaged Business Enterprises (M/W/DBEs), while supporting workforce development programs with public education institutions and various service providers. This includes public-private partnerships with the Science Park and Research Campus (SPARC) Kips Bay, which will train students in life sciences, healthcare, and public health. In the technology industry, Venture Access NYC, the Venture Access Alliance, and the Founder Fellowship program provides access to mentors, capital providers, and potential collaborators to diverse entrepreneurs and underrepresented founders. Additionally, EDC partners with the City University of New York (CUNY) and private groups in the Startup and Venture Capital Internship program, to equip students from all backgrounds with the skills to seize opportunities in the technology industry. In the green economy, EDC is advancing the City's Green Economy Action Plan, investing in jobs and sectors to combat climate change, and training New Yorkers—particularly those from communities most susceptible to climate change—for climate-focused careers. One such investment is "BATWorks," a climate innovation hub at the EDC managed Brooklyn Army Terminal that will provide start-ups with space for product research and development, as well as offer workforce training and job placement programming to New Yorkers.

Additionally, EDC recognizes that despite women making up a significant portion of New York City's workforce, there remains underrepresentation in high-growth sectors of technology, green economy, and life sciences. This disparity not only affects women's economic development but also contributes to wider gaps in gender and racial pay equity, venture capital funding, and leadership roles. EDC's Women Forward NYC initiative employs a holistic approach to address immediate needs, tackle long-standing disparities, and position New York City as a national leader for advancing women's issues. It encompasses new and ongoing investments dedicated to supporting gender equity totaling over $62 million.

Between April and June 2025, EDC launched its first Economic Mobility Networks in Sunset Park and Hunts Point—and a Workforce Development Fund in East New York—providing $1.4 million in each neighborhood to support local organizations' workforce efforts connecting residents to careers across industries. EDC also works to engage actively with communities. An example is El Centro Kingsbridge, a collaborative public engagement process across a variety of stakeholders to shape the future of the Kingsbridge Armory.

EDC also centers equity in delivering sustainable infrastructure, especially in communities with historic underinvestment. In Sunset Park, Brooklyn, construction is underway on a future port at the South Brooklyn Marine Terminal (SBMT), which will bring jobs to residents in a neighborhood historically left behind by energy investments. Near Red Hook, Brooklyn, EDC continues to work with community stakeholders on the transformation of the Brooklyn Marine Terminal into a modern maritime port and mixed-use community hub. In lower Manhattan, EDC unveiled the newly named "Downtown Skyport", which will transform from a heliport into a multi-model hub for sustainable transportation. These projects support the Harbor of the Future and Blue Highways initiatives—moving cargo via waterways, reducing truck congestion, expanding waterfront access for housing and community amenities, and creating job opportunities. EDC projects the Blue Highways initiative could create 8,000 new jobs in the maritime, transportation, and logistics sectors by 2035, with over half of these positions requiring a high school diploma or no formal credentials, creating opportunities for a wider range of New Yorkers.

OUR SERVICES AND GOALS

SERVICE 1 Ensure businesses, investors, and employees have confidence in New York City.

Goal 1a Strengthen business confidence and the City's competitive position to help grow the City's economy.

SERVICE 2 Enable equitable growth and development of priority industries.

Goal 2a Advance projects and programs that foster inclusive innovation and economic growth.

SERVICE 3 Shape, grow, and strengthen neighborhoods where New Yorkers live, learn and work.

Goal 3a Cultivate dynamic, resilient, livable communities throughout the five boroughs.

SERVICE 4 Deliver future-forward infrastructure.

Goal 4a Develop and expand sustainable infrastructure across the City.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Ensure businesses, investors, and employees have confidence in New York City.

Goal 1a Strengthen business confidence and the City's competitive position to help grow the City's economy.

EDC works to ensure that industry leaders, entrepreneurs, investors, and top talent have confidence that New York City is the best city in the world to do business. To do so, EDC focuses on proactively attracting and retaining job-creating companies, by branding and positioning New York City as a business-friendly environment, organizing advisory councils to connect industries to City government, publishing and sharing economic data to inform business decisions, and hosting international delegations to encourage foreign investment.

In Fiscal 2025, EDC closed a 49-year ground lease for the development of Etihad Park, a privately financed Major League Soccer (MLS) stadium for the New York City Football Club in Willets Point, Queens. This transaction alone is responsible for the $810 million in private investment leveraged on the lease of City-owned property, a 23 percent increase from Fiscal 2024. Stadium construction is underway and expected to be complete by the start of the 2027 MLS Season. This transaction is an essential part of EDC's ongoing transformation project in Willets Point to bring affordable housing, public space, and retail to this long-underinvested area. This project, along with other capital projects, is covered by project labor agreements with the Building & Construction Trades Council of Greater New York, connecting underrepresented New Yorkers to union career opportunities. Upon full realization, the Willets Point project is expected to construct 2,500 housing units, generate $6.1 billion in economic impact over the next 30 years, and create 1,550 permanent jobs and 14,200 construction jobs.

In Fiscal 2025, EDC's industry-focused programmatic initiatives served 5,553 businesses. This included 3,250 businesses in the life sciences, creative, green economy, and technology industries. Some of the EDC initiatives in these programmatic initiatives include the Equinor Ecosystem Fund, the LifeSci NYC Internship program, and NYC x Design. The remainder of 2,303 businesses served this fiscal year were through the Small Business Resource Network, a public-private partnership set up to help small business owners gain access to a range of programs and services, such as grant and loan application support, marketing assistance, business strategy, and legal services.

Through the New York City Industrial Development Agency (NYCIDA), Build New York City Resource Corporation (Build NYC) and the NYC Neighborhood Capital Corporation (NYCNCC), EDC helps eligible businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation, and working capital through abatements of selected City and New York State taxes, low-cost tax-exempt bonds, and New Markets Tax Credits (NMTC).

NYCIDA closed 20 contracts in Fiscal 2025, more than twice as many that closed in Fiscal 2024. These projects are expected to generate over $775 million in City tax revenue (a 441 percent increase from Fiscal 2024), leverage approximately $2 billion in private investment (a 258 percent increase from Fiscal 2024), and create 239 jobs within the first three years of their respective terms. Among the projects driving this impact are the construction of an offshore wind terminal at the South Brooklyn Marine Terminal (SBMT), as well as the installation of electrical cables connecting offshore wind infrastructure to the New York City power grid. These projects together will bring 810-megawatts of offshore wind energy, reducing the City and metro area reliance on fossil fuel, with the first phase of the project estimated to deliver enough renewable energy to power half a million homes by 2027. Collectively, these projects support the creation of 70 jobs, leverages over $1.8 billion in private investment and generates over $96 million in City tax revenue.

NYCIDA also closed its first Manhattan Commercial Revitalization (M-CORE) Program transaction to transform 850 Third Avenue into a modern, sustainable, amenity-rich office building. Through this transaction, NYCIDA will support much needed improvements to the 21-story office tower, ultimately creating 10,000 square feet of retail, 592,000 square feet of modernized office space, and 13,500 square feet of dedicated amenity space. This project will support the creation of over 1,000 tenant jobs, leverage over $60 million in private investment and generate nearly $540 million in City tax revenue. M-CORE is an integral component of "Race for Space," a comprehensive strategy to create jobs, attract talent, and address the City's vacant office space across the five boroughs.

Build NYC closed six contracts during Fiscal 2025. Together, these projects are expected to generate over $89 million in City tax revenue (a 53 percent increase from Fiscal 2024), leverage nearly $650 million in private investment (a 231 percent increase from Fiscal 2024), and create 396 jobs over the course of the first three years of their respective terms (a 394 percent increase from Fiscal 2024). Among the transactions driving this impact forward was the issuance of $235 million in tax-exempt facility bonds to refinance a construction loan that went towards much-needed upgrades to Cargo Area D at

John F. Kennedy International Airport. This project will support the creation of nearly 80 full time equivalent jobs, leverage $235 million in private investment, and generate $23.8 million in City tax revenue. Additionally, Build NYC closed on a $56 million bond issuance for the 92nd Street Y (92NY), a quintessential New York cultural institution. The proceeds from the bonds were used to finance the comprehensive renovation of its main Carnegie Hill facility on the Upper East Side of Manhattan. The 92NY project will create 20 new jobs, leverage over $90 million in private investment, and generate nearly $20 million in City tax revenue.

During Fiscal 2025, NYCNCC closed two contracts that leveraged almost $44 million in private investment (40 percent less than Fiscal 2024) and are projected to generate over $58 million in City tax revenue (11 percent more than the prior year). NYCNCC utilized a majority of its available allocation of New Markets Tax Credits in Fiscal 2024, limiting NYCNCC's ability to invest in more projects. NYCNCC fully deployed $33 million in its remaining credits to two projects in Fiscal 2025. NYCNCC's investment this year supported the Apollo Theater's first full scale renovation in its 91-year history aiming to shift the cost savings from this financing project to expand educational programming for lower-income individuals. Another project NYCNCC supported was the Greenpoint Manufacturing and Design Center, which serves 70 small industrial businesses employing 335 manufacturing workers.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)	$589.1	$220.9	$140.4	$657.8	$810.0	⇧	⇧	Up	Up
Capital expenditures on asset management ($000,000)	$37.4	$56.4	$69.8	$144.1	$115.7	*	*	Up	*
★ Businesses served by industry-focused programmatic initiatives	6,200	6,301	4,759	6,034	5,553	⇧	⇧	Down	Up
NYCIDA contracts closed	6	9	8	8	20	*	*	Up	Up
★ Projected three-year job growth associated with closed NYCIDA contracts	285	115	152	169	239	⇧	⇧	Neutral	Up
★ Projected net City tax revenues generated in connection with closed NYCIDA contracts ($000,000)	$170.3	$143.1	$30.0	$151.6	$775.2	⇧	⇧	Up	Up
Private investment leveraged on closed NYCIDA projects ($000,000)	$31.0	$83.2	$95.0	$557.6	$1,996.2	*	*	Up	Up
Build NYC contracts closed	12	12	13	6	6	*	*	Down	Up
★ Projected three-year job growth associated with closed Build NYC projects	299	308	332	80	396	⇧	⇧	Neutral	Up
★ Projected net City tax revenues generated in connection with closed Build NYC contracts ($000,000)	$185.6	$359.9	$137.6	$58.6	$89.6	⇧	⇧	Down	Up
Private investment leveraged on closed Build NYC projects ($000,000)	$464.0	$498.3	$620.5	$197.2	$653.4	*	*	Neutral	Up
Projected net City tax revenues generated in connection with closed NYCNCC contracts ($000,000)	NA	NA	$12.2	$52.6	$58.3	*	*	NA	Up
Private investment leveraged on closed NYCNCC projects ($000,000)	NA	NA	$47.5	$73.2	$43.8	*	*	NA	*

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

SERVICE 2 Enable equitable growth and development of priority industries.

Goal 2a Advance projects and programs that foster inclusive innovation and economic growth.

EDC works to make more jobs in priority industries available and accessible to all New Yorkers, and to help diverse entrepreneurs and minority-owned small businesses thrive. In Fiscal 2025, 25,505 people received skills training or work experience through EDC programs, a 128 percent increase compared to Fiscal 2024. Driving this increase was the implementation by EDC of new or improved programming to create awareness and opportunities for entrepreneurship and jobs in the green economy, creative life sciences, and technology industries. As part of its skills training programs, EDC addresses gender disparities by connecting women to jobs and businesses in innovative sectors through Women. NYC and Venture Access programs. Additionally, between April and June 2025, EDC launched its first Economic Mobility Networks in Sunset Park and Hunts Point—and a Workforce Development Fund in East New York—providing $1.4 million in each neighborhood to support local organizations' workforce development efforts, connecting residents to careers across industries. Growth was further driven in part by EDC's newly (re)developed properties which are now providing opportunities to New Yorkers such as Civic Hall at Union Square and Pier 94. The Relocation and Employment Assistance Program (REAP), which gives business tax credits to companies that move jobs into certain areas of New York City, was also extended to June 30, 2028. Furthermore, the Relocation Assistance Credit for Employees (RACE) pilot program was launched this fiscal year, which will incentivize out-of-state companies to move to New York City and sign leases for at least 10,000 square feet of space at qualifying office buildings.

EDC sets M/WBE (Minority and Women-Owned Business Enterprises) goals on projects with opportunities for subcontracting. In Fiscal 2025, EDC achieved an M/WBE participation rate of 30 percent (compared to 35 percent in Fiscal 2024) and an M/WBE award rate of 35 percent (compared to 36 percent in Fiscal 2024). The decrease in M/WBE participation rates was primarily influenced by a shift in the project portfolio from service-heavy projects in Fiscal 2024 to mainly infrastructure and long-lead capital projects. Due to the high value of infrastructure contracts and their longer timelines, several large contracts have been awarded but not yet paid within Fiscal 2025. EDC implements its M/WBE programming through the Opportunity M/W/DBE Team that creates and manages the programs to increase the capacity of M/WBE vendors in New York City through business management training, networking, and technical assistance.

EDC administers two construction capacity building programs, ConstructNYC (CNYC) and Waterfront Pathways (WP). CNYC is designed to connect small-to-mid-size M/W/DBEs with exclusive opportunities to work on EDC projects through contracts of up to $3 million. WP increases opportunities for M/W/DBEs in the offshore wind and waterfront industries. In Fiscal 2025, EDC awarded $34.1 million through these programs to participants and trained 1,603 individuals, achieving 296 percent and 110 percent increases, respectively, over the prior fiscal year. EDC continues to commit increasing diversity on its projects by helping M/W/DBEs overcome challenges that may make it difficult to win contracts on public projects. EDC has made immense progress to create more procurement opportunities for graduates of these construction capacity building programs. Some of the initial investments from EDC and its private sector partners for M/W/DBEs interested in working on public construction projects include the Contract Financing Loan Fund, the financing program facilitating financing for short-term mobilization needs such as insurance, labor, supplies and equipment. Contracts where cohort participants of these programs were awarded over $1 million included work on the Tompkinsville Esplanade and Pier in Staten Island, the Manhattan Greenway, the Homeport II vessel storage and maintenance site in Red Hook, Brooklyn, building improvements at the Brooklyn Army Terminal, and capital improvements at the Hunts Point Meat Market in the Bronx.

In Fiscal 2025, 25,505 people received skills training or work experience through EDC programs, more than double the amount of people in Fiscal 2024. This increase was largely driven by the awardees of the Equinor Ecosystem Fund, a partnership between EDC and private companies that selected awardees for their focus on building career pathways in the offshore wind ecosystem, expanding workforce access for underrepresented New Yorkers, and supporting inclusive supply chain growth through support for M/WDBEs and Service-Disabled Veteran-Owned Small Businesses. These awardees together provided over 14,000 people with skills training and work experience.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Square footage of assets actively managed by NYCEDC (000)	64,493.8	64,748.1	64,602.4	66,662.5	67,039.0	*	*	Neutral	*
Private sector jobs in innovation industries (%) (CY)	15.5%	15.5%	15.5%	14.9%	14.5%	*	*	Neutral	Up
People receiving skills training / work experience through NYCEDC programs	NA	NA	5,660	12,477	25,616	*	*	NA	Up
M/WBE participation rate (Local Law 1) (%)	NA	NA	31.7%	37.0%	30.0%	*	*	NA	Up
— Minority (%)	NA	NA	18.1%	17.0%	13.0%	*	*	NA	Up
— Asian (%)	NA	NA	5.4%	5.0%	5.0%	*	*	NA	Up
— Black (%)	NA	NA	5.1%	4.0%	3.0%	*	*	NA	Up
— Hispanic (%)	NA	NA	7.6%	8.0%	5.0%	*	*	NA	Up
— Non-Minority Women (%)	NA	NA	13.6%	20.0%	17.0%	*	*	NA	*
★ M/WBE award rate (Local Law 1) (%)	NA	NA	29.2%	39.0%	35.0%	*	*	NA	*
— Minority (%)	NA	NA	14.6%	26.0%	16.0%	*	*	NA	Up
— Asian (%)	NA	NA	8.3%	9.0%	7.0%	*	*	NA	Up
— Black (%)	NA	NA	2.7%	5.0%	2.0%	*	*	NA	Up
— Hispanic (%)	NA	NA	3.6%	12.0%	7.0%	*	*	NA	Up
— Non-Minority Women (%)	NA	NA	14.6%	12.0%	19.0%	*	*	NA	Up
M/WBE construction capacity building programs cohort participant ethnicity - Minority (All) (%)	NA	NA	83%	82%	91%	*	*	NA	*
— Asian (%)	NA	NA	31%	34%	30%	*	*	NA	*
— Black (%)	NA	NA	24%	26%	35%	*	*	NA	*
— Hispanic (%)	NA	NA	28%	21%	26%	*	*	NA	*
— Non-Minority Women (%)	NA	NA	17%	18%	9%	*	*	NA	*
M/WBE construction capacity building programs total award value to cohort participants ($000,000)	NA	NA	$4	$8	$34	*	*	NA	*
M/WBE construction capacity building programs - employees of cohort participants	NA	NA	NA	762	1,603	*	*	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.

EDC shapes the growth of industry clusters and business districts, bringing jobs closer to where people live, and making sure the City's neighborhoods serve all New Yorkers' needs. EDC does this by delivering more spaces that bring jobs and essential services and by strategically developing properties to drive new business activity.

Excluding capital expenditures on asset management and funding agreements, capital expenditures for design and construction projects, managed by EDC's Capital Program department (which assists and works in collaboration with partnering City agencies including the Department of Parks and Recreation, the Department of Transportation, and many others) totaled about $497 million for Fiscal 2025, a slight increase compared to $491 million in Fiscal 2024. The primary drivers of this year's expenditures largely came from EDC's work in healthcare facilities, with nearly $160 million for New York City Health and Hospitals and the Department of Health and Mental Hygiene (DOHMH), including $148 million expended on the new DOHMH Public Health Laboratory to be located adjacent to the Harlem Hospital complex on 137th Street in Manhattan. Continuing along the Manhattan waterfront, over $54 million has been expended on the Lower Manhattan Coastal Resiliency plan at the Battery to rebuild and elevate the wharf promenade and protect against projected sea-level rise. Additionally, on Manhattan's east side, over $60 million has been expended in advancing the Manhattan Waterfront Greenway. This includes repairing deteriorated marine pilings and continuing progress on a new waterfront open space on the Harlem River at 125th Street. In the Bronx, construction work totaling over $51 million has progressed on the renovation of the Bronx Museum, the reconstruction of the Orchard Beach Pavilion, and a new park in the Lower Concourse neighborhood. On the North Shore of Staten Island, in anticipation of future housing development, over $44 million of construction work has been done on the New Stapleton waterfront and the Tompkinsville Esplanade.

In Fiscal 2025, EDC facilitated the disbursement of slightly over $93 million pursuant to various City funding agreements with nonprofit organizations. This represents a 45 percent decrease from the more than $170 million disbursed in Fiscal 2024, which was elevated due to a small number of large-scale projects. In February 2025, EDC closed out a funding agreement with the Ali Forney Center for the acquisition of a historic townhouse in Harlem. The site serves as transitional housing and a counseling center for homeless LGBTQ+ youth. The organization expects to start welcoming residents in the fall of 2025.

In Fiscal 2025, there were 404 businesses located in EDC's actively managed properties, up from 380 is Fiscal 2024. These properties included the Brooklyn Army Terminal (BAT), the Made in New York Campus at Bush Terminal, the SBMT, the East New York Incubator, public markets, industrial parks, as well as cruise and ferry terminals across New York City. EDC's active management of properties is central to the organization's work supporting and growing businesses in critical industries for the City's economy. In May 2025, EDC and the City announced that a consortium led by the Los Angeles Cleantech Incubator and the Cambridge Innovation Center will design and operate "BATWorks," a climate innovation hub at the EDC managed Brooklyn Army Terminal that will provide start-ups with space for product research and development, as well as offer workforce training and job placement programming to New Yorkers. BATWorks will help create over 600 jobs, support 150 startups over 10 years, and generate $2.6 billion in economic impact for the City. BATWorks is just one effort of several efforts EDC is engaged in that will enable the amount of businesses operating in EDC's actively managed properties to grow, while also generating increased portfolio revenue.

Through programs and investments, in Fiscal 2025, EDC catalyzed the development or redevelopment of 7,056,000 square feet of building space. This includes infrastructure upgrades like the ones at Station Plaza in Queens and building renovations at the Brooklyn Army Terminal, Bush Terminal, and Hunts Point Food Distribution Center. Additionally, EDC's financial incentives supported nearly 5 million square feet of the total building space for a wide range of uses, including schools, grocery stores, clean energy storage facilities, and manufacturing and logistics centers.

In Fiscal 2025, EDC facilitated 1,175 community engagement events, nearly double the number held in Fiscal 2024. The increase from last fiscal year is largely due to expanded programming across community outreach events and public affairs, including neighborhood-based community events, educational outreach, speaking engagements, groundbreaking events, and ribbon cuttings. One notable example is El Centro Kingsbridge, a collaborative public engagement process led by EDC to shape the future of the Kingsbridge Armory. This process gathered feedback from over 4,000 participants and included over 950 survey responses, nine Community Board meetings, 16 small group discussions, and conversations with approximately 75 additional stakeholders across various industries. Participants included local elected officials, as well as representatives from community-based organizations, nearby schools and colleges, health care providers, merchant associations, and labor.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Capital expenditures ($000,000) (excludes asset management and funding agreements)	$428.6	$516.2	$523.2	$491.0	$497.2	*	*	Neutral	*
★ Occupancy rate of NYCEDC-managed property (%)	98.7%	99.2%	99.1%	99.1%	98.7%	⇧	⇧	Neutral	Up
Portfolio revenue generated ($000,000)	$259.7	$290.8	$313.2	$313.8	$342.1	*	*	Up	Up
Value of funding disbursed pursuant to City funding agreements ($000,000)	$83.3	$108.9	$169.7	$170.4	$93.4	*	*	Up	*
Businesses operating in properties actively managed by NYCEDC	NA	NA	378	380	404	*	*	NA	*
Community engagements facilitated by EDC	NA	NA	455	626	1,175	*	*	NA	Up
Square feet of building space to be developed or redeveloped through programs and investments (000)	NA	NA	1,417	6,471	6,969	*	*	NA	*

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

SERVICE 4 Deliver future-forward infrastructure.

Goal 4a Develop and expand sustainable infrastructure across the City.

EDC works to make the City more efficient for people and businesses, to make the places where New Yorkers live and work more resilient to climate change, and empower New Yorkers to access and enjoy essential parts of their communities. NYC Ferry continued to see steady ridership growth in Fiscal 2025, setting a record for annual ridership for the fourth year in a row with over 7.4 million riders, up from 7.1 million in Fiscal 2024. NYC Ferry is one of the few transit systems in the City that has seen total recovery from COVID-19 pandemic-related ridership losses. The system is on track to continue increasing ridership, while looking to lower its subsidy per rider. Of the major transit systems in the New York City region, NYC Ferry is the only transit system to lower its per-passenger subsidy since the pandemic. On time performance remained over 90 percent and was up 3 percentage points compared to Fiscal 2024. NYC Ferry also works to promote equity through its Ferry Forward program, offering discounted fares to students and Fair Fares recipients, investing in career pipelines in the maritime industry, and exploring potential new routes to serve areas with limited transit options.

In Fiscal 2025, EDC facilitated the development or redevelopment of 23.12 acres of public space—including greenspace, open space, and park space—through place-based programs, investments, and developments. This represents a 72 percent decrease from Fiscal 2024, which was elevated due to projects such as the expansion of New York City's greenways along the Harlem River, bringing Manhattan one step closer to connecting a 32.5-mile network of green space along its perimeter. This fiscal year, in partnership with the Department of Parks and Recreation, EDC designed skate parks in Brooklyn and the Bronx. It is also working with the Department of Transportation to plan roadway and pedestrian improvements in Chinatown's Kimlau Square and Park Row. Beyond collaborations with partner agencies, EDC is advancing its own transformational initiatives, including construction of the Tompkinsville esplanade and the New Stapleton Waterfront. These Staten Island projects will introduce nearly 11 acres of new park space, pedestrian pathways, and bike lanes along the shoreline.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average monthly NYC Ferry ridership	312,082	447,782	549,705	593,019	616,498	*	*	Up	Up
★ Total NYC Ferry ridership	NA	NA	6,596,463	7,116,233	7,397,980	*	*	NA	*
NYC Ferry on time performance (%)	NA	NA	96%	91%	94%	*	*	NA	Up
Acres of open space to be developed or redeveloped through programs and investments	NA	NA	21.78	81.24	23.12	*	*	NA	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Personnel	489	502	518	545	606	607	626	Up
Capital commitments ($000,000)	$390.6	$488.9	$434.0	$529.2	$382.7	$908.3	$948.5	Neutral

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

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[3] ($000,000)	Applicable MMR Goals[4]
006 - Economic Development Corporation (OTPS)[1]	$79.9	$77.2	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, 2024. Includes all funds [3]City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [4]Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The 'Participants in Innovation Sector Programming' indicator in Goal 2a was updated to 'People receiving skills training/ work experience through EDC programs' to capture the broader range of people receiving skills training and work experience through EDC's programs, including but not limited to innovation sector programming.
- The three disaggregated M/WBE indicators in Goal 2a that previously referred to the 'Non-minority' subcategory were renamed to 'Non-Minority Women' to more clearly describe the demographic awarded or served.
- The seven disaggregated M/WBE indicators in Goal 2a that previously referred to 'ConstructNYC' were renamed to 'Construction Capacity Building Programs' in order to capture EDC's Waterfront Pathways Program, another M/W/DBE capacity building program, in addition to the ConstructNYC program.
- In Fiscal 2023 and 2024, data for metrics related to EDC's M/WBE construction capacity building programs only reflects the ConstructNYC program, as this was the only program tracked at the time.
- Previously published Fiscal 2024 data for some indicators were revised, due to a routine process when preliminary numbers are only available in time for the Mayor's Management Report. Revisions were made to the following:
  - The Fiscal 2024 value for 'Capital expenditures on asset management ($000,000)' was revised from $38.0 to $144.1.
  - The Fiscal 2024 value for 'Capital expenditures on asset management ($000,000) (excludes asset management and funding agreements)' was revised from $597.0 to $497.2.

ADDITIONAL RESOURCES

For additional information go to:

- State of the Economy Report (2024):
  https://edc.nyc/state-new-york-city-economy
- NYCEDC Impact Report (2024):
  https://edc.nyc/sites/default/files/2025-04/NYCEDC-Impact-Report-2024-Digital-Accessible.pdf
- SPARC Kips Bay:
  https://edc.nyc/project/sparc-kips-bay
- Venture Access NYC, the Venture Access Alliance, and the Founder Fellowship:
  https://edc.nyc/program/venture-access-nyc
- Startup and Venture Capital Internship Programs:
  https://edc.nyc/program/nyc-startup-internship-program
- Green Economy Action Plan:
  https://edc.nyc/green-economy-action-plan
- Willets Point:
  https://edc.nyc/project/willets-point
- Project Labor Agreements with the Building & Construction Trades Council of Greater New York:
  https://edc.nyc/press-release/mayor-adams-announces-historic-labor-agreements-covering-over-1-billion-capital
- Brooklyn Marine Terminal:
  https://edc.nyc/project/brooklyn-marine-terminal
- South Brooklyn Marine Terminal Offshore Wind Port Construction:
  https://edc.nyc/press-release/construction-underway-transform-sbmt-into-largest-us-offshore-wind-port

- Harbor of the Future:
  https://www.nyc.gov/office-of-the-mayor/news/067-24/mayor-adams-lays-out-future-focused-vision-working-class-new-yorkers-third-state-the-city#/0
- Blue Highways Initiative:
  https://www.nyc.gov/html/dot/html/pr2023/blue-highways-rfei.shtml
- Downtown Skyport:
  https://www.downtownskyportnyc.com/
- Small Business Resource Network:
  https://www.nycsmallbusinessresourcenetwork.org/
- New York City Industrial Development Agency:
  https://edc.nyc/nycida
- Manhattan Commercial Revitalization (M-CORE) Program:
  https://edc.nyc/program/manhattan-commercial-revitalization-m-core
- Race for Space:
  https://edc.nyc/race-for-space
- Build NYC Resource Corporation:
  https://edc.nyc/build-nyc
- New York City Neighborhood Capital Corporation:
  https://edc.nyc/nycncc
- Incentives Portfolio Annual Report (2024):
  https://edc.nyc/sites/default/files/2024-12/NYCEDC-Incentives-Portfolio-Annual-Report-FY24.pdf
- NYCEDC Opportunity M/W/DBE:
  https://edc.nyc/opportunity-mwdbe
- BATWorks:
  https://edc.nyc/program/batworks
- NYC Ferry:
  https://ferry.nyc
- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT **Ahmed Tigani, Acting Commissioner**

WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) promotes quality and affordability of the City's housing, and diversity and strength in the City's neighborhoods. The Agency carries out its mission through the following objectives:

1. Maintaining building and resident safety and health.
2. Creating opportunities for New Yorkers through housing affordability.
3. Engaging New Yorkers to build and sustain neighborhood strength and diversity.

FOCUS ON EQUITY

HPD strives to improve the availability, affordability, and quality of housing in all 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 housing development and preservation, marketing, subsidy programs, and the administration of vouchers, HPD seeks to ensure that New Yorkers at all income levels can access stable housing and that they can choose the homes and neighborhoods that best fit their needs. HPD engages communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail stores, parks, community amenities, commercial and open spaces, and other assets that neighborhoods need to thrive.

In June 2022, the City released Housing Our Neighbors: A Blueprint for Housing and Homelessness (the Blueprint), which guides HPD's work. The Blueprint 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. It also moves forward with many commitments that the City made through Where We Live NYC and Where We Live 2025, which is scheduled to be released on October 1, 2025, as the City's comprehensive plan 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 the revamped Pre-Qualified List Application for contractors participating in HPD's Emergency Repair Program (ERP) Program, Tenant Interim Lease (TIL) and Alternative Enforcement Program (AEP) Program, and Demolition Program, HPD's Office of Development Build Up program, and other initiatives, 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 many of its term sheets 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 New York City is physically safe and habitable.

- Goal 1a Respond to reported housing maintenance complaints efficiently.
- Goal 1b Track and promote the resolution of housing maintenance violations.
- Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

SERVICE 2 Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

- Goal 2a Increase the quantity of affordable housing in New York City.
- Goal 2b Ensure housing options in every neighborhood give New Yorkers choice and opportunity.
- Goal 2c Increase the quantity of affordable housing for low-income and senior households.
- Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

SERVICE 3 Efficiently offer New Yorkers housing-related subsidies and support.

- Goal 3a Connect New Yorkers to affordable housing.
- Goal 3b Optimize rental subsidies for low-income New Yorkers.
- Goal 3c Increase the quantity of housing for people experiencing homelessness.
- Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

SERVICE 4 Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

- Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.
- Goal 4b Support wage growth and workforce growth in New York City through housing-related City contracting.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Ensure that housing throughout New York City is physically safe and habitable.

Goal 1a Respond to reported housing maintenance complaints efficiently.

HPD protects the quality of New York City's housing stock by enforcing the City's Housing Maintenance Code. Members of the public primarily log complaints through NYC311, which creates a record of housing quality problems reported. Complaints are closed when a tenant verifies the condition is corrected before an inspection is attempted or after an HPD inspection is attempted. If an HPD inspector verifies the existence of a condition, a violation may be issued. Closing of a complaint is an administrative task that happens when any of the following occur: a violation is issued, indicating that the complained condition exists and must be corrected by the owner; the condition is not a violation as observed by HPD upon inspection; the tenant has stated the condition is corrected; or that HPD attempted to inspect but was not able to gain access.

HPD saw a three percent increase in the total number of housing maintenance problems reported in Fiscal 2025 compared to Fiscal 2024, with 835,011 problems reported. While total emergency housing maintenance problems rose only slightly, by two percent, the number of heat and hot water-related issues grew by 12 percent, to 161,773. Non-emergency and other emergency problems declined by three percent and six percent respectively. Problems triggering lead-based paint hazard inspections also decreased by 12 percent. While HPD cannot influence the number of problems reported, the decline in lead-based paint hazard inspections may reflect a normalization following Fiscal 2024, when complaints related to mold, leaks, and paint and plaster saw a significant increase due to heavy rainfall events.

Compared to Fiscal 2024, the number of unique housing maintenance problems closed decreased by three percent, roughly mirroring the change in unique non-emergency housing maintenance problems requiring HPD response, which also decreased by three percent compared to Fiscal 2024. Other categories of closed problems also changed proportionally to those received: the number of heat and hot water-related problems closed increased by 12 percent, while closures of other emergency and lead-based paint-related issues declined by nine and 13 percent, respectively.

HPD achieved faster response and resolution times across multiple categories. Its lead-based paint inspection times improved by half a day from 3.0 days to 2.5 days, and non-emergency inspection times improved by more than a day from 7.1 days to 6.0 days. The faster lead-based paint inspection time is because of the decrease in problems reported in the category and because the Agency continues to prioritize responses to lead-based paint issues. The median time to close non-emergency problems improved from 12 days to 10 days, and the share of emergency problems closed within 21 days rose to 88 percent, up four percentage points from the previous year. Improved response times may be attributed to a summer initiative in Fiscal 2025 in which HPD deployed inspectorial resources to multiple targeted zones across the City, addressing all categories of problems within those areas. The Agency continues to adapt its operations to ensure timely and adequate responses to all types of complaints it receives.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total housing maintenance problems reported	549,575	694,975	706,738	812,238	835,011	*	*	Up	*
Unique housing maintenance problems requiring HPD response	466,570	583,312	597,620	702,132	694,831	*	*	Up	*
Unique immediate emergency housing maintenance problems requiring HPD response	17,651	21,786	22,564	25,720	25,811	*	*	Up	*
★ Unique emergency housing maintenance problems requiring HPD response	249,542	300,662	303,305	350,720	357,028	*	*	Up	*
— Heat and hot water	120,676	131,603	133,274	144,134	161,773	*	*	Up	*
— Other emergency	128,866	169,059	170,031	206,586	195,255	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections	26,974	39,784	38,753	48,763	42,774	*	*	Up	*
Unique non-emergency housing maintenance problems requiring HPD response	172,430	221,080	232,998	276,929	269,218	*	*	Up	*
Housing maintenance problem inspections attempted	495,505	613,403	636,209	784,225	746,402	*	*	Up	*
Median time to first inspection (days) — Immediate emergency problems	1.8	1.0	1.0	0.9	1.0	*	*	Down	Down
Median time to first inspection (days) — Heat and hot water problems	2.1	2.1	2.0	1.6	1.9	*	*	Down	Down
Median time to first inspection (days) — Other emergency problems	5.5	5.3	6.0	5.2	4.9	*	*	Neutral	Down
Median time to first inspection (days) — Lead-based paint problems	4.7	4.8	3.9	3.0	2.5	*	*	Down	Down
Median time to first inspection (days) — Non-emergency problems	6.2	7.0	7.9	7.1	6.0	*	*	Neutral	Down
Unique housing maintenance problems closed	467,136	577,134	571,703	707,232	686,137	*	*	Up	*
Unique emergency housing maintenance problems closed	250,852	298,644	301,326	353,239	352,869	*	*	Up	*
— Heat and hot water	120,618	131,658	133,247	144,106	161,766	*	*	Up	*
— Other emergency	130,234	166,986	168,079	209,133	191,103	*	*	Up	*
Unique problems prompting lead-based paint hazard inspections closed	26,549	39,791	39,073	48,859	42,630	*	*	Up	*
★ Median time to close emergency problems (days)	4.0	4.0	4.0	3.0	3.0	⇩	⇩	Down	Down
★ Median time to close non-emergency problems (days)	13.0	13.0	13.0	12.0	10.0	⇩	⇩	Down	Down
★ Unique emergency housing maintenance problems closed within 12 days of receipt (%)	76%	74%	74%	75%	79%	⇧	⇧	Neutral	Up
Unique emergency housing maintenance problems closed within 21 days of receipt (%)	86%	85%	84%	84%	88%	*	*	Neutral	Up
Unique non-emergency problems closed within 20 days of receipt (%)	68%	68%	65%	66%	71%	*	*	Neutral	Up

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

Goal 1b Track and promote the resolution of housing maintenance violations.

In Fiscal 2025, the total number of violations issued declined by two percent compared to Fiscal 2024, to 878,481. The number of Class A (non-hazardous) and Class B (hazardous) violations decreased by five and two percent, respectively. Class C (immediately hazardous) violations remained stable year-over-year, with an increase of less than one percent to 288,075 violations. Within Class C violations, trends were mixed: heat violations declined by two percent to 9,055 violations, while hot water violations increased by seven percent to 15,190 violations. Lead-based paint hazard violations dropped by seven percent to 20,380 violations, and self-closing door violations remained relatively stable, decreasing by just one percent to 72,714 violations. Although year-over-year growth was minimal, a significant share of Class C enforcement activity was associated with self-closing door violations, which account for about a quarter of all such violations.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total violations issued	620,022	730,537	722,597	895,457	878,481	*	*	Up	*
Class A non-hazardous violations	222,634	242,459	217,167	228,273	217,595	*	*	Neutral	*
Class B hazardous violations	238,219	298,835	287,550	379,303	372,811	*	*	Up	*
Class C immediately hazardous violations	159,169	189,243	217,880	287,881	288,075	*	*	Up	*
— Heat	3,856	4,875	6,211	9,204	9,055	*	*	Up	*
— Hot Water	6,524	8,198	10,395	14,199	15,190	*	*	Up	*
— Lead-based paint hazard	9,489	15,715	18,112	21,854	20,380	*	*	Up	*
— Self-closing doors	22,890	30,680	49,897	73,325	72,714	*	*	Up	*
— Other Class C	116,410	129,775	133,265	169,299	170,736	*	*	Up	*
Class C violations certified as corrected (%)	38%	37%	41%	42%	43%	*	*	Up	Down
Class C violations for which HPD initiated the emergency repair process (%)	55%	58%	60%	61%	62%	*	*	Up	Up
Class C emergency repair violations corrected by owner (%)	54%	53%	50%	49%	49%	55%	55%	Down	Up
Class C emergency repair violations corrected by HPD (%)	11%	9%	7%	7%	7%	*	*	Down	Down
Class C violations closed (%)	56%	56%	56%	57%	60%	*	*	Neutral	Up
★ Violations issued and removed in the same fiscal year (%)	38%	40%	40%	41%	NA	40%	40%	NA	Up
Violations closed	440,165	554,558	596,736	782,576	847,206	*	*	Up	Up
Inspection visits per team per day	13.7	12.6	14.3	15.2	14.5	*	*	Up	Up
Ratio of completed inspections to attempted inspections (%)	83%	82%	84%	86%	86%	*	*	Neutral	Up

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

Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

HPD enforces the Housing Maintenance Code through a range of targeted programs designed to improve building conditions and hold owners accountable. The Agency's Office of Enforcement and Neighborhood Services (ENS) coordinates with other HPD divisions and community stakeholders to identify distressed buildings, assess code violations, and implement strategies to bring properties into compliance. ENS also works collaboratively with responsible owners to support sustained improvements.

In Fiscal 2025, 21,934 violations were dismissed as a result of closed comprehensive litigation due to compliance with an Order to Correct, a 39 percent decrease from the prior year. Similarly, the number of units in buildings where comprehensive litigation was closed due to compliance fell by 29 percent to 3,805 units. These decreases are attributed to the delay in obtaining City Comptroller approval of settlements, which is needed to close out cases. As a result, HPD expects to report some Fiscal 2025 activity in Fiscal 2026, after the cases have been finalized.

HPD expanded its reach through alternative enforcement tools, with more buildings taking necessary steps to correct violations and exit enforcement programs in Fiscal 2025 compared to Fiscal 2024. The number of units discharged from the Alternative Enforcement Program (AEP) rose by 36 percent, from 3,374 to 4,592 units. Discharges through the Underlying Conditions (UC) Program grew sharply from 27 to 234 units as program activity resumed following COVID-19 pandemic-era intake pauses. Similarly, 7A program discharges increased from six to 31 units as court activity and compliance efforts also rebounded. Additionally, proactive building visits by the HPD Anti-Harassment Unit increased by 24 percent, from 872 to 1,079, due to the unit being almost fully staffed and fully trained in Fiscal 2025.

HPD also advanced its enforcement impact through emergency repair work. In Fiscal 2025, 177,416 distinct units were affected by emergency repair efforts, an eight percent increase compared to the prior year. Though the number of work orders placed for emergency repairs was slightly smaller in Fiscal 2025 than in Fiscal 2024, emergency repair work orders covered nearly double the amount of buildings in Fiscal 2025 than in the previous year, contributing to an increase in affected units.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	4,108	5,541	6,007	5,335	3,805	*	*	Neutral	*
★ Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	17,428	31,787	35,480	36,181	21,934	*	*	Up	*
Distinct units affected by emergency repair work completed pursuant to HPD emergency repair generating violations	52,091	53,687	71,075	164,271	177,416	*	*	Up	*
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	6,481	4,133	2,810	3,374	4,592	*	*	Down	*
Units in buildings discharged from the Underlying Conditions program due to owner compliance	1,488	223	173	27	234	*	*	Down	*
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	23	36	18	6	31	*	*	Down	*
Proactive Building Visits — Heat Sensor Program	537	906	1,738	1,648	1,768	*	*	Up	*
Proactive Building Visits — Fire Vacate Monitoring	2,602	3,934	3,667	3,814	4,075	*	*	Up	*
Proactive Building Visits — Anti-Harassment Unit	1,143	1,053	973	872	1,079	*	*	Down	*
Proactive Building Visits — Self-closing Door Survey	NA	NA	NA	354	338	*	*	NA	*
Proactive Building Visits — Division of Neighborhood Preservation	2,953	3,791	3,322	3,734	3,809	*	*	Up	*

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

SERVICE 2 Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

Goal 2a Increase the quantity of affordable housing in New York City.

In Fiscal 2025, the City financed the creation and preservation of 28,281 affordable units, exceeding its target by 41 percent, or more than 8,000 units, and surpassing the Fiscal 2024 total by 10 percent. New construction production accounted for 47 percent of this total, with 13,361 units, the second highest number of new construction units for a fiscal year in the City's history. This increase was driven by an increase in production of 421-a units—apartments within buildings that have received a tax exemption, also known as the Affordable New York program. Preservation made up 53 percent of production, with 14,920 units, the highest number preserved in the last three years. Breaking down creation and preservation totals by ownership status, the Agency financed 26,087 rental units (92 percent), the most rental units in Agency history, and 11 percent more than Fiscal 2024. The Agency also financed 2,194 homeownership units (eight percent), the most homeownership units in the last three years. HPD is committed to investing in the creation and preservation of as many affordable housing units as possible.

In Fiscal 2025, the City also completed 20,975 affordable housing units, exceeding its completions target of 17,500 by nearly 20 percent, but down 18 percent from Fiscal 2024. The decline reflects the lower number of housing starts in Fiscal 2022, driven by increased construction costs and Agency staffing challenges, which impacted the pipeline of projects available to complete in later years. HPD continues to work closely with development partners to keep projects on track and ensure timely completions.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Total affordable housing starts (units)	29,826	17,022	24,689	25,552	28,281	20,000	20,000	Neutral	*
— New construction starts (%)	43%	62%	52%	59%	47%	*	*	Neutral	*
— Preservation starts (%)	57%	38%	48%	41%	53%	*	*	Neutral	*
— Rental starts (%)	61%	94%	96%	92%	92%	*	*	Up	*
— Homeownership starts (%)	39%	6%	4%	8%	8%	*	*	Down	*
★ Total affordable housing completions (units)	15,118	23,190	24,678	25,558	20,975	17,500	18,500	Up	*
— New construction completions (%)	60%	42%	39%	52%	59%	*	*	Neutral	*
— Preservation completions (%)	40%	58%	61%	48%	41%	*	*	Neutral	*
— Rental completions (%)	90%	66%	65%	82%	86%	*	*	Neutral	*
— Homeownership completions (%)	10%	34%	35%	18%	14%	*	*	Down	*

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

Goal 2b Ensure housing options in every neighborhood give New Yorkers choice and opportunity.

New Yorkers should have a meaningful choice in the housing market and the opportunity to choose the neighborhood that best meets their individual and household needs. Neighborhoods across the City offer a diverse array of benefits, such as access to transportation, open space, and high-performing schools. HPD supports new housing creation, including both affordable and market-rate homes, as well as the preservation and stabilization of existing affordable housing. The Agency is also committed to building affordable housing in neighborhoods that currently lack other low-cost housing options so that low-income New Yorkers have equitable access to those neighborhoods.

Limited affordability areas are New York City neighborhoods with a critical shortage of affordable rental housing, having few overall affordable units and a low rate of affordability turnover. In Fiscal 2025, 16 percent of HPD's new construction units were in limited affordability areas, a five percentage-point increase from the prior year. HPD has made specific intentional decisions to prioritize the financing of new construction opportunities in limited affordability areas, which is in line with HPD's broader fair housing framework. Additionally, six percent of the Agency's preservation units were in limited affordability areas, a four percentage-point increase compared to last year.

In Fiscal 2025, HPD supported the creation of 13,593 unrestricted housing units, a newly reported indicator and a six percent decrease from last fiscal year. Unrestricted housing units are market rate units produced in mixed income developments for which HPD provided assistance to finance the affordable portion. These units are not income restricted and are not counted toward mayoral housing plans, including the current Housing Our Neighbors plan, but they play a key role in expanding the City's housing supply.

HPD also provided stabilization-related financial assistance, including direct subsidies, tax benefits, or other financial assistance, to a total of 8,650 existing housing units that are not included in the mayoral housing plan count. While these units are not always income-restricted, this investment demonstrates HPD's commitment to preserving and improving the quality of the City's housing stock for current and future residents. In Fiscal 2025, this indicator decreased 31 percent from the prior year largely due to the expiration of the former J-51 tax incentive program and the transition to the newly reauthorized program.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ New construction in limited affordability areas (%)	7%	7%	6%	11%	16%	*	*	Up	*
★ Preservation in limited affordability areas (%)	1%	4%	9%	2%	6%	*	*	Up	*
Additional housing starts (unrestricted units)	NA	NA	13,193	14,516	13,593	*	*	NA	*
Stabilization housing assistance starts (units)	NA	NA	15,060	12,566	8,650	*	*	NA	*

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

Goal 2c Increase the quantity of affordable housing for low-income and senior households.

Through the production of affordable housing, HPD works to address the lack of affordable housing options for low-income individuals and families. In Fiscal 2025, 70 percent of all housing starts were designated for extremely low-income, very low-income, and low-income households earning less than 80 percent of the Area Median Income (AMI), or up to $116,640 for a family of three. Sixteen percent of all housing completions were for extremely low-income households, defined as those earning up to $43,740 for a family of three. This share is consistent with the previous year.

HPD also created and preserved 1,904 affordable units serving seniors in Fiscal 2025, a 34 percent decrease compared to the prior year, reflecting the mix of projects that closed during the fiscal year. Despite the decrease in housing serving seniors, the Agency has made a number of complementary policy and programmatic changes to ensure seniors are offered a wider range of affordability- and accessibility-focused interventions. The Agency remains committed to building housing serving seniors as one of a suite of options for meeting the full range of needs and preferences of the City's diverse older adult population.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Extremely low income (0-30% Area Median Income) starts (%)	18%	22%	23%	21%	20%	*	*	Neutral	*
★ Very low income (31-50% Area Median Income) starts (%)	40%	20%	22%	24%	18%	*	*	Down	*
Low income (51-80% Area Median Income) starts (%)	24%	30%	31%	26%	32%	*	*	Up	*
Extremely low income (0-30% Area Median Income) completions (%)	24%	17%	15%	19%	16%	*	*	Down	*
Very low income (31-50% Area Median Income) completions (%)	24%	36%	33%	28%	25%	*	*	Neutral	*
Low income (51-80% Area Median Income) completions (%)	36%	26%	31%	28%	28%	*	*	Down	*
Units started that serve senior households	3,214	1,051	1,842	2,875	1,904	*	*	Down	*
Units completed that serve senior households	1,324	1,290	1,631	2,906	950	*	*	Up	*

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

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

HPD's Division of Asset Management is responsible for ensuring the longevity and affordability of units the Agency has created and preserved. The Division tracks information on the physical and financial condition of properties, monitors compliance with regulatory requirements, and proactively identifies at-risk buildings and portfolios to stabilize struggling assets. In Fiscal 2025, the number of rental projects in HPD's asset management portfolio grew by 17 percent when compared to Fiscal 2024 to almost 2,500. The number of co-op projects in HPD's portfolio remained steady when compared to last year. The Asset Management portfolio of rental projects has grown as additional HPD-financed affordable housing projects complete construction and transfer to Asset Management. Further housing production is expected to lead to continued growth over the next few years.

In Fiscal 2025, 16 percent of rental projects and 32 percent of co-op projects in the Asset Management portfolio were at high risk of physical deterioration, financial distress, or noncompliance with federal requirements, slightly up from Fiscal 2024. Staff used these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes, and ownership changes, the Agency works to proactively identify and address at-risk projects before physical or financial distress escalates.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Asset management — Rental projects in portfolio	1,659	1,758	1,868	2,090	2,454	*	*	Up	*
★ Asset management — High risk rental projects in portfolio (%)	7%	9%	12%	14%	16%	⇩	⇩	Up	Down
Asset management — Co-op projects in portfolio	1,015	1,022	1,034	1,036	1,038	*	*	Neutral	*
Asset management — High risk co-op projects in portfolio (%)	27%	27%	28%	28%	32%	*	*	Up	Down

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

SERVICE 3 Efficiently offer New Yorkers housing-related subsidies and support.

Goal 3a Connect New Yorkers to affordable housing.

Beyond developing and financing housing, HPD helps New Yorkers who need housing to move into it as efficiently as possible. In line with the goals of Housing Our Neighbors, HPD is streamlining access to affordable housing and reducing administrative burden for residents. HPD seeks to increase the speed and ease with which housing seekers become connected to affordable homes through a lottery process that is fair and provides equal opportunity to all applicants.

In Fiscal 2025, 9,869 applicants (households) were approved for newly constructed units through the affordable housing lotteries available on Housing Connect, the City's online portal to find and apply for affordable rental and homeownership opportunities across the five boroughs. This is a six percent increase compared to the number of households approved for new units in Fiscal 2024, due to more affordable units being produced in previous years and becoming available for occupancy.

In Fiscal 2025, the median time to approve an applicant (household) for a lottery unit decreased by seven weeks to 142 days. Furthermore, the percent of applicants approved for a lottery unit within three and six months increased by eight and 12 percentage points, respectively. These faster times to process applicants for affordable units result from a number of tech performance and usability improvements to the lottery system, as well as programmatic updates to reduce administrative burden for all parties involved in the lease-up process.

The City finances the creation of homeless set-aside units each year, growing the pool of available new and re-rental units over time. In addition, developers may volunteer other affordable units, not originally set aside for the homeless, into HPD's homeless placement process. Department of Homeless Services (DHS) data on shelter exits complements HPD data to provide a more holistic picture of homeless households moving into City-financed affordable housing. In Fiscal 2025, HPD moved 3,743 homeless households into newly constructed units, up 11 percent from Fiscal 2024. The increase in homeless households moving into newly constructed units reflects an increase in volunteer units in recent years, encouraged by the Augmented City Fighting Homelessness and Eviction Prevention Supplement (CityFHEPS) voucher, which subsidizes rent for certain affordable middle-income units filled through HPD's homeless placement process. In Fiscal 2025, HPD moved 908 homeless households into re-rental units, up 41 percent over the same period. Re-rentals are largely driven by the number of units that become available because a tenant moves out.

In Fiscal 2025, HPD saw a four percent increase in median time to lease-up a new construction voluntary homeless placement unit, resulting in a median placement time that was eight days slower than in Fiscal 2024. In Fiscal 2025, the median time to lease up new construction homeless set-aside units increased by 20 percent, to 235 days. Homeless set-aside units have complex qualification steps, particularly related to subsidy processing. Overall, subsidy processing for homeless referrals is an inter-agency process that can take several weeks. The City is working to expedite homeless placement timelines through developing more automated technology systems, intensive inter-agency coordination, and process and policy changes to reduce administrative burden.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Applicants approved for a new construction unit through the lottery	5,343	6,585	8,903	9,305	9,869	*	*	Up	*
★ ✹ Homeless households moved into a newly constructed unit	1,465	1,574	1,989	3,371	3,743	*	*	Up	*
Homeless households moved into a re-rental unit	454	601	548	642	908	*	*	Up	*
Lottery projects — Completed applicant approvals within three months (%)	24%	23%	15%	18%	16%	*	*	Down	*
Lottery projects — Completed applicant approvals within six months (%)	54%	42%	32%	37%	41%	*	*	Down	*
Lottery projects — Completed applicant approvals after two years (%)	12%	26%	13%	9%	NA	*	*	NA	*
Lottery projects — Median time to complete applicant approvals (days)	168	171	262	202	210	*	*	Up	*
Lottery units — Applicants approved within three months (%)	56%	32%	21%	24%	32%	*	*	Down	*
Lottery units — Applicants approved within six months (%)	73%	51%	41%	45%	57%	*	*	Down	*
Lottery units — Applicants approved after two years (%)	2%	5%	5%	5%	NA	*	*	NA	*
★ Lottery units — Median time to approve an applicant (days)	88	163	192	191	142	*	*	Up	*
★ Median time to lease-up a homeless placement set-aside new construction unit (days)	106	203	243	196	235	*	*	Up	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	215	214	142	156	162	*	*	Down	*

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

Goal 3b Optimize rental subsidies for low-income New Yorkers.

The federal Section 8 program provides housing stability and mobility for low-income households with Section 8 vouchers. Section 8 funds provide subsidies for low-income households, allowing them to pay 30 percent of their income toward rent to live in housing that meets federal Housing Quality Standards. HPD's overall Section 8 voucher utilization rate was 86 percent at the end of Fiscal 2025, a three percentage-point decrease compared to Fiscal 2024 and below the target of 98 percent. While the number of Section 8 voucher households HPD subsidizes remained relatively steady, the Agency's utilization rate decreased because of increased attrition. The number of vouchers issued decreased by seven percent in Fiscal 2025 compared to Fiscal 2024, to 2,126. The decrease can be partially attributed to pausing the acceptance of new voucher applications due to budget constraints.

In Fiscal 2025, the median time from completed Section 8 voucher application to voucher issuance slowed by 33 days, reaching 77 days compared to 44 last year. Similarly, the median time from voucher issuance to lease-up time increased to 142 days, compared to 81 days the prior year. This change was partly due to a shift in the types of vouchers issued: in Fiscal 2025 a larger portion of incoming households received Tenant-Based Vouchers, while in Fiscal 2024, most received Project-Based (PBV) vouchers. PBVs typically have faster processing and leasing times because eligible households are matched directly with available units and do not need to identify housing on their own. By contrast, Tenant-Based Voucher holders must search for and secure a rental unit on the private market, which adds time and complexity. The number of households assisted through other programs increased by three percent in Fiscal 2025 to a five-year high, driven in part by increased lease-ups through the Emergency Housing Voucher program and NYC 15/15 program—the City's effort to create 15,000 units of supportive housing over 15 years.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Section 8 — Housing choice voucher utilization rate	97%	99%	98%	89%	86%	98%	98%	Down	Up
Section 8 — Housing choice vouchers issued	2,663	1,367	1,311	2,289	2,126	*	*	Neutral	Up
Section 8 — Housing choice voucher households assisted	36,891	37,502	37,444	37,394	36,263	*	*	Neutral	Up
★ Section 8 — Median time from completed application to voucher issuance (days)	26	26	57	44	77	*	*	Up	*
★ Section 8 — Median time from voucher issuance to lease up (days)	133	101	99	81	142	*	*	Neutral	*
Section 8 — Subsidized units in abatement (%)	1%	6%	6%	6%	7%	*	*	Up	Down
Households assisted through other programs	4,385	4,914	6,878	7,838	8,059	*	*	Up	Up

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

Goal 3c Increase the quantity of housing for people experiencing homelessness.

HPD is committed to prioritizing the creation of affordable housing for individuals and families who are experiencing homelessness, including supportive housing for homeless New Yorkers who need ongoing services and support to remain stably housed. In Fiscal 2025, HPD created or preserved 4,178 units for homeless households, including 1,962 supportive housing units. This represents the highest number of homeless units and the third highest number of supportive units on record for the Agency, reflecting a one percent increase and a nine percent decrease, respectively, compared to Fiscal 2024. In the same year, HPD completed 2,324 units for homeless households, remaining relatively steady since Fiscal 2024. This figure includes 738 supportive units, a 17 percent decrease from the previous fiscal year. HPD continues to work proactively with its development partners to ensure the timeliness of project completion schedules, including those with homeless units and supportive units.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Units started for homeless individuals and families	2,859	2,305	3,581	4,126	4,178	*	*	Up	*
Supportive units started	1,408	1,216	2,004	2,147	1,962	*	*	Up	*
Units completed for homeless individuals and families	1,884	2,058	2,794	2,377	2,324	*	*	Up	*
Supportive units completed	998	907	1,346	886	738	*	*	Down	*

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

Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

The Division of Emergency Housing Services (EHS) provides emergency relocation services and rehousing assistance to households who have been displaced from their homes as a result of fires or vacate orders. In Fiscal 2025, the emergency shelter census, which measures the number of individuals and households who stayed at least one night in emergency shelters, increased across all household types compared to Fiscal 2024. The census rose by 11 percent for single adults, 14

percent for adult families, and 25 percent for families with children. These numbers typically vary from year to year based on the unpredictable nature of emergencies. The total census for Fiscal 2025 was 739 for single adults, 357 for adult families, and 607 for families with children. The average length of stay in shelters decreased by two percent for single adults and decreased by three percent for adult families, to 564 days and 436 days, respectively. For families with children, the average length of stay increased by 12 percent to 318 days.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Census for single adults	713	697	754	664	739	*	*	Neutral	*
Census for adult families	215	268	298	314	357	*	*	Up	*
Census for families with children	357	389	456	486	607	*	*	Up	*
Average length of stay — Single adults (days)	706	673	617	573	564	*	*	Down	*
Average length of stay — Adult families (days)	400	421	462	447	436	*	*	Neutral	*
Average length of stay — Families with children (days)	328	350	340	283	318	*	*	Down	*

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

SERVICE 4 Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.

HPD is committed to promoting the participation of M/WBEs in the development and management of affordable housing in New York City. HPD seeks to address demonstrated disparities in M/WBE participation in affordable housing development and create inclusive development opportunities that direct the economic benefits of housing to communities that have historically been deprived of such benefits. HPD seeks to increase contracting opportunities for M/WBEs through the M/WBE Build Up program, in which developers with projects subsidized by HPD or the New York City Housing Development Corporation with funding of $2 million or more are required to allocate at least 25 percent of applicable costs to M/WBE firms. In Fiscal 2025, 84 percent of financed affordable housing projects were subject to the M/WBE Build Up program, a two percentage-point decrease compared to Fiscal 2024. Collectively, these projects are expected to spend over $328 million on M/WBE services. Separately, the total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program declined by 45 percent in Fiscal 2025 compared to Fiscal 2024, totaling just over $249 million. While more projects completed in Fiscal 2025, the individual M/WBE goal amounts for each project were smaller.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Financed affordable housing projects with an M/WBE Build Up goal (%)	82%	75%	75%	86%	84%	*	*	Neutral	*
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program ($)	$215,779,463	$142,872,610	$240,458,397	$328,206,342	$328,412,938	*	*	Up	*
★ Completed affordable housing projects that met or exceeded their M/WBE Build Up goal (%)	100%	100%	86%	100%	100%	*	*	Neutral	*
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program ($)	$126,611,722	$146,090,650	$130,734,287	$454,898,226	$249,061,610	*	*	Up	*

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

Goal 4b Support wage growth and workforce growth in New York City through housing-related City contracting.

City investment in the preservation and new construction of affordable housing drives economic growth and creates jobs. In Fiscal 2025, the City invested almost $2.1 billion in subsidies through HPD affordable housing programs, a four percent increase from Fiscal 2024. The number of construction jobs associated with housing production is based on annual construction expenditure figures, particularly hard and soft costs, provided by HPD. These costs decreased significantly from Fiscal 2024 to Fiscal 2025, driving a 38 percent decline in temporary construction jobs, from 37,834 in Fiscal 2024 to 23,412 in Fiscal 2025. This drop was further impacted by a year-over-year decline in new construction, which comprises a major share of total housing production. Permanent jobs associated with housing production also saw a modest decline of five percent, from 713 to 674.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total direct city subsidy investment	$1,294,188,539	$927,004,191	$1,580,501,114	$1,988,701,575	$2,067,625,413	*	*	Up	*
Employment impacts — Temporary jobs associated with housing production	29,486	25,420	33,194	37,834	23,412	*	*	Neutral	*
Employment impacts — Permanent jobs associated with housing production	622	519	629	713	674	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	26%	40%	28%	23%	25%	58%	58%	Down	Up
Letters responded to within 14 days (%)	31%	42%	9%	29%	30%	52%	52%	Down	Up
Average customer in-person wait time (minutes)	0	13	13	21	24	29	29	Up	Down
Visitors to the Division of Tenant and Owner Resources (DTOR) rating customer service as good or better (%)	0%	NA	NA	100%	96%	95%	95%	NA	Up
Completed requests for interpretation	328	NA	127	182	195	*	*	NA	*
CORE facility rating	NA	NA	94	97	98	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Percent meeting time to close - Heating (5 days)	92%	91%	94%	99%	99%	90%	90%	Neutral	*
Percent meeting time to close - Pests (30 days)	61%	59%	59%	61%	66%	60%	60%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	76%	78%	77%	78%	80%	70%	70%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	64%	62%	64%	67%	70%	69%	69%	Up	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	63%	62%	60%	62%	66%	68%	68%	Neutral	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$1,129.9	$1,194.4	$1,324.1	$1,871.8	$2,141.5	$2,040.2	$1,611.1	Up
Revenues ($000,000)	$62.3	$94.7	$92.3	$110.1	$131.4	$66.6	$39.5	Up
Personnel	2,335	2,251	2,410	2,433	2,424	2,792	2,861	Neutral
Overtime paid ($000,000)	$2.9	$3.4	$3.8	$3.7	$4.4	$2.9	$4.3	Up
Capital commitments ($000,000)	$1,033.8	$915.7	$1,410.9	$2,400.4	$2,742.8	$3,560.9	$3,252.6	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$219.5	$225.0	
001 - Office of Administration	$57.0	$59.5	All
002 - Office of Development	$35.6	$35.8	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	$22.4	$26.4	2a, 4a
004 - Office of Housing Preservation	$81.4	$78.1	1a, 1b
006 - Housing Maintenance and Sales	$23.1	$25.1	2a, 3a, 4b
Other Than Personal Services - Total	$1,652.4	$1,916.6	
008 - Office of Administration	$18.7	$14.4	All
009 - Office of Development	$47.6	$81.1	1b, 2a, 4a, 4b
010 - Housing Management and Sales	$22.1	$13.1	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	$80.7	$70.5	1a, 1b, 4b
012 - City Assistance to NYC Housing	$337.1	$597.6	All
013 - Rental Subsidy Program	$701.9	$822.4	2a, 4a
014 - Emergency Shelter Operations	$444.2	$317.3	1b
Agency Total	$1,871.8	$2,141.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- On March 25, 2025, Ahmed Tigani became HPD's Acting Commissioner, replacing outgoing Commissioner Adolfo Carrión Jr.
- The indicator 'Violations issued and removed in the same fiscal year' under Goal 1b is NA. This indicator is currently under review and therefore not available at this time.
- The target for indicator 'Total affordable housing completions' in Goal 2a was updated from 17,500 to 18,500 for Fiscal 2026 to set a more ambitious goal after surpassing recent housing production goals.
- Several indicators had data updated for previous years to reflect finalized information. These include:
  - Values for 'Violations closed' in Goal 1b were updated from 720,831 to 782,576 for Fiscal 2024.
  - Values for 'New construction starts (%)' in Goal 2a were updated from 42 to 43 for Fiscal 2021, from 51 to 52 for Fiscal 2023, and from 58 to 59 for Fiscal 2024.
  - Values for 'Preservation starts (%)' in Goal 2a were updated from 58 to 57 for Fiscal 2021, from 48 to 49 for Fiscal 2023, and from 42 to 41 for Fiscal 2024.
  - Values for 'Total affordable housing starts (units)' in Goal 2a were updated from 25,689 to 25,552 for Fiscal 2024.
  - Values for 'Low income (51-80% Area Median Income) starts (%)' in Goal 2a were updated from 30 to 31 for Fiscal 2023.
  - Values for 'Total affordable housing completions (units)' in Goal 2a were updated from 22,356 to 23,190 for Fiscal 2022, from 24,273 to 24,678 for Fiscal 2023, and from 21,428 to 25,558 for Fiscal 2024.
  - Values for 'New construction completions (%)' in Goal 2a were updated from 36 to 39 for Fiscal 2023, and from 44 to 52 for Fiscal 2024.
  - Values for 'Preservation completions (%)' in Goal 2a were updated from 64 to 61 for Fiscal 2023 and from 56 to 48 for Fiscal 2024.
  - Values for 'Rental completions (%)' in Goal 2a were updated from 89 to 90 for Fiscal 2021, from 64 to 66 for Fiscal 2022, from 63 to 65 for Fiscal 2023, and from 79 to 82 for Fiscal 2024.
  - Values for 'Homeownership completions (%)' in Goal 2a were updated from 11 to 10 for Fiscal 2021, from 36 to 34 for Fiscal 2022, from 37 to 35 for Fiscal 2023, and from 21 to 18 for Fiscal 2024.
  - Values for 'Very low income starts (%)' from Goal 2c were updated from 23 to 22 for Fiscal 2023.
  - Values for 'Very low income completions (%)' from Goal 2c were updated from 36 to 33 for Fiscal 2023, and from 31 to 28 for Fiscal 2024.
  - Values for 'Extremely low income completions (%)' from Goal 2c were updated from 16 to 19 for Fiscal 2024.
  - Values for 'Low income (51-80% Area Median Income) completions (%)' from Goal 2c were updated from 25 to 26 for Fiscal 2022, from 30 to 31 for Fiscal 2023, and from 26 to 28 for Fiscal 2024.
  - Values for 'Units started that serve senior households' from Goal 2c were updated from 3,321 to 3,214 for Fiscal 2021, from 1,792 to 1,842 for Fiscal 2023, and from 2,862 to 2,875 for Fiscal 2024.
  - Values for 'Units completed that serve senior households' from Goal 2c were updated from 1,521 to 1,324 for Fiscal 2021, from 1,276 to 1,290 for Fiscal 2022, and from 1,432 to 1,631 for Fiscal 2023.
  - Values for 'Asset management—High risk rental projects in portfolio (%)' from Goal 2d were updated from 8.6 to 9.0 for Fiscal 2022.
  - Values for 'Asset management—High risk co-op projects in portfolio (%)' from Goal 2d were updated from 26.9 to 27.0 for Fiscal 2022.

- Values for the indicators 'Lottery units—Completed applicant approvals after two years (%)' and 'Lottery units—Applicants approved after two years (%)' in Goal 3a were updated from NA to 9 and 5, respectively, for Fiscal 2024.
- Values for 'Section 8—Housing choice voucher utilization rate' from Goal 3b were updated from 98.8 to 99.0 for Fiscal 2022.
- Values for 'Supportive units started (%)' from Goal 3c were updated from 1,972 to 2,004 for Fiscal 2023, and from 2,155 to 2,147 for Fiscal 2024.
- Values for 'Supportive units completed (%)' from Goal 3c were updated from 1,275 to 1,346 for Fiscal 2023.
- Values for 'Units started for homeless individuals and families' from Goal 3c were updated from 3,565 to 3,581 for Fiscal 2023.
- Values for 'Units completed for homeless individuals and families' from Goal 3c were updated from 1,940 to 1,884 for Fiscal 2021, from 1,981 to 2,058 for Fiscal 2022, and from 2,314 to 2,377 for Fiscal 2024.
- Values for 'Employment impacts—Temporary jobs associated with housing production' from Goal 4b were updated from 28,871 to 29,486 for Fiscal 2021, and from 25,094 to 25,420 for Fiscal 2022.
- Values for 'Employment impacts—Permanent jobs associated with housing production' from Goal 4b were updated from 604 to 622 for Fiscal 2021, and from 507 to 519 for Fiscal 2022.

- Goal 2b was renamed from 'Increase the quantity of affordable housing in areas of New York City where housing will create the greatest benefit for its residents' to 'Ensure housing options in every neighborhood give New Yorkers choice and opportunity,' to reflect HPD's emphasis on creating affordable housing options throughout New York City.
- The indicator 'New construction in limited affordability areas (%)' in Goal 2b was renamed from 'New construction in low affordability areas (%),' and the indicator 'Preservation in limited affordability areas' was renamed from 'Preservation in low affordability areas,' to match updated internal HPD language.
- Two new indicators, 'Additional housing starts (unrestricted units)' and 'Stabilization housing assistance starts (units),' were added to Goal 2b. These new indicators reflect HPD's broader impact beyond the direct financing of income-restricted affordable housing. Through its close work with both public and private partners, HPD contributes to the development and preservation of housing that adds to the City's overall supply and improves stability in ways not captured in existing indicators.
- HPD is transitioning to reporting three indicators without decimal places. Data was rounded for previous years. These include 'Asset management—High risk rental projects in portfolio (%)' and 'Asset management—High risk co-op projects in portfolio (%)' from Goal 2d, and 'Section 8—Housing choice voucher utilization rate' from Goal 3b.
- In the Agency Customer Service section, the indicator 'Visitors to the Division of Tenant and Owner Resources (DTOR) rating customer service as good or better (%)' was renamed from 'Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better' to properly reflect updates to the division name.

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

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

NEW YORK CITY HOUSING AUTHORITY

Lisa Bova-Hiatt, Chief Executive Officer

WHAT WE DO

The New York City Housing Authority (NYCHA), also referred to as the Authority, provides affordable housing to 513,428 authorized residents in 177,565 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 290,006 authorized residents in 150,380 apartments within 234 housing developments through the conventional public housing program (Section 9) and 50,660 authorized residents in 27,185 units within 101 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 111,330 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

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 Fiscal 2025, NYCHA engaged 220,406 residents in the design and implementation of key initiatives, including planning for PACT conversions and the Trust. A total of 73 resident association leadership elections were completed during the fiscal year, 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 continued to facilitate an engagement plan for planning the future of the Trust.

In Fiscal 2025, resident votes were completed at Coney Island Houses and Coney Island I (Site 1B), both in Coney Island, Brooklyn, at Hylan Houses in Bushwick, Brooklyn, and at Randall Avenue-Balcom Avenue and Throggs Neck Addition developments in the Bronx. One hundred days of public engagement at the developments were followed by 30 days of voting, during which time residents could choose from three ballot options: remain in traditional Section 9 public housing, join the Trust, or enter the PACT program. The Trust model allows NYCHA to continue to own, operate, and maintain the property while unlocking higher, more stable Section 8 funding streams from the federal government, while the PACT model allows NYCHA to own the property while private developers perform capital improvements and manage the property. Section 9 is traditional public housing that receives capital and operations subsidies from the federal government, and NYCHA maintains ownership and management over the property. Resident votes on which model to choose could be placed by mail, online or, during the last 10 days of the voting period, in person. Results were certified by an independent, third-party voting administrator. Coney Island Houses and Throggs Neck Addition developments elected to remain in Section 9. Randall Avenue-Balcom Avenue development residents voted to enter the PACT program. Following an initial tie vote, NYCHA conducted a run-off election at Hylan Houses in the Bushwick neighborhood of Brooklyn; Hylan Houses opted into the Trust model.

The Trust now has four developments with 1,776 units in its pipeline at various stages of pre-development. In Fiscal 2025, the Trust shortlisted design-builders to complete comprehensive renovations of Bronx River Addition development in the Bronx and Nostrand Houses in Brooklyn and began reviewing proposals. The Trust also released a Request for Qualifications for design-builders to renovate the Coney Island I (Site 1B) development. Planning for comprehensive modernization started at Hylan Houses 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 IN FISCAL 2025

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

NYCHA has been working diligently to improve its rent collection. Rent collection was significantly impacted by the effects of the COVID-19 pandemic, which left many NYCHA residents struggling to pay their arrears. Cumulative rent collection dipped slightly from 69.2 percent in Fiscal 2024 to 68.6 percent in Fiscal 2025. NYCHA did not meet the target of 97.5 percent. Rent delinquency remained steady at 44.3 percent in Fiscal 2025. As of June 2025, 62,144 households were in rent arrears, a drop of four percent compared to the same period last year (64,711).

As part of the effort to decrease rent delinquencies, NYCHA has worked directly with the New York State Office of Temporary and Disability Assistance (OTDA) to obtain benefits on behalf of households, first under the Emergency Rental Assistance Program (ERAP), and more recently the New York State-funded COVID-19 Rental Assistance Program (CRA) and the federally funded HOME American Rescue Plan Program (HOME-ARP). These one-time programs are intended to help residents recover from the economic impacts of the COVID-19 pandemic so that they can better meet their ongoing obligation to pay rent. As of June 2025, NYCHA residents have received $34,500,047 from CRA and $95,040,734 from HOME-ARP. Rent payments are a crucial part of NYCHA's budget, as the money goes toward property maintenance and repairs. 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.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Rent collection (%)	78.1%	66.8%	62.2%	69.2%	68.6%	97.5%	97.5%	Neutral	Up
Rent delinquency rate (%)	40.2%	44.5%	45.3%	44.2%	44.3%	*	*	Neutral	Down
Households in rent arrears	62,569	68,459	68,609	64,711	62,144	*	*	Neutral	Down

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

Goal 1b Expedite maintenance and repairs.

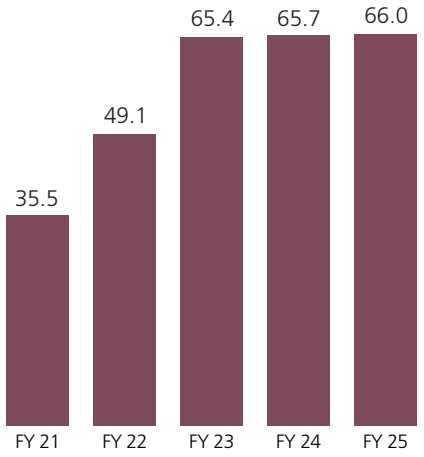
The average time to resolve emergency repair requests was 17 percent faster in Fiscal 2025 than in Fiscal 2024, down from 20 hours and 43 minutes to just over 17 hours in Fiscal 2025 and remaining below the 24-hour target. Emergency work orders include heat and hot water work orders for individual units, elevator outages, leaks, stove work orders, and gas outages. NYCHA continues to prioritize these time-sensitive work orders.

The average days to complete maintenance work orders dropped by 19 percent from 5.03 days in Fiscal 2024 to 4.06 days in Fiscal 2025 and was below the target of seven days. The average days to complete skilled trades and vendor work orders also dropped by three percent from 133.37 days in Fiscal 2024 to 129.65 days in Fiscal 2025. While still facing incredible challenges with the aging infrastructure and staggering capital needs, NYCHA has seen improvement for work order timeliness 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. Since the launch of this new tool in January 2025, NYCHA had reduced its missed skilled trade appointments, with hundreds of additional on-time appointments made for NYCHA residents per month. 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.

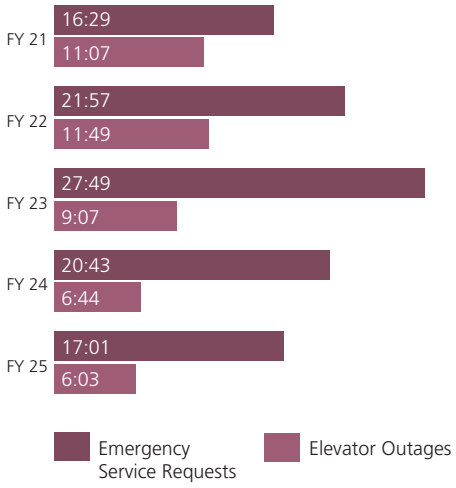
NYCHA continues to improve its response to elevator outages. The average time to resolve elevator outages dropped by 10 percent to 6 hours and 3 minutes in Fiscal 2025 from 6 hours and 44 minutes in Fiscal 2024 and was below the target of 10 hours. The elevator service uptime was 99.4 percent, exceeding the target of 97 percent. Efforts to improve elevator service include backfilling vacancies in the elevator mechanic, elevator mechanic helper, and city laborer titles; hiring and training additional elevator mechanic teams; and installing new elevator equipment such as air conditioners in motor rooms and

voltage regulators to help reduce outages during summer months when low voltage conditions are expected. 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, to track progress on repairs. The number of alleged elevator injuries increased from one in Fiscal 2024 to 11 in Fiscal 2025. Most alleged elevator injuries are related to issues with aging door operators that may open or close too quickly during severe wet weather; NYCHA is actively upgrading to new waterproof door operators to minimize weather-related outages and injuries. There were no elevator-related fatalities. 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.

Average Time to Resolve Non-Emergency Service Requests (days)



Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)



In Fiscal 2025, NYCHA made significant progress towards meeting the targets for safety and cleanliness laid out in the 2019 HUD Agreement. NYCHA has updated the Standard Procedures, made systems enhancements, boosted training, and increased data analytics and staffing. Despite improvements across several measures, NYCHA has not yet met certain standards and deadlines set forth in the HUD Agreement and continues to work with an independent federal monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and continues to issue quarterly reports on NYCHA's compliance with the agreement. 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 October 2023, NYCHA created a specialized team that responds to rat complaints within 24 hours. This has driven the reduction in response time to rat complaints; in Fiscal 2025, the percentage of rat complaints responded to within two business days improved by 17 percentage points, up from 73.6 percent in Fiscal 2024 to 90.1 percent, exceeding the target of 75 percent. The percentage of rat complaints responded to within five days increased by 13 percentage points from 80.2 percent to 93.3 percent. For 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; in Fiscal 2025, the percentage of complaints from these pests responded to within seven days increased by 44 percentage points, from 32.4 percent in Fiscal 2024 to 76.2 percent in Fiscal 2025. Similarly, the percentage of these pest complaints responded to within 10 days increased by 40 percentage points, from 52.4 percent in Fiscal 2024 to 92.1 percent in Fiscal 2025. NYCHA continues to focus on scheduling work orders within seven days to ensure a timely response.

In Fiscal 2025, NYCHA continues to remediate mold to meet the HUD Agreement goals. NYCHA continues to use tools, such as its Mold and Leak Scorecard data dashboard, 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 improved inspection and remediation even if these areas of work are not yet meeting the HUD Agreement targets. The percentage of mold removed within five business days improved from 9.2 percent in Fiscal 2024 to 11.5 percent in Fiscal 2025. Simple mold cases completed within seven days dropped two percentage points from 30.2 percent to 28.0 percent. NYCHA faces challenges with the increased workload for maintenance workers and for workers with the Caretaker X title in other critical areas, such as the requirement that NYCHA inspect every apartment each year, and the work to increase the number of vacant apartment turnovers at each property. Staff responsible for these inspections and turnovers also respond to simple mold cases.

NYCHA has improved its handling of complex mold cases. The percentage of complex mold cases resolved within 15 days increased from 3.7 percent in Fiscal 2024 to 7.6 percent in Fiscal 2025. NYCHA is not yet meeting the HUD Agreement goal of 95 percent. These cases are complex, as they 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.

In Fiscal 2025, NYCHA remediated five percent more units for lead than in Fiscal 2024, exceeding its target of 3,000 units abated to comply with the lower legal threshold for lead first enacted in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours:minutes)	16:29	21:57	27:49	20:43	17:01	24:00	24:00	Neutral	Down
★ Average time to resolve non-emergency service requests (days)	35.5	49.1	65.4	65.7	66.0	15.0	⇩	Up	Down
Non-emergency service requests resolved within 15 days (%)	NA	74%	71%	75%	77%	75%	75%	NA	Up
Non-emergency service requests resolved within 60 days (%)	NA	85%	82%	85%	85%	100%	100%	NA	Up
Average time to complete maintenance work orders (days)	NA	8.10	6.23	5.03	4.06	*	7.00	NA	Down
Average time to complete skilled trades and vendor work orders (days)	NA	77.40	109.04	133.37	129.65	*	*	NA	Down
★ Average time to resolve heat outages (hours:minutes)	7:20	8:16	7:30	6:37	6:50	12:00	12:00	Down	Down
★ Average time to resolve elevator outages (hours:minutes)	11:07	11:49	9:07	6:44	6:03	10:00	10:00	Down	Down
★ Elevator outages resolved within 10 hours (%)	NA	71.80%	77.78%	87.12%	89.65%	85.00%	85.00%	NA	Up
★ Average outage per elevator per month	1.09	1.07	0.93	0.78	0.70	1.01	1.01	Down	Down
★ Elevator service uptime (%)	98.2%	97.8%	98.0%	99.3%	99.4%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	7	6	6	1	11	⇩	⇩	Up	Down
★ Elevator-related fatalities	0	0	0	0	0	⇩	⇩	Neutral	Down
★ Rat complaints responded within 2 business days (%)	NA	44.2%	40.7%	73.6%	90.1%	75.0%	75.0%	NA	Up
★ Rat complaints responded within 5 days (%)	NA	52.7%	53.0%	80.2%	93.3%	100.0%	100.0%	NA	Up
★ Other pest complaints responded within 7 days (%)	NA	30.0%	17.9%	32.4%	76.2%	75.0%	75.0%	NA	Up
★ Other pest complaints responded within 10 days (%)	NA	35.5%	26.4%	52.4%	92.1%	100.0%	100.0%	NA	Up
★ Mold removed within 5 business days (%)	NA	2.9%	6.6%	9.2%	11.5%	95.0%	95.0%	NA	Up
Simple mold repairs completed within 7 days (%)	NA	17.9%	28.1%	30.2%	28.0%	95.0%	95.0%	NA	Up
★ Complex mold repairs completed within 15 days (%)	NA	2.1%	3.6%	3.7%	7.6%	95.0%	95.0%	NA	Up
★ Mold cases without recurrence (%)	NA	87.9%	86.7%	83.6%	87.9%	85.0%	85.0%	NA	Up
★ Units abated for lead	NA	621	3,267	5,037	5,295	⇧	⇧	NA	Up
Management cost per dwelling unit per month ($)	$1,132	$1,197	$1,372	$1,345	$1,419	$875	$875	Up	*

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

Goal 1c Optimize apartment usage and ensure rental equity.

The turnaround time to re-occupy apartments dropped 13 percent from 424.4 days in Fiscal 2024 to 371.1 days in Fiscal 2025. NYCHA is above the target of 300 days, but has made significant progress in prioritizing the turning over of vacant units by completing the required preparation, including completing needed repairs and inspections. The number of new move-ins rose by 42 percent from 3,251 in Fiscal 2024 to 4,630 in Fiscal 2025, and as of June 2025, there were 18 percent more vacant units with turnover in progress (5,986) compared to the same point last year (5,087). This is primarily due to the return to the rent roll of units that were previously held for relocation for the comprehensive modernization projects at some NYCHA developments.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average turnaround time for vacant units (days)	114.2	160.8	370.0	424.4	371.1	300.0	300.0	Up	Down
New move-ins (units)	NA	NA	2,104	3,251	4,630	*	*	NA	*
Vacant units - turnover in process	NA	NA	NA	5,087	5,986	*	*	NA	*

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

Goal 1d Improve safety and security.

The number of felony crimes in NYCHA developments reported by the New York City Police Department (NYPD) dropped by nine percent in Fiscal 2025, down from 6,117 in Fiscal 2024 to 5,581. NYCHA continues to strengthen its relationship with law enforcement agencies, and takes safety measures such as assigning security guards to 51 senior housing locations, 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. In Fiscal 2025, NYCHA collaborated with NYPD on the removal of illegal e-bikes from NYCHA development property and conducted Comprehensive Development Safety and Risk Assessments to help identify developments at high risk for safety concerns. To prevent package and delivery thefts, NYCHA's Office of Public Safety is working with Amazon to install exterior lockers in every development where residents are receptive to the program.

NYCHA also works with resident leadership and their associations to secure additional funding for security enhancements, such as LED lighting, closed-circuit television (CCTV), Layered Access Control (LAC) entrances, and increased communication about safety and security issues for residents. Capital improvements for safety and security cover cameras for closed circuit monitoring of entryways, corners, elevator lobbies and select roofs. Improvements include lighting upgrade or replace existing lighting with new more efficient and brighter lamps to better illuminate paths of travel, lobbies, and exterior of buildings. Entryway projects focus on the installation of new doors, locksets, and layered access controls which utilize electronic entry and intercoms to provide access to residents. In Fiscal 2025, NYCHA has completed CCTV/LAC projects across 71 developments, new lighting across 34 developments, and new entrances at 12 developments. Additional security upgrades and investments are forecasted across 12 developments, with active construction at six sites, and projects in the planning, design, and procurement phases for another six developments. New lighting projects are in construction at four sites, while one additional project is in planning. New entrances are being constructed at two developments, and seven developments are in pre-construction phases.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	14.9	17.6	17.9	19.4	19.4	*	*	Up	Down
★ Major felony crimes in public housing developments	5,373	5,859	6,062	6,117	5,818	⇩	⇩	Neutral	Down

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

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

In Fiscal 2025, the percentage of active capital projects on schedule or with minor delays increased from 67.2 percent to 75.4 percent, meeting a target of 75 percent that was set in line with industry practice. This is an eight percentage-point increase in completing work within the forecasted schedule and is the result of improvements in planning, schedule management and broader project management practices that NYCHA's Asset & Capital Management Division implemented from Fiscal 2022 through Fiscal 2024. The percentage of active capital projects in the construction phase that are on schedule or with minor delays dipped from 85.1 percent in Fiscal 2024 to 82.1 percent in Fiscal 2025 and was below the 85 percent target. This decrease of three percent is driven by projects in NYCHA's heating, elevator, and roofing programs at large developments which have experienced extended delays due to site coordination and conditions related issues, as well as internal and external agency approvals.

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 residents have the same basic rights as they possess in the public housing program. In Fiscal 2025, through the PACT program, NYCHA preserved 14 developments consisting of 76 buildings and 5,434 units, a 46 percent increase in units from Fiscal 2024 (though still below the target) even though fewer buildings and developments were preserved. There were 4,191 units rehabbed through PACT, up 38 percent from Fiscal 2024. The public housing portfolio has decreased as more developments are converting to PACT. NYCHA's conventional Section 9 program now consists of about 150,000 units across 234 developments and 1,858 buildings.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Active capital projects on track or with minor delays (%)	NA	NA	NA	67.2%	75.4%	75.0%	75.0%	NA	Up
★ Active capital projects in construction phase on track or with minor delays (%)	NA	NA	NA	85.1%	82.1%	85.0%	85.0%	NA	Up
★ Public Housing Portfolio — Unit Inventory	168	162	160	156	150	*	*	Down	*
Public Housing Portfolio — Buildings	2,198	2,106	2,063	1,934	1,858	*	*	Down	*
Public Housing Portfolio — Developments	285	277	273	248	234	*	*	Down	*
PACT Portfolio — Developments preserved	17	8	4	25	14	*	*	Up	*
PACT Portfolio — Buildings preserved	38	79	43	128	76	*	*	Up	*
PACT Portfolio — Units preserved	1,718	5,909	2,597	3,728	5,434	9,000	9,000	Up	*
PACT Portfolio — Units rehabbed	1,810	2,625	0	3,039	4,191	*	*	Up	Up
PACT Portfolio — Cumulative developments preserved	50	58	62	87	101	*	*	Up	*
PACT Portfolio — Cumulative buildings preserved	NA	305	348	476	552	*	*	NA	*
PACT Portfolio — Cumulative units preserved	9,517	15,426	18,023	21,751	27,185	*	*	Up	*
PACT Portfolio — Cumulative units rehabbed	NA	5,830	5,830	8,869	13,060	*	*	NA	*

★ 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.

The number of applicants placed in public housing rose by 71 percent from 1,215 in Fiscal 2024 to 2,077 in Fiscal 2025, as NYCHA has prioritized the preparation of vacant units for rental. The number of homeless applicants placed in public housing more than doubled from 510 to 1,021, as NYCHA received double the number of weekly referrals from DHS in Fiscal 2025 compared to Fiscal 2024 (100 compared to 50). The number of homeless applicants placed through Section 8 decreased 48 percent from 2,125 in Fiscal 2024 to 1,097 in Fiscal 2025. This decrease is a result of a combination of factors, including NYCHA reaching its allotment for the Emergency Housing Voucher Program.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Apartment attrition rate (%)	3.9%	3.2%	3.0%	3.4%	4.1%	*	*	Neutral	*
★ Occupancy rate (%)	98.6%	97.5%	96.8%	96.3%	95.5%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,035	1,362	1,029	1,215	2,077	*	*	Down	Up
Homeless applicants placed in housing — Total	2,323	1,842	4,425	2,635	2,118	*	*	Neutral	*
– NYCHA housing	1,597	668	650	510	1,021	*	*	Down	*
– Section 8	726	1,174	3,775	2,125	1,097	*	*	Up	*
Working families residing in public housing (cumulative) (%)	45.3%	42.8%	38.2%	38.5%	38.3%	*	*	Down	Up

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

Goal 2c Increase access to affordable housing in privately owned units.

As of June 2025, the number of families on the Section 8 waiting list increased from 5,000 to approximately 197,000. On August 1, 2024, NYCHA announced the establishment of a new Section 8 Housing Choice Voucher (HCV) waitlist, with 200,000 households randomly selected via lottery following an online application process that ran from June 3 through June 9, 2024.

The Housing Assistance Payments (HAP) funding utilization rate increased by seven percentage points from 98 percent in Fiscal 2024 to 105 percent in Fiscal 2025. NYCHA can use over 100 percent of its HAP funding for a fiscal year when new resident admissions and new rent increases occur in the new calendar year. When this occurs, NYCHA is able to use available HUD-held funds to cover the amount over 100 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Section 8 — Families on waiting list (000)	34	17	16	5	197	*	*	Up	Down
Section 8 — Maximum allowable vouchers	106,410	108,410	109,823	112,346	116,671	*	*	Neutral	*
Section 8 — Funded vouchers	88,880	93,570	97,070	98,947	101,943	*	*	Up	*
Section 8 — Funded vouchers occupied units (%)	100.0%	99.0%	97.0%	98.0%	101.0%	97.0%	97.0%	Neutral	Up
★ Section 8 — Utilization rate for authorized vouchers (%)	84.0%	84.0%	85.0%	85.0%	89.0%	86.0%	86.0%	Neutral	Up
Section 8 — Housing Assistance Payments funding utlization rate (%)	99.0%	100.0%	93.0%	98.0%	105.0%	*	*	Neutral	*
★ Section 8 — Occupied units	88,143	93,028	98,414	104,040	111,164	87,000	87,000	Up	Up
Section 8 — Biennial inspections	61.0%	85.0%	97.0%	96.0%	98.0%	*	*	Up	Up
Section 8 — Annual recertifications	99.0%	99.0%	99.0%	99.0%	99.0%	*	*	Neutral	Up
Section 8 — Applicants placed through vouchers	2,397	6,660	2,974	6,358	6,320	*	*	Up	Up

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

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual assault victims, as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The emergency transfer priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development.

The number of residents approved for this category of emergency transfer dropped by 10 percent, from 1,207 in Fiscal 2024 to 1,084 in Fiscal 2025. The decrease in residents approved for emergency transfers during this period is due to NYCHA restoring many closed transfer requests rather than having tenants reapply for new transfers, while still ensuring their transfer needs are met. If the cases were not restored, tenants would have to submit new transfer requests which would have increased the number of approved transfers. The processing time for emergency transfers rose by 16 percent from 10.09 days to 11.68 days but remained well below the 45-day target. This increase is primarily attributed to a technical error with the processing of transfer requests as well as the lack of proper documents in a small number of cases. NYCHA created an internal process to monitor and resolve these issues in a timely manner.

Referrals to supportive services provided to senior residents declined by 23 percent from 39,684 in Fiscal 2024 to 30,530 in Fiscal 2025. This is because during this period, Elderly Safe at Home (ESAH) programs decreased from 20 to 17 designated sites due to PACT conversions.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Residents approved for emergency transfers	2,266	1,783	1,552	1,207	1,084	*	*	Down	*
★ Emergency transfer disposition time (days)	17.16	12.20	13.34	10.09	11.68	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	93%	91%	92%	95%	97%	76%	76%	Neutral	Up
Referrals to supportive social services for senior residents	81,176	34,263	38,083	39,684	30,530	*	*	Down	Up

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

Goal 3b Increase employment opportunities for NYCHA residents.

Resident job placements include direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department, as well as partner placements. Overall placements were down seven percent from 2,531 Fiscal 2024 to 2,361 in Fiscal 2025. Direct placements rose seven percent from 854 to 914. Partner placements decreased by 14 percent from 1,677 to 1,447 due to the closing of a Jobs Plus site (a place-based employment program designed to increase the earnings and employment of working-age residents in designated public housing) in East Harlem and reorganization of another in July 2024.

The percentage of job placements to program graduates rose by five percentage points from 78 percent in Fiscal 2024 to 83 percent in Fiscal 2025. Higher partner placements (such as Green City Force), as well as the inclusion of graduates of several vocational training programs who completed training in late Fiscal 2024 but were placed in Fiscal 2025 contributed to the increase.

Youth placed in jobs through youth employment programs decreased by two percent from 4,325 in Fiscal 2024 to 4,248 in Fiscal 2025. In addition to the youth directly hired through its seasonal program and other positions, NYCHA continues its collaboration with the City's Department of Youth and Community Development and their providers on the Summer Youth Employment Program Career FIRST and MAP to $uccess programs.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Resident job placements — Total	1,411	1,663	2,652	2,531	2,361	⇧	⇧	Up	Up
– Direct placements	1,175	1,110	1,031	854	914	1,593	1,593	Down	Up
– Program and partner placements	236	553	1,621	1,677	1,447	*	*	Up	*
– Job training graduates placed (%)	86%	71%	84%	78%	83%	*	*	Neutral	Up
– Youth placed through youth employment programs	3,231	3,516	3,630	4,325	4,248	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Completed requests for interpretation	156,054	167,095	152,274	131,289	158,052	*	*	Neutral	*
E-mails responded to within 14 days (%)	98.6%	98.4%	82.4%	NA	NA	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes:seconds)	NA	40:54	28:42	44:42	33:08	*	*	NA	Down
CORE facility rating	97	99	95	98	92	*	*	Neutral	Up
Calls answered within 30 seconds (%)	76.5%	67.5%	63.8%	32.5%	27.1%	*	*	Down	Up
Agency customers surveyed for overall customer satisfaction	19,793	25,167	27,148	11,135	9,698	*	*	Down	Up
Customers rating service good or better (%)	72.6%	73.0%	79.0%	84.0%	94.0%	71.0%	71.0%	Up	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$4,035.3	$4,035.3	$4,652.0	$4,866.4	$5,300.7	$5,355.8	$5,546.9	Up
Revenues ($000,000)	$3,948.4	$3,948.4	$4,704.1	$4,814.0	$5,413.1	$5,355.8	$5,329.9	Up
Personnel	11,689	11,772	11,891	11,896	11,998	12,451	12,368	Up
Overtime paid ($000,000)	$155.7	$155.7	$198.0	$209.2	$212.0	$181.6	$181.6	Up
Capital commitments ($000,000)[4]	$103.1	$235.1	$416.6	$862.2	$571.8	$968.8	$1,279.5	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. [2]Authorized Budget Level [3]Expenditures include all funds [4] Includes funds authorized in the City budget only, and excludes federal, State and other capital funds utilized by NYCHA. "NA" - Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The target for the indicator 'Average time to resolve non-emergency service requests (days)' in Goal 1b has been removed starting in Fiscal 2026. The new indicators on percentage of non-emergency service requests completed within 15 and 75 days better illustrate NYCHA's service goals for non-emergency service requests.
- The indicators 'Non-emergency service requests completed within 15 days,' with a target of 75 percent, and 'Non-emergency service requests completed within 60 days,' with a target of 100 percent, were added to Goal 1b. These additions reflect alignment with NYCHA's service goals.
- Four new indicators related to the PACT program were added to Goal 2a. In addition to the existing metrics that measure PACT preservations and rehabs completed in the current reporting period, these four new metrics will measure cumulative preservations since the inception of the PACT program. The new metrics are 'PACT Portfolio—Cumulative development preserved,' 'PACT Portfolio—Cumulative buildings preserved,' 'PACT Portfolio—Cumulative units preserved,' and 'PACT Portfolio—Cumulative units rehabbed.'
- Data was corrected for several PACT program indicators in Goal 2a. 'PACT Portfolio—Developments preserved' was corrected from 0 to 17 for Fiscal 2021 and from 0 to 8 for Fiscal 2022, 'PACT Portfolio—Units preserved' was corrected from 0 to 1,718 for Fiscal 2021 and from 0 to 5,909 for Fiscal 2022, 'PACT Portfolio—Units rehabbed' was corrected from 0 to 1,810 for Fiscal 2021, and 'PACT Portfolio—Buildings preserved' was corrected from 0 to 38 for Fiscal 2021.
- The indicator 'Vacant Available Units' has been renamed to 'Vacant units—turnover in progress.' The new name reflects the fact that these units are not immediately available to rent and may need additional work to be move-in ready.
- Fiscal 2025 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 **Sarah Carroll, Chair**

WHAT WE DO

The Landmarks Preservation Commission (LPC) is responsible for protecting New York City's architecturally, historically, and culturally significant buildings and sites by granting them landmark or historic district status and regulating them after designation. LPC was established by the New York City Landmarks Law, passed in 1965 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. The Commission has designated 38,113 buildings and sites, including 1,464 individual landmarks and 157 historic districts and extensions across all five boroughs. LPC helps protect the City's landmark properties by regulating changes made to these buildings and sites. The Commission reviews applications for work on designated properties, issues permits, provides technical guidance and education on how to preserve these historic resources, investigates complaints of illegal work, and initiates action to ensure compliance with Landmarks Law. 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.

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. LPC staff meets community members in their neighborhoods and offers online tutorials 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.

During Fiscal 2025, LPC granted landmark designation status to the Jacob Day Residence, a row house located at 50 West 13th Street in Manhattan that was home to prominent 19th-century abolitionist and Black business owner Jacob Day, and later became a hub for performances of work by Black writers such as Gwendolyn Brooks, Countee Cullen, and Langston Hughes. Also in Fiscal 2025, LPC held hearings for five proposed individual landmarks in the Garment District of Manhattan, including the Lefcourt Clothing Center, which served as home to the International Ladies Garment Workers Union, and is now owned by the union's present-day incarnation, Unite Here. In proposing this designation, LPC recognized the union's key role in improving the industry's working conditions and wages for women. In June 2025, LPC commemorated the one-year anniversary of the designation of the Frederick Douglass Memorial Park in Staten Island—founded when discrimination and segregation excluded Black New Yorkers from other burial sites—with the unveiling of a plaque written by LPC's Research Department staff.

In March 2025, LPC marked one year since the launch of Portico, the Commission's online application portal that provides a user-friendly customer experience for people applying for permits to do work on their designated properties. Portico furthers LPC's equity goals by allowing the Commission to better serve New Yorkers through a more efficient, transparent, and accessible permitting process. Since Portico's launch, LPC has reduced the average amount of time in which it issues the most common types of permits by more than 30 percent, and the number of applications received and reviewed by LPC's expedited review services increased by more than a third.

LPC has bolstered the use of Portico with extensive outreach to teach property owners how to use the tool. In Fiscal 2025, LPC's staff presented at a meeting with the citywide Business Improvement Districts organized by the Department of Small Business Services and held information sessions for homeowners in Harlem, Hunts Point in the Bronx, and Flatbush, Bushwick, and Sunset Park in Brooklyn, offering on-site language interpretation services to ensure that LPC's outreach is inclusive of the City's diverse population.

LPC also advanced equity goals in Fiscal 2025 with the launch of an updated Permit Guidebook, which helps applicants file applications that include the correct materials so that the Commission can more quickly issue permits, and two enhanced online mapping tools that offer streamlined access to a broader array of information and resources.

OUR SERVICES AND GOALS

SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

Goal 1a Identify and designate eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Goal 1c Increase landmark regulations compliance.

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

Goal 1a Identify and designate eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

In Fiscal 2025, the Commission completed four designations, comprised of two individual landmarks and two interior landmarks, down from 11 in Fiscal 2024. The number of buildings designated decreased from 164 to four. 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 a range of stakeholders. The number of designations in a fiscal year represents a snapshot in time and is impacted by the number of sites that are in the pipeline; for example, in Fiscal 2025, LPC initiated the designation process for two historic districts in Flatbush, Brooklyn and held public hearings for five proposed individual landmarks in Midtown South that were designated soon after the close of Fiscal 2025.

LPC furthered its Equity Framework goals in Fiscal 2025 with the designation of the Jacob Day Residence as an individual landmark, commemorating the rare surviving 19th-century building, which has direct links to New York City's abolitionist history. In May 2025, the Commission recognized the City's important history of innovation in Modernist architecture through the designation of the Paul Rudolph-designed Modulightor Building Apartment Duplex as an interior landmark and the designation of the Marcel Breuer-designed (Former) Whitney Museum of American Art as both an individual and interior landmark.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Individual, interior, and scenic landmarks, and historic districts designated	10	3	12	11	4	*	*	Down	*
– Individual, interior, and scenic landmarks designated	8	1	10	10	4	*	*	Neutral	*
– Historic districts designated	2	2	2	1	0	*	*	Down	*
★ Total buildings designated	339	147	81	164	4	*	*	Down	*

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

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

LPC helps preserve the City's designated landmark properties by regulating changes made to these buildings and sites. All applications to make changes to designated buildings are reviewed, approved, and tracked by the Commission. Actions can include issuing Certificates of No Effect (CNEs) when work requires a permit from the Department of Buildings but will not affect the preserved architectural features or structure of the building; issuing Permits for Minor Work (PMWs) when small exterior changes such as painting, window or door replacement, or brick repointing are proposed; and expediting certificates for other changes on regulated sites.

In Fiscal 2025, there were 11,748 work permit applications submitted to LPC to review and 11,324 actions taken on work permit applications, a three percent and two percent increase, respectively, from Fiscal 2024. In Fiscal 2025, approximately 92 percent of CNEs were issued within 10 business days, a six percentage point increase from Fiscal 2024 and well above LPC's target of 85 percent. The percent of Expedited Certificates of No Effect issued within two business days remained stable at 98 percent in Fiscal 2025. PMWs were issued with greater efficiency this fiscal year, reflected in the six percentage point increase from Fiscal 2024 to 92 percent of PMWs issued within 10 business days in Fiscal 2025.Internal analysis shows that Portico, the Agency's online application portal, has driven the dramatic increase in the efficiency of the agency's permitting process—making it both faster and easier for property and small business owners considering work on their landmark buildings to receive the permits they need.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Work permit applications received	10,907	12,378	12,211	11,436	11,748	*	*	Neutral	*
★ Actions taken on work permit applications	10,075	11,423	11,489	11,120	11,324	*	*	Neutral	*
Certificates of No Effect issued within 10 business days (%)	84%	84%	83%	86%	92%	85%	85%	Neutral	Up
Expedited Certificates of No Effect issued within two business days (%)	100%	99%	98%	98%	98%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	83%	82%	84%	86%	92%	*	*	Up	Up

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

Goal 1c Increase landmark regulations compliance.

LPC's Enforcement Department investigates every complaint about illegal work or disrepair it receives. In Fiscal 2025, the Enforcement Department received 785 complaints, a 17 percent increase from 672 complaints in Fiscal 2024. A total of 766 complaints were investigated by the Enforcement Department in Fiscal 2025, down 23 percent from 1,000 in Fiscal 2024. The decrease in complaints investigated was due to a Commission initiative to address a backlog of complaints in Fiscal 2024, which resulted in many more investigations than complaints received during that time. LPC's Enforcement Department's main goal is to ensure violations are corrected. In Fiscal 2025, there were 468 enforcement actions taken, the same amount as Fiscal 2024.

There is no correlation between the number of complaints received and the number of enforcement actions taken. While some complaints result in multiple violations, others do not warrant enforcement action after investigation. Enforcement actions can include Warning Letters, Summonses, and Stop Work Orders. All Summonses are returnable to the Office of Administrative Trials and Hearings (OATH). One hundred percent of violations heard at OATH were upheld and paid in Fiscal 2025, a steady trend since Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Complaints received	310	393	572	672	785	*	*	Up	*
Complaints investigated	105	397	711	1,000	766	*	*	Up	*
Properties investigated	79	382	555	748	531	*	*	Up	*
★ Enforcement actions taken: Total Warning Letters, Summonses, and Stop Work Orders issued	55	387	427	468	468	*	*	Up	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	83%	100%	100%	100%	100%	*	*	Up	*

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

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

Archaeological applications involve the review of proposed subsurface work subject to environmental review regulations and, for some sites, the Landmarks Law. The Commission then oversees any ensuing archaeology, and, if important archaeological resources are discovered, LPC determines and oversees appropriate mitigation. In Fiscal 2025, 97 percent of archaeological applications received were reviewed within 10 business days, the same percentage as Fiscal 2024, and well exceeding the target of 85 percent.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Archaeology applications reviewed within 10 business days (%)	90%	98%	97%	97%	97%	85%	85%	Neutral	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	94%	96%	88%	87%	74%	*	*	Down	Up
E-mails responded to within 14 days (%)	94%	98%	94%	98%	90%	*	*	Neutral	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$6.4	$6.5	$7.2	$8.0	$8.7	$8.8	$8.1	Up
Revenues ($000,000)	$6.2	$7.9	$7.6	$8.5	$10.4	$7.1	$7.1	Up
Personnel	70	73	76	73	69	81	81	Neutral
Overtime paid ($000)	$3	$13	$24	$21	$7	$7	$7	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$7.1	$6.8	All
002 - Other Than Personal Services	$0.9	$1.8	All
Agency Total	$8.0	$8.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Sarah Carroll served as the Landmarks Preservation Commission Chair during the reporting period and until her retirement on August 15, 2025.

ADDITIONAL RESOURCES

For additional information, go to:

- New York City Administrative Code, Title 23, Chapter 3: Landmarks Preservation and Historic Districts: https://codelibrary.amlegal.com/codes/newyorkcity/latest/NYCadmin/0-0-0-133896
- Press Releases (information on landmark approvals): 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 agency, please visit: www.nyc.gov/landmarks.

Administrative Services

Administrative Services



Department of Citywide Administrative Services p 427


Department of Records & Information Services p 441


Department of Finance p 447


Office of Technology and Innovation p 457

Board of Elections p 465

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES **Louis A. Molina, Commissioner**



WHAT WE DO

The Department of Citywide Administrative Services (DCAS) makes City government work for all New Yorkers. DCAS' commitment to equity, effectiveness and sustainability guides the work to provide City agencies with the resources and support needed to succeed. DCAS' duties include recruiting, hiring, and training employees; managing 55 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 and evolution; 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 employee 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 Fiscal 2025, DCAS participated in 308 career outreach events, a 66 percent increase from Fiscal 2024, reaching more than 15,075 participants. While partnering with 73 agencies and Mayor's Offices, DCAS also conducted training and fielded 366 inquiries on the City's Equal Employment Opportunity (EEO) Policy and related City Charter obligations. To support data-informed agency workforce planning, DCAS offers consultations and tools that help agencies effectively interpret and apply workforce metrics. 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 364,333 DCAS-provided trainings in equity and inclusion in Fiscal 2025. 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 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 opportunity 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, it also contributes to cleaner air for City residents and employees. Of the 90 fast-charging ports installed in Fiscal 2025, 47 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 Fiscal 2025, DCAS awarded 70 contracts, totaling nearly $16.5 million, to City-certified M/WBEs through the M/WBE Small Purchase Method, nearly doubling the value awarded in Fiscal 2024. DCAS also participated in 31 M/WBE networking events and hosted 255 one-on-one meetings with potential M/WBE partners, an increase of 17 percent in Fiscal 2025 over Fiscal 2024, 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, surplus goods and savings from the reallocation of usable surplus items.

SERVICE 4 Procure goods and select services for City agencies.

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.
- Goal 4c Promote equitable contracting and procurement opportunities.

SERVICE 5 Manage energy use by City agencies.

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

SERVICE 6 Manage the City's fleet and fuel resources.

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Help City agencies fulfill their workforce needs.

Goal 1a Increase the public's access to information about employment opportunities in City government.

Employment applications submitted via the Jobs NYC website increased by nearly 29 percent in Fiscal 2025, reaching a record 1,770,614, beating the previous record of 1,373,696 in Fiscal 2024. This rise reflects DCAS' various recruitment efforts and ongoing commitment to breaking down barriers to City employment, including prioritizing relevant work experience and practical skills over formal education requirements, an effort that began in Fiscal 2023. Applications for DCAS-administered civil service exams also rose sharply, up 47 percent, from 112,994 in Fiscal 2024 to 166,000 in Fiscal 2025. Exams offered in Fiscal 2025 included titles such as Firefighter, Police Officer, and Associate Staff Analyst, which have historically drawn large applicant pools.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
✹ Applications received for all DCAS civil service exams	75,489	164,942	119,599	112,944	166,000	*	*	Up	*
Employment applications received via Jobs NYC	369,926	604,373	736,011	1,373,696	1,770,614	*	*	Up	Up

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

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

In Fiscal 2025, nearly two-thirds of new hires at mayoral City agencies identified as people of color, reflecting continued progress towards a more inclusive municipal workforce. In Fiscal 2025, 58 percent of new hires identified as male, which may be the result of increased hiring in job titles with historically higher male representation, such as City Park Worker, Police Officer, and Sanitation Worker. While hiring needs change from year to year, DCAS continues to support City agencies in recruiting a workforce that reflects the diversity of New York City. By identifying and cultivating internal talent, DCAS helps shape the City's future leadership. Beyond recruitment, DCAS assists agencies in analyzing employee demographic trends by providing timely, actionable metrics to inform EEO efforts. These efforts include quarterly demographic reports summarizing incumbents, new hires, promotions, separations, and areas of underrepresentation by race/ethnicity and gender. DCAS also offers training to help agencies interpret these reports and apply best practices in identifying, recruiting, and hiring diverse talent aligned with their stated diversity goals.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ ✹ New hires — Asian/Pacific Islander (%)	8.9%	11.5%	10.5%	12.8%	11.7%	*	*	Up	*
★ ✹ New hires — Black (%)	26.6%	25.1%	30.2%	29.6%	28.8%	*	*	Up	*
★ ✹ New hires — Hispanic (%)	20.9%	22.6%	21.4%	21.5%	20.7%	*	*	Neutral	*
★ ✹ New hires — Some other race (%)	2.5%	2.2%	3.0%	2.9%	2.8%	*	*	Up	*
★ ✹ New hires — White (%)	30.1%	26.5%	22.6%	19.7%	20.4%	*	*	Down	*
★ ✹ New hires — Race/ethnicity: Prefer not to say or unknown (%)	10.9%	12.1%	12.3%	13.5%	15.5%	*	*	Up	*
★ ✹ New hires — Female (%)	38.5%	45.1%	46.2%	47.5%	40.6%	*	*	Neutral	*
★ ✹ New hires — Male (%)	60.8%	54.2%	52.7%	51.4%	58.0%	*	*	Neutral	*
★ ✹ New hires — Other gender (%)	0.3%	0.2%	0.4%	0.5%	0.4%	*	*	Up	*
★ ✹ New hires — Gender: Prefer not to say or unknown (%)	0.4%	0.6%	0.8%	0.6%	1.0%	*	*	Up	*

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

Goal 1c Ensure timely administration of civil service exams.

The median time from exam administration to results completion for DCAS-administered exams was 158 business days in Fiscal 2025, a 14 percent increase from 139 business days in Fiscal 2024. The increase is due to the high number of Qualified Incumbent Exams (fully automated exams for current, provisional City employees seeking permanent appointment in the same job title) conducted in Fiscal 2024, a practice not repeated in Fiscal 2025. Despite the increase in completion times in Fiscal 2025, the metric remains 20 percent below the target benchmark of 197 business days. DCAS continues to advance efforts to streamline and automate the exam process, aiming to reduce cycle times and accelerate results delivery.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Median time from exam administration to exam results completion for DCAS-administered exams (business days)	216	167	149	139	158	197	197	Down	Down
Civil service exams open for filing by DCAS	173	178	200	205	186	185	185	Up	*

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

Goal 1d Provide a wide range of training opportunities.

Participation in DCAS managerial and professional development programs rose 42 percent in Fiscal 2025, increasing from 13,208 to 18,769 City employees, the highest level in the past five fiscal years. This growth was catalyzed by the return of the DCAS Learning Expo in December 2024, which offered two weeks of dynamic workshops and cross-functional learning opportunities for employees across all roles and professional areas.

In early Fiscal 2025, DCAS launched NYCityLearn, a new learning management system designed to enhance and broaden access to training and development opportunities for City employees. While still easily exceeding targets, the 16 percent decline in equity and inclusion trainings, and the 15 percent drop in mandatory trainings in equity and inclusion, reflects technical issues identified with implementation of the new system and change management related to the user experience. DCAS is working to resolve these issues to ensure higher completion rates. As the technical issues resolve, DCAS expects the number of completed trainings to increase in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Average rating for professional development training sessions (%)	93%	94%	93%	92%	90%	92%	92%	Neutral	Up
✹ Trainings completed by City employees/participants in managerial and professional development	5,697	8,629	12,161	13,208	18,769	10,377	10,377	Up	Up
✹ Trainings completed by City employees/participants in equity and inclusion	202,329	282,562	421,969	435,996	364,333	284,995	284,995	Up	Up
– Mandatory trainings completed by City employees/participants in equity and inclusion	183,638	276,779	410,104	410,653	349,481	268,429	268,429	Up	Up

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

SERVICE 2 Manage and operate properties owned and leased by the City.

Goal 2a Improve cleanliness and maintenance ratings for non-court DCAS-managed facilities.

The average satisfaction rating for non-court DCAS-managed space in Fiscal 2025 was 68 percent, a nine percentage point improvement from 59 percent in Fiscal 2024. This increase reflects two key changes implemented in Fiscal 2025. First, DCAS addressed tenant concerns with a focused plan to improve services, even with limited staff and resources. Second, DCAS revised its tenant survey to better align with the checklist used by the New York State Office of Court Administration. The survey now rates most items on a three-point scale, Adequate (highest), Marginal, and Inadequate (lowest), with overall performance calculated as a percentage.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	NA	72%	62%	59%	68%	72%	72%	NA	Up
CORE facility rating	NA	100	99	100	100	95	95	NA	Up

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

Goal 2b Meet timeliness standards for in-house trade shop construction and repair work.

DCAS completed 8,516 trade shop work orders during Fiscal 2025, an increase of nearly seven percent from Fiscal 2024. DCAS Trade Shops work orders have steadily increased each year after the onset of the COVID-19 pandemic in 2020, while work order completion times remain consistent with previous reporting periods. In-house trade shop work orders completed within 30 days remained at 96 percent, over 20 percentage points above the target.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ In-house trade shop work orders completed within 30 days (%)	84%	NA	95%	96%	96%	75%	75%	NA	Up
Average time to complete in-house trade shop work orders (days)	5.0	5.9	6.1	4.5	4.3	7.0	7.0	Down	Down
Completed in-house trade shop work orders	6,951	7,513	7,698	7,971	8,516	7,000	7,000	Up	Up

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

Goal 2c Consolidate and reduce City office space.

In Fiscal 2025, the City executed 33 lease transactions through new agreements, renewals, and amendments, encompassing 2.9 million square feet of private space. Only nine percent addressed new leasing needs, while 55 percent supported renewals or program relocations, and 36 percent involved lease amendments. The Fiscal 2025 share of new leasing needs is a significant drop from Fiscal 2024, when 31 percent of leases resulted from new needs. These results underscore the ongoing efforts by the City and DCAS to right-size the office portfolio by limiting new leases and maximizing the use of existing space.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Lease-in agreements executed	47	29	32	35	33	*	*	Down	*
Square footage associated with executed lease-in agreements (000)	1,880	1,136	2,535	2,884	2,938	*	*	Up	*

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

SERVICE 3 Manage the City's surplus real and personal property.

Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Revenue from auto auctions totaled nearly $5.9 million in Fiscal 2025, exceeding the target of about $5.7 million. Nonetheless, the Fiscal 2025 figure represents a 35 percent decline compared with Fiscal 2024, when revenue surpassed $9 million. Due to spending reductions, the City replaced fewer older vehicles, leading to fewer auctions. The downturn in auto auction activity resulted in a corresponding 31 percent decline in overall surplus goods revenue, as auto auctions comprise the bulk of these proceeds.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Lease revenue generated ($000)	$42,652	$38,818	$46,606	$44,193	$42,021	$41,041	$38,794	Neutral	*
★ Revenue generated from the sale of surplus goods ($000)	$15,656	$8,617	$13,740	$10,392	$7,192	$7,893	$7,893	Down	*
– Revenue generated from auto auctions ($000)	$14,722	$6,538	$11,818	$9,046	$5,859	$5,692	$5,692	Down	*

★ 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.

In Fiscal 2025, the DCAS Bureau of Quality Assurance deemed 526 items non-compliant in inspections, marking a near 27 percent decrease from 718 items in Fiscal 2024. Despite the reduction in non-compliant items, the dollar value of cost avoidance rose slightly, from $4.6 million in Fiscal 2024 to $5.2 million in Fiscal 2025. This increase reflects a shift in the type of automotive items assessed. While Fiscal 2024 included a high volume of lower-value items, such as lighting, and graphics for New York Police Department vehicles, the automotive items inspected in Fiscal 2025 were of higher value on average.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average number of bidders per bid	4.0	3.2	3.5	4.4	4.4	3.4	3.4	Up	*
Mayoral agency spending on goods against DCAS master contracts (%)	55%	67%	87%	90%	87%	*	*	Up	*
Mayoral agency spending on services against DCAS master contracts (%)	16%	13%	16%	17%	15%	*	*	Neutral	*
Inspections deemed non-compliant	550	460	557	718	526	*	*	Up	*
Value of cost avoidance ($000)	$17,908	$6,157	$4,973	$4,633	$5,207	*	*	Down	*

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

Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

The value of goods and services purchased declined to $1.718 billion in Fiscal 2025, down eight percent from $1.844 billion in Fiscal 2024. Reduced spending on asylum-related services and emergency response efforts drove the decrease.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Value of goods and services purchased ($000,000)	$1,179	$1,141	$1,272	$1,884	$1,718	*	*	Up	*
Average time to fulfill an agency requisition (days)	13	3	4	3	3	*	*	Down	Down

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

Goal 4c Promote equitable contracting and procurement opportunities.

DCAS achieved record levels of M/WBE engagement and procurement, reaffirming its commitment to advancing the City's goal of expanding opportunities for minority and women-owned businesses to partner with the City. In Fiscal 2025, DCAS awarded 70 contracts to M/WBEs worth $16.5 million, nearly double the value from Fiscal 2024, through the M/WBE Small Purchase Method. This significant increase reflects the targeted efforts of the DCAS Office of Citywide Procurement to set utilization goals, identify procurement opportunities, and connect with qualified M/WBE vendors. Also, by raising the maximum threshold for the M/WBE Small Purchase Method to $1.5 million, the City permitted the awarding of M/WBE Small Purchase Contracts with higher values, contributing to the increase.

Driven by the commitment of DCAS' M/WBE Program to expand vendor participation, and supported by inter-agency networking events and increased peer-to-peer referrals within the vendor community, M/WBE one-on-one meetings rose by 17 percent, from 218 in Fiscal 2024 to 255 in Fiscal 2025, substantially surpassing the target of 180.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
M/WBE Small Purchase Method Contracts	47	54	50	59	70	*	*	Up	Up
Value of M/WBE Noncompetitive Small Purchase awards ($000)	$4,898	$4,222	$7,599	$7,945	$16,498	*	*	Up	Up
M/WBE one-on-one vendor meetings	120	176	141	218	255	180	180	Up	Up

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

SERVICE 5 Manage energy use by City agencies.

Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

The City purchased a total of 28.5 trillion British Thermal Units (BTUs) of energy from local utilities across electricity, natural gas, and steam in Fiscal 2025. This fiscal year had a lower number of cooling but a higher number of heating degree days (a measure used to estimate energy requirements for cooling or heating) than in Fiscal 2024. Total energy consumption in City buildings in Fiscal 2025 was higher than in Fiscal 2024. The shares of electricity, steam, and natural gas purchased in Fiscal 2025 were similar to Fiscal 2024.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Electricity purchased (billions of kilowatt hours)	3.7	4.0	3.9	3.9	3.9	*	*	Neutral	*
Total energy purchased (trillions of British thermal units)	28.0	28.9	27.8	27.8	28.5	*	*	Neutral	Down
– Electricity (%)	45.3%	47.0%	47.8%	47.1%	47.1%	*	*	Neutral	*
– Natural gas (%)	48.0%	46.7%	46.1%	46.1%	46.2%	*	*	Neutral	*
– Steam (%)	6.7%	6.3%	6.1%	6.1%	6.7%	*	*	Neutral	*

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

Goal 5b Reduce the energy-related carbon footprint of City buildings.

The Climate Mobilization Act (CMA) of 2019 requires the City to reduce overall greenhouse gas (GHG) emissions by 40 percent by Fiscal 2025 and by 50 percent by Fiscal 2030, versus a Fiscal 2006 baseline. Those actions are key milestones toward achieving citywide carbon neutrality by 2050 and demonstrate the City's strong commitment to fighting climate change. Over the past five fiscal years, DCAS completed more than 3,200 energy efficiency projects across 1,700 distinct public facilities, resulting in estimated annual GHG reductions exceeding 188,000 metric tons, the equivalent to removing more than 41,000 typical passenger vehicles from the road.

In Fiscal 2025, DCAS delivered 713 energy efficiency projects across City facilities, an achievement projected to eliminate 60,407 metric tons of greenhouse gas emissions annually. That is equivalent to removing nearly 13,000 passenger vehicles from New York City's streets. This achievement marks a five-year high in annual emissions reduction and nearly doubles the gains achieved in Fiscal 2024, reflecting DCAS' sustained momentum and precision in executing climate-forward upgrades at scale.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	32,196	34,591	30,596	30,558	60,407	50,000	50,000	Up	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	306,407	340,998	371,594	402,152	462,559	453,650	503,650	Up	Up
Annual estimated avoided energy cost from all energy projects ($000,000)	$9.29	$8.97	$7.31	$12.40	$13.66	$12.80	$12.80	Up	*
Cumulative estimated avoided energy cost from all energy projects ($000,000)	$110.04	$119.01	$126.31	$138.71	$152.37	$146.61	$159.41	Up	Up
Annual energy retrofit/conservation projects completed	866	546	501	589	713	*	*	Down	*
Cumulative energy retrofit/conservation projects completed	3,874	4,420	4,921	5,510	6,223	*	*	Up	Up

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

Goal 5c Increase the City's renewable energy capacity.

An essential component of achieving the City's greenhouse gas emission reduction goals is the deployment of clean energy technologies at municipal facilities. At the end of Fiscal 2025, the City has installed 31.31 megawatts of solar capacity, a nearly 30 percent increase over the prior fiscal year and a 123 percent increase since Fiscal 2021. This expansion includes the completion of New York City's largest collection of solar arrays, installed atop 104 City schools. DCAS is also developing more than 38 megawatts of new solar projects and will continue planning, procurement, and implementation efforts in Fiscal 2026.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Cumulative installed solar capacity (megawatts)	14.06	16.76	21.94	24.17	31.31	*	*	Up	Up

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

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

DCAS demonstrates its commitment to sustainability through the NYC Clean Fleet Plan, which set a bold goal to reduce greenhouse gas emissions from the City fleet by 50 percent by Calendar 2025, a promise kept. Moreover, DCAS currently operates the largest electric fleet in New York State and is working to implement Local Law 140 of 2023, which calls for the full electrification of the City fleet by 2038, subject to commercial availability and reliability. The proportion of electric vehicles in the citywide fleet rose by seven percent and by 11 percent within the DCAS-managed fleet. Hybrid and alternative-fuel vehicles hit record highs, making up 77 percent of the citywide fleet and 91 percent of the DCAS-managed fleet. The remaining traditional gas-powered vehicles are mostly police and emergency response units. However, since Fiscal 2020, most newly purchased police patrol and utility vehicles have been hybrid models. In accordance with Local Law 38 of 2005, every vehicle acquired in Fiscal 2025 earned the highest possible emissions rating for both the citywide and DCAS-managed fleets. To advance fleet electrification, DCAS installed 221 electric vehicle charging ports in Fiscal 2025, down from 346 the prior fiscal year. In light of staffing limitations, DCAS prioritized Level 3 fast charger deployment during Fiscal 2025, reducing the scope of Level 2 overnight charger installations. This strategic shift ensures efficient charging access for pickup trucks, vans, and law enforcement EVs, which depend more heavily on fast charging than standard sedans.

Building on its leadership in reducing greenhouse gas emissions, DCAS reached a major sustainability milestone in October 2024. New York City became the first major East Coast municipality to fully transition its fleet of heavy-duty and off-road vehicles to renewable diesel. This achievement prevents 162 million pounds of global carbon dioxide emissions from entering the atmosphere each year and marks a key step toward cleaner, more climate-conscious City operations.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	67%	68%	71%	75%	77%	76%	79%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	82%	82%	86%	88%	91%	90%	92%	Up	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	100%	99%	100%	100%	100%	100%	Neutral	Up
Electric vehicles in the citywide fleet	3,139	3,477	4,646	5,198	5,569	5,500	6,000	Up	Up
– Electric vehicles in the DCAS-managed fleet	596	612	909	975	1,082	1,050	1,120	Up	Up
Biofuel used in diesel (%)	10%	11%	11%	68%	94%	95%	95%	Up	Up
Electric vehicle charging ports installed	98	158	507	346	221	300	250	Up	Up
Cumulative electric vehicle charging ports installed	1,061	1,094	1,538	1,865	2,072	2,100	2,250	Up	Up

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

Goal 6b Optimize fleet resources to meet agency needs.

In Fiscal 2025, the City achieved an in-service rate of 87 percent citywide and 98 percent for the DCAS-managed fleet. While the DCAS-managed fleet met its performance target, the citywide fleet fell short by three percentage points. Several factors contributed to this decline, including a high average fleet age, driven by reduced expense funding for electric vehicle replacements, and ongoing supply chain disruptions, which held up new vehicle procurement. Staffing reductions in mechanic roles also negatively affected the overall in-service rate.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Fleet in-service rate citywide (%)	92%	90%	88%	88%	87%	90%	90%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	97%	98%	98%	98%	98%	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Workplace injuries reported	25	33	28	31	38	*	*	Up	Down
Accidents involving the public in DCAS-managed properties	15	17	25	12	12	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	54%	85%	100%	100%	100%	*	*	Up	Up
E-mails responded to within 14 days (%)	67%	90%	97%	96%	96%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes:seconds)	NA	NA	4:56	5:30	2:00	*	*	NA	Down

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$1,667.3	$1,532.7	$1,623.6	$1,823.5	$2,032.0	$2,098.5	$1,774.7	Up
Revenues ($000,000)	$67.5	$63.3	$73.4	$72.3	$65.2	$62.6	$61.7	Neutral
Personnel	2,243	2,063	2,068	2,111	2,097	2,591	2,597	Neutral
Overtime paid ($000,000)	$23.4	$28.0	$28.7	$30.0	$23.6	$22.7	$22.5	Neutral
Capital commitments ($000,000)	$233.2	$48.5	$168.7	$101.6	$147.1	$297.9	$240.9	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$224.9	$234.9	
001 - Human Capital	$24.6	$29.0	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.6	$2.6	*
100 - Executive and Operations Support	$33.1	$34.9	All
200 - Division of Administration and Security	$15.2	$14.9	All
300 - Asset Management – Public Facilities	$110.8	$107.8	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$11.2	$11.9	3a, 4a, 4b
500 - Division of Real Estate Services	$12.0	$15.2	3a
600 - External Publications and Retailing	$2.9	$3.0	*
700 - Energy Management	$8.2	$11.2	5a, 5b, 5c
800 - Citywide Fleet Services	$4.4	$4.4	3a, 6a, 6b
Other Than Personal Services - Total	$1,598.6	$1,797.0	
002 - Human Capital	$6.7	$9.9	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.1	$0.1	*
190 - Executive and Operations Support	$9.2	$7.1	All
290 - Division of Administration and Security	$41.6	$45.9	All
390 - Asset Management – Public Facilities	$220.1	$238.4	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	$319.2	$344.3	3a, 4a, 4b
590 - Division of Real Estate Services	$1.6	$6.0	3a
690 - External Publications and Retailing	$0.8	$0.8	*
790 - Energy Management	$908.1	$1,054.7	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$91.3	$89.7	3a, 6a, 6b
Agency Total	$1,823.5	$2,032.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Anomalies in the Fiscal 2024 Goal 1b data source prompted the revision of the historical values for those indicators.
- Service 2 was renamed from 'Manage and operate City-owned office buildings' to 'Manage and operate properties owned and leased by the City' to more accurately reflect the responsibilities of DCAS.
- DCAS updated the tenant survey used to measure 'Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)' to align with the checklist used by the New York State Office of Court Administration. The survey now rates most items on a three-point scale, Adequate (highest), Marginal, and Inadequate (lowest), with overall performance calculated as a percentage.
- The Fiscal 2026 target for 'Lease revenue generated ($000)' was revised from $41,041 to $38,794.
- The historical values for the indicators 'Annual Estimated Reduction in GHG Emissions from All Energy Projects ($MTCO_2e$),' 'Cumulative Estimated Reduction in GHG Emissions from All Energy Projects,' 'Annual Estimated Avoided Energy Cost from All Energy Projects,' and 'Cumulative Estimated Avoided Energy Costs from All Energy Projects,' were revised for several reasons. First, updated greenhouse gas emission coefficients from the Mayor's Office of Climate and Environmental Justice were applied retroactively to all past fiscal years, with particularly notable impacts on data for Fiscal 2022 and 2023. These coefficients measure the "carbon intensity" of the electricity grid, i.e., the amount of CO_2e emitted per unit of electricity consumed. Because the carbon intensity increased in Calendar 2022 and Calendar 2023 compared with previous estimates, the revised coefficients led to upward adjustments in GHG reductions for these indicators. Essentially, as the grid became more carbon-intensive, the relative impact of electricity-saving projects grew, resulting in greater estimated reductions than previously reported. Moreover, the final closeout of certain energy retrofit projects prompted revisions in both the estimated energy and GHG reductions, while updates to project substantial completion dates caused some metrics to shift to different fiscal years. Third, DCAS improved its data collection methods for legacy projects, increasing the accuracy and completeness of project reporting. These project final closeouts and data collection improvements also resulted in revised historical values for the indicators 'Annual Energy Retrofit/Conservation Projects Completed,' 'Cumulative Energy Retrofit/Conservation Projects Completed,' and 'Cumulative Installed Solar Capacity.'
- The Fiscal 2026 target for '– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)' was revised from 91 percent to 92 percent.
- The Fiscal 2026 target for 'Electric vehicles in the DCAS-managed fleet' was revised from 1,100 to 1,120.
- The Fiscal 2026 target for 'Electric vehicle charging ports installed' was revised from 300 to 250.
- The Fiscal 2026 target for 'Cumulative electric vehicle charging ports installed' was revised from 2,400 to 2,250.
- The Fiscal 2026 target for 'Fleet in-service rate for DCAS-managed fleet (%)' was revised from 89 percent to 98 percent.

ADDITIONAL RESOURCES

For additional information go to:

- 55-a Program:
  www.nyc.gov/site/dcas/employment/55-a-program.page
- Annual and Monthly Civil Service Exam Schedule:
  www.nyc.gov/site/dcas/employment/how-can-you-find-upcoming-exams.page
- CityStore Online:
  061e33-3.myshopify.com/
- DCAS Citywide Learning & Development:
  www.nyc.gov/site/dcas/agencies/citywide-training-and-development.page
- 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.nyc.gov/site/dcas/business/surplus-sales.page
- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:
  www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page
- 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):
  twitter.com/NYCDCAS

- Follow DCAS on YouTube:
  www.youtube.com/@dcasnyc
- Inside Citywide Podcast:
  www.nyc.gov/site/dcas/about/inside-citywide-podcast.page
- Internships and Fellowships with the City:
  www.nyc.gov/site/dcas/employment/internship-and-fellowships.page
- Jobs NYC:
  cityjobs.nyc.gov/
- NYC Clean Fleet Plan Update:
  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
- Online Application System (OASys):
  www.nyc.gov/examsforjobs
- 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

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES **Pauline Toole, Commissioner**

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 56,000 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 the 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 161 million records.

FOCUS ON EQUITY

The records of City 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.

The Department is dedicated to fostering a working environment that is equitable, diverse, and inclusive. It is also committed to ensuring access to its services for all individuals 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. During Fiscal 2025, the Department employed a City Service Corps member who designed, promoted and implemented a project using volunteers to transcribe and make accessible historical records of thousands of enslaved New Yorkers dating from 1660 to 1827.

DORIS focuses on projects that showcase the relevance and diversity of City government's records. In Fiscal 2025, 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. In collaboration with the New Amsterdam History Center, the Department opened an exhibit, "New Visions of Old New York," featuring an interactive 3-D map and 17th-century records from the Municipal Archives. 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. The Department launched an interactive City map that provides online access to biographical and background information about persons or entities honored with more than 2,500 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 monthly programs featuring speakers who examined Municipal Archives and Library collections to inform their research. Program highlights included the history of domestic terrorism and political radicalism in the 1960s and '70s, a discussion about how Caribbean-American mutual aid societies shaped immigrant life and identity, and the story of the battle to preserve the iconic theater, Radio City Music Hall. Other programs focused on important figures in New York City history, including the nineteenth-century photographer Alice Austen, City Council President and politician Paul O'Dwyer, antebellum-era tabloid sensation Mary Jones, whose 1836 felony case made visible the City's Black transgender community, and James McCune Smith and Henry Highland Garnet, two Black New Yorkers who came of age and into freedom as the country struggled to grow from a slave-holding society to one aspiring toward freedom. The Department also hosted Gordon Davis, a former Department of Parks and Recreation Commissioner in the Mayor Dinkins administration, for a National Public Radio "Person, Place, and Thing" broadcast.

OUR SERVICES AND GOALS

SERVICE 1 **Preserve and provide access to historical and contemporary New York City government records.**

Goal 1a Increase the volume and availability of historical and contemporary New York City government records.

Goal 1b Promptly reply to information and reproduction service requests.

Goal 1c Ensure historical records are preserved according to archival standards.

SERVICE 2 **Provide City agencies, non-federal courts and district attorneys with record storage, retrieval and record management services.**

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

Goal 2b Promptly transfer eligible agency records to off-site storage.

Goal 2c Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Preserve and provide access to historical and contemporary New York City government records.

Goal 1a Increase the volume and availability of historical and contemporary New York City government records.

The Municipal Library acquired 8,961 publications during Fiscal 2025, an increase of 63 percent from the 5,497 items acquired during Fiscal 2024. The greater volume this fiscal year is attributable to digitized copies of the City Record—the official daily journal of New York City—dated from 1873 to 1899 that were added to the Government Publications Portal (Portal). A non-government entity digitized the periodical and provided copies of the digital files to the Department for publication in the Portal. An on-going project, digital copies of the City Record from 1900 to 1943 will be added to the Portal in Fiscal 2026.

During Fiscal 2025, the Department published 14 resource records compared to 5 in Fiscal 2024. Resource records provide the public with detailed information about Municipal Archives collections. Deployment of staff to develop collection descriptions led to the increased volume of resource record publications in Fiscal 2025.

In Fiscal 2025, the number of items digitized increased 342 percent from 103,499 during Fiscal 2024 to 457,846. In the previous fiscal year digitization staff had been temporarily reassigned to prepare collection descriptions for entry into Preservica, a digital preservation and access platform. Digitization productivity resumed in Fiscal 2025 and was augmented by the completion of a project to digitize the 1890 census. The volume of records accessioned to the Municipal Archives increased significantly from 117 cubic feet in Fiscal 2024 to 1,624 cubic feet in Fiscal 2025. The bulk of the accessions consist of "Stop and Frisk" records from the New York City Police Department. These records will be available to the public after archival processing is completed.

The Department's public events continue to grow in number and popularity, and in Fiscal 2025 program attendance grew 86 percent rising from 1,687 in Fiscal 2024 to 3,144 attendees. This is the highest number of attendees at DORIS public programming since the Department began reporting it in Fiscal 2013. Additionally, the number of unique visitors to the Department's website increased 76 percent to more than 1.2 million visitors in Fiscal 2025. This is more than double the number of visitors measured in Fiscal 2021, demonstrating the benefit of increased accessibility through digitization.

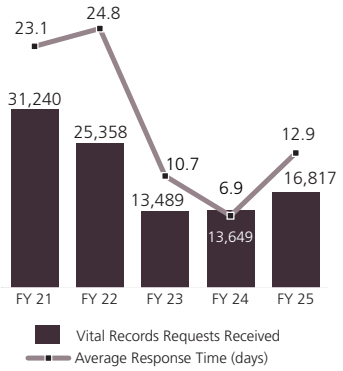
	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Municipal library items available	389,189	394,542	397,272	402,615	411,576	*	*	Neutral	Up
Municipal Archives resource records	NA	NA	5	5	14	*	*	NA	Up
Publications and reports acquired	5,055	5,353	4,677	5,497	8,961	*	*	Up	Up
Required agency reports submitted to the Municipal Library publications portal (%)	40%	67%	54%	62%	62%	80%	80%	Up	Up
Records accessioned by Municipal Archives (cubic ft.)	111	330	280	117	1,624	*	*	Up	Up
Digital archival records accessioned (terabytes)	0.0012	44.5100	0.1000	0.0000	0.0000	*	*	Down	Up
★ Records digitized	2,285,564	187,329	126,505	103,499	457,846	⇧	⇧	Down	Up
Attendees at DORIS public programs	1,031	2,088	1,803	1,687	3,144	*	*	Up	Up
Visits made to agency walk-in facilities	0	1,333	1,653	2,036	2,158	*	*	Up	*
Unique visitors to agency website and related online platforms (000)	591.70	745.63	824.28	692.88	1,216.74	*	*	Up	Up

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

Goal 1b Promptly reply to information and reproduction service requests.

Compared to Fiscal 2024, vital records requests received rose 23 percent to 16,817 and photographic reproduction requests received fell 40 percent to 1,193. The average time for the Department to respond to requests for copies of vital records increased 87 percent in Fiscal 2025 to 12.9 days compared to 6.9 days in Fiscal 2024, and the proportion of vital record requests responded to within 12 business days decreased 17 percentage points. The average time to respond to requests for copies of historical photographs more than doubled in Fiscal 2025 to 4.4 days compared to 2 days. The diminished performance is due to the temporary reassignment of a staff member in the vital record and photo production unit to fill a critical vacancy in Administration. The re-assigned staff member will return to vital record and photo production in early Fiscal 2026 and the Department expects performance to recover over the course of the fiscal year.

Vital Records Requests and Time to Respond



Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Vital record requests received	31,240	25,358	13,489	13,649	16,817	*	*	Down	*
★ Average response time to vital record requests (days)	23.1	24.8	10.7	6.9	12.9	10.0	10.0	Down	Down
★ Vital record requests responded to within 12 business days (%)	65%	46%	77%	91%	74%	75%	75%	Up	Up
Photographic reproduction requests received	3,656	3,238	1,746	1,988	1,193	*	*	Down	Up
★ Average response time to historical photo requests (days)	5.8	5.4	5.4	2.0	4.4	12.0	12.0	Down	Down
Information requests received	39,937	37,971	29,891	31,130	34,636	*	*	Down	Up
Municipal Archives and Municipal Library patron services (hours)	NA	1,778	2,208	2,217	2,186	*	*	NA	Up

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

Goal 1c Ensure historical records are preserved according to archival standards.

The number of preservation actions performed during Fiscal 2025 decreased 27 percent to 12,497 as compared to 17,151 in Fiscal 2024. The employment contract of a conservator for the grant-funded Brooklyn Bridge drawings preservation project ended in December 2024, resulting in diminished activity for the remainder of the Fiscal Year.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Preservation actions performed	21,596	8,145	20,262	17,151	12,497	*	*	Down	*

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

SERVICE 2 Provide City agencies, non-federal courts and district attorneys with record storage, retrieval and record management services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

The Department's retrieval rate for records from the off-site facilities upon owner-agency requests, and the proportion of requests for stored records processed within 48 hours remained fairly consistent at 1.5 days and 80 percent, respectively, in Fiscal 2025, compared to 1.5 days and 85 percent in Fiscal 2024.

The total volume of records disposed by City government entities increased a substantial 632 percent during Fiscal 2025, to 74,968 cubic feet, compared to 10,237 in Fiscal 2024. The significantly improved performance is due to the Department's ongoing efforts to streamline the disposal process and assist client City agencies with disposal of obsolete records in order to reduce rising costs associated with storage in commercial facilities.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	0.6	1.0	1.4	1.5	1.5	2.0	2.0	Up	Down
Requests for stored records processed within 48 hours (%)	87.6%	91.6%	96.0%	85.0%	80.0%	*	*	Neutral	Up
Agencies managing records in electronic format using the Electronic Records Management System (cumulative)	NA	NA	32	32	30	*	*	NA	Up
Records disposed by City government entities (cubic ft.)	14,801	6,563	10,720	10,237	74,968	*	*	Up	Up

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

Goal 2b Promptly transfer eligible agency records to off-site storage.

During Fiscal 2025, the quantity of records transferred into the Municipal Records Center, and offsite storage facility, decreased 87 percent to 706 cubic feet, compared to 5,634 during Fiscal 2024. The Department reduced the volume of record transfers from client City agencies in anticipation of planned reconstruction of shelving units in the Municipal Records Center.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Records transferred into Municipal Records Center (cubic ft.)	487	7,820	4,624	5,634	706	*	*	Down	Up
★ Storage capacity available for new accessions in Municipal Records Center (%)	19%	19%	19%	19%	21%	*	*	Neutral	*

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

Goal 2c Dispose of all records according to their scheduled retention period.

During Fiscal 2025, the volume of records disposed by the Department from the Municipal Records Center and its other storage sites decreased 28 percent to 14,036 cubic feet, compared to 19,430 cubic feet in Fiscal 2024. The Fiscal 2024 volume was due to a one-time disposal of a large quantity of Civil Court records. Reductions in staff at the Record Center during Fiscal 2025 also impacted the quantity of records disposed. During Fiscal 2026 the Department anticipates processing an increased volume of Court and District Attorney record disposal applications.

The Department's efforts to streamline and facilitate the disposal process led to a 55 percent decrease in the average time between record disposal eligibility and applications sent by client agency to the New York City Law Department, from 1.3 months in Fiscal 2024 to 0.6 months in Fiscal 2025. The average time for the Law Department to process disposal applications decreased 42 percent from 3.7 months in Fiscal 2024 to 2.1 months in Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.2	0.2	0.7	1.3	0.6	2.0	2.0	Up	Down
★ Average time for Law Department to approve records disposal application (months)	1.9	NA	1.3	3.7	2.1	3.0	3.0	NA	Down
Records disposed by DORIS from Municipal Records Center and its other storage sites (cubic ft.)	6,059	3,540	4,322	19,430	14,036	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE facility rating	NA	100	100	100	100	*	*	NA	Up

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$11.0	$12.4	$14.2	$13.5	$15.5	$15.3	$15.2	Up
Revenues ($000,000)	$0.8	$0.7	$0.6	$0.7	$0.7	$0.9	$0.9	Neutral
Personnel	61	58	58	58	58	55	54	Down
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$4.6	$5.1	All
200 - Other Than Personal Services	$8.9	$10.5	All
Agency Total	$13.5	$15.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Goal 1a, the indicator 'Library items available' was updated to 'Municipal library items available' to enhance clarity.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE **Preston Niblack, Commissioner**

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 as of Fiscal 2024. 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 State and City public safety mandates. The Sheriff's Office investigates deed fraud, combats the trafficking of illegal and untaxed tobacco products, and leads "Operation Padlock to Protect," a coordinated effort to prosecute illegal cannabis retail stores throughout the City.

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 Department is also 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, which includes the Senior Citizen Rent Increase Exemption and the Disability Rent Increase Exemption and protects New Yorkers from rent increases, while property tax exemptions like the Senior Citizen Homeowners' Exemption and the Disabled Homeowners' Exemption 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 address tax issues or parking and camera violations. OTA and OPSA provide additional means for the public to resolve challenging and potentially costly issues with the City. Each year, OTA recommends changes to DOF's operations 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. Five borough-based business centers provide residents and businesses with an in-person option to make payments, apply for benefits, or receive general assistance.

In Fiscal 2025, DOF implemented the lien sale program with substantial reforms to protect homeowners and tenants. The lien sale, or the sale of debt on properties that owe taxes, water or sewer bills, or emergency repair charges, is the primary enforcement tool to collect property taxes, the City's largest revenue source. Liens for delinquent property taxes, water and sewer charges, and certain other property-related charges that meet specified statutory thresholds may be sold after a 90-day notice period to a third-party trust created by the City with the right to pursue collection, including, after a specified period, foreclosure. Authorized by Local Law 82 of 2024, the improved lien sale program provides additional protections for homeowners—including the new Easy Exit Program, which offers more time for homeowners to address their debts, as well as affordable payment plans—while ensuring a consistent enforcement mechanism for the City's largest revenue source. These additional protections and a robust outreach program resulted in the removal from the lien sale of 85 percent of at-risk properties prior to sale.

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 summonses.

SERVICE 3 **Administer rent and property owner exemption programs.**

Goal 3a Promptly review applications for exemption programs.

SERVICE 4 **Help NYC taxpayers resolve tax issues.**

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

SERVICE 5 **Record property-related documents.**

Goal 5a Increase the percentage of online property recording transactions.

SERVICE 6 **Serve and execute legal processes and mandates.**

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

HOW WE PERFORMED IN FISCAL 2025

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.

The average turnaround time for non-field audits rose by two percent, from 190 to 194 days, while the percentage of non-field audits closed within a year rose by four percentage points. Due to retirements and resignations, approximately 90 percent of the Non-field Audit Unit now consists of City tax auditors at levels one and two, which are more junior titles than tax auditors at level three. These less experienced auditors took slightly longer to complete cases, contributing to the modest increase in turnaround time.

The increase in tax liability as a result of non-field audits declined by over four percentage points in Fiscal 2025, down to 43.5 percent from 47.9 percent in Fiscal 2024. This decrease reflects the fact that newer auditors were more likely to be assigned less complex cases, which tended to yield smaller increases in tax liability. Still, the overall tax revenue generated by the non-field unit grew in Fiscal 2025 compared to the previous year, due to the higher number of cases completed.

In the Fiscal 2025 lien sale, 85 percent of properties at risk of being included in the lien sale (which includes residential and commercial properties) were removed from the lien sale prior to the sale. The Fiscal 2025 final sale included 4545 properties, up from 2841 the last time the sale was held in Fiscal 2022. This increase in properties is attributable to the pause in enforcement, after the local law that previously authorized the lien sale expired in Fiscal 2022, during which more property owners fell behind on their taxes. Due to a robust outreach effort, the percentage of at-risk properties that were ultimately included in the lien sale was 15 percent Fiscal 2025, compared to 25 percent in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	97.9%	98.1%	97.8%	97.7%	98.0%	98.0%	98.0%	Neutral	Up
– Paid on time (%)	94.8%	94.9%	94.7%	94.4%	94.6%	*	*	Neutral	Up
Average turnaround time for field audits (days)	442	452	528	519	510	*	*	Up	Down
Average turnaround time for non-field audits (days)	201	230	197	190	194	*	*	Down	Down
Average amount collected from a closed audit ($000)	$131	$87	$133	$113	$112	*	*	Neutral	*
Increase in tax liability as a result of audits (%)	25.8%	29.4%	25.3%	29.1%	29.5%	*	*	Up	Up
Increase in tax liability as a result of field audits (%)	26.1%	28.0%	24.9%	27.8%	28.3%	*	*	Neutral	Up
Increase in tax liability as a result of non-field audits (%)	22.7%	43.0%	33.2%	47.9%	43.5%	*	*	Up	Up
Originally noticed properties sold in lien sale (%)	NA	25%	NA	NA	15%	*	*	NA	Down
Properties in final lien sale	NA	2,841	NA	NA	4,545	*	*	NA	Down
★ Field audits closed within a year (%)	NA	51.42%	51.33%	57.00%	60.00%	*	*	NA	*
★ Non-Field audits closed within a year (%)	NA	83.66%	87.58%	87.00%	91.00%	*	*	NA	*

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

Goal 1b Promptly review requests for refunds.

In Fiscal 2025, DOF processed nearly 62,000 business tax refunds, consistent with Fiscal 2024. The average turnaround time of 12 days increased slightly from 11 days last year. DOF processed 10,031 property tax refunds, about half the number processed in Fiscal 2024, a drop which resulted from the write-off of unclaimed property refunds that exceeded the statute of limitations. The Department took the initiative to review refunds after detecting fraudulent refund filing associated with some of them. The average processing time for property tax refunds rose from 25 to 35 days due to the implementation of heightened identity theft and fraud prevention measures which the Department undertook to combat a detected increase in attempted fraud. These safeguards require additional documentation and verification, particularly for electronic refund requests, which can slow processing. While this added scrutiny extends turnaround times, it is vital to protecting taxpayers.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Property tax refunds and adjustments processed	15,708	26,037	21,939	20,172	10,031	*	*	Down	*
Business tax refunds processed	105,841	60,544	60,660	62,122	61,969	*	*	Down	*
★ Average time to issue a property tax refund (days)	12	13	13	25	35	20	20	Up	Down
★ Average time to issue a business tax refund (requested or non-requested) (days)	14	12	12	11	12	25	25	Down	Down
Average time to issue a requested business tax refund (days)	13	12	12	12	12	17	17	Neutral	Down
★ Average time to issue a non-requested business tax refund (days)	15	14	12	12	12	17	17	Down	Down

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

SERVICE 2 Bill, adjudicate and collect on parking summonses.

Goal 2a Increase the proportion of parking and camera violation summonses that are resolved.

As data is not finalized in time for this report, DOF provides an annualized estimate based on data through the first nine months of the fiscal year. In Fiscal 2025, the number of parking and camera summonses resolved within 90 days is projected to increase slightly to 11.9 million, and the percentage paid within 90 days is projected to rise slightly to 69.6 percent. Meanwhile, the percentage of summonses dismissed within 90 days is expected to decline to 2.9 percent. This decrease is due to a seven percent increase in the issuance of camera summonses, which have a lower dismissal rate.

The 11.9 million projection of parking summonses is an annualized estimate based on the 8.9 million summonses resolved in the first nine months of Fiscal 2025. Projected Fiscal 2025 percentages for payments and dismissals within 90 days are based on year-to-date data through March 2025. Fiscal 2025 actual data for this section will be published in the Fiscal 2026 Preliminary Mayor's Management Report (PMMR).

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Parking and camera summonses received (000)	14,957	15,437	17,314	16,101	16,559	*	*	Up	*
Parking and camera summonses resolved within 90 days (000)	10,120	10,767	12,470	11,748	NA	*	*	NA	*
★ Parking and camera summonses paid within 90 days (%)	65.5%	66.2%	69.0%	69.0%	NA	65.0%	65.0%	NA	Up
Parking and camera summonses dismissed within 90 days (%)	3.7%	3.3%	3.4%	3.7%	NA	*	*	NA	Down

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

Goal 2b Assure that all respondents are offered convenient options for paying and challenging summonses.

The Adjudication Division continues to fulfill its mission to provide fair, consistent, and efficient hearings. In Fiscal 2025, the division adjudicated approximately 2.1 million summonses—an increase of about four percent from Fiscal 2024—including a five percent rise in in-person hearings and a seven percent increase in web-based parking hearings. These increases, combined with the ongoing challenge of recruiting and retaining administrative law judges in a competitive legal market, led to longer wait times and processing delays. Average wait times for live hearings at business centers rose from 5.3 minutes to 11.2 minutes. The turnaround time for web parking hearings also increased, from 4.2 days to 5.0 days. DOF is actively working on strategies to recruit and retain administrative law judges.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Parking summonses adjudicated (000)	1,776	1,959	2,247	2,004	2,087	*	*	Up	*
★ Parking summons hearings	1,117,467	1,047,121	1,277,636	1,014,990	1,070,881	*	*	Neutral	*
– In-person hearings	132,119	205,862	341,533	210,624	222,060	*	*	Up	*
– Hearings-by-mail	272,599	206,256	190,708	138,999	134,075	*	*	Down	*
– Web hearings	712,749	635,003	745,395	665,367	714,746	*	*	Neutral	*
Parking summons "Pay or Dispute" app transactions	1,855,374	2,037,385	2,524,746	2,489,701	2,646,336	*	*	Up	*
★ Average turnaround time for in-person parking summons hearings (minutes)	1.3	1.3	3.3	5.3	11.2	12.0	12.0	Up	Down
★ Average turnaround time to issue decision for parking summons hearing-by-web (days)	4.0	4.0	5.9	4.2	5.0	8.5	8.5	Up	Down
★ Average turnaround time to issue decision for parking summons hearing-by-mail (days)	7.0	6.9	7.8	6.6	6.7	14.0	14.0	Neutral	Down
Parking summons appeals reviewed	35,827	30,073	54,671	130,576	132,758	*	*	Up	*
Parking summons appeals granted a reversal (%)	23.0%	23.0%	11.0%	7.0%	6.0%	*	*	Down	Down

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

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

In Fiscal 2025, the Property Exemption Administration (PEA) made progress toward becoming more efficient in administering its core property tax benefit programs. Processing times improved in several areas, and continued modernization will have a positive impact on processing in the Rent Freeze Program, among others.

In Fiscal 2025, DOF received 7,266 initial Senior Citizen Rent Increase Exemption (SCRIE) applications, a seven percent decrease from Fiscal 2024, and there was an 11 percent decrease in renewal applications to 23,402. While processing times for initial SCRIE applications improved 24 percent to 12.2 days, renewal application processing time increased four percent to 9.4 days. Three percent fewer initial Disability Rent Increase Exemption (DRIE) applications were received in Fiscal 2025 compared to Fiscal 2024, from 1,648 to 1,606 applications, and renewal applications decreased 10 percent to 5,622. The average time to process initial DRIE process applications decreased 19 percent to 12.7 days, and renewal DRIE application processing time increased slightly to 8.5 days.

In Fiscal 2025, DOF received 7,241 initial Senior Citizen Homeowners' Exemption (SCHE) applications, a 14 percent decrease from Fiscal 2024, but a 72 percent increase in renewal applications. The average time to process initial SCHE applications decreased a substantial 84 percent, from 21.6 to 3.5 days—demonstrating the impact of modernization efforts. Further, despite the substantial increase in the volume of renewal applications, the average time to process renewal SCHE application similarly dropped 78 percent, from 27 days to 4.9 days. Initial Disability Homeowners' Exemption (DHE) applications dropped seven percent compared to Fiscal 2024 to 300 applications, while renewal DHE applications dropped 12 percent. Similar to SCHE application processing time improvements, DHE application processing time decreased substantially. Initial DHE applications were processed 82 percent faster in Fiscal 2025, 4.9 days compared to 27 days in Fiscal 2024, and renewal applications decreased from 13.9 days to 3.2 days.

Manual processing remains a barrier to faster service. To address this, and to lessen the administrative burden on applicants, DOF is reducing documentation requirements and improving the application process to encourage more complete submissions. This includes automating workflows and income verification, efforts which are already yielding results, as more SCHE and DHE applications are being processed with minimal manual review. In Fiscal 2026, DOF will expand these tools, especially in the Rent Freeze Program.

Looking ahead, modernization efforts will focus on fully automating document review and expanding automated income verification. These efforts will also allow DOF's customers to more easily apply for and renew their benefits online.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Initial applications received — Senior Citizen Rent Increase Exemption	4,389	5,024	7,154	7,823	7,266	*	*	Up	*
★ Average time to process initial Senior Citizen Rent Increase Exemption applications (days)	8.5	11.1	25.8	16.2	12.2	10.0	10.0	Up	Down
Renewal applications received — Senior Citizen Rent Increase Exemption	23,216	32,064	22,959	26,380	23,402	*	*	Neutral	*
★ Average time to process Senior Citizen Rent Increase Exemption renewal applications (days)	9.8	10.2	25.3	9.0	9.4	10.0	10.0	Neutral	Down
Initial applications received — Disability Rent Increase Exemption	1,098	1,031	1,472	1,648	1,606	*	*	Up	*
★ Average time to process initial Disability Rent Increase Exemption applications (days)	6.7	10.0	22.7	15.6	12.7	10.0	10.0	Up	Down
Renewal applications received — Disability Rent Increase Exemption	5,869	7,464	5,810	6,238	5,622	*	*	Down	*
★ Average time to process Disability Rent Increase Exemption renewal applications (days)	9.4	9.8	22.4	8.3	8.5	10.0	10.0	Down	Down
Initial applications received — Senior Citizen Homeowners' Exemption	9,750	6,094	7,312	8,433	7,241	*	*	Down	*
★ Average time to process initial Senior Citizen Homeowners' Exemption applications (days)	11.7	10.3	14.5	21.6	3.5	⇩	⇩	Down	Down
Renewal applications received — Senior Citizen Homeowners' Exemption	27,328	12,759	33,141	13,117	22,579	*	*	Down	*
★ Average time to process Senior Citizen Homeowners' Exemption renewal applications (days)	13.2	8.5	19.3	25.2	5.5	⇩	⇩	Neutral	Down
Initial applications received — Disability Homeowners' Exemption	576	603	728	321	300	*	*	Down	*
★ Average time to process initial Disability Homeowners' Exemption applications (days)	14.6	5.9	10.0	27.0	4.9	⇩	⇩	Neutral	Down
Renewal applications received — Disability Homeowners' Exemption	2,052	2,242	2,997	2,223	1,966	*	*	Neutral	*
★ Average time to process Disability Homeowners' Exemption renewal applications (days)	25.7	8.6	12.8	13.9	3.2	⇩	⇩	Down	Down

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

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

The Office of the Taxpayer Advocate (OTA) continues to assist customers who are unable to resolve their tax issues through standard Department of Finance channels. Inquiries to OTA rose by 31 percent in Fiscal 2025 compared to Fiscal 2024, from 1,231 to 1,608. Despite this, OTA reduced its average inquiry response time by more than half, from 8.5 days to 4.1 days—well within the 10-day service target. The average case resolution time also improved, decreasing by 12 percent from 41.5 days to 36.7 days, staying within the 45-day service target. These improvements reflect successful efforts to integrate the new processes that were implemented according to last year's legislative and procedural changes, including new income determination rules for homeowners' exemptions and a new safeguard process against suspicious refund requests.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Inquiries received	1,278	1,177	1,201	1,231	1,608	*	*	Up	*
★ Average time to address inquiries (days)	2.4	1.9	5.9	8.5	4.1	10.0	10.0	Up	Down
Cases opened	834	706	1,045	1,045	1,013	*	*	Up	*
Cases closed	988	774	1,073	1,090	1,091	*	*	Up	*
★ Average time to close a case (days)	74.1	48.6	33.0	41.5	36.7	45.0	45.0	Down	Down

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

SERVICE 5 Record property-related documents.

Goal 5a Increase the percentage of online property recording transactions.

The percentage of documents recorded online increased slightly in Fiscal 2025 from Fiscal 2024 to 87.4 percent, driven by greater numbers of both taxpayers and smaller abstract companies opting to submit electronically rather than in person. The significant decline in paper submissions contributed to the overall rise in online recordings.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Property recording transactions online (%)	84.8%	86.0%	83.9%	86.8%	87.4%	*	*	Neutral	Up
★ Average time to record and index property documents citywide (days)	2.8	4.5	1.3	1.1	1.2	⇩	⇩	Down	Down

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

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

The New York City Sheriff's Office is responsible for arresting individuals for civil and criminal matters, seizing property pursuant to New York Civil Practice Law and Rules (CPLR) Section 5230, and serving respondents with child support documentation and orders of protection. In June 2025, the Sheriff's Office experienced a two percentage-point decrease from June 2024 in arrest warrants successfully executed, a three percentage-point decrease for orders of protection successfully served, a six percentage-point decrease for child support orders successfully served, and an 18 percentage-point increase in property seizure orders successfully executed.

One reason for the decrease in arrests and served documents is that deputies more often receive outdated or incorrect information from petitioners. The increase in successful property seizure orders can be attributed to effective investigation for asset identification and collaboration with judgment creditors. The Sheriff's Office continues to adapt and find more effective ways to enforce the law.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Arrest warrants successfully executed (%)	61%	79%	65%	59%	57%	*	*	Down	Up
★ Orders of protection successfully served (%)	61%	61%	58%	56%	53%	⇧	⇧	Down	Up
Property seizure orders successfully executed (%)	40%	50%	51%	49%	67%	*	*	Up	Up
★ Child support orders successfully served (%)	66%	59%	56%	56%	50%	⇧	⇧	Down	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Total revenue collected ($000,000)	$44,550	$45,341	$47,768	$49,120	$52,432	*	*	Up	*
– Property taxes collected ($000,000)	$31,292	$29,622	$31,502	$32,820	$34,607	*	*	Up	*
– Business taxes collected ($000,000)	$8,484	$9,800	$10,494	$11,383	$12,665	*	*	Up	*
– Property transfer taxes collected ($000,000)	$1,928	$3,238	$2,175	$1,723	$2,027	*	*	Down	*
– Parking summons revenue ($000,000)	$718	$847	$1,118	$998	$1,010	*	*	Up	*
– Audit and enforcement revenue collected ($000,000)	$1,137	$871	$1,337	$947	$900	*	*	Down	*
– Other revenue ($000,000)	$993	$962	$1,142	$1,250	$1,223	*	*	Up	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
E-mails responded to within 14 days (%)	79%	81%	60%	51%	56%	85%	85%	Down	Up
Letters responded to within 14 days (%)	64%	75%	56%	68%	77%	85%	85%	Up	Up
Completed requests for interpretation	2,510	3,189	6,031	7,555	7,277	*	*	Up	*
Average customer in-person wait time (minutes)	1	3	21	14	15	12	12	Up	Down
Calls answered by a Collections customer service representative (%)	82%	66%	30%	32%	23%	*	*	Down	Up
CORE facility rating	99	98	97	100	93	90	90	Neutral	Up
Number of calls answered by the Customer Contact Center	51,299	52,315	73,552	52,711	33,193	*	*	Down	*
Average time to complete calls to the Customer Contact Center (minutes:seconds)	14:11	11:35	10:59	10:47	10:11	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$301.1	$301.2	$332.1	$341.8	$360.4	$361.1	$371.2	Up
Revenues ($000,000)	$877.4	$1,064.0	$1,298.6	$1,179.1	$1,263.5	$1,095.2	$1,079.2	Up
Personnel	1,935	1,725	1,691	1,709	1,760	2,044	2,047	Neutral
Overtime paid ($000)	$7,796	$7,424	$8,552	$7,920	$5,099	$1,845	$1,358	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$171.7	$177.5	
001 - Administration and Planning	$50.7	$51.2	All
002 - Operations	$22.8	$22.5	1b, 3a
003 - Property	$29.1	$30.2	1a, 1b, 5a
004 - Audit	$30.5	$30.9	1a, 1b
005 - Legal	$6.0	$6.4	1a, 1b, 2a
007 - Parking Violations Bureau	$9.2	$9.4	2a, 2b
009 - City Sheriff	$23.5	$27.0	1a, 2a, 6a
Other Than Personal Services - Total	$170.1	$182.9	
011 - Administration	$97.4	$104.2	All
022 - Operations	$44.4	$41.9	1b, 3a
033 - Property	$5.1	$4.8	1a, 1b, 5a
044 - Audit	$0.4	$0.4	1a, 1b
055 - Legal	$0.2	$0.2	1a, 1b, 2a
077 - Parking Violations Bureau	$0.7	$0.8	2a, 2b
099 - City Sheriff	$21.8	$30.6	1a, 2a, 6a
Agency Total	$341.8	$360.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicators 'Parking and camera summonses resolved within 90 days (000),' 'Parking and camera summonses paid within 90 days (%),' and 'Parking and camera summonses dismissed within 90 days (%)' in Goal 2a were renamed from 'Parking summonses resolved within 90 days (000),' 'Parking summonses paid within 90 days (%),' and 'Parking summonses dismissed within 90 days (%)' to accurately capture that these indicators are counting camera summonses as well as parking summonses. Data has not been changed.

- The indicator 'Parking and camera summonses received (000)' was renamed from 'Parking summonses received (000)' to match these previous indicators; data was changed to reflect that all these indicators now report parking and camera summonses. Data was changed from 10,351 to 14,957 for Fiscal 2021, from 9,999 to 15,437 for Fiscal 2022, from 10,235 to 17,314 for Fiscal 2023, and from 9,647 to 16,101 for Fiscal 2024.

ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program (SCRIE and DRIE):
  www.nyc.gov/rentfreeze
- SCHE:
  www.nyc.gov/sche
- DHE:
  www.nyc.gov/dhe

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

OFFICE OF TECHNOLOGY AND INNOVATION **Matthew C. Fraser, Chief Technology Officer**

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 ensure that City agency technology deployments create a safer, more equitable City for New Yorkers.

FOCUS ON EQUITY

OTI is committed to making technology accessible for New York City families, students, older adults, job seekers and business owners. OTI continues to bridge the digital divide—the gap between those who have ready access to computers and the internet, and those who do not. Those efforts include enhanced access to free internet, 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.

In Fiscal 2025, New York City provided more residents with free internet than any other city in the nation. Big Apple Connect (BAC), the nation's largest municipally subsidized broadband program, offers access to free internet and cable to 330,000 New Yorkers across 220 New York City Housing Authority (NYCHA) facilities. Additional services include the free use of digital devices at more than 450 public computer centers, as well as digital skills training through the Connected Communities initiative at more than 100 public sites across the five boroughs.

OTI also continues to streamline online access to government services and benefits through the MyCity portal. Nearly 125,000 New Yorkers have created accounts on MyCity to check eligibility, apply for, and track child care benefits, with nearly 60,000 working-class families eligible for child care subsidies. MyCity is also home to a business site featuring the first citywide AI-powered chatbot, and an updated user-friendly Jobs NYC portal.

With the release of the New York City Digital Equity Roadmap in March 2025, OTI is building on this strong foundation of efforts to bridge the digital divide. The roadmap highlights OTI's implementation of digital equity projects such as Big Apple Connect and Link5G, both ensuring greater access to broadband for New Yorkers wherever they live, work, or travel across the five boroughs.

The Digital Equity Roadmap also features 11 new initiatives with $2.4 million in capital investments designed to prioritize the immediate needs of underserved communities. Key roadmap items already underway include: the convening of the Digital Equity Working Group, formed to coordinate the approach to closing the digital divide, the hiring of a Chief Digital Equity Officer, and the renovating of computer labs in libraries and older adult centers across the five boroughs.

OTI continues to support the responsible use of emerging technologies. During Fiscal 2024, OTI published the New York City Artificial Intelligence (AI) Action Plan, the nation's first broad AI governance policy. The Action Plan provides City agencies with a framework to carefully evaluate AI tools and associated risks, help City government employees build AI knowledge and skills, and support the responsible implementation of these technologies to improve quality of life for New Yorkers. In Fiscal 2025, OTI initiated or completed 32 of the 37 actions presented in the Plan, including the creation and convening of an AI Steering Committee and feedback on a preliminary AI risk assessment.

OUR SERVICES AND GOALS

SERVICE 1 **Deliver City IT services including hardware, software and technical support.**

- Goal 1a Provide quality service delivery and performance monitoring for OTI-managed systems.
- Goal 1b Resolve all service disruptions within targeted levels.
- Goal 1c Ensure all application development and IT infrastructure projects are delivered on time.

SERVICE 2 **Support sharing and management of citywide data and information.**

- Goal 2a Increase the public's use of City government information through NYC.gov.
- Goal 2b Increase the amount of publicly available data.

SERVICE 3 **Regulate franchised cable services.**

- Goal 3a Ensure customer complaints are resolved positively.

SERVICE 4 **Regulate provisioning of public telecommunication services on City streets.**

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

SERVICE 5 **Arrange for free, fast, and reliable internet access to NYCHA eligible residents.**

- Goal 5a Ensure widespread adoption of broadband across eligible NYCHA developments.

SERVICE 6 **Accelerate and simplify the delivery of City services and modernize supporting technologies.**

- Goal 6a Establish and maintain an online portal for accessing all City services and benefits.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Deliver City IT services including hardware, software and technical support.

Goal 1a Provide quality service delivery and performance monitoring for OTI-managed systems.

In Fiscal 2025, OTI increased the total number of services it provides to 600, 66 more than were provided in Fiscal 2024. The total number of services OTI provides has grown 70 percent since Fiscal 2022.

OTI's Public Safety and Emergency Management (PSEM) division, which is responsible for managing critical 9-1-1 infrastructure, experienced one seven-hour incident impacting 911 calls in September 2024. This is the first outage since Fiscal 2019 and was the result of a configuration error in a vendor managed system that impacted a total of 31 Bronx-based landline 9-1-1 callers. Subsequent wellness checks were performed to ensure all emergency calls for service were handled, and fortunately none of the calls were for life-threatening emergencies. Specific policies and procedures have been implemented to prevent similar occurrences.

There were 171 major incidents that directly impacted the services OTI provides during Fiscal 2025, a decrease of 24 percent from Fiscal 2024. Since major incidents reflect a loss of service for City agency customers, this decrease is significant and reflects a healthier information technology infrastructure environment. This decrease was achieved, in part, due to the retraining of OTI's operation units in the problem management process and a revision of OTI's problem management software. The problem management process involves the identification, analysis, and resolution of incidents to obtain a root cause and prevent their recurrence.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Services OTI provides	NA	352	531	534	600	⇧	⇧	NA	Up
★ Critical public safety outages	0	0	0	0	1	⇩	⇩	Up	Down
★ Total outage time for critical public safety infrastructure (minutes)	0	0	0	0	420	⇩	⇩	Up	Down
★ Major incidents that directly impact services that OTI provides	NA	51	163	225	171	⇩	⇩	NA	Down

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

Goal 1b Resolve all service disruptions within targeted levels.

There were fewer incidents at every severity level in Fiscal 2025 compared to Fiscal 2024; critical incidents decreased 15 percent to 146, high incidents by 41 percent to 401, and medium and low incidents by five percent to 17,907. The widespread reduction in incidents can be attributed to staff improving the reliability of hardware and software while ensuring upgrades to cloud services were enacted and installed.

Critical and high incidents often require the most personnel resources to resolve. Although the average resolution time for critical incidents remained steady at seven hours, the average resolution time for high incidents increased considerably to 60 hours in Fiscal 2025. During data review and cleanup efforts, it was discovered that some non-active high priority incidents remained open for extended periods of time, skewing the metrics in an undesirable direction. This process failure was identified and is being addressed by the respective OTI business units. Time to resolve medium incidents remained steady at 54 hours while the resolution of low incidents continued to decrease, for the third consecutive fiscal year, from 16 hours to 11 hours.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Incidents by severity level — Critical	100	61	163	171	146	⇩	⇩	Up	Down
Incidents by severity level — High	1,506	564	818	684	401	*	*	Down	Down
Incidents by severity level — Medium and Low	39,843	15,725	20,764	18,869	17,907	*	*	Down	Down
★ Average incident resolution time by SLA level (hours) — Critical	5	6	11	7	7	⇩	⇩	Up	Down
Average incident resolution time by SLA level (hours) — High	17	24	27	23	60	*	*	Up	Down
Average incident resolution time by SLA level (hours) — Medium	31	51	53	54	54	*	*	Up	Down
Average incident resolution time by SLA level (hours) — Low	5	27	25	16	11	*	*	Neutral	Down

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

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time.

OTI is making the process of requesting and receiving services more efficient. The number of catalog items that City agencies users can select when selecting a service increased from 67 in Fiscal 2022 to 117 in Fiscal 2025, a 75 percent increase.

During Fiscal 2025, the delivery time of services for all other City agencies increased to almost 18 days compared to 13 days over the same period in Fiscal 2024. The months of September and October 2024, and April 2025 saw an increase in complex requests which caused a rise in resolution time. To address and improve delivery time going forward, OTI's Infrastructure Management team will continue to identify opportunities for infrastructure automation.

Despite the rise in service delivery time, the customer satisfaction rate increased marginally from Fiscal 2024 (92.18 percent) to Fiscal 2025 (92.49 percent). These numbers remain above the service level target of 90 percent, indicating that overall service delivery and customer confidence is trending in the right direction. The customer survey completion rate decreased slightly from nine percent to seven percent during Fiscal 2025.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ New service catalog submissions to support outside agencies	NA	29,646	57,077	64,677	62,222	*	*	NA	*
Catalog items	NA	67	91	109	117	*	*	NA	Up
Delivery time of services for external agencies (days)	NA	8	17	13	18	*	*	NA	Down
Customer satisfaction rate (%)	NA	NA	90.94%	92.18%	92.49%	90.00%	90.00%	NA	Up
Customer survey completion rate	NA	NA	10%	9%	7%	*	*	NA	Up

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

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a Increase the public's use of City government information through NYC.gov.

The number of web page views and unique visitors on NYC.gov decreased slightly by almost 2 percent in Fiscal 2025. Initiatives that typically drive website traffic include MyCity, Jobs NYC and 311's Resolution Satisfaction Dashboard (RSAT).

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
NYC.gov web page views (000)	312,134.4	296,892.7	274,770.7	281,120.5	276,976.1	*	*	Down	Up
★ NYC.gov unique visitors (average monthly) (000)	6,397	6,668	6,081	6,262	6,170	⇧	⇧	Neutral	Up

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

Goal 2b Increase the amount of publicly available data.

OTI has worked extensively with City agencies to increase the volume and quality of public data sets available during Fiscal 2025. As a result, there was a nine percent increase in rows of data available, an 89 percent increase in total dataset downloads, and a 31 percent increase in website views compared to Fiscal 2024.

These increases largely stem from exposure generated by OTI's annual Analytics Exchange Learning Summit (a conference focused on improving the data skills of City employees), NYC Open Data Week 2025 (a weeklong citywide celebration of public data in New York City), and the development of NYCData (an online resource for data professionals working in New York City government).

In March 2025, the Center for Innovation through Data Intelligence (CIDI) and OTI's Office of Data Analytics (ODA) established a new service to share administrative data with external researchers. The initiative will make data sharing more seamless between researchers and City leaders, uphold privacy and legal protocols to protect residents' data, and lead to

insights that will strengthen New York City's programs. Approved researchers will be given access to the service to conduct their research in a secure environment with an available set of analytic tools.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Rows of data available for download on NYC.gov/OpenData (000)	NA	4,136,674.0	4,586,343.5	5,703,296.5	6,206,470.0	*	*	NA	Up
Datasets with data dictionaries on NYC.gov/OpenData (%)	92.2%	91.7%	91.9%	92.7%	93.8%	*	*	Neutral	Up
NYC.gov/OpenData Dataset Downloads	1,288,693	1,621,870	1,526,703	2,999,769	5,657,778	*	*	Up	Up
NYC.gov/OpenData Dataset Views (Website)	4,038,236	4,161,744	4,909,461	5,624,596	7,352,248	*	*	Up	Up
NYC.gov/OpenData Dataset Views (API) (000)	1,287,348	892,155	613,414	989,342	897,539	*	*	Down	Up

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

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved positively.

The total number of video cable complaints decreased by 54 percent compared to Fiscal 2024. The significant decrease in complaints is reflective of the decline in cable television subscriptions and the increasing popularity of streaming services.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Video cable complaints citywide	2,941	2,426	1,550	1,390	639	*	*	Down	Down
★ Video complaints resolved citywide (%)	78%	91%	90%	96%	94%	⇧	⇧	Up	Up

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

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

Goal 4a Maximize usefulness, operability, and cleanliness of public telecommunication services on City streets.

Through OTI's collaboration with the franchisee CityBridge, LinkNYC sidewalk digital kiosks provide the public with free high-speed Wi-Fi, nationwide phone calls, device charging, and access to City services, maps, and directions. During Fiscal 2025, subscribers to LinkNYC rose to 18.7 million, a 16 percent increase from Fiscal 2024. The newest phase of LinkNYC, Link5G, supplies the infrastructure for cellular service providers to expand wireless 5G technology and Wi-Fi service in under-connected communities—reflecting the Agency's efforts to bridge the digital divide. OTI's commitment to providing quality services is also demonstrated by the continued decline in summonses for unacceptable kiosk appearance, which has decreased for three consecutive fiscal years.

Among many successes in Fiscal 2025, OTI delivered a signature accomplishment advancing access and affordability through a new agreement making T-Mobile the major carrier for City telecommunication operations. This five-year deal for City employee mobile devices is forecasted to save millions of dollars, give City employees significant discounts on personal wireless plans, and enhance public safety through a dedicated 5G network with increased speed and security for crucial operations.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Cumulative number of LinkNYC subscribers	9,699,767	11,321,069	13,597,643	16,069,742	18,713,093	⇧	⇧	Up	Up
Summonses issued for LinkNYC kiosks with inoperable phone service or unacceptable appearance	73	175	42	30	9	*	*	Down	*
Revenue collected from LinkNYC Franchise Fees and liquidated damages ($000)	$26,875.0	$5,466.0	$5,892.0	$5,960.8	$6,438.0	$4,500.0	$4,500.0	Down	*

★ 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.

OTI entered into three-year agreements in the summer of 2022 with telecommunication providers guaranteeing delivery of the Big Apple Connect (BAC) program through December 2025, with two extension options through December 2027. The Fiscal 2026 Executive Budget funded this program at $38.8 million. BAC, the nation's largest municipally subsidized broadband program, provides free high-speed internet and basic cable access to over 330,000 NYCHA residents from 152,000 households in 220 NYCHA developments. In Fiscal 2025, 81.42 percent of those eligible residents participated in the BAC program. OTI is in the process of conducting a BAC customer survey and additional direct outreach to assess the quality of the services being provided to NYCHA residents.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Eligible households adopting Big Apple Connect services (%)	NA	NA	76.0%	80.1%	81.4%	⇧	⇧	NA	Up
Households eligible for the Big Apple Connect program	NA	NA	136,374	152,401	152,401	*	*	NA	Up

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

SERVICE 6 Accelerate and simplify the delivery of City services and modernize supporting technologies.

Goal 6a Establish and maintain an online portal for accessing all City services and benefits.

In March 2023, OTI launched MyCity, a one-stop shop for essential city services and benefits, which includes a simplified child care application. MyCity enables users to track, screen and manage their eligibility and child care application status. In Fiscal 2025, there were over 1.9 million page views of the MyCity child care online portal, up slightly from 1.8 million in Fiscal 2024. The number of child care applications submitted using MyCity increased by 68 percent between Fiscal 2024 and Fiscal 2025 to almost 70,000.

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Child care applications submitted using MyCity	NA	NA	8,624	41,586	69,856	⇧	⇧	NA	Up

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

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	52%	52%	43%	40%	43%	*	*	Down	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to within 14 days (%)	100%	99%	99%	94%	81%	*	*	Down	Up

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

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
SLA — Cable complaint — Miscellaneous (% of SRs meeting time to action)	85	76	65	74	58	*	*	Down	*
SLA — Cable complaint — Cable TV video service (% of SRs meeting time to action)	53	61	73	78	67	*	*	Up	*
SLA — Cable complaint — Billing (% of SRs meeting time to action)	77	81	68	84	60	*	*	Down	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$970.7	$924.5	$897.4	$972.6	$955.9	$928.0	$817.8	Neutral
Revenues ($000,000)	$172.1	$170.3	$155.1	$147.7	$138.0	$142.8	$141.4	Down
Personnel	1,646	1,564	1,508	1,526	1,535	1,574	1,585	Neutral
Overtime paid ($000)	$1,262	$1,049	$1,352	$2,066	$484	$305	$305	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$170.0	$176.2	
001 - Technology Services	$87.3	$87.1	All
003 - Admin/Operations	$18.5	$19.1	All
007 - 911 Technical Operations	$20.2	$20.2	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	$8.8	$9.2	*
011 - 311	$20.5	$22.7	*
013 - New York City Cyber Command	$14.7	$17.8	*
Other Than Personal Services - Total	$802.7	$779.7	
002 - Technology Services	$517.8	$441.7	All
004 - Admin/Operations	$48.0	$51.0	All
008 - 911 Technical Operations	$81.5	$119.0	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	$12.2	$26.7	*
012 - 311	$41.2	$45.6	*
014 - New York City Cyber Command	$102.0	$95.7	*
Agency Total	$972.6	$955.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. [2] City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. [3] Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:
  http://www.nyc.gov/
- The New York City 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/

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

BOARD OF ELECTIONS **Michael J. Ryan, Executive Director**



WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of 10 commissioners, two from each New York City borough upon recommendation by both political parties and then appointed by the 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 IN FISCAL 2025

	Actual					Target		Trend	
Performance Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Voter turnout — General Election (000) (CY)	3,067	1,149	1,820	579	2,819	*	*	Down	*
Voter Registration forms processed (CY)	374,904	131,735	710,947	362,237	1,030,444	*	*	Up	*
Registered voters (000) (CY)	5,565	5,599	5,199	5,132	5,354	*	*	Neutral	Up
Active voters (000) (CY)	4,948	4,949	4,736	4,643	4,769	*	*	Neutral	Up
Absentee Ballots utilized (CY)	1,058,000	231,000	262,000	66,000	473,000	*	*	Down	*
Accessible Absentee Ballot requests (CY)	NA	763	1,233	230	981	*	*	NA	*
Accessible Absentee Ballots requests accepted (%) (CY)	NA	93%	100%	100%	100%	*	*	NA	*
Accessible Absentee Ballots returned (%) (CY)	NA	40%	48%	37%	47%	*	*	NA	*
Poll worker attendance on election day (%) (CY)	96.3%	93.9%	90.6%	97.3%	96.2%	*	*	Neutral	Up
Voter complaints regarding poll workers (CY)	256	510	551	154	90	*	*	Down	Down
Voter complaints regarding poll workers — Service (CY)	124	355	400	117	45	*	*	Down	Down
Voter complaints regarding poll workers — Procedure (CY)	132	155	151	37	45	*	*	Down	Down
Voting equipment replacement rate — Ballot scanners (%) (CY)	0.7%	0.8%	0.8%	0.7%	1.5%	*	*	Up	Down
Voting equipment replacement rate — Ballot marking devices (%) (CY)	2.3%	1.7%	2.2%	0.3%	3.7%	*	*	Up	Down
Precision of unofficial election results (%) (CY)	3.3%	1.1%	1.9%	0.7%	0.5%	*	*	Down	*
Interpreters deployed on election day (CY)	5,838	6,526	6,949	7,049	7,708	*	*	Up	*
Interpreters deployed on election day — Bronx (CY)	464	549	582	617	667	*	*	Up	*
Interpreters deployed on election day — Brooklyn (CY)	1,718	2,082	2,285	2,293	2,717	*	*	Up	*
Interpreters deployed on election day — Queens (CY)	2,281	2,622	2,700	2,723	2,930	*	*	Up	*
Interpreters deployed on election day — Manhattan (CY)	1,163	1,064	1,174	1,207	1,144	*	*	Neutral	*
Interpreters deployed on election day — Staten Island (CY)	212	209	208	209	250	*	*	Up	*
Interpreter attendance on election day (%) (CY)	75%	93%	92%	96%	97%	*	*	Up	*
Interpreter attendance on General Election (%) (CY)	99%	95%	95%	97%	95%	*	*	Neutral	*

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

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5yr Trend
Expenditures ($000,000)[3]	$230.9	$222.2	$258.0	$257.3	$285.6	$182.7	$146.9	Up
Revenues ($000)	$54.4	$46.9	$33.3	$31.7	$36.0	$38.0	$38.0	Down
Personnel	894	841	860	875	898	652	652	Neutral
Overtime paid ($000,000)	$12.3	$11.6	$11.7	$12.4	$8.3	$8.3	$8.3	Down

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY24[1] ($000,000)	Modified Budget FY25[2] ($000,000)
001 - Personal Services	$122.7	$119.8
002 - Other Than Personal Services	$134.6	$165.8
Agency Total	$257.3	$285.6

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2025. Includes all funds. [2] Includes all funds.
"NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- Annual reports: www.vote.nyc/page/annual-reports

For more information on the agency, please visit: www.vote.nyc.

Appendix


SIGILLUM CIVITA
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Additional Tables

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ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	FY 2025 TOTAL SICK LEAVE	FY 2025 LODI/WC	FY 2025 TOTAL ABSENCE	FY 2024 TOTAL ABSENCE	FY 2025 EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	9.00%	3.14%	12.14%	11.61%	30.2
FDNY (U)	1.72%	5.73%	7.45%	8.55%	18.5
NYPD (U)	3.46%	0.82%	4.28%	4.38%	10.7
DSNY (U)	6.47%	1.87%	8.35%	8.29%	20.8
Uniformed Subtotal	7.56%	2.42%	9.98%	7.51%	24.8
LARGER CIVILIAN WORKFORCES					
NYPD (C)	0.06%	0.00%	0.06%	0.07%	0.2
FDNY (C)	3.88%	0.10%	3.98%	4.00%	9.9
ACS*	3.57%	1.15%	4.71%	5.11%	11.7
HRA	3.65%	0.15%	3.80%	3.95%	9.5
DHS	3.57%	0.95%	4.52%	4.71%	11.3
HPD	3.43%	0.20%	3.62%	3.66%	9.0
DOHMH	3.33%	0.04%	3.37%	3.30%	8.4
DEP*	3.31%	0.26%	3.56%	3.49%	8.9
DSNY (C)	3.99%	0.76%	4.75%	4.73%	11.8
DOF*	3.18%	0.21%	3.39%	3.83%	8.4
DOT*	3.49%	0.50%	3.99%	4.06%	9.9
DPR	2.73%	0.31%	3.04%	3.09%	7.6
LAW	3.22%	0.01%	3.24%	3.33%	8.1
DCAS	3.11%	0.11%	3.22%	3.41%	8.0
DDC	3.36%	0.01%	3.37%	3.66%	8.4
DOC (C)	3.20%	4.61%	7.81%	3.60%	19.5
DOP*	4.69%	0.31%	4.99%	4.85%	12.43
DOB	3.33%	0.06%	3.39%	3.35%	8.4
OTI	2.83%	0.01%	2.84%	0.21%	7.1
Subtotal	2.29%	0.31%	2.60%	2.62%	6.5
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.35%	0.00%	2.35%	2.27%	5.9
DCP	2.87%	0.00%	2.87%	2.38%	7.2
DOI	2.72%	0.00%	2.72%	2.57%	6.8
DFTA	3.49%	0.00%	3.49%	3.62%	8.7
DCLA	2.56%	0.00%	2.56%	2.61%	6.4
OATH	2.55%	0.00%	2.55%	2.87%	6.3
LPC	3.50%	0.63%	4.12%	2.51%	10.3
BOE	3.87%	0.21%	4.09%	4.30%	10.2
CCRB	2.89%	0.00%	2.90%	2.31%	7.2
TLC	3.57%	0.01%	3.58%	4.23%	8.9
CCHR	4.16%	0.00%	4.16%	3.30%	10.4
DYCD	3.46%	0.02%	3.47%	3.07%	8.6
SBS	2.93%	0.03%	2.96%	3.37%	7.4
DORIS	2.66%	0.00%	2.66%	3.77%	6.6
DCWP	4.45%	0.02%	4.46%	3.59%	11.1
BIC	2.89%	0.08%	2.96%	5.78%	7.4
DVS	2.21%	0.00%	2.21%	2.31%	5.5

Subtotal	3.32%	0.07%	3.40%	3.40%	8.5
Uniformed	8.08%	2.42%	10.50%	7.51%	26.1
Civilian	2.34%	0.30%	2.64%	2.66%	6.6
TOTAL	3.10%	0.61%	3.70%	4.15%	9.2
CITYWIDE	3.10%	0.26%	3.35%	3.25%	8.3

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, New York City Police Department (NYPD) response vehicles, Fire Department of the City of New York (FDNY) ambulances and fire apparatus, and 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, the Department of Citywide Administrative Services (DCAS) Fleet Management line of service leads citywide fleet operations under 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
- Department of Transportation (DOT)
- Fire Department of the City of New York
- New York City Emergency Management (NYCEM)
- New York City Housing Authority (NYCHA)
- New York City Police Department
- 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 these efforts are described below.

- At the close of Fiscal 2025, the City fleet totaled 28,768 vehicles, down 950 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. In Fiscal 2025, there was an increase to the DSNY fleet to support expanded organics collection.
- 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). DCAS made significant progress in replacing fossil fuel-powered fleet vehicles with electric vehicles (EVs) during Fiscal 2025. EVs in the citywide fleet rose to a record 5,569 in Fiscal 2025, an increase of seven percent from last fiscal year. DCAS also added 169 electric charging stations in Fiscal 2025 to support electrification, a 58 percent decrease from Fiscal 2024. In light of staffing limitations, DCAS prioritized Level 3 fast charger deployment during Fiscal 2025, reducing the scope of Level 2 overnight charger installations. This strategic shift 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 top 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. And they're making an impact: total preventable crashes dropped from 2,400 in Fiscal 2024 to 2,344 in Fiscal 2025. 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. Additionally, in Fiscal 2025, 100 percent of authorized City drivers were trained in defensive driving, exceeding the 95 percent target. With full compliance already achieved, DCAS trained fewer drivers during the fiscal year.
- The citywide daily vehicle in-service rate fell one percentage point to 87 percent during Fiscal 2025, 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 64 percent. Several factors contributed to this decline, including a high average fleet age, driven by reduced expense funding for electric vehicle replacements, and ongoing supply chain disruptions, which held up new vehicle procurement. Staffing reductions in mechanic roles also negatively affected these metrics.
- In October 2024, DCAS announced the full transition of all City trucks (on- and off-road and emergency and non-emergency) to renewable diesel. The shift is now complete across all in-house fuel sites, with 15.9 million gallons of biofuel (B100 equivalent) powering the fleet in Fiscal 2025. 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 did not purchase any buses, including alternative fuel models, in Fiscal 2025.

VEHICLE FLEETS AND MAINTENANCE

	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Total fleet size	28,706	28,768	28,670	28,600
- On-road fleet total	23,785	23,904	23,700	23,700
- Light-duty	11,682	11,767	11,650	11,650
- Medium-duty	4,447	4,394	4,500	4,400
- Heavy-duty	7,656	7,743	7,550	7,650
- Off-road / Other equipment	4,921	4,864	4,970	4,900
Vehicle in-service rate (%)	88%	87%	90%	90%
Daily fleet in-service targets achieved (%)	77%	64%	90%	90%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	100%	100%
Alternative fuel vehicles	21,243	21,723	21,600	22,200
Alternative fuel vehicles in City fleet (%)	75%	77%	76%	79%
Electric vehicles	5,198	5,569	5,500	6,000
- On-road electric vehicles	4,363	4,714	4,600	5,075
- Off-road electric vehicles	835	855	900	925
Vehicle fuel used (gallons)	25,441,390	25,607,905	24,000,000	24,000,000
- Biodiesel fuel used (gallons)	14,604,008	15,927,795	14,000,000	14,500,000
- B100/RD100 equivalent used (gallons)	11,163,623	15,927,795	14,000,000	14,500,000
Fleet miles per gallon (FMPG)	6.2	5.9	7.0	7.0
Electric chargers installed	267	169	400	250
Cumulative electric vehicle charger ports	1,865	2,072	2,100	2,300
Vehicles purchased	1,596	1,844	2,700	1,700
Average age of fleet (months)	87.1	90.0	85	90
Collisions in City vehicles[1]	5,684	5,729	*	*
Collisions per 100,000 miles involving City vehicles citywide	6.1	6.2	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	2.6	2.5	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*
Preventable collisions in City vehicles	2,400	2,344	*	*
Injuries involving collisions in City vehicles	682	676	*	*
Fatalities involving collisions in non-emergency City vehicles	3	2	*	*
Revenue from recoverable affirmative claims	$2,232,173	$2,094,027	*	*
Employees trained in defensive driving	11,552	8,037	7,000	7,000
Authorized City drivers trained in defensive driving (%)	100%	100%	95%	95%
Fleet repair expenditures ($000,000)	$305.4	$327.0	*	*
Fleet fuel expenditures ($000,000)	$95.4	$87.9	*	*
Fleet acquisition expenditures (capital) ($000,000)	$424.4	$415.0	$270.0	$374.0
Fleet acquisition expenditures (expense) ($000,000)	$21.7	$48.9	$10.0	$48.0
Automotive repair personnel	1,314	1,301	1,350	1,320
Fleet support personnel	313	309	300	305

[1]The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available *None

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	2,205	2,118	*	*
- On-road fleet total	2,005	1,925	*	*
- Light-duty	1,657	1,576	*	*
- Medium-duty	280	281	*	*
- Heavy-duty	68	68	*	*
- Off-road / Other equipment	200	193	*	*
Vehicle in-service rate (%)	98%	98%	*	*
Fleet miles per gallon (FMPG)	25.3	24.6	*	*
Collisions in City vehicles	442	345	*	*
Collisions per 100,000 miles involving City vehicles	3.3	2.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.1	1.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.4	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*
City employees trained in defensive driving	3,360	2,255	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$374,119	$310,266	*	*
"NA" Not Available *None				

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	2,096	2,027	*	*
- On-road fleet total	1,728	1,675	*	*
- Light-duty	862	844	*	*
- Medium-duty	443	412	*	*
- Heavy-duty	423	419	*	*
- Off-road / Other equipment	368	352	*	*
Vehicle in-service rate (%)	86%	86%	*	*
Fleet miles per gallon (FMPG)	12.7	12.3	*	*
Collisions in City vehicles	329	243	*	*
Collisions per 100,000 miles involving City vehicles	2.9	2.3	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.4	1.0	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.0	*	*
City employees trained in defensive driving	1,570	878	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$102,391	$57,078	*	*
"NA" Not Available *None				

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	210	207	*	*
- On-road fleet total	208	205	*	*
- Light-duty	147	145	*	*
- Medium-duty	58	57	*	*
- Heavy-duty	3	3	*	*
- Off-road / Other equipment	2	2	*	*
Vehicle in-service rate (%)	98%	97%	*	*
Fleet miles per gallon (FMPG)	26.4	27.3	*	*
Collisions in City vehicles	15	10	*	*
Collisions per 100,000 miles involving City vehicles	1.6	1.1	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.7	0.3	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.0	*	*
City employees trained in defensive driving	365	333	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$57,111	$13,209	*	*
"NA" Not Available *None				

DEPARTMENT OF TRANSPORTATION	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	3,390	3,473	*	*
- On-road fleet total	2,365	2,474	*	*
- Light-duty	903	980	*	*
- Medium-duty	503	530	*	*
- Heavy-duty	959	964	*	*
- Off-road / Other equipment	1,025	999	*	*
Vehicle in-service rate (%)	89%	90%	*	*
Fleet miles per gallon (FMPG)	5.3	5.2	*	*
Collisions in City vehicles	356	387	*	*
Collisions per 100,000 miles involving City vehicles	3.2	3.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	2.3	1.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.4	0.2	*	*
City employees trained in defensive driving	1,323	1,322	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$14,209	$56,623	*	*
"NA" Not Available *None				

DEPARTMENT OF SANITATION	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	6,021	6,108	*	*
- On-road fleet total	5,093	5,162	*	*
- Light-duty	845	845	*	*
- Medium-duty	350	328	*	*
- Heavy-duty	3,898	3,989	*	*
- Off-road / Other equipment	928	946	*	*
Vehicle in-service rate (%)	78%	78%	*	*
Fleet miles per gallon (FMPG)	2.9	3.0	*	*
Collisions in City vehicles	2,142	2,354	*	*
Collisions per 100,000 miles involving City vehicles	7.9	8.2	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.6	4.6	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.8	0.8	*	*
Injuries involving preventable collisions per 100,000 miles	0.4	0.4	*	*
City employees trained in defensive driving	1,091	347	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$82,085	$102,546	*	*
"NA" Not Available *None				

DEPARTMENT OF PARKS AND RECREATION	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	2,833	2,814	*	*
- On-road fleet total	1,739	1,735	*	*
- Light-duty	569	599	*	*
- Medium-duty	793	758	*	*
- Heavy-duty	377	378	*	*
- Off-road / Other equipment	1,094	1,079	*	*
Vehicle in-service rate (%)	92%	91%	*	*
Fleet miles per gallon (FMPG)	7.2	8.8	*	*
Collisions in City vehicles	492	634	*	*
Collisions per 100,000 miles involving City vehicles	6.9	7.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.2	4.4	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
City employees trained in defensive driving	1,609	1,970	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$13,746	$58,849	*	*
"NA" Not Available *None				

POLICE DEPARTMENT	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	8,782	8,864	*	*
- On-road fleet total	7,763	7,862	*	*
- Light-duty	6,039	6,131	*	*
- Medium-duty	1,320	1,318	*	*
- Heavy-duty	404	413	*	*
- Off-road / Other equipment	1,019	1,002	*	*
Vehicle in-service rate (%)	91%	90%	*	*
Fleet miles per gallon (FMPG)	9.3	9.0	*	*
Collisions per 100,000 miles involving City vehicles	6.4	6.3	*	*
Revenue from recoverable affirmative claims	$1,100,758	$1,092,396	*	*
"NA" Not Available *None				

FIRE DEPARTMENT	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	2,239	2,232	*	*
- On-road fleet total	2,086	2,077	*	*
- Light-duty	310	311	*	*
- Medium-duty	445	453	*	*
- Heavy-duty	1,331	1,313	*	*
- Off-road / Other equipment	153	155	*	*
Vehicle in-service rate (%)	79%	78%	*	*
Fleet miles per gallon (FMPG)	4.4	4.0	*	*
Collisions in City vehicles	1,789	1,659	*	*
Collisions per 100,000 miles involving City vehicles	9.7	9.4	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.4	0.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	1.6	1.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*
Revenue from recoverable affirmative claims	$472,390	$390,127	*	*
"NA" Not Available *None				

DEPARTMENT OF CORRECTION	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	702	698	*	*
- On-road fleet total	581	573	*	*
- Light-duty	256	242	*	*
- Medium-duty	154	157	*	*
- Heavy-duty	171	174	*	*
- Off-road / Other equipment	121	125	*	*
Vehicle in-service rate (%)	94%	93%	*	*
Fleet miles per gallon (FMPG)	7.2	7.7	*	*
Collisions in City vehicles	119	97	*	*
Collisions per 100,000 miles involving City vehicles	4.0	3.0	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.9	2.5	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
City employees trained in defensive driving	546	587	*	*
Authorized City drivers trained in defensive driving (%)	100%	100%	*	*
Revenue from recoverable affirmative claims	$0	$9,553	*	*
"NA" Not Available *None				

DEPARTMENT OF EDUCATION	Actual		Target	
INDICATORS	FY24	FY25	FY25	FY26
Vehicles	228	227	*	*
- On-road fleet total	217	216	*	*
- Light-duty	94	94	*	*
- Medium-duty	101	100	*	*
- Heavy-duty	22	22	*	*
- Off-road / Other equipment	11	11	*	*
Vehicle in-service rate (%)	100%	100%	*	*
Collisions in City vehicles[2]	NA	NA	*	*
City employees trained in defensive driving[2]	NA	NA	*	*
Revenue from recoverable affirmative claims	$15,363	$3,379	*	*
[2]Included under Department of Citywide Administrative Services. "NA" Not Available *None				

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2026 targets for the following indicators have been updated based on the latest data on the state of the fleet:
  - 'Alternative fuel vehicles in City fleet (%)' was revised from 77 percent to 79 percent.
  - 'Electric vehicle charging ports installed' was revised from 200 to 250.
  - 'Fleet miles per gallon (FMPG)' was revised from NA to 7.0.
  - 'Vehicles purchased' was revised from 1,400 to 1,700.
  - 'Fleet acquisition expenditures (capital) ($000,000)' was revised from $500.0 to $374.0.
  - 'Fleet acquisition expenditures (expense) ($000,000)' was revised from $15.0 to $48.0.
  - 'Automotive repair personnel' was revised from 1,350 to 1,320.
  - 'Fleet support personnel' was revised from 300 to 305.

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:
www.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc-dcas-clean-fleet-update-report-2024.pdf
- NYC Fleet Daily Service Report:
www1.nyc.gov/site/operations/performance/fleet-report.page
- 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-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH) 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 chargers installed:
The number of chargers installed for City electric powered vehicles as of the last day of 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 the City fleet during the reporting period.

Fleet acquisition expenditures (expense) ($000,000):
The amount of expense funds spent on 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 reports the 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 Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

Preventable collisions per 100,000 miles involving City vehicles citywide:
The number of preventable collisions reports per 100,000 miles in the citywide fleet 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 in year during the reporting period (biodiesel is included in vehicle fuel).

Vehicle in-service rate (%):
The percentage of the 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 2025 MAYOR'S MANAGEMENT REPORT (MMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2025 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

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2025

Section 12c(5) of the Charter requires that the Mayor's Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2024), categorized by the method of procurement used. This information is maintained by the Mayor's Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS' "Annual Procurement Indicators Report" upon its release in September 2025, and other information on City contracting and procurement, please visit: https://www.nyc.gov/site/mocs/resources/citywide-indicator-reports.page

Amendment				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	43	$17,079,687	32	($9,713,060)
BIC	0	$0	1	$103,985
CCHR	0	$0	1	$5,680
CCRB	7	$90,467	5	$170,532
DCAS	55	$132,831,766	43	$40,202,218
DCLA	2	$946,417	2	$61,675
DCP	4	$62,388	3	$387,452
DDC	159	($25,695,405)	97	($22,446,040)
DEP	79	$64,778,785	87	$61,601,799
DFTA	89	$60,966,719	81	$4,851,177
DHS	237	$2,511,218,517	65	$573,223,329
DOB	3	$10,732,068	5	$884,072
DOC	17	$4,917,332	18	$9,132,647
DOE	379	$709,388,034	283	$451,568,763
DOF	7	$4,120,999	8	$997,609
DOHMH	326	$915,253,566	119	($567,990,120)
DOI	1	($168,164)	2	$345,250
DOP	4	($196,211)	2	$180,277
DORIS	1	$151,060	0	$0
DOT	36	$43,028,908	42	$16,951,119
DPR	37	$2,020,164	48	$16,058,289
DSNY	15	($14,444,296)	19	$216,547,781
DVS	0	$0	1	$55,000
DYCD	115	$129,250,226	356	$81,306,158
FDNY	25	$1,399,951	37	$9,245,650
HPD	12	$13,002,878	32	$57,793,011
HRA	251	$273,962,530	64	$145,960,131
Law	12	$21,797,222	10	$2,444,830
LPC	70	($77,956,759)	0	$0
NYCEM	19	$25,127,387	3	$15,095,000
NYPD	0	$0	16	$15,244,250
OATH	0	$0	1	$4,851
TLC	2	$10,156,735	3	$2,862,896
Total	2,007	$4,833,822,970	1,486	$1,123,136,212

Amendment Extension				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	46	$18,254,810	57	$37,896,434
CCHR	2	$4,500	0	$0
DCWP	13	$1,994,855	18	$9,797,677
DCAS	25	$13,572,436	48	$26,695,412
DCLA	0	$0	1	$150,000
DCP	4	$77,218	3	$20,000
DDC	113	$27,095,218	99	$37,043,181
DEP	83	$7,497,963	73	$44,164,828
DFTA	17	$3,037,595	24	$8,931,023
DHS	69	$2,221,916,616	36	$530,915,569
DOB	5	$1,281,448	6	$1,062,777
DOC	8	$1,676,617	6	$1,212,526
DOE	128	$398,487,436	94	$165,575,757
DOF	6	$2,021,253	82	$26,276,108
DOHMH	32	$12,799,982	1	$208,422
DOI	1	$69,227	87	$37,777,468
DOP	15	$316,500	17	$4,962,653
DORIS	2	$43,000	0	$0
DOT	53	$7,598,165	59	$155,046,545
DPR	31	$15,391,373	19	$3,512,073
DSNY	22	$900,000	30	$1,000,000
DYCD	32	$29,626,717	205	$93,315,495
FDNY	16	$7,224,079	11	$11,952,281
HPD	18	$9,057,639	12	$1,255,844
HRA	30	$31,195,234	74	$472,109,378
Law	16	$18,549,598	10	$52,102,489
NYCEM	4	$0	8	$1,357,338
NYPD	11	$1,791,201	18	$7,277,206
OATH	6	$1,026,158	0	$0
TLC	2	$0	6	$2,502,480
Total	810	$2,832,506,836	1,104	$1,734,120,963

Accelerated				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DCAS	118	$183,687,404	58	$132,213,045
Total	118	$183,687,404	58	$132,213,045

Assignment				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	0	$0	5	$18,522,880
DCAS	5	$16,776,194	9	$17,403,559
DDC	17	$6,509,281	39	$79,047,624
DEP	2	$1,599,561	1	$377,352
DFTA	1	$78,975	0	$0
DHS	4	$202,987,780	0	$0
DOE	9	$20,819,323	15	$24,115,068
DOHMH	2	$11,740,727	4	$581,330,964
DOI	1	$167,670	0	$0
DOP	2	$271,462	0	$0
DOT	0	$0	1	$2,805,286
DPR	2	$1,501,989	0	$0
DSNY	4	$3,571,589	2	$10,102,076
DYCD	7	$6,643,781	2	$902,755
FDNY	2	$5,732,294	1	$16,344,152
HPD	2	$2,064,967	0	$0
HRA	5	$3,420,612	3	$31,221,790
NYPD	1	$24,455,983.67	0	$0
TLC	1	$102,000,000	0	$0
Total	67	$410,342,188	82	$782,173,506

Buy-Against				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DCAS	1	$936,000	0	$0
Total	1	$936,000	0	$0

Competitive Sealed Bid				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	6	$28,339,732	2	$988,141
DCAS	114	$562,331,514	62	$448,455,550
DDC	72	$959,314,990	75	$1,068,372,126
DEP	69	$1,445,176,128	49	$2,449,598,869
DHS	4	$7,033,193	2	$11,412,289
DOC	5	$17,120,332	0	$0
DOE	25	$151,364,162	6	$147,912,898
DOF	0	$0	3	$5,481,355
DOHMH	2	$1,206,500	9	$60,855,978
DOT	14	$213,348,570	12	$187,986,098
DPR	77	$298,256,517	86	$401,807,086
DSNY	3	$35,703,024	14	$108,985,079
FDNY	2	$735,709	3	$27,551,581
HPD	54	$127,366,641	41	$10,543,087
HRA	1	$4,375,275	2	$4,353,050
NYPD	2	$5,360,999	0	$0
Total	450	3,857,033,287	366	$4,934,303,186

Construction Change Order				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DCAS	24	$16,494,082	39	$62,654,190
DDC	919	($16,784,223)	696	$48,008,996
DEP	151	($2,232,751)	173	$23,333,891
DHS	14	$1,933,763	30	$2,347,038
DOB	1	$500,000	0	$0
DOC	1	($49,269)	0	$0
DOHMH	2	$1,000,000	4	$1,016,534
DOT	74	$59,287,185	94	$126,674,792
DPR	325	$72,986,584	339	$76,980,936
DSNY	19	($9,832,360)	28	$3,808,007
FDNY	21	$14,244,275	28	$18,552,871
HPD	10	$2,209,743	13	$25,467,267
HRA	1	$2,700,000	0	$0
Law	1	$93,345	0	$0
NYPD	1	$153,649	2	$322,198
Total	1,564	$142,704,023	1,446	$389,166,718

Demonstration Project				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DFTA	0	$0	1	$1,181,250
DOF	0	$0	1	$2
DOHMH	1	$26,000,000	1	$1,750,000
DOT	0	$0	1	$1
Total	1	$26,000,000	4	$2,931,253

Design Change Order				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	0	$0	1	$100,000
DCAS	2	$6,200,000	2	$2,973,500
DCP	2	$15,500	12	$8,927,368
DDC	219	$57,223,702	132	$58,403,899
DEP	36	$98,054,404	38	$33,534,600
DOB	0	$0	1	$36,000
DOC	0	$0	1	$500,000
DOHMH	1	$105,300	0	$0
DOT	23	$56,532,469	23	$34,591,792
DPR	35	$5,768,848	47	$15,934,333
DSNY	3	$7,386,517	4	($3,548,373)
FDNY	0	$0	2	($16,344,299)
HPD	0	$0	1	($70,580)
Total	321	$231,286,740	264	$135,038,241

Emergency				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	0	$0	1	$7,398,376
DCAS	0	$0	1	$56,000
DDC	8	$347,751,275	0	$0
DEP	1	$7,932,767	3	$16,909,900
DHS	56	$1,016,140,915	33	$492,280,924
DOB	1	$990,240	2	$501,878
DOC	2	$4,534,050	0	$0
DOE	0	$0	2	$5,000,000
DOHMH	1	$500,000	0	$0
DOI	1	$6,890,040	0	$0
DPR	2	$1,641,058	0	$0
FDNY	1	$20,557,482	0	$0
HPD	79	$713,489,792	58	$52,064,402
HRA	1	$245,914,281	3	$748,155,929
Law	1	$15,000,000	0	$0
NYCEM	3	$5,200,000	2	$3,500,000
Total	157	$2,386,541,899	105	$1,325,867,409

Government-to-Government Purchase				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DCAS	1	$8,600	2	$38,070
DEP	6	$23,022,763	11	$122,193,468
DOC	1	$10,744,343	1	$10,980,000
DOE	5	$134,793,540	1	$897,600
DOF	1	$262,000	0	$0
DOHMH	1	$19,000	3	$954,973
DOT	0	$0	1	$78,100
DPR	3	$1,757,733	1	$76,177
HPD	0	$0	1	$13,499,567
HRA	2	$239,500	1	$65,500
Total	20	$170,847,478	22	$148,783,455

Innovative				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DDC	4	$57,208,788	18	$10,976,091,573
DOE	64	$54,990,340	1	$820,741
Total	68	$112,199,128	19	$10,976,912,314

Intergovernmental				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	17	$4,724,814	13	$1,199,078
DCAS	18	$25,958,154	26	$56,238,392
DCP	4	$197,774	3	$163,889
DDC	2	$64,897	2	$98,294
DEP	1	$48,261	5	$5,029,083
DFTA	1	$319,795	0	$0
DHS	2	$2,240,243	6	$4,189,840
DOC	3	$232,642	2	$191,948
DOE	16	$74,221,744	22	$248,867,213
DOF	0	$0	3	$288,643
DOHMH	9	$20,136,147	7	$93,319,846
DOI	6	$709,552	1	$118,363
DOP	2	$176,182	0	$0
DOT	4	$4,050,073	2	$2,078,902
DPR	3	$399,890	1	$94,586
DSNY	0	$0	1	$40,166
DYCD	1	$54,940	0	$0
FDNY	14	$508,909	12	$1,272,943
HPD	2	$33,030,210	4	$37,305,168
HRA	23	$30,582,267	33	$36,950,073
NYCEM	5	$410,017	3	$315,426
NYPD	6	$4,773,084	12	$17,434,281
OATH	0	$0	1	$3,553,939
TLC	1	$493,860	1	$50,264
Total	140	$203,333,457	160	$508,800,336

Line-Item Appropriation				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	20	$12,583,486	1	$348,750
DCWP	1	$862,500	0	$0
DCLA	3	$1,926,357	2	$2,283,000
DDC	43	$13,463,954	45	$21,508,207
DFTA	302	$111,429,716	138	$41,226,814
DHS	8	$2,722,369	9	$6,006,248
DOE	29	$26,320,733	25	$24,295,333
DOHMH	113	$91,417,818	83	$113,460,054
DPR	46	$2,798,835	28	$9,284,375
DSNY	0	$0	10	$19,447,500
DVS	0	$0	2	$37,500
DYCD	1043	$235,259,396	744	$312,149,250
FDNY	8	$104,777	21	$1,722,375
HPD	57	$22,797,191	49	$16,728,151
HRA	51	$107,914,273	62	$54,498,765
Total	1,724	$629,601,404	1,219	$622,996,321

Listing Application				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
DOE	35	$95,446,556	22	$69,018,121
Total	35	95,446,556	22	$69,018,121

Micropurchase				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	276	$2,190,557	454	$3,585,863
BIC	24	$40,771	30	$63,752
CCHR	63	$433,895	70	$534,358
CCRB	61	$302,323	40	$205,316
DCWP	25	$176,626	49	$232,345
DCAS	322	$1,721,501	377	$2,037,715
DCLA	65	$150,070	56	$229,892
DCP	113	$490,357	105	$485,032
DDC	157	$974,223	138	$882,664
DEP	1659	$18,528,524	1,750	$19,371,585
DFTA	176	$723,873	193	$669,669
DHS	51	$450,468	45	$379,718
DOB	132	$864,469	183	$1,021,564
DOC	537	$5,648,427	702	$8,517,307
DOF	164	$1,089,266	124	$965,843
DOHMH	980	$10,001,314	910	$10,665,239
DOI	182	$993,824	168	$1,002,630
DOP	142	$1,005,409	183	$947,538
DORIS	92	$360,581	144	$498,701
DOT	636	$8,705,817	675	$8,157,205
DPR	1068	$8,257,571	1,002	$7,850,715
DSNY	756	$4,206,444	675	$4,619,289
DVS	49	$434,080	74	$840,669
DYCD	271	$1,617,553	393	$1,799,430
FDNY	127	$1,962,962	117	$1,697,270
HPD	15987	$20,907,669	17,339	$23,757,132
HRA	311	$2,820,710	228	$2,138,448
Law	362	$694,418	303	$494,920
LPC	55	$447,339	60	$569,270
NYCEM	264	$1,676,502	293	$1,756,571
NYPD	2457	$14,037,850	2,748	$15,539,976
OATH	81	$349,936	71	$301,329
TLC	158	$1,046,553	103	$701,856
Total	27,803	$113,311,882	29,802	$122,520,811

M/WBE Noncompetitive Small Purchase Method				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	50	$8,796,185	57	$9,676,804
BIC	1	$34,731	0	$0
CCHR	0	$0	2	$184,071
CCRB	5	$413,910	2	$207,287
DCWP	10	$2,301,328	9	$1,459,740
DCAS	68	$9,461,046	70	$14,793,146
DCLA	6	$2,198,619	8	$2,820,483
DCP	10	$720,477	2	$322,235
DDC	3	$2,036,750	16	$3,865,638
DEP	76	$13,417,973	78	$22,943,401
DFTA	5	$423,906	6	$478,946
DHS	2	$1,000,000	11	$4,927,552
DOB	7	$1,725,387	5	$1,469,930
DOC	34	$9,690,152	39	$22,072,719
DOE	41	$16,060,981	28	$16,979,914
DOF	13	$4,135,528	22	$6,378,490
DOHMH	73	$32,336,461	75	$53,511,138
DOI	4	$310,310	1	$41,560
DOP	5	$357,431	6	$2,562,423
DORIS	2	$201,755	0	$0
DOT	108	$28,428,661	94	$44,276,620
DPR	31	$11,252,633	44	$21,144,853
DSNY	36	$19,935,260	36	$19,049,607
DVS	0	$0	1	$29,830
DYCD	22	$2,940,267	29	$5,598,737
FDNY	51	$10,280,187	62	$21,170,765
HPD	17	$4,629,131	8	$1,387,723
HRA	23	$3,313,596	34	$6,038,211
Law	2	$194,900	5	$4,460,080
LPC	2	$76,734	1	$22,500
NYCEM	5	$322,594	16	$3,541,022
NYPD	27	$9,597,478	15	$5,209,010
OATH	5	$354,621	8	$524,185
TLC	14	$3,685,791	4	$1,184,451
Total	758	$200,634,787	794	$298,333,071

Negotiated Acquisition				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	6	$44,475,982	3	$17,889,632
DCWP	0	$0	1	$69,796
DCAS	3	$2,836,044	8	$114,948,000
DCP	0	$0	2	$150,000
DEP	1	$86,733	1	$17,462,654
DHS	0	$0	1	$929,104,934
DOB	0	$0	1	$26,399,998
DOC	2	$144,999	3	$1,043,250
DOE	49	$234,462,865	16	$51,336,327
DOF	1	$773,730	0	$0
DOHMH	18	$344,369,916	25	$154,128,296
DOI	1	$450,000	2	$15,841,491
DOP	1	$787,500	0	$0
DOT	2	$5,177,066	1	$1,200,000
DPR	0	$0	2	$3,543,742
DSNY	1	$3,000,000	0	$0
DYCD	411	$972,409,320	74	$172,068,187
FDNY	1	$3,121,100	0	$0
HPD	1	$2,260,843	3	$12,930,480
HRA	4	$5,397,387	42	$148,750,012
Law	45	$14,307,832	46	$33,008,479
Total	547	$1,634,061,317	231	$1,699,875,279

Negotiated Acquisition Extension				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	14	$73,965,565	10	$18,394,984
DCWP	1	$200,000	0	$0
DCAS	4	$480,002	3	$550,001
DEP	0	$0	1	$799,960
DFTA	0	$0	6	$4,226,932
DHS	8	$38,590,982	23	$472,213,124
DOF	1	$2,051,211	0	$0
DOHMH	27	$24,982,210	17	$17,464,665
DOP	0	$0	1	$4,274,907
DOT	1	$400,000	0	$0
DYCD	135	$107,638,806	501	$1,234,346,495
FDNY	1	$10,033,622	3	$19,541,190
HPD	1	$3,139,811	0	$0
HRA	49	$172,880,564	39	$100,875,180
Law	13	$4,031,212	19	$20,556,000
NYPD	0	$0	1	$481,066
TLC	1	$1	0	$0
Total	256	$438,393,986	624	$1,893,724,504

Renewal				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	32	$214,432,212	27	$109,596,502
DCWP	13	$16,047,990	2	$38,139,000
DCAS	17	$60,195,370	18	$224,186,230
DCP	1	$99,000	1	$99,000
DDC	4	$4,900,000	1	$150,000
DEP	26	$168,261,445	25	$89,758,278
DFTA	30	$44,244,939	141	$486,166,757
DHS	35	$1,958,515,684	33	$960,928,701
DOB	3	$4,934,462	3	$4,030,511
DOC	3	$13,020,667	5	$2,204,287
DOE	157	$336,823,823	524	$1,035,590,190
DOF	5	$3,267,445	4	$3,574,538
DOHMH	45	$294,672,153	12	$49,805,779
DOP	23	$8,728,918	31	$14,127,080
DORIS	1	$53,223	0	$0
DOT	12	$14,009,079	29	$136,105,435
DPR	6	$15,197,095	0	$0
DSNY	11	$24,983,350	6	$8,801,899
DVS	0	$0	3	$610,000
DYCD	2	$114,656	77	$200,594,058
HPD	10	$22,976,899	6	$22,740,879
HRA	63	$397,342,066	28	$250,519,632
Law	2	$1,995,000	1	$1,125,000
NYCEM	2	$716,880	7	$90,002,867
NYPD	10	$7,820,447	15	$96,601,836
OATH	1	$981,838	1	$371,672
TLC	2	$2	1	$286,250
Total	516	$3,614,334,644	1,001	$3,826,116,382

Request for Proposal				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	42	$348,231,521	5	$27,880,010
DCAS	3	$40,469,200	2	$28,560,835
DDC	13	$118,000,000	8	$300,711,521
DEP	50	$755,723,611	19	$184,665,234
DFTA	23	$160,270,404	17	$229,726,797
DHS	31	$2,986,382,761	28	$2,365,365,515
DOB	2	$2,000,000	3	$8,998,541
DOE	88	$637,666,590	94	$98,785,200
DOF	1	$2,284,311	0	$0
DOHMH	20	$299,701,674	40	$822,591,857
DOP	9	$9,304,650	0	$0
DOT	14	$155,621,213	7	$47,574,459
DSNY	1	$1	2	$14,429,188
DYCD	9	$28,544,628	78	$195,669,566
FDNY	0	$0	3	$25,903,582
HPD	1	$1,147,125	11	$26,043,171
HRA	45	$1,447,622,864	76	$2,067,758,042
Law	1	$350,000	0	$0
NYCEM	0	$0	2	$10,750,000
Total	353	$6,993,320,553	395	$6,455,413,518

Required Source or Procurement Method				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	3	$729,966	1	$74,619
CCHR	1	$41,750	0	$0
DCP	1	$73,410	1	$73,375
DCWP	0	$0	1	$60,854
DEP	2	$16,000,000	4	$228,292,683
DFTA	17	$6,462,776	5	$4,352,584
DHS	1	$962,078	2	$73,207,257
DOB	3	$219,898	0	$0
DOC	1	$350,000	0	$0
DOE	27	$28,605,740	45	$60,351,920
DOF	1	$75,000	3	$13,788,238
DOHMH	37	$360,694,136	33	$423,013,578
DOP	1	$570,808	0	$0
DORIS	0	$0	1	$347,190
DOT	2	$8,378,334	1	$4,269,859
DPR	1	$74,909	1	$74,999
DYCD	1	$375,000	1	$375,000
FDNY	2	$1,431,659	1	$52,155
HPD	0	$0	1	$1,509,904
HRA	11	$20,504,305	26	$54,619,433
Law	1	$74,999	1	$1,439,559
NYPD	1	$66,124	0	$0
OATH	2	$547,075	0	$0
Total	116	$446,237,967	128	$865,903,207

Small Purchase				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	12	$1,075,950	9	$1,406,025
BIC	1	$6,956	0	$0
CCRB	10	$163,526	14	$163,853
DCWP	4	$37,737	3	$153,122
DDC	2	$58,478	2	$118,200
DEP	25	$1,691,492	23	$1,852,847
DHS	15	$1,358,939	9	$771,390
DOC	23	$1,729,706	20	$1,812,729
DOE	115308	$371,724,268	156631	$458,566,383
DOF	3	$170,800	1	$67,200
DOHMH	21	$2,038,082	15	$1,224,832
DOI	12	$466,594	16	$963,851
DOP	10	$77,803	19	$470,792
DOT	24	$1,808,500	27	$2,076,292
DPR	65	$3,177,819	75	$3,214,347
DSNY	16	$1,600,000	9	$900,000
DYCD	1	$25,000	6	$123,730
FDNY	10	$891,486	6	$339,864
HPD	26	$2,399,991	17	$1,524,787
HRA	26	$1,801,419	17	$1,172,813
Law	2	$19,108	1	$13,000
NYCEM	5	$230,563	5	$396,818
NYPD	198	$9,719,798	205	$10,288,238
TLC	2	$156,326	1	$100,000
Total	115,821	$402,430,340	157131	$487,721,113

Sole Source				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	0	$0	5	$3,693,460
DCLA	1	$424,566	31	$25,682,665
DEP	12	$61,475,529	15	$13,032,526
DHS	1	$12,820	0	$0
DOC	4	$1,427,547	2	$848,188
DOE	1	$600,000	0	$0
DOF	1	$22,653,817	4	$3,591,159
DOHMH	11	$8,745,896	12	$22,771,410
DOI	4	$288,605	1	$57,000
DOP	2	$50,000	2	$380,000
DOT	0	$0	2	$7,749,192
DPR	1	$160,000,000	1	$563,954
DSNY	0	$0	1	$608,649
DYCD	0	$0	1	$40,000
FDNY	3	$691,102	5	$11,298,935
HPD	0	$0	2	$188,993
HRA	8	$1,513,261	4	$394,900
Law	4	$8,156,752	1	$150,772
NYCEM	1	$333,741	2	$1,150,170
NYPD	8	$8,113,802	6	$45,814,497
Total	62	$274,487,438	97	$138,016,470

Task Order				
Agency	Fiscal 2024		Fiscal 2025	
	Count	Value	Count	Value
ACS	1	$75,000	2	$2,664,000
CCHR	0	$0	2	$130,000
DCWP	1	$190,000	3	$586,000
DCP	8	$3,753,990	2	$1,676,251
DDC	147	$252,629,509	169	$296,712,452
DEP	18	$46,040,818	15	$37,189,761
DFTA	4	$152,813	5	$290,671
DHS	13	$400,767	1	$88,335
DOC	27	$13,508,084	19	$45,324,867
DOE	1	$3,326,226	0	$0
DOF	1	$1,103,009	1	$185,000
DOHMH	8	$341,290	9	$6,825,000
DOP	1	$10,890	1	$46,193
DOT	40	$28,118,592	41	$22,839,672
DPR	106	$89,118,954	117	$84,960,221
DSNY	0	$0	1	$2,000,000
DYCD	4	$695,000	2	$350,000
FDNY	15	$7,946,609	33	$18,247,541
HPD	2	$466,622	3	$31,035,319
HRA	16	$3,029,085	6	$5,041,622
Law	3	$2,022,068	3	$3,926,000
NYCEM	7	$1,742,464	4	$519,060
NYPD	2	$1,144,003	3	$2,275,584
Total	425	$455,815,793	442	$562,913,551

MAYOR'S MANAGEMENT REPORT

STATUS OF PROPOSALS

FY 2026–2027 CITYWIDE STATEMENT OF NEEDS

STATUS DEFINITIONS

Implemented	Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing city space; or for which an expansion, reduction or closing was completed.
In Progress	ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
Ongoing	Proposal for which the City is still actively seeking a site for a facility, or a ULURP or Section 195 application has not yet been filed or a contractor has not been selected.
Modified	Proposal was modified and is included in this Statement or will be included in a later Statement.
Cancelled	City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

Agency/Proposal	Proposed Location	Status
Administration for Children's Services (ACS)		
Expansion of Horizon Juvenile Detention Center	560 Brook Ave, Bronx, NY 10455 (CD 1)	Ongoing
Expansion of Crossroads Juvenile Detention Center	17 Bristol St, Brooklyn, NY 11212 (CD 16)	Ongoing
Relocation of Division of Child Protection Offices - Queens	Queens (CD 6, 7, 1, 8, 11, 12, 13)	Ongoing
Relocation of ACS' Administrative District 1	110 William Street, New York, NY 10038 (CD 1)	Implemented
Relocation of ACS Trades Shops	850 3rd Ave, Brooklyn, NY 11232 (CD 7)	Implemented
Relocation of Child Protection Services/Units	Queens (CD 1)	Ongoing
Relocation of Staten Island Division of Child Protection and Youth Family Justice	Not yet specified in Staten Island	Ongoing

Agency/Proposal	Proposed Location	Status
Board of Elections (BOE)		
Expansion of Voting Machine Facility	51-12 2nd Avenue, Brooklyn, NY 11232 (CD 7)	Implemented

Agency/Proposal	Proposed Location	Status
Bronx Community Board (CB) 3		
Relocation of Bronx Community Board (CB) 3 Office	Bronx (CD 3)	Ongoing

Agency/Proposal	Proposed Location	Status
Bronx Community Board (CB) 5		
Relocation of Community Board (CB) 5 Office	Bronx (CD 5)	Cancelled

Agency/Proposal	Proposed Location	Status
Bronx Community Board (CB) 8		
Relocation of Community Board (CB) 8 Office	3128 Bailey Avenue, Bronx, NY 10463 (CD 8)	Ongoing

Agency/Proposal	Proposed Location	Status
Bronx District Attorney (DA-BX)		
Expansion of File Storage Space	Not yet specified	Ongoing

Agency/Proposal	Proposed Location	Status
Brooklyn Community Board (CB) 13		
Relocation of Community Board (CB) 13 Office	1919 Surf Avenue, Brooklyn, NY 11224 (CD 13)	Ongoing

Agency/Proposal	Proposed Location	Status
Brooklyn Community Board (CB) 16		
Relocation of Community Board (CB) 16 Office	Brooklyn (CD 16)	Ongoing

Agency/Proposal	Proposed Location	Status
Brooklyn Community Board (CB) 6		
Relocation of Community Board (CB) 6 Office	Brooklyn (CD 6)	Ongoing

Agency/Proposal	Proposed Location	Status
Brooklyn District Attorney (DA-BK)		
Expansion of Brooklyn DA's Office Space	335 Adams Street, Brooklyn, NY 11201 (CD 2)	Ongoing

Agency/Proposal	Proposed Location	Status
Brooklyn Public Library (BPL)		
Expansion of BPL's New Lots Avenue Branch	665 New Lots Avenue, Brooklyn, NY 11207 (CD 5)	Ongoing
Expansion of BPL's Canarsie Branch	1570-80 Rockaway Parkway, Brooklyn, NY 11236 (CD 18)	Ongoing

Agency/Proposal	Proposed Location	Status
City Council (NYCC)		
Relocation of Council Central Staff	250 Broadway, 7th and 8th Floors, New York, NY 10007 (CD 1)	Implemented
Expansion of Basement Storage	250 Broadway, New York, NY 10007 (CD 1)	Implemented
Short Term Relocation of Administrative Services (30th Floor to 27th Floor)	250 Broadway, 27th Floor, New York, NY 10007 (CD 1)	Implemented
Expansion of Basement for Printing Center	250 Broadway, Basement, New York, NY 10007 (CD 1)	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Corrections (DOC)		
New Outposted Therapeutic Units at North Central Bronx Hospital	3424 Kossuth Avenue, 13th and 16th floors, Bronx, NY 10467 (CD 7)	Implemented
New Outposted Therapeutic Units at Woodhull Hospital	760 Broadway, 9th and 10th floors, Brooklyn, NY 11206 (CD 3)	Implemented
New Outposted Therapeutic Units at Bellevue Manhattan	462 1st Avenue, 2nd Floor, NY 10016 (CD 6)	Implemented

Agency/Proposal	Proposed Location	Status
Department of Cultural Affairs (DCLA)		
New Space Request for DCLA's Studio Museum	144 West 125th Street, NY 10027 (CD 10)	Ongoing
New Space Request for DCLA's Noel Printer Foundation	299 DeGraw Street, Brooklyn, NY 11231 (CD 6)	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Environmental Protection (DEP)		
New Hutchinson River CSO Retention Facility	1675 East 233rd Street Bronx, NY 10466 (CD 12)	In Progress
Relocation of BCS, BWSO, BEC Offices	345 Adams Street, Brooklyn, NY 11201 (CD 2)	Ongoing
New Flushing Creek CSO Disinfection Facilities – TI-010 Dichlorination Facility	Northeast corner of Flushing Meadows Corona Park adjacent to Allied 3 Building, Queens, NY Block: 2018, Lot:1 or 131-33 Avery Avenue Queens, NY 11355 (CD 7) Block: 5066, Lot: 47	In Progress
New Stormwater Pump Stations - Rockaway HFFRRF	Queens (CD 14)	In Progress
Relocation of St. Albans Pumping Station	Borough Block Lot (BBL) 10301 28 Queens, CD 12	Ongoing
Relocation of Laboratory	Long Island City, Queens	Implemented
New Space Request for Newtown Creek CSO Storage Tunnel	Brooklyn, Queens	In Progress

Agency/Proposal	Proposed Location	Status
Department for the Aging (DFTA)		
Relocation of Neighborhood SHOPP CASA Boricua Older Adult Center	1680 Southern Boulevard, Bronx, NY 10640 (CD 3)	Implemented
Relocation of DFTA Headquarters	Lower Manhattan	Implemented

Agency/Proposal	Proposed Location	Status
Department of Homeless Services (DHS)		
Relocation of Distribution and Fleet Services	Brooklyn	Ongoing
New Transitional Shelter Facilities for Homeless Individuals and Families	Not yet specified	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Mental Health and Hygiene (DOHMH)		
Closure of DOHMH Manhattanville Facility	160 West 100th Street, New York, NY 10025 (CD 7)	Ongoing
Closure of DOHMH Williamsburg Facility	151 Maujer Street, Brooklyn, NY 11206 (CD 1)	Implemented
Relocation of Vector and Pest Control Services	2500 Halsey St, Bronx, NY 10461 (CD 10)	Ongoing
Relocation of Poison Control Center	323 East 29th Street, New York, NY 10016 (CD 6)	Implemented

Agency/Proposal	Proposed Location	Status
Department of Probation (DOP)		
Relocation of Bedford-Stuyvesant NeON Office	Bedford-Stuyvesant, Brooklyn, NY (CD 3)	Ongoing
Expansion of Queens Borough Office	162-24 Jamaica Avenue, Queens, NY 11432 (CD 12)	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Transportation (DOT)		
Expansion and Relocation of Citywide Concrete Program - Bronx	4855 Baldwin Street, Bronx, NY 10470 (CD 12)	Ongoing
Expansion of Sidewalk Inspection Management - Fleet Support	151 South Macquesten Ave, Bronx, NY 10550 (CD 12)	Ongoing
Relocation of Bridges Preventative Maintenance Unit	4855 Baldwin Street, Bronx, NY 10470 (CD 12)	Ongoing
Expansion and Relocation of Citywide Concrete Program - Brooklyn	688 Court Street, Brooklyn, NY 11231 (CD 2)	Ongoing
New Sidewalk Inspection Management Field Office - Green Wave Program	688 Court Street, Brooklyn, NY 11231 (CD 2)	Ongoing
Relocation of Brooklyn Sign Shop	688 Court Street, Brooklyn, NY 11231 (CD 2)	Ongoing
Relocation of Sidewalk Inspection Management - Concrete Crushing	46-81 Metropolitan Avenue, Queens, NY 11385 (CD 5)	Ongoing
New Field Office for Green Wave Program	31-08 Northern Blvd, Queens, NY 11101 (CD 1)	Ongoing
Relocation of Traffic Management Center	315 East 149th Street, Bronx, NY 10451 (CD 1)	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Sanitation (DSNY)		
Relocation of Bronx 3A Broom Garage	Bronx (CD 3)	Ongoing
Relocation of Bronx 9/10/11 Garage	Bronx CDs (9, 10, and 11)	Ongoing
Relocation of Bronx Lot Cleaning Unit	Bronx	Ongoing
Consolidation of Garages, Broom Depot, and Manhattan Borough Command	425 East 25 Street, New York, NY 10010 (CD 6)	Ongoing
Relocation of District Garage	31-11 20th Avenue, Queens, NY 11105 (CD 1)	Ongoing
New Dual-District Garage	1323 West Service Road, Staten Island, NY 10309 (CD 3)	In Progress
Relocation of Bronx District 2 Garage	Bronx (CD 2)	Ongoing
Relocation of Greenpoint Warehouse	Brooklyn	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Housing Preservation & Development (HPD)		
Relocation of Code Enforcement and Canine Unit	Manhattan (CD 10)	Ongoing
Relocation of 3280 Broadway Upper Manhattan Code Office	Manhattan (CD 6)	Ongoing
New Space Request for Family Living Center - Queens	Queens	Cancelled
Relocation of Northern Manhattan Code Enforcement Units	Manhattan	Ongoing

Agency/Proposal	Proposed Location	Status
Human Resource Administration (HRA)		
Relocation to Borough Courts - Queens	151-20 Jamaica Avenue, Queens, NY (CD 5)	Implemented
Relocation of Bainbridge Job Center	Bronx (CD 6)	Ongoing
Relocation of Services and Offices	Brooklyn	Implemented
Relocation of Programs from 33-28 Northern Blvd.	Queens (CD 2)	Ongoing
Relocation of HASA/APS office	Not yet specified in Manhattan	Ongoing
Relocation of HRA HASA Manhattan Facililty	400 8th Avenue, New York NY 10001 (CD 5)	Ongoing
Relocation of HRA's Administrative Offices	Not yet specified	Ongoing

Agency/Proposal	Proposed Location	Status
Mayors Office of Media and Entertainment (MOME)		
Relocation of Press Credentials Office	Lower Manhattan	Ongoing
Relocation of TV and Radio Master Control	Downtown Brooklyn	In Progress

Agency/Proposal	Proposed Location	Status
Manhattan Community Board (CB) 4		
Relocation of Community Board (CB) 4 Office	Manhattan (CD 4)	Implemented

Agency/Proposal	Proposed Location	Status
New York City Police Department (NYPD)		
Relocation of Bronx Tow Pound	Fordham Landing, Bronx (CD 7)	Ongoing
Relocation of 70th Precinct	Brooklyn - 70th Precinct	Cancelled
Relocation of Special Victims Offices - Brooklyn	45 Nevins Street, Brooklyn, NY 11217 (CD 2)	Ongoing
Relocation of Pier 76 Tow Pound	Manhattan	Ongoing
Relocation of Service Station 8	27-10 49th Avenue, Queens, NY 11101 (CD 2)	Ongoing
Relocation of Internal Affairs Bureau Groups	Queens	Ongoing
Relocation of Citywide Units	Not yet specified	Ongoing
Relocation of K9 Unit	Not yet specified	Ongoing
Relocation of Special Operations Division/Training Bureau	Not yet specified	Ongoing
Relocation of Transit District 33	Brooklyn	Ongoing
Relocation of Manhattan North	Manhattan (CD 10)	Ongoing
Relocation of Internal Affairs Bureau	Manhattan (CD 10)	Ongoing
Consolidation of Property Clerk Facility	4101 Arthur Kill Rd, Staten Island, NY 10309 (CD 3)	Cancelled
Consolidation of Staten Island Specialized Units	1441 South Ave (AKA Corporate Commons III), 6th Floor, Staten Island, NY 10314 (CD 2)	Ongoing

Agency/Proposal	Proposed Location	Status
New York City Public Library (NYPL)		
Expansion of Woodlawn Heights Branch	4355 Katonah Ave, Bronx, NY 10470 (CD 12)	In Progress
Relocation of 70th Precinct	Woodrow Rd near Alverson Ave, Staten Island, NY 10309 (CD 3)	Implemented

Agency/Proposal	Proposed Location	Status
Office of Administrative Trials and Hearings (OATH)		
Relocation of Hearings Center - Staten Island	Staten Island	Ongoing

Agency/Proposal	Proposed Location	Status
Office of Court Administration (OCA)		
Relocation of Appellate Term, 2nd Department Offices	1 Willoughby Square Brooklyn NY 11201 (CD 2)	Implemented
Relocation of Department Offices	1 Pierrepont Plaza, Brooklyn, NY 11201 (CD 2)	Ongoing

Agency/Proposal	Proposed Location	Status
Office of Technology and Innovation (DOITT/OTI)		
Relocation of Citywide Service Desk and NYC3	Brooklyn	In Progress
Relocation of Apple Support	Manhattan	Implemented

Agency/Proposal	Proposed Location	Status
Queens District Attorney (DA-QN)		
Expansion of Office Space	111-15 Queens Boulevard, Queens, NY 11375 (CD 6)	Ongoing

Agency/Proposal	Proposed Location	Status
Taxi and Limousine Commission (TLC)		
Relocation of Headquarters	80 Pine Street, New York, NY 10005 (CD 1)	Ongoing

AGENCY INTERNAL CONTROLS

CHARTER INTERNAL CONTROL REPORTING REQUIREMENT

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2024 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Risk Management and Compliance compiled these statements based upon reviews by 37 mayoral agencies. The review encompassed internal control evaluations provided by the agencies, applicable State and City Comptrollers' audit reports, and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations including Effectiveness & Efficiency, IT Controls and Procedures, Expenditures & Payables, Inventory and Execution of Transactions, where applicable.

SUMMARY STATEMENTS ON THE STATUS OF INTERNAL CONTROL SYSTEMS

Agencies indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified areas that were sufficient, but with weaknesses, which are addressed below. These agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

Administration for Children's Services

The Administration for Children's Services (ACS) reports ongoing activities with respect to oversight and enhancement of its internal control environment. The Agency reports continued efforts with respect to updating and strengthening systems technology including systems controls and security. ACS practice, written policies, and procedures are constantly evolving, and reports continued efforts to develop written policies and procedures with respect to child safety and welfare, under the guidance of federal, State, and local oversight. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and use of information technology systems.

Business Integrity Commission

The Business Integrity Commission (BIC) reports ongoing activities with respect to the review and oversight of its internal control environment by continued coordination with the NYC Office of Technology and Innovation and its Cyber Command to carry out the most current level of cybersecurity and information technology protocols and procedures, including implementation of multi-factor authentication, as well as agency-wide cyber-security training. BIC regularly monitors its internal control environment to strengthen and protect against vulnerabilities through self-assessment, management review, increased efficiency of operations, efforts to update and document policies and procedures to ensure continuity, and information technology controls as well as various reporting and training.

City Commission on Human Rights

The following are the additional actions CCHR has taken in Fiscal 2024 and Fiscal 2025 to strengthen its internal control environment and systems: implementation of new policies and procedures to ensure uninterrupted workflow and strengthen internal controls.

Civilian Complaint Review Board

The Civilian Complaint Review Board (CCRB) reports ongoing oversight and activities to strengthen its system of internal controls. CCRB reports continued efforts with respect to the segregation of responsibilities as well as the implementation of compensating controls over inventory. CCRB will continue to take appropriate corrective actions and will monitor its overall system of internal controls through internal reviews.

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) reports ongoing oversight and continuation of activities to strengthen its internal control environment. These activities include maximizing the effectiveness and integrity of the Agency's operations and reducing the vulnerability of Agency waste, abuse, errors, or irregularities, while adhering to all applicable rules, regulations and laws. DCAS will continue to monitor its overall internal control environment through internal audits, and corrective action initiatives, information technology and risk assessments, and external audit engagements.

Department of Cultural Affairs

The Department of Cultural Affairs (DCLA) reports ongoing oversight and improvements to its system of internal controls, including the recent upgrade of Agency technological systems that strengthen the Agency's monitoring of internal controls and financial accountability. DCLA will continue to monitor its overall internal control environment through internal reviews, self-assessment, and the use of information technology.

Department of City Planning

The Department of City Planning (DCP) reports continued oversight and monitoring of its internal control environment to ensure effective and efficient Agency operations. Furthermore, DCP can provide reasonable assurance that program goals and objectives were effectively met through outcomes that are measurable, such as positive customer feedback and the Agency's goals. DCP will continue to monitor its internal control environment through risk assessment, follow-up on external audits and by conducting management reviews.

Department of Consumer and Worker Protection

The Department of Consumer and Worker Protection (DCWP) reports on the continuation of oversight and activities with respect to maintaining an overall system of internal controls. The Agency continues to use these new IT applications to automate business processes, increase efficiency of operations and strengthen internal controls. DCWP will continue to monitor its internal control environment through internal process reviews and follow-up on external audits.

Department of Design and Construction

The Department of Design and Construction reports the continuation of oversight and activities to support and strengthen its internal control environment. Specifically, during Fiscal 2024, the Agency launched an Environmental Code Compliance Unit and introduced an Environmental Audit Program. The program is designed to ensure environmental compliance at infrastructure construction sites and focuses on safeguarding the public, workers, natural resources, and wildlife across New York City. The Agency will continue the present course of action with the objective of maximizing the effectiveness and integrity of Agency operations and reducing the vulnerability of Agency waste, abuse, errors, or irregularities, and will monitor its overall internal control environment through internal audit activities and external audit follow-ups.

Department of Environmental Protection

The Department of Environmental Protection (DEP) reports ongoing activities with respect to oversight and monitoring of its internal control environment, including efforts to fully implement computerized maintenance management systems with inventory control modules that support wastewater resource recovery facilities. Further, DEP reports ongoing improvements relative to asset management and inventory controls for computers and related equipment. The Agency will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

Department for the Aging

NYC Aging reports continued oversight with respect to its internal control environment. Specifically, NYC Aging reports ongoing enhancements to its budget and accounting systems as well as the Senior Tracking, Analysis and Reporting System (STARS), upgrading of information technology infrastructure, including training and technical assistance for new users, and data analysis in connection with measuring performance of its programs. NYC Aging will continue to monitor its internal control environment by conducting internal control testing, conducting management review and expansion of field audits.

Department of Buildings

The Department of Buildings (DOB) reports continued oversight and monitoring with respect to its internal control environment; specifically, DOB reports ongoing substantive reviews of current operations and implementation of procedural changes, updating technology to support data classification and encryption. Disaster recovery plan is not fully in compliance with the Comptroller's Directive, as the Agency's plan is being developed as part of the Agency's long-term infrastructure upgrade, which is currently in progress. Additionally, the Department will continue to use and expand the DOB NOW online platform to improve services and reporting, including but not limited to, job filing, inspections, and licensing. The Agency will continue its course of corrective action with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of Agency waste, abuse, errors, or irregularities through ongoing monitoring of its internal control systems, internal audits, and external audit follow-up activity and risk assessments.

Department of Correction

In Fiscal 2024, the Department of Correction made significant strides in strengthening its internal control environment. Progress included the full implementation of a cybersecurity training program, development of division-level COOP plans, and enhanced Disaster Recovery capabilities. The Department addressed key findings from the Comptroller's IT audit, with 22 of 24 recommendations fully implemented, and continues to work on infrastructure modernization. Internal audits led to corrective actions in the Procurement Card program and operations at the Rikers Island Central Cashiers Office. Additionally, DOC launched a task force to address FMLA compliance gaps and recently promulgated a new FMLA policy to resolve audit findings. While work remains in areas such as IT upgrades and COOP integration, the Department's overall internal control framework is sound and supports its mission of accountability, efficiency, and risk mitigation.

Department of Homeless Services

The Department of Homeless Services (DHS) reports that its internal control environment is sufficient to maximize the effectiveness and integrity of Agency operations and reduce the vulnerability of Agency waste, abuse, or irregularities. DHS will continue its course of corrective action plans and will continue to monitor its internal control environment through the DSS Office of Audit Services.

Department of Finance

The Department of Finance (DOF) reports that systems of internal control remain effective at enhancing operations. DOF will continue its efforts to implement corrective action plans including improved training and system upgrades. Furthermore, monitoring its overall internal control environment through internal audits, external audit follow-ups, internal management reports and risk assessments will be ongoing.

Department of Health and Mental Hygiene

The Health Department continues to serve as the lead Agency for design and oversight of citywide population health strategies by driving policy and programming that include health and mental health initiatives aimed at improving chronic disease outcome, reducing overdose deaths, impacts of violence and black maternal mortality. The Health Department's goals encompass assessing priority neighborhoods, advancing racial equity within the goal to increase life expectancy, and ensuring equitable service delivery across all public health clinics.

The Health Department continues to modernize data systems, data capabilities and data literacy that align with and complement the Department's continued initiative to improve internal processes and align work across divisions. The Health Department continues to enhance its internal processes and controls and to implement corrective actions to address recommendations from internal and external assessments.

Department of Investigation

The Department of Investigation (DOI) reports continued oversight and monitoring of its system of internal controls, which it will continue to monitor through its internal audit group and the use of information technology.

Department of Probation

The Department of Probation (DOP) reports oversight and activities to strengthen its internal control environment, including continued focus on performance management reviews and quality assurance. Additionally, DOP continues to add human and material resources to its information technology division to improve system performance and to update internal policies and procedures. The Department also enhanced practices related to contract management, will continue to monitor its internal control environment through its internal audit group and agencywide performance review system, and will update this statement in consonance with Section 12(c) of the New York City Charter for Fiscal 2025.

Department of Records and Information Services

The Department of Records and Information Services (DORIS) reports that taken as a whole its systems of internal controls were sufficient to ensure effective and efficient Agency operations in Fiscal 2024. The Agency conducted inventory reviews, implemented additional security controls on the computing infrastructure including automating security and other patching. Further, DORIS conducted an internal audit on the purchase receiving process and continued Cyber and Conflicts of Interest training. DORIS will continue to monitor its overall internal control environment through cyber audits, external review and internal assessments.

Department of Transportation

The New York City Department of Transportation (DOT) continues to report proactive measures and oversight activities regarding its overall Agency operations. DOT will continue to monitor its system of internal controls through internal assessments, external audits, and management reporting.

Department of Parks and Recreation

The Department of Parks and Recreation (DPR) reports ongoing oversight and monitoring activities contributing to the overall effectiveness and efficiency of its system of internal controls. Specifically, the Agency reports ongoing efforts to segregate duties in the areas of cash receipts and inventory management, adoption of digital systems for the deposit of cash receipts, and formally document policies and procedures specific to Agency operations. DPR will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit follow-up.

Department of Sanitation

DSNY reports additional controls and continued monitoring and enhancements with respect to its internal control environment. Specifically, the Agency reports the implementation of the Service Now discovery tool for all network assets, annual cyber CBT training to all computer system users, increasing the length of passwords in new password policy, continued efforts to contribute to a safe and secure computing environment including ongoing updates and addition of systems and resources, continued implementation of multi-factor authentication across agency applications, continued efforts to implement a centralized event logging system, enhancements to vulnerability management and patching systems, installation and configuration of identity and access management practices.

Further, DSNY reports continued distribution of applications and security patches remotely, consolidated data and inventory to centralize assets, implemented verification and return process for equipment, as well as monitoring the timeliness of inspections.

In Fiscal 2024 and Fiscal 2025, DSNY implemented several measures related to commercial waste, including the establishment of Commercial Waste Zone (CWZ) contracts with 60 zone awards and 5 citywide awards. It also built Salesforce-based systems for customer onboarding and program tracking.

DSNY will continue to monitor its internal control environment through internal audits, self-inspections, risk assessments, and external audit follow-up activity.

Department of Veterans' Services

The Department of Veterans' Services (DVS) reports that it continues to advocate for staffing resources to improve its internal control environment with the objective of maximizing the effectiveness and integrity of operations. Although DVS has gained increased support in several key functional areas in Fiscal 2025, DVS continues to be run with constricted resources due to staff attrition and reduced headcount, vacancies, and overall reduced budget. DVS will continue to monitor and remedy areas, through management reviews and risk self-assessments, where potential errors and/or irregularities may exist within Agency operations to reduce the vulnerability of Agency waste, abuse, errors, or irregularities.

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) reports ongoing oversight and monitoring of its internal control environment, including continued efforts building upon existing systems designed to improve efficiency and enhance internal control. DYCD practice, written policies, and procedures are constantly evolving, and reports continued efforts to develop written policies and procedures, under the guidance of federal, state, and local oversight. DYCD will continue to monitor its internal control environment through internal audits, risk assessments, and external audit follow-up.

Fire Department

The Fire Department (FDNY) reports continued activities with respect to oversight and enhancement of its internal control environment. These ongoing efforts include improvements with respect to updating and strengthening information technology controls with a focus on aspects of planning and governance, and application development security. FDNY will continue to monitor its overall systems of internal controls through routine operations monitoring, audit activities and risk assessments.

Department of Housing Preservation and Development

The Department of Housing Preservation and Development (HPD) reports continuation of activities to strengthen its system of internal controls. Specifically, HPD reports further efforts in assessment and development of written policies and procedures relative to the continuity of operations and for write-offs impacting program areas. HPD continues its efforts to improve capital asset inventory operations and reconciliation to FMS records. HPD will continue its course of corrective action and monitor the overall internal control environment through follow-up of corrective action plans and external audit follow ups.

Human Resources Administration

The Human Resources Administration (HRA) reports that its internal control environment is sufficient to maximize the effectiveness and integrity of Agency operations and reduce the vulnerability of Agency waste, abuse, or irregularities. HRA will continue its course of corrective action plans and will continue to monitor its internal control environment through the DSS Office of Audit Services.

Law Department

The Law Department continues to review and monitor the operation of its internal controls environment, focusing on the development and implementation of access control policies and procedures. Over the past year, the department achieved several significant milestones, building on prior accomplishments. The Agency successfully executed a large-scale domain migration project, transitioning its legacy domain to a more secure and modern environment. The collaborative effort included the migration of approximately 2,300 Law desktops in the new domain, enhancement of cybersecurity, alongside key end-user benefits such as Password Self-Service, account consolidation, and streamlined single sign-on for cloud-based applications. The Agency also collaborated with OTI on the Proof of Concept (POC) for deploying an advanced Security Information and Event Management (SIEM) solution. Once the POC is concluded, procurement will be initiated by Law. The Law Cybersecurity team is also in the process of procuring the Progress Flowmon solution in collaboration with the OTI Cyber team for network security telemetry solution. These initiatives collectively strengthen the Agency's security posture and advance its mission to safeguard critical information systems.

Landmarks Preservation Commission

The Landmarks Preservation Commission (LPC) reports ongoing review and monitoring of programs and policies with respect to its system of internal controls. LPC will continue to monitor its internal control environment.

Mayor's Office of Criminal Justice

MOCJ is committed to developing a robust system of internal controls as it fully operationalizes its functions as a new standalone agency. To optimize audit resources and improve operational effectiveness, while adhering to financial limitations, MOCJ has adopted a risk-based evaluation tool that prioritizes audits based on contract risk levels. This strategic approach ensures internal and external auditors focus on higher-risk areas, maximizing efficiency. Within IT, MOCJ has handled expanded responsibilities as the Agency migrates into its own IT environment. MOCJ also continues to enhance financial and operations controls in Fiscal 2024 and Fiscal 2025 by implementing inventory tracking mechanisms, technology-driven monitoring, multilevel approval processes, stricter budget authorizations, and expenditure tracking and forecasting. Policy and procedure documentation is also being strengthened in finance and HR functional areas. These measures aim to bolster fiscal oversight, improve accuracy, and strengthen overall risk management.

New York City Emergency Management

Based on the Financial Integrity Compliance Statement for Calendar 2024 (City Comptroller's Directive #1) and on internal audits, agency management reviews, and audit investigations conducted by external agencies, in the opinion of New York City Emergency Management (NYCEM), NYCEM's present system of internal controls over its principal operations is sufficient to meet the objective of maximizing the effectiveness and integrity of operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities that would be material to our agency.

New York City Emergency Management review the Agency controls on cash receipts, imprest funds, billings and receivables, expenditures and payables, inventory, payroll and personnel, IT controls & procedures, single audit, licenses/permits, violation certificates, leases, concessions, franchises, and internal audit functions and found the internal controls in these areas sufficient to meet internal control objectives of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities.

We will continue to monitor our internal control environment through internal reviews, external audit follow-ups, and information technology, and will update this statement, in consonance with Section 12c(3) of the New York Charter for Fiscal 2025.

Police Department

Based on internal audits, audits and investigations by external agencies and the Comptroller's Directive #1 checklist, in our opinion, the New York Police Department presents a system of internal controls over its principal operations, cash receipts, imprest funds, billings and receivables, expenditures and payables, inventory, payroll and personnel, IT controls & procedures, single audit, licenses/permits, violation certificates, leases/concessions/franchises, and internal audit function that, when taken as a whole, meets internal control objectives of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities. In addition, we have continued our efforts in the implementation of our data encryption process.

We will continue to monitor our internal control environment through our Information Technology Bureau, Internal Affairs Bureau, Professional Standards Division, Fiscal Accountability Unit and Integrity Control Officers, and will update this statement, in consonance with Section 12c(3) of the New York Charter for Fiscal 2025.

Office of Administrative Trials and Hearings

OATH has completed a full agency audit using the questions seen in prior year Directive 1 audits. Based on those audit results, OATH's present system of internal controls over its principal operations, taken as a whole, is sufficient to meeting internal control objectives of maximizing the effectiveness and integrity of OATH's operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities.

OATH reports ongoing oversight and enhancement of its systems of internal controls including, but not limited to the following functional areas: effectiveness and efficiency, IT control and procedures, expenditures and payables, inventory, and execution of transactions. In particular, the agency reports its continued effort to contribute to a safe and secure computing environment, including ongoing updates and addition of systems and resources, including enhanced security and controls in the remote environment. OATH will continue to monitor its internal control environment and risk assessment through internal audits and management reviews.

OATH will continue to monitor its internal control environment using an internal audit group and will update this statement, in consonance with Section 12c(3) of the New York Charter for Fiscal 2025.

Office of Chief Medical Examiner

The Office of Chief Medical Examiner (OCME) reports that the present internal control structure is sufficient to meet internal control objectives and will continue to monitor its internal control environment through various measures, including but not limited to, risk self-assessment tools, internal audits, segregation of duties and information technology controls.

The Office of Technology & Innovation

The Office of Technology & Innovation (OTI) reports ongoing activities and oversight requirements relating to its internal control environment. These activities include efforts to comply with new information technology requirements, expanding cybersecurity protections, and the application of new and emerging technologies. OTI will continue to monitor its system of internal control through oversight, internal assessment, and external audit follow-up.

Department of Small Business Services

The Department of Small Business Services (SBS) reports that taken as a whole, its systems of internal controls are sufficient to meet objectives pertaining to the prevention and detection of errors or irregularities in amounts that would be material to the agency. The agency continues to work with NYC Cyber Command, which scans for vulnerabilities and assists SBS in taking all steps necessary to patch any identified vulnerabilities.

Taxi and Limousine Commission

The Taxi and Limousine Commission (TLC) reports that its internal control structure, including internal and external reporting indicators, is sufficient to meet the internal control objectives pertaining to the prevention and detection of errors or irregularities that would impact the agency. The TLC is continuously looking at day-to-day operations to ensure consistent application of these control tools. Through data analytics, including TLC's licensee database of record TAMIS, taxi and FHV trip data, and key indicators, TLC monitors and evaluates agency performance. The Finance Division of the TLC oversees its internal control environment by utilizing policies and procedures, reviewing external audit activity, and leveraging information technology.

AGENCY RULEMAKING ACTIONS FISCAL 2025

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
BIC	1	0	0
DCWP	12	11	0
DEP	9	1	0
DOB	18	12	0
DOF	6	6	0
DOHMH	15	11	0
DOT	6	6	1
DPR	4	3	0
DSNY	8	6	0
HPD	7	0	0
MOME	1	0	0
NYPD	2	0	2
OATH	2	2	0
TLC	9	6	0
TOTAL	100	64	3

*During Fiscal 2025, 64 of 100 rules (64% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time or were adopted as emergency rules. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules: http://rules.cityofnewyork.us/

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2025 Regulatory Agenda? (Y/N)
BIC	Prepares for the implementation of the commercial waste zone program and amends rules that are no longer necessary.	17	1	1-01, 1-02, 1-04, 1-12, 2-05, 5-01, 5-02, 5-03, 5-05, 5-06, 5-08, 5-10, 5-11, 5-12, 6-03, 6-04, 6-06, 7-03, 7-04, 7-05, 7-09,	8/1/2024	No	Yes
DCWP	Repeals the temporary general vendor license for street fair vendors.	6	2	2-305, 2-313	7/31/2024	No	No
DCWP	Adds rules to implement Local Law 128 of 2021 allowing businesses to hold newsstand licenses.	6	2	2-61 through 2-70	8/15/2024	No	Yes
DCWP	Amends the penalty schedule for violations of the Department's consumer protection laws and rules.	6	6	6-47	8/15/2024	No	No
DCWP	Amends the DCWP rules to implement Local Law 49 and Local Law 50 of 2024 by updating and adding violations related to the sale, lease, and rental of powered bicycles, powered mobility devices, and storage batteries for such devices.	6	6	6-86	9/12/2024	No	No
DCWP	Repeals rules related to sidewalk cafes in order to implement Local Law 121 of 2023, which repealed subchapter 6 of chapter 2 of title 20 of the NYC Administrative Code relating to sidewalk cafes.	6	1, 6	1-03, 6-15	10/9/2024	No	No
DCWP	Amends rules related to parking lots and garages.	6	2	2-161	12/3/2024	No	No
DCWP	Amends and adds rules relating to process servers.	6	2	2-233 through 2-236, 2-240	12/31/2024	No	No
DCWP	Amends rules related to licensing hotels.	6	2, 6	2-481 through 2-483, 6-88	5/2/2025	No	No
DCWP	Amends rules related to the Earned Safe and Sick Time Act ("ESSTA").	6	7	7-204 through 7-214	6/2/2025	No	No
DCWP	Amends rules relating to credit card limitations to ensure consistency with New York General Business Law § 518.	6	5	5-24	6/6/2025	No	No
DCWP	Prohibits landlords and real estate agents from charging their fees to tenants where the agent is representing the landlord for the rental of a residential property.	6	6	6-89	6/10/2025	No	No
DCWP	Amends the Home Improvement Business Trust Fund rules to increase the maximum disbursement amount recoverable via the standard trust fund invasion process, and eliminates the requirement that licensed home improvement businesses contribute to the trust fund upon renewal so long as the Trust Fund balance is more than two million dollars.	6	2	2-224	6/18/2025	No	No
DEP	Defines the term "adjacent" as it relates to vehicle idling near DPR property.	15	39	39-02	8/27/2024	No	No
DEP	Amends rules governing Appendix to Chapter 19.	15	19.1	Appendix	8/30/2024	No	Yes
DEP	Provides that all Air and Noise penalty violations can be admitted without going through the stipulation process.	15	43	43-01, 43-02	12/16/2024	No	Yes
DEP	Sets standards for renewal of the certificate of operation of any stationary reciprocating compression ignition internal combustion engine on or after January 1, 2025.	15	63	63-01, 63-02	12/16/2024	No	Yes
DEP	Amends the rules governing house/site connections to the sewer system.	15	31	31-01, 31-02, 31-04, 31-05, 31-07	12/31/2024	No	Yes
DEP	Amends the asbestos control program rules to update and clarify various provisions.	15	1	1-02, 1-03, 1-11, 1-13, 1-14, 1-16, 1-26, 1-27, 1-28, 1-29, 1-32, 1-36, 1-81, 1-82, 1-91, 1-94, 1-106, 1-108, 1-110, 1-112, 1-128	1/15/2025	No	Yes
DEP	Amends rule for the Protection from Contamination, Degradation and Pollution of the New York City Water Supply and Its Sources	15	18	18-17	1/29/2025	No	Yes
DEP	Amends the Noise Code Penalty, Community Right-To-Know Law and the Air Code Penalty Schedules.	15	47, 54	47-02, 54-02	2/28/2025	No	Yes
DEP	Establishes requirements for control devices to reduce emissions from underfired char broilers that were in place on or before May 6, 2016.	15	64	64-01, 64-02, 64-03, 64-04, 64-05, 64-06, 64-07	5/20/2025	No	Yes
DOB	Addresses waiver of civil penalties for small businesses for work without a permit and failure to file annual low pressure and high pressure boiler reports.	1	100	102-04, 103-01 and 103-05	9/26/2024	No	No

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2025 Regulatory Agenda? (Y/N)
DOB	Amends rules regarding the penalty for failure to certify correction of certain immediately hazardous violations.	1	100	102-05	11/18/2024	No	No
DOB	Amends the civil penalty for failure to file certification of inspection of a building's gas piping system.	1	100	103-10	11/18/2024	No	No
DOB	Gives owners of one- and two-family homes who have not received any prior violations at the property within the past five years an opportunity to correct certain violating conditions prior to receiving a notice of violation and associated penalties.	1	100	101-03, 102-06	11/18/2024	No	No
DOB	Provides specificity and uniformity as to the duties and inspections performed by a licensed construction superintendent.	1	3300	3301-04	12/2/2024	No	Yes
DOB	Amends rules to further inform compliance with Article 320 of Chapter 3 of Title 28 of the New York City Administrative Code, requiring annual greenhouse gas (GHG) emissions limits for buildings.	1	100	103-14	12/20/2024	No	Yes
DOB	Establishes the filing requirements for an application for an adjustment to applicable annual building emission limits as set out in section 28-320.7 of the New York City Administrative Code.	1	100	103-12	12/20/2024	No	Yes
DOB	Removes the provision that requires a building owner to pay outstanding penalties before new acceptable Energy Efficiency Report ("EER") submissions.	1	100	103-07	12/20/2024	No	No
DOB	Adds various fees.	1	100	101-03	12/20/2024	No	No
DOB	Amends the deadline for allowing installation of a monitored battery primary power source for a natural gas alarm in existing buildings.	1	3600	3616-06	12/24/2024	No	No
DOB	Amends rules regarding the installment and installation of carbon monoxide detectors.	1	900, 3600	915-01, 3616-08	12/27/2024	No	Yes
DOB	Amends rule regarding the tax abatement a property can receive for the installation of a green roof.	1	100	105-01	12/30/2024	No	No
DOB	Amends rule regarding civil penalties to add these penalties and amends the amounts of other, similar penalties to match the amounts of the new parking structure penalties.	1	100	102-01	1/16/2025	No	No
DOB	Amends rules regarding inspections of parking structures.	1	100	103-13	1/24/2025	No	No
DOB	Amends rules relating to retaining walls.	1	100	103-09	2/21/2025	No	Yes
DOB	Amends rule regarding artwork on temporary protective structures.	1	3300	3307-01	5/12/2025	No	No
DOB	Amends rules to improve compliance by course providers.	1	100, 3300	101-03, 105-03, 3301-03, 3321-01	5/20/2025	No	Yes
DOB	Adds maintenance of the existing egress systems as a new basic service and adds provisions for enforcement of these provisions.	29	2	2-04, 2-05 and 2-11.1	5/31/2025	No	No
DOF	Amends rules concerning the Bus Lane Restriction Program.	19	39	39-18, 39-24	7/11/2024	No	No
DOF	Emergency rule relating to searches of places of business selling cannabis where no registration, license, or permit has been issued pursuant to the New York State Cannabis Law, the imposition of penalties against such businesses selling cannabis, and the sealing of such businesses.	19	42	42-04	5/12/2024	Yes	No
DOF	Makes permanent the emergency rule relating to searches of places of business selling cannabis where no registration, license, or permit has been issued pursuant to the New York State Cannabis Law, the imposition of penalties against such businesses selling cannabis, and the sealing of such businesses.	19	42	42-04	8/28/2024	No	No
DOF	Repeals the rules regarding the standards and requirements for Tax Clearance Certificates and revise DOF's obligations regarding the publication of guidance regarding the City's Senior Citizen Rent Increase Exemption and Disability Rent Increase Exemption rent freeze programs.	19	20, 52	20 all sections repealed, 52-09	10/29/2024	No	No
DOF	Amends various provisions of rules that relate to the taxpayer-initiated Request for Review process, and the clerical error administrative review process.	19	37, 53	37-06, 53-01	12/23/2024	No	No

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2025 Regulatory Agenda? (Y/N)
DOF	Amends the rules related to the enforcement of property tax collection.	19	40	40-03 thru 40-06	2/11/2025	No	No
DOHMH	Allows the public to petition the Department for creating, amending or deleting rules promulgated by the Department.	24	37	Creates new Chapter 37: 37.01, 37.03, 37.05	7/1/2024	No	No
DOHMH	Prohibits the sale of flavored tobacco products, electronic cigarettes and flavored e- liquids to entities located outside of the City of New York.	24	28	28-02	7/1/2024	No	No
DOHMH	Requires food service establishments to warn consumers about menu items containing high amounts of added sugar.	24	39	Creates new Chapter 39: 39-01	9/3/2024	No	Yes
DOHMH	Adds a new Chapter 38 (Program to Extinguish Medical Debt) to establish a program to cancel medical debt.	24	38	Creates new Chapter 38: 38-01, 38-02, 38-03, 38-04	9/27/2024	No	No
DOHMH	Provides that induced terminations of pregnancy be reported to the Department as specified in forms approved by the Board and amends disposition of conceptus requirements.	24	Art. 203, Art. 205	203.03, 203.05, 203.09, 205.01, 205.13, 205.15, 205.21	10/8/2024	No	No
DOHMH	Repeals the requirement that applicants to renew a mobile food vending permit (or license) must submit a tax clearance certificate to renew.	24	6	6-11	10/8/2024	No	No
DOHMH	Repeals the requirement that applicants to renew a mobile food vending permit (or license) must submit a tax clearance certificate to renew.	24	Art. 89	89.11	10/8/2024	No	No
DOHMH	Amends rules related to minimum temperature requirements, specifies the authority responsible for issuing violations and orders, and eliminates the opportunity for appeal when the Commissioner declines a request to modify provisions of Article 131.	24	Art. 131	131.07, 131.19	12/18/2024	No	Yes
DOHMH	Amends the Groceries to Go program to respond to the overwhelming demand and reach more New Yorkers experiencing food insecurity.	24	34	34-01	1/10/2025	No	No
DOHMH	Enhances certain disease reporting requirements.	24	Art. 11, Art. 13	11.03, 11.17, 11.25, 13.03	3/31/2025	No	Yes
DOHMH	Modifies the information that will be presented on performance summary cards (PSC) issued to child care providers.	24	3	3-02, 3-03, 3-05, 3-06	5/16/2025	No	No
DOHMH	Adds and amends various penalties in Chapter 7.	24	7	7-12, Appendix 7-A	6/12/2025	No	Yes
DOHMH	Requires that permittees provide records of water sampling and analysis, and modifies when a permittee is required to report on a drinking water treatment system.	24	Art. 141	141.11	6/13/2025	No	No
DOHMH	Ensures compatibility with federal regulations for radioactive materials.	24	Art. 175	175.101, 175.103	6/13/2025	No	No
DOHMH	Amends the modification provisions of the New York City Health Code to standardize all such provisions with consistent language across the Health Code.	24	Articles: 11, 43, 45, 47, 48, 48-A, 49, 51, 81, 88, 89, 131, 141, 143, 161, 165, 167, 173, 175, 177	11.27, 43.25, 45.21, 47.75, 45.75, 48.26, 48.27, 48-A.23, 81.55, 88.23, 89.35, 131.19, 141.19, 143.17, 161.25, 165.13, 167.11, 173.14, 175.06, 177.09	6/13/2025	No	No
DOT	Establishes of a trade-in program for powered mobility devices and lithium-ion batteries.	34	4	Section 4-22	11/22/2024	No	No
DOT	Establishes a new improvement category - electric micromobility device battery swapping and charging cabinet - that would be eligible for a revocable consent granted by NYC DOT.	34	7	Section 7-04	1/2/2025	Yes	No
DOT	Establishes and implements a micro-distribution center ("microhub") pilot program authorized by Local Law 166 of 2021.	34	4	Section 4-08	1/14/2025	No	No
DOT	Updates provisions relating to license plate display requirements to align with the New York Vehicle and Traffic Law so as to address the problem of "ghost" licenses.	34	4	Section 4-08	3/17/2025	No	No

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2025 Regulatory Agenda? (Y/N)
DOT	Removes the restriction that mopeds (limited use motorcycles) cannot operate on the Brooklyn Bridge or the Ed Koch Queensboro Bridge.	34	4	Section 4-07	5/27/2025	No	No
DOT	Decriminalizes jaywalking.	34	4	Sections 4-02, 4-03,4-04, 4-05	5/27/2025	No	No
DPR	Changes when vendors are allowed to keep property used for vending on sidewalks adjacent to parks and amends the penalty provision to be consistent with this change.	56	1	4, 7	7/12/2024	No	No
DPR	Clarifies the requirements for individuals and groups applying to reserve ballfields and courts under the jurisdiction of the Department.	56	2	9, 12	10/1/2024	No	No
DPR	Amends and adds to the categories for which Enforcement Officers can issue notices of violation (sometimes called a summons) in order to protect the natural environments under the jurisdiction of the Department.	56	1	4, 5, 7	2/28/2025	No	Yes
DPR	For large-size multi-day events at Flushing Meadows Corona Park, removes the preference previously given to permit applications for events that were not held in the prior calendar year.	56	2	6	9/3/2024	No	No
DSNY	Amends rules relating to the use of certain receptacles by entities receiving curbside collection from a private carter.	16	1	1-02.4	9/4/2024	No	No
DSNY	Amends rules relating to the use of certain receptacles by certain entities that receive Department collection service.	16	1	1-02.1, 1-02.5	9/4/2024	No	No
DSNY	Establishes fees for the disposal of yard waste and organic waste at DSNY-owned and operated compost facilities.	16	22	22-01, 22-02	9/13/2024	No	No
DSNY	Establishes a pilot program for the use of stationary on-street containers.	16	1	1-02.1, 1-02.6	11/15/2024	No	No
DSNY	Alters the level of service commercial waste zone awardees must provide to assigned customers.	16	20	20-26	1/2/2025	No	No
DSNY	Prohibits cleaning services from placing garbage out without using a tight-fitting container.	16	1	1-12	3/7/2025	No	No
DSNY	Amends rules regarding commercial establishments that generate twenty gallons of waste or less per week, and requires commercial waste zone awardees to conduct waste surveys for certain customers.	16	1, 20	1-02.4, 1-06, 20-20, 20-27	3/28/2025	No	Yes
DSNY	Sets implementation dates for the second and third commercial waste zones.	16	20	20-02	6/30/2025	No	Yes
HPD	Implements the Affordable Neighborhoods for New Yorkers Tax Incentive program adopted by the New York State Legislature in Chapter 56 of the Laws of 2024.	28	63	63-01, 63-02, 63-03, 63-04, 63-05, 63-06	12/16/2024	No	Yes
HPD	Implements the Affordable Housing from Commercial Conversions Tax Incentive Benefits program adopted by the New York State Legislature in Chapter 56 of the Laws of 2024.	28	64	64-01, 64-02, 64-03, 64-04, 64-05, 64-06, 64-07, 64-08, 64-09	12/16/2024	No	Yes
HPD	Amends rules relating to lead poisoning prevention and control to implement recently enacted legislation.	28	11	11-02, 11-04, 11-05, 11-06, 11-09, 11-10, 11-12	2/14/2025	No	Yes
HPD	Implements the prevailing wage requirements for building service employees for the Affordable Neighborhoods for New Yorkers Tax Incentive benefits program and for the Affordable Housing from Commercial Conversions Tax Incentive benefits program, both adopted by the New York State Legislature in Chapter 56 of the Laws of 2024.	28	50	50-01, 50-03, 50-04, 50-05, 50-06, 50-07, 50-08, 50-09	3/3/2025	No	Yes
HPD	Implements the enforcement provisions for the Affordable Neighborhoods for New Yorkers Tax Incentive benefits program and for the Affordable Housing from Commercial Conversions Tax Incentive benefits program.	28	39	39-01, 39-02, 39-05	3/3/2025	No	Yes
HPD	Requires prospective applicants to file a form with HPD stating their intention to apply for ANNY Program Benefits and establishes a penalty not to exceed 100% of the application filing fee for failure to do so.	28	63	63-02	4/8/2025	Yes	Yes
HPD	Implements the real property tax incentive program adopted by the City Council, which replaces the former J-51 program.	28	62	62-01, 62-02, 62-03, 62-04, 62-05, 62-06, 62-07	5/21/2025	No	Yes
MOME	Amends the press credentials rules.	49	16	16-02 through 16-06	2/11/2025	No	Yes

Agency	Summary	Title	Chapter	Section	Date Adopted	Emergency Rulemaking (Y/N)	Included in FY 2025 Regulatory Agenda? (Y/N)
NYPD	Implements Concealed Carry License Rules for Non-Residents. Emergency Rule.	38	5	5-03; 5-25	8/6/2024	Yes	No
NYPD	Establishes a process by which individuals who do not reside in New York State, are not principally employed within New York City, and do not have their principal place of business in New York City can apply for a license to carry a firearm; amends and clarifies the process for purchasing and adding firearms to an existing New York City firearms license; and amends the rules to correct typographical errors and modernize outdated references. Emergency Rule.	38	5	5-03; 5-25	12/9/2024	Yes	No
OATH	Amends the rules permitting Office of the City Sheriff to move to amend a judgment to designate a judgment debtor by the correct legal name.	48 RCNY	6	29	4/29/2025	No	No
OATH	Repeals the OATH/ECB Water Penalty Schedule and delegates to DEP the authority to establish a water penalty schedule within its rules.	48 RCNY	3	126	4/14/2025	No	No
TLC	Makes the Flex Fare Pilot Program permanent, offering yellow taxicab passengers the same price certainty as For-Hire Vehicle ("FHV") passengers.	35	51, 58, 78, 80, 82	51-03, 58-26, 78-15, 78-21, 78-22, 80-16, 80-17, 80-20, 82-26	8/22/2024	No	No
TLC	Requires all new taxis to be wheelchair accessible.	35	51, 58, 67	51-03, 58-03, 58-50, 67-05, 67-05.1, 67-06, 67-18, 67-19	10/18/2024	No	No
TLC	Updates the wait time restrictions imposed on High-Volume, For-Hire Services.	35	59B, 59D	59B-17, 59D-14	2/4/2025	No	Yes
TLC	Amends rules to update its vehicle insurance requirements.	35	58, 59A, 61A	58-13, 59A-12, 61A-11	2/4/2025	No	No
TLC	Creates revenue sharing for drivers from internal advertising.	35	51, 59A, 59B, 59D, 80, new 59E	51-03, 59A-18. 59A-21, 59A-29, 59A-31, 59B-18, 59B-29, 59D-05, 59D-20, 80-11, 80-12, 80-14, 80-15, 80-16, 80-17, 80-22, and new 59E-01 to 22.	2/4/2025	No	No
TLC	Amends rules to improve wheelchair accessible taxicab service by changing how the Taxi Improvement Fund is administered and increasing the amount of reimbursement for converting a taxi to be wheelchair accessible.	35	58, 66	58-21, 58-50, 66-25	4/2/2025	No	No
TLC	Improves wheelchair accessible taxicab service by replacing the Accessible Dispatch Program with a streamlined regulatory approach and changing how the Taxi Improvement Fund is administered.	35	51, 63, 66, 78, 80	51-03, 63-12, 66-02, 66-24, 66-26, 78-02, 78-15, 78-17, 78-21, 80-20, 80-25	4/2/2025	No	Yes
TLC	Implements State law requiring TLC to reissue certain licenses that expired during COVID.	35	59A	59A-06	4/15/2025	No	No
TLC	Increase the penalties for stationary and non-hazardous moving violations and considers certain out-of-state convictions for fitness revocation hearings.	35	68, 80	68-14, 80-04, 80-13	5/7/2025	No	Yes

MMR USER'S GUIDE

What We Do — A summary of agency activities, facilities and resources.

Focus on Equity — Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New Yorkers.

Our Services and Goals — The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

How We Performed — Narrative describing how the agency has progressed in meeting its goals.

Performance Indicators — Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years (or calendar year as identified with CY) wherever available. All CY data is reported from the previous calendar year, i.e. the value reported for Fiscal 2024 in the data table represents Calendar 2023.

Critical Indicator Icon — A star (★) designates indicators that are considered key to agency performance. These indicators also appear on the Citywide Performance Reporting website.

Equity Indicator Icon — A burst (✹) designates indicators that are also reported in the Social Indicators and Equity Report (SIER) and the interactive EquityNYC site, and explore the economic, social, environmental, and physical health of New York City across race/ ethnicity, gender, location, and income.

Target — Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

5yr Trend — This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

Desired Direction — The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

Agency-wide Management — Indicators that apply to broad aspects of management within an agency rather than a single goal.

Agency Customer Service — Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers.

Agency Resources — Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

Spending and Budget Information — Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

Noteworthy Changes, Additions or Deletions — Describes changes to an agency's data.

Additional Resources — Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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This report was produced by
the Mayor's Office of Operations in collaboration
with the City agencies presented within.

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