

## **HUMAN SERVICES COUNCIL 2026 ADVOCACY AGENDA**



Human services nonprofits create the foundation for community care in New York, offering food access, housing support, mental health care, childcare, workforce development, and much more. For more than 30 years, the [Human Services Council](#) (HSC) has united over 180 of these organizations to collectively advocate for funding and policies to create a more equitable and sustainable sector that is responsive to community needs. Together, we strengthen New York's safety net by ensuring organizations have the funding and capacity to provide services.

But today, the human services sector stands at a critical juncture. In light of the enormous threats caused by federal funding cuts and policy changes, communities have been turning to nonprofits more than ever. In this moment of crisis, our sector has stepped up to support New Yorkers who rely on them, all while continuing to grapple with the impact of decades of chronic disinvestment, broken procurement systems, and inadequate wages.

**HSC's 2026 Advocacy Agenda responds to this moment with a clear vision for change. Grounded in our [2026-2028 Strategic Plan](#), this agenda advances three interconnected priorities that reflect the sector's greatest needs and opportunities for impact:**

- **#JUSTPAY:** Achieving equitable wages for the nonprofit human services workforce.
- **PROCUREMENT REFORM:** Building efficient, transparent, and equitable systems that allow nonprofits to deliver services effectively.
- **CRISIS RESILIENCE:** Strengthening the sector's ability to prepare for, respond to, and recover from emergencies and disasters.

**Each priority is accompanied by clear rationale and measurable goals to track progress and drive accountability.**

The path forward demands bold action and shared purpose, and that starts with a clear and bold set of priorities for 2026. This agenda represents more than a set of policy goals—it is a commitment to collective power. When we organize, speak with one voice, and act together, we can create a future where nonprofits receive the investment and support they need to help every New Yorker thrive for generations to come.

## **#JUSTPAY CAMPAIGN**



## ***STATE ADVOCACY***

### **FY27 EXECUTIVE BUDGET ASKS**

- 1) A 2.7% targeted inflationary increase (TII) to bolster rates and contracts for human services workers.
- 2) Passage of [S1580/A2590 or S3669](#) to include programs that have been left out of typical budget increases in the past to ensure all State-contracted human services programs receive this increase.
- 3) Establishment of a “Blue-Ribbon Commission” to examine the crucial role of nonprofit human services workers to New York’s economy and community health.

### **FY27 BUDGET AND LEGISLATIVE ASKS**

- 4) A 2.7% targeted inflationary increase (TII) to bolster rates and contracts for human services workers.

- 5) Passage of [S1580/A2590 or S3669](#) to include programs that have been left out of typical budget increases in the past to ensure all State-contracted human services programs receive this increase.
- 6) Passage of Wage Board Legislation ([S3953/A5589](#)) to create a human services wage board, which would investigate the pay gap between nonprofit and government human services workers and make recommendations for reform.

**1) & 4) A 2.7% targeted inflationary increase (TII) to bolster rates and contracts for human services workers.**

**WHAT THIS MEANS:** Cost-of-living in New York has skyrocketed, but the amount of funding in State contracts has remained stagnant. A 2.7% investment on all State human services contracts would give human services nonprofits more funding to cover worker wages and program costs, which have soared with inflation. Like recent State investments that the #JustPay Campaign has secured, a 2.7% TII would apply to entire State contracts — not just wages. Unlike a cost-of-living adjustment (COLA), a TII leaves it to organizations to determine how to best allocate the investment between worker pay and program costs.

**RATIONALE:** The percentage for a COLA or TII is typically based on Consumer Price Index (CPI), which is currently 2.7%. In last year's FY26 State budget, the #JustPay Campaign pushed for a higher investment (7.8%), to make up for what the Governor didn't give the human services sector in past budgets. This year, after consultation with partner coalitions across the State and the #JustPay Steering Committee, HSC made the strategic choice of aligning our ask with the 2.7% CPI, recognizing the likelihood of a tight budget year and to prioritize our fight to ensure that historically excluded programs are finally included.

**WHAT SUCCESS LOOKS LIKE:** A 2.7% increase on all State human services contracts is included in the final FY27 State budget. To get there, we will build on last year's momentum, when for the first time, the legislature included our full 7.8% ask in its one-house budget. The Senate also expanded the number of programs that are eligible for this investment in their budget.

This year, we must ensure the legislature includes the full 2.7% in their one-house budgets once again— this time, with ALL programs included under it. We will then move to full success if this investment is included in the final State budget.

**2 & 5) Passage [S1580/A2590](#) or [S3669](#) to include programs that have been left out of typical budget increases in the past to ensure all State-contracted human services programs receive this increase.**

**WHAT THIS MEANS:** Since the launch of the #JustPay Campaign, we've fought for the State to invest in human services organizations and wages through annual COLAs and TIIs. However, several major programs, including domestic violence and supportive housing services, have been left out of past COLA and TII increases because the COLA statute was enacted decades ago, before these programs existed. This legislation would systemically fix this inequity, ensuring that every human services program with a State contract is included in future investments.

**RATIONALE:** Every human services worker provides essential services that strengthen our communities. It is unjust that some are denied wage increases simply because of the program they work in. Excluding certain programs also creates unnecessary wage inequities within organizations, with some staff receiving raises while others performing equally critical work do not.

A piecemeal system that makes some contracts eligible also adds bureaucracy and confusion. Each year, organizations must navigate which of their programs qualify for increases, complicating efforts to plan, forecast, and budget. Guaranteeing that all State-contracted programs are eligible for annual TIIs and COLAs would provide the consistency and predictability nonprofits need to manage their finances effectively and support their workforce equitably.

**WHAT SUCCESS LOOKS LIKE:** The legislation passes in both houses of the legislature for the Governor to sign into law. The Governor includes a 2.7% TII for all State-contracted human services programs in the final budget, including a number of programs not included in prior COLAs nor in the SFY 2025-2026 Enacted Budget.

**3) Establishment of a “Blue-Ribbon Commission” to examine the crucial role of nonprofit human services workers for New York’s economy and community health.**

**WHAT THIS MEANS:** A Blue-Ribbon Commission is an expert panel appointed to study a specific issue and develop recommendations for policy change. A Blue-Ribbon Commission for nonprofit human services workers would be composed of key human services stakeholders and relevant

State agency heads (including the Department of Budget) to study workforce challenges in the human services economy and develop recommendations for long-term stability.

**RATIONALE:** Government contracts have resulted in the essential human services workforce being some of the lowest paid workers in New York's economy, even though 1 in 9 New Yorkers work in human services. While short-term wins like securing annual COLAs or TILs will help salaries of human services workers keep up with inflation, we also need to fight for systemic policies to ensure that salaries increase in the long-term.

**WHAT SUCCESS LOOKS LIKE:** The Governor establishes a Blue-Ribbon Commission to examine the crucial role of nonprofit human services workers. This would plant the seeds for long-term change now, as we continue to secure COLAs and TILs.

**6) Pass Wage Board Legislation ([S3953/A5589](#)) to create a human services wage board, which would investigate the pay gap between nonprofit and government human services workers and make recommendations for reform.**

**WHAT THIS MEANS:** This legislation would help address the pay gap between nonprofit and government human services workers by establishing a human services wage board that would:

- 1) Investigate this pay gap and make recommendations on achieving equitable wages for nonprofit human services workers;
- 2) Publish a final report with their recommendations;
- 3) Bring these recommendations to the Governor and State legislature. The #JustPay Campaign would advocate for these reforms to be implemented.

**RATIONALE:** People deserve equal pay for equal work. Despite this, nonprofit workers make 30% less than government human services workers for the same job. This pay gap causes nonprofit workers to leave for the government and private sectors, contributing to high program turnover. At the end of the day, this impacts the stability of services.

**WHAT SUCCESS LOOKS LIKE:** The Wage Board Legislation is passed by both houses and signed into law by the Governor. The final report created by the board contains impactful recommendations that will raise wages for nonprofit human services workers in the long-term.

## CITY ADVOCACY

### FY27 CITY ASKS

- 1) **Pass Wage Equity Legislation to align nonprofit and City job titles, and through that, better align their salaries.**

**WHAT THIS MEANS:** With a City COLA secured for three years, we were able to pivot to fight for systemic policy change. Our Wage Equity Legislation, which is in the process of being introduced, aims to introduce a comprehensive new wage requirement system for human services workers, aimed at ensuring equitable compensation in line with civil service titles.

With the passing of this legislation, the Comptroller will be required to set annual wage ranges based on comparable civil service positions, taking into account education, experience, and relevant cost-of-living adjustments. Before awarding or renewing contracts, agencies must certify that their budget templates guarantee each worker will receive at least the required wage and that sufficient funding for mandatory fringe benefits is included. Additionally, the Comptroller will verify full funding of wages and benefits before registering any human services contracts, reinforcing a commitment to fair compensation and accountability in the sector.

**RATIONALE:** This legislation is a significant step towards ensuring that human services workers receive equitable pay comparable to their City counterparts. By establishing a clear wage requirement system, this legislation promotes transparency in compensation, ensuring that every worker is paid solely based on their qualifications and experience.

The annual adjustment of wage ranges by the Comptroller also allows the system to remain responsive to economic changes, including cost-of-living adjustments and collective bargaining outcomes. Additionally, the requirement for contracting agencies to certify compliance with wage and fringe benefit standards fosters greater accountability, ensuring that funds are allocated appropriately, and workers are justly compensated. By guaranteeing just wages and benefits, the sector will continue to attract and retain skilled human services workers, contributing to a more stable and effective workforce.

**WHAT SUCCESS LOOK LIKE:** The City Council passes the Wage Equity Legislation for the Mayor to sign into law. The Council can pass a bill without the Mayor's support, but we can't ensure this is funded without them. Thus, we will pressure the Mayor to embrace this bill so that the City appropriately funds programs and wages, and providers are not left with unfunded mandates.



## **PROCUREMENT REFORM**



### **STATE ADVOCACY**

#### **STATE LEGISLATIVE ASKS**

- 1) Strengthen the prompt contracting law ([S7001/A7616](#)).

**WHAT THIS MEANS:** This bill seeks to make changes to the Prompt Contracting Law that would help to address nonprofits' largest challenges with State funding. Those changes include clarifying language in the existing law, expanding the use of written directives, mandating and increasing the interest rate on late State payments, and more. The proposed changes are also written in a manner that would ensure continued integrity within the contracting process.

**RATIONALE:** New York State Finance Law states that reimbursements should be paid within 30 days, but delays in reimbursement payments can last more than a year. The result is a destabilized nonprofit community providing free financing to State government. To make matters worse, nonprofits must regularly obtain lines of credit to continue operating while waiting for reimbursement for services delivered — often at 10% interest or more. Meanwhile, in the rare case that nonprofits receive an interest payment reimbursement from the State, they are only paid 3% interest. Nonprofits must close the gap through private fundraising.

Clarifying, standardizing, and streamlining these processes would also benefit the State agencies that process these contracts.

**WHAT SUCCESS LOOK LIKE:** This legislation unanimously passed the Legislature, but was vetoed by the Governor. We will work with coalitions and bill sponsors on re-drafting the bill. Success will mean that it gets passed in the Legislature and signed into law by the Governor.

Additionally, the Governor directed the Office of Customer Experience to identify administrative burdens to improve the procurement process. Thus, we also will work with the Office of Customer Experience as another avenue to speed up the contracting process.

## **CITY ADVOCACY**

### **CITY ASKS (NON-LEGISLATIVE)**

- 1) Pay nonprofit human services contractors immediately for services rendered.**

**WHAT THIS MEANS:** Once awarded a contract, persistent delays in payments force providers to take on loans or lines of credit to make payroll, pay rent, and deliver services. This often amasses interest that is not reimbursed by government contracts, even though it is not the fault of the provider. Chronically delayed payments not only compromise the quality of programs, but also impact the resources organizations can put into additional programming, strategic planning, and wages. Outstanding invoices must be paid immediately as they exacerbate financial risk.

**RATIONALE:** Although the City launched the “Clear the Backlog Initiative” and cleared upwards of \$7 billion in contract actions in 2023, more needs to be done for the sector. According to the Comptroller’s report [\*Nonprofit Nonpayment: An Analysis of Payment Delays for the City’s Human Service Contractors\*](#), at seven of eight agencies reviewed in FY24, the City issued first payments to human services providers over 200 days (or 6.5 months) on average after the contract’s official start. At five agencies (DFTA, DOHMH, DYCD, HPD and SBS), that figure was over a year.

**WHAT SUCCESS LOOK LIKE:** As we transition into a new administration, the City clears the backlog in payments and invoice delays so that providers get paid what they’re owed.

### **CITY ASKS (LEGISLATIVE)**

- 1) Require a 50% advance for City nonprofit human services contracts ([Int. 1247-B](#)).**

**WHAT THIS MEANS:** In FY26, Mayor Adams announced a \$5 billion investment in advances for City-contracted nonprofit human services organizations. [Int. 1247-B](#) would require immediate



advance payment of 50% of the value of a nonprofit contractor's payment voucher as an advance upon registration by the Comptroller. The bill excludes emergency contracts, specific contracts processed by the Department of Homeless Services (DHS) for temporary housing assistance, any contracts processed by the Office of Criminal Justice, and residential foster care and emergency domestic violence contracts.

**RATIONALE:** Nonprofit contractors are currently eligible for a 30% advance, but are still experiencing immense cash flow challenges with the chronic underfunding of contracts and delays in the procurement process. While the bill could ease financial burdens, it excludes specific contracts by the Department of Homeless Services, the Office of Criminal Justice, residential foster care, and emergency services for victims of domestic violence.

**WHAT SUCCESS LOOKS LIKE:** This legislation already passed and is assigned as Local Law No. 156 of 2025. For true success, it must be promptly and properly implemented. We will partner with stakeholders from the City on implementation, and work with human services leaders to resolve any issues that arise during the process.

## 2) Establish an Office of Contract Services ([Int. 1248-B](#)).

**WHAT THIS MEANS:** As human services nonprofits continue to experience procurement issues, it is important that the Office of Contract Services is established with the authority to coordinate citywide procurement activities for mayoral agencies, including reviewing contract guidelines, conducting pre-audit and post-audit reviews of contracts, and providing training and technical assistance on procurement matters.

**RATIONALE:** Through the Charter Revision Commission, we have been advocating for the Mayor's Office of Contract Services (MOCS) to have charter authority to ensure City agencies meet contracting deadlines and improve procurement processes across agencies. Many of the payment issues nonprofit providers face are not just from registration, but payment issues throughout the span of the contract. Additionally, payment practices vary by agency. This bill could allow the Office of Contract Services to take actions to ensure that agencies comply with contract laws and regulations, invoicing, and payment.

**WHAT SUCCESS LOOK LIKE:** This legislation already passed and has been assigned as Local Law No. 175 of 2025. For true success, it must be promptly and properly implemented. We will

partner with stakeholders from the City on implementation, and work with human services leaders to resolve any issues that arise during the process.

### **3) Require agency action plans for retroactive human services contract registration ([Int. 1249-A](#)).**

**WHAT THIS MEANS:** Retroactivity creates cash flow issues for providers, who are forced to delay paying vendors, take out lines of credit that they pay interest on, or utilize the loan fund, because providers cannot get paid until the contract is registered.

[Int. 1249-A](#) would require all human services agencies to submit annual reports on contract registration during the previous fiscal year. An agency would be required to submit a corrective action plan if it: **(1)** registered 250 or more contracts or contracts valued at over \$25 million in the previous fiscal year; and **(2)** more than 50 percent of its contracts or contract value were registered 90 days or more after their start dates. Such corrective action plans would need to analyze the causes of delays, specify improvements to be made, include implementation timelines, and set performance targets. The City chief procurement officer would be required to submit an annual report to the Mayor and Council analyzing citywide trends in the effectiveness of these corrective action plans.

**RATIONALE:** According to the Comptroller's report [Nonprofit Nonpayment: An Analysis of Payment Delays for the City's Human Service Contractors](#), an April snapshot of PASSPort showed \$861 million in unpaid invoices. Nonprofits continue to incur substantial costs for service delivery before they have a legal right to be paid and are often forced to borrow to meet payroll. This means providers take enormous fiscal and legal risks by signing leases, hiring staff, and starting programs without a contract, or continuing to operate services on the verbal agreement that things will get sorted out. Requiring an annual contract registration report would demonstrate the City's commitment to transparency and accountability and drive reforms to reduce delays.

**WHAT SUCCESS LOOK LIKE:** This legislation already passed and has been assigned as Local Law No. 157 of 2025. For true success, it must be promptly and properly implemented. We will partner with stakeholders from the City on implementation, and work with human services leaders to resolve any issues that arise during the process.

#### **4) Require quarterly advance payments to vendors under certain contracts with DHS and MOCJ ([Int. 1392-A](#)).**

**WHAT THIS MEANS:** This bill would require quarterly advance payments to contractors under certain contracts with the Department of Homeless Services and the Mayor's Office of Criminal Justice, and a pilot program for quarterly advances for all other contracts. Beginning January 1, 2026, such contracts would be subject to advance payments of at least 25 percent of the contract value at the beginning of each quarter. By January 1, 2028, the Mayor would need to submit a report to the Council evaluating the effectiveness of quarterly advance payments. By January 1, 2030, the Mayor would need to submit a report to the Council evaluating the effectiveness of quarterly advance payments for contracts subject to the pilot program, and if appropriate, a plan to make permanent the program for contracts under the pilot program.

**RATIONALE:** According to the Comptroller's report [\*Nonprofit Nonpayment: An Analysis of Payment Delays for the City's Human Service Contractors\*](#), it took DHS nearly 40 days to process a submitted invoice, which resulted in significant payment delays. As the Council already passed Int. 1247-B, which provides a 50% advance for nonprofit human services contracts (excluding DHS and MOCJ), this bill would provide the needed advances for excluded contracts. This would ensure that all nonprofit human services contracts are covered by an advance policy.

**WHAT SUCCESS LOOK LIKE:** This legislation recently passed after it was approved by the City Council and left unsigned by the Mayor. For true success, it must be promptly and properly implemented. Once a City Charter Rule number is determined, we will partner with stakeholders from the City on implementation and work with human services leaders to resolve any issues that arise during the process.

#### **5) Establish procurement timeframes.**

**WHAT THIS MEANS:** Although the Comptroller is mandated to register a contract within 30 days, contracting agencies are not held accountable to contracting timelines. Local Law 169 of 2023 required MOCS to do a report and provide recommendations on procurement timeframes to submit to the Procurement Policy Board (PPB) for review and rulemaking. Although MOCS has published a report, the PPB has yet to establish rules to comply with this law.

**RATIONALE:** It has been clear for years that most City contracts with nonprofit human services providers are registered months or even years after nonprofits have begun providing services.

System improvements, most notably PASSPort, have been put in place but nonprofits still report significant delays in contract registration. HSC's membership has stated that delays are getting worse, and they are having a more difficult time working with City agencies towards registration.

There are many steps from the announcement of the award to registration. With the data acquired through PASSPort, there must be mandated timeframes to hold the contracting agencies accountable for the delayed procurement processes resulting in human services providers waiting months and sometimes years to be paid for the services provided.

**WHAT SUCCESS LOOK LIKE:** The PPB establishes procurement timeframes for each of the procurement processes, in coordination with the human services sector, and regularly reports on the compliance of the contracting agencies.

**6) Require human services agencies to conduct a survey to determine whether a solicitation addresses the full cost of services.**

**WHAT THIS MEANS:** We will work with the City to draft legislation that would require human services agencies to conduct a survey to determine whether the available funding and cost allocations offered in a solicitation adequately address the costs that providers need to implement a program. It is important that the costs include personal service costs, other than personal service cost, indirect costs, and total operating cost. This bill would also require agencies to publicly disclose these results.

**RATIONALE:** Human services providers compete for RFPs that contain scopes of work proposed by government that are typically developed without a market survey of costs or input from service providers. This results in RFPs that do not cover the real cost of services and inadequate compensation. Agencies should design model budgets for RFPs that are developed with a market research survey to justify the cost allocations put forward in the creation of rates or overall budgets offered on human services programs.

**WHAT SUCCESS LOOK LIKE:** The City Council introduces this legislation and the City Council Committee on Contracts holds a hearing for this bill.

## CRISIS RESILIENCE



## **CITY AND STATE ADVOCACY**

### **1) Build a rigorous and transparent emergency procurement infrastructure for human services partners.**

**WHAT THIS MEANS:** New York requires stronger resource sharing across government, human services, and community sectors to build the capacity needed during polycrisis. City and State leaders can move us towards a more efficient and equitable model through the following emergency procurement reforms:

- **City agencies managing crisis preparedness and response should formalize flexible budgets and outcomes in human services contracts during emergency declarations:**
  - Codify practices adapted in [March 2020](#) that leverage emergency clauses in health and human services contracts to meet emerging needs and protect critical services;
  - Create tools for contract managers and holders to apply emergency and [allowance clauses](#), alongside emergency budgeting riders/modification procedures, and;
  - Work with partners to clarify and identify the parameters for emergency triggers, powers, and protections with human services.

- **City and State agencies should create pre-qualified vendor lists and pre-crisis contracts and agreements for rapid crisis coordination with human services organizations:**
  - Build on existing models for certifications, funding consortiums, umbrella contracts, and other pathways to pre-position partners for emergency procurement;
  - Prioritize small-to-medium-sized, community/faith-based, and MWBE-equivalent nonprofits/networks, and;
  - Implement across all City and State agencies and public corporations, coupled with pre-designated rapid funding pathways.

Other recommendations for emergency procurement reforms in NYC, as outlined in the [NYC Comptroller's "Rethinking Emergency Procurement"](#) roadmap, should be implemented to eliminate emergency procurement delays and more.

**RATIONALE:** New Yorkers are navigating increased flash floods, extreme heat, hazardous air quality, continued COVID-19 recovery, economic and housing crises, and more. Worsening climate means that our future holds more days of unnavigable streets, unbreathable air, and more. National funding cuts and policy changes will exacerbate these impacts.

HSC's portfolio includes decades of [resilience resources, coordination, and advocacy](#) that reflect the essential and leading role of human services organizations in crisis response. Even though we collectively serve millions of New Yorkers during both everyday emergencies and large-scale disasters in New York, human services organizations have been historically underrepresented in City and State resource-sharing during crises. This is exacerbated by sustained disinvestment in care infrastructures in impacted communities.

We have witnessed some progress in emergency procurement with human services through the crises of the 2020s; however, human services providers still largely respond on our own to crises. New York cannot afford to have its human services ecosystems continue this cycle of inequitable resource sharing, especially during this polycrisis.

**WHAT SUCCESS LOOK LIKE:** Human services organizations understand how they can leverage existing, anticipated, and new funding streams to meet emerging needs and maintain continuity of operations during crises. Human services leaders are equal partners in determining this



process, and City and State leaders are able to rapidly expand and extend their capacity to partners who are already rooted in impacted communities — and thus able to better find and meet crisis needs. New York produces models for more rapid, coordinated, and community-driven crisis resilience.

## **2) Coordinate a comprehensive strategy for navigating the impacts of federal actions on human services.**

**WHAT THIS MEANS:** The human services sector seeks to coordinate closely with City and State leaders to help protect communities who receive and provide human services in the face of impacts from federal actions. The following actions support that aim:

- **City and State leaders should carry out joint scenario planning and response models with human services providers and key local and national coalition partners.** The focus should be current and projected impacts on human services due to federal actions, using planning tools such as tabletop exercises, and joint continuity of operations plans.
- **City and State contracting agencies should also produce contingency plans for protecting funding for critical human services:**
  - Develop contingencies with human services providers focused on current and anticipated mass funding cuts to healthcare, housing, food assistance, and more;
  - Share comprehensive, ongoing assessments of federal funding impacts on City/State agencies, and responding plans, with contracted providers; and,
  - Prioritize critical human services in the use of existing and new emergency reserves, as gathered from emergency reallocations and other budgeting.
- **City and State legislators should pass proposed and new legislation aimed at protecting communities that provide and receive human services.** Proposed legislation that align with this approach include the [NY-Protect Act \(S7880\)](#) and the [NY for All Act \(S.2235\)](#), which should be prioritized for passage in the State legislature.

**RATIONALE:** Communities who receive and provide human services are experiencing profound impacts due to federal actions. These impacts intermingle with other crises facing New York communities, including a continuing severe lack of access to affordable and secure housing, food, and other essentials. Communities are being targeted, torn apart, and prevented from accessing critical services and support networks. Meanwhile, human services providers — who help communities respond to crises — face unprecedented funding cuts, targeted programs, and more. New York is facing a polycrisis.

One example is the catastrophic gaps and cuts to human services outlined in the federal H.R.1 bill passed in 2025 and other attacks on programs. These include immediate and long-term threats to ACA, Medicaid, SNAP, Continuum of Care, and more. We know reductions in federal funding to New York are already creating gaps that providers are expected to fill without the resources to do so. The scenario is expected to worsen, but providers remain unclear on contingency plans by the City or State to anticipate and respond to these and other impacts on human services.

In this time, our neighbors need increased access to human services and community support. City leaders need to act fast to help us mitigate impacts of the current polycrisis and prevent actions that would exacerbate crises in our communities.

**WHAT SUCCESS LOOK LIKE:** City and State leaders work closely with the human services sector to prioritize human services and community support in the face of polycrisis. This is achieved through joint planning, legislation, and more. Clear and strategic roles, equitably shared resources, and a strong vision for our sanctuary in New York are coordinated across government, human services, and community sectors.