

The background of the slide is a photograph of the Manhattan Bridge. The bridge's stone arches and suspension cables are visible against a clear blue sky. In the foreground, a green semi-transparent rectangle contains the title text. Below the rectangle, a pedestrian walkway with people, a dedicated bicycle lane with two cyclists, and a multi-lane highway with cars are visible, separated by metal railings.

# Diversity, Equity, Inclusion and Equal Employment Opportunity (DEI-EEO) Plan

## Fiscal Year 2025

### New York City Department of Transportation

**NYC Department of Transportation**

**Office of Equal Employment Opportunity, Diversity and Inclusion (EDI)**

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### **I. Annual Commitment, Accountability, and EEO Statement (EEO Policy Statement).**

As the first working-class Commissioner and first whose native language is not English, I recognize that to effectively counter systematic racism – racism embedded as normal practice in public institutions, including the DOT – it takes more than simply declaring one is against racism and discrimination. As Agency Head, I am committed to upholding and promoting the values of diversity, equity, and inclusion (DEI), and equal employment opportunity (EEO), to creating a workforce that mirrors the communities we serve, and to cultivating a workplace inclusive of the differences among those communities. As such, I will hold myself, and all senior executives, managers and supervisors accountable to being actively anti-racist, charging them, within the scope of their responsibility, to effectively and vigorously uphold the City's EEO Policy and implement the agency's DEI-EEO Plan as an integral part of DOT's strategic plan.

My, and by extension the DOT's, commitment to DEI, EEO and a discrimination-free workplace includes consistently articulating, role modeling and recognizing the behaviors expected of all DOT employees in an effort to create an inclusive climate where everyone, regardless of their personal or professional background, feels that those around them recognize and value their individuality. I am committed to creating a diverse workforce, reflective of the city we serve, and to creating an agency reflective of the world in which we aspire to live – free from all forms of harassment and discrimination. In support of DOT's strategic plan, I will ensure that DEI and EEO are considerations in all agency projects and programs, internal and external, so that DOT continues to be a municipal leader in this area, ensuring the agency is an attractive place to work and providing a transportation system that provides equitable mobility for all residents and visitors.

As a long-time advocate for equity, I believe that every New Yorker should have multiple travel options that are safe, reliable, and affordable, and that the positive benefits of DOT's transportation investments aimed at improving access, safety, health, and quality of life, should be available to all New Yorkers, regardless of background. To achieve these outcomes, I will ensure that the goal of creating a more equitable city guides all of our work in hopes of making this city safer, fairer, and more accessible for all New Yorkers for generations to come.

DOT's Assistant Commissioner of EEO, Diversity and Inclusion (EDI), Benjamin Graham (212-839-6600; bgraham1@dot.nyc.gov), reporting directly to me and as an integral member of my executive team, will be responsible for the implementation of DOT's DEI-EEO Plan, directing, on an executive level, all ongoing DEI-EEO activities agency-wide and serving as a consultant to executive staff and divisions heads, as a resource to the workforce at large on all EEO policies, and ensuring equal and fair enforcement of the City's EEO Policy and Reasonable Accommodation Procedures agency-wide.



☒ This statement is the same as last year.

**NOTE:** If this statement has been in use for more than two years the Agency Head should issue a revised statement.

☒ This statement will be disseminated to all employees in the agency.

## II. Recognition and Accomplishments

In the past year, our agency accomplished the following as part of our commitment to DEI and EEO:

### Internal-Focused Achievements

1. Analysis and Findings on the Diversity of the Demographics of DOT's Managers and Supervisors

In 2024, DOT's Office of Equal Employment Opportunity, Diversity and Inclusion (EDI), in collaboration with the Analytics and Performance Management Division (APM), analyzed and finalized a report on demographic trends of (1) DOT managers and supervisors and (2) DOT's agency-wide workforce from 2022 to 2024. The goal of this analysis was to provide a comprehensive view of the demographics of all of DOT's managers and supervisors by ethnicity/race and gender, in order to measure the successes of DOT's initiatives to address underutilization, with particular focus on the underutilization of people of colors in managerial and supervisory roles. The results were very positive, demonstrating the overall increases of minorities and women in managerial and supervisor roles since 2022.

In particular, DOT saw significant percentage increases in the diversity of the demographics of DOT's executive staff, who are managers and supervisors with Commissioner-level titles. In Asian, Black and Hispanic groups, there were significant increases, with the highest increase in the Black group with a 52.8% change since calendar year (CY) 2020.





A table summarizing the information above can be found below:

Executive Staff (All Commissioner Level Titles)						
Race	2020	%	2024	%	Change (#)	Change (%)
Asian	2	5.1%	3	6.3%	1	21.9%
Black	6	13.6%	10	20.8%	4	52.8%
Hispanic	6	13.6%	7	14.6%	1	6.9%
White	30	68.2%	28	58.3%	-2	-14.4%
Total	44		48			

2. Expansion of Structured Hiring

In furtherance of its commitment to build a diverse workforce that reflects the City it serves and ensure equal employment opportunity for all job applicants, at the direction of DOT’s Commissioner, EDI in collaboration with DOT’s First and Executive Deputy Commissioners, has spearheaded an initiative aimed at implementing and requiring structured hiring practices for all interview panels, not just those for titles of interest (significant underrepresentation is found within one or more demographic groups), as is DOT’s current policy. This initiative was developed in response to an interview panel analysis conducted in FY 2023, which provided a comprehensive view of the diversity of all of DOT’s interview panels which enabled DOT to identify areas across the Agency where there is a lack of interview panel diversity, provide this data to senior staff and division heads, and together develop strategies to ensure all interviews panels are sufficiently diverse. This expansion will commence prior to the conclusion of CY 2024 with the requirement that structured hiring practices be expanded to include “titles to monitor” (moderate level of underrepresentation found within one or more demographic groups) in addition to the titles of interest . In FY 2025, DOT will continue to take steps to implement structured hiring practices for all of DOT’s interview panels.

3. Resumption of the Future Leaders Program

The Future Leaders Program is designed to identify, nurture, and promote a diverse cohort of employees from all divisions within the agency, with a particular focus on employees of color and women, who might not ordinarily get exposure to agency leadership and the full range of agency functions and opportunities. With the disruption of the COVID-19 pandemic, the program was suspended until March 2023, when it resumed with a new cohort of 21 employees. Throughout the year the program included panel sessions, facility



tours and professional development. The program ended with a final presentation and then a graduation ceremony, which was held on December 12, 2023. This program will continue in FY 2025.

#### 4. Guidance on Language in the Workplace Memorandum

In furtherance of DOT's commitment to cultivating a workplace inclusive of the differences among its workforce, DOT's Commissioner, in collaboration with EDI, created and distributed to all DOT supervisors and managers a language-guidance memorandum detailing and providing examples of employer and employee rights and expectations surrounding the use in the workplace of English and one's native language other than English.

#### 5. New Employee Resource Group, Arab, Turkic, and Persian (ATP) Employee Resource Group (ERG)

In April 2023, EDI, at the behest of and in collaboration with interested DOT employees, organized an Eid Celebration Event that celebrated and recognized for the first time at DOT both Eid al-Fitr, (the end of Ramadan), and Arab American Heritage Month. The enormous success of and response to the event inspired that same group of DOT employees to propose and establish an employee resource group for employees of Arab, Turkic, and Persian descent. In October 2023, DOT's Diversity, Equity and Inclusion Committee (DE&I Committee) unanimously approved the application of DOT's newest ERG - Arabic, Turkic, Persian (ATP) ERG. Special elections to fill the executive board for ATP ERG took place in January 2024 and, in April 2024, ATP ERG hosted DOT's second Eid Celebration Event.

#### 6. Recognition and Inclusion of ERGs in DOT's Long-Term DEI-EEO Strategies

DOT continued to demonstrate its commitment to DOT's ERGs, and by extension the entire DOT workforce, by involving and consulting ERG board leaders on strategic DEI-EEO matters. DOT's Policy Office invited DOT's ERGs to submit commitments that the ERGs are carrying out and would be publicly committed to and reported on, for inclusion in DOT's Strategic Plan 2024. DOT's Commissioner also initiated a new Roundtable Discussion Event with DOT's ERGs to share his vision and strategies for DEI-related issues at DOT and to receive their feedback as representatives of their general membership and the workforce at large. The first Roundtable Event took place in early 2024, and is expected to take place biannually, and will be held again in FY 2025.



### External-Focused Achievements

#### 1. Minority and Women-Owned Business Enterprises (MWBEs) Utilization Goal of 30%

In consideration of its commitment to promoting equitable contracting and procurement opportunities for MWBEs, DOT's MWBE Program, led by Assistant Commissioner/ Agency Chief Contracting Diversity Officer Carlos Bannister, achieved its FY 2024 goal of MWBE utilization to 30%, providing over \$500 million USD in contract opportunities to MWBEs. DOT plans to sustain this percentage in FY 2025 and hope to increase the utilization percentage to 31%.

#### 2. Expansion of the Community Experts Program

In FY 2023, the Equity & Inclusion in Planning Working Group (EWG) rebranded the Community Ambassador Pilot Program to the Community Expert Program to leverage the expertise of DOT employees to inform projects early in the development process based on their lived experiences as New Yorkers. In FY 2024, the EWG spearheaded a recruitment initiative using agency-wide email blasts and flyers posted in various field offices. This initiative successfully recruited 81 new DOT employees across 11 DOT divisions. There are now 220 Community Experts, covering 153 zip codes around New York City. They will be onboarded in FY 2025 and be consulted on for projects early in the planning stages.

#### 3. Formal Launch of the Public Space Equity Program (PSEP)

PSEP addresses the needs of NYC plazas, Open Streets and other DOT public spaces in under-resourced neighborhoods where community-based partner organizations struggle to maintain a high-quality public space. To achieve the goal of equitable public space throughout the City, PSEP provides horticultural care, maintenance services, financial subsidies, and a host of technical assistance tools to public space partner organizations in Priority Investment Areas as identified by the NYC Streets Plan.

In FY 2024, PSEP was formally announced by DOT. DOT and its contractors worked actively with community partners to support them as they manage public spaces citywide. By Q4 of FY 2024 (April to June), DOT has already achieved its goal in supporting 100 locations by the end of the calendar year. In FY 2025, PSEP will continue to explore potential partnerships and develop more public spaces for the citizens of New York City.



### III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2024

Total Headcount: 5985

DOT can confirm that the agency pays all staff according to current collective bargaining agreements. Every employee receives compensation within the negotiated pay range.

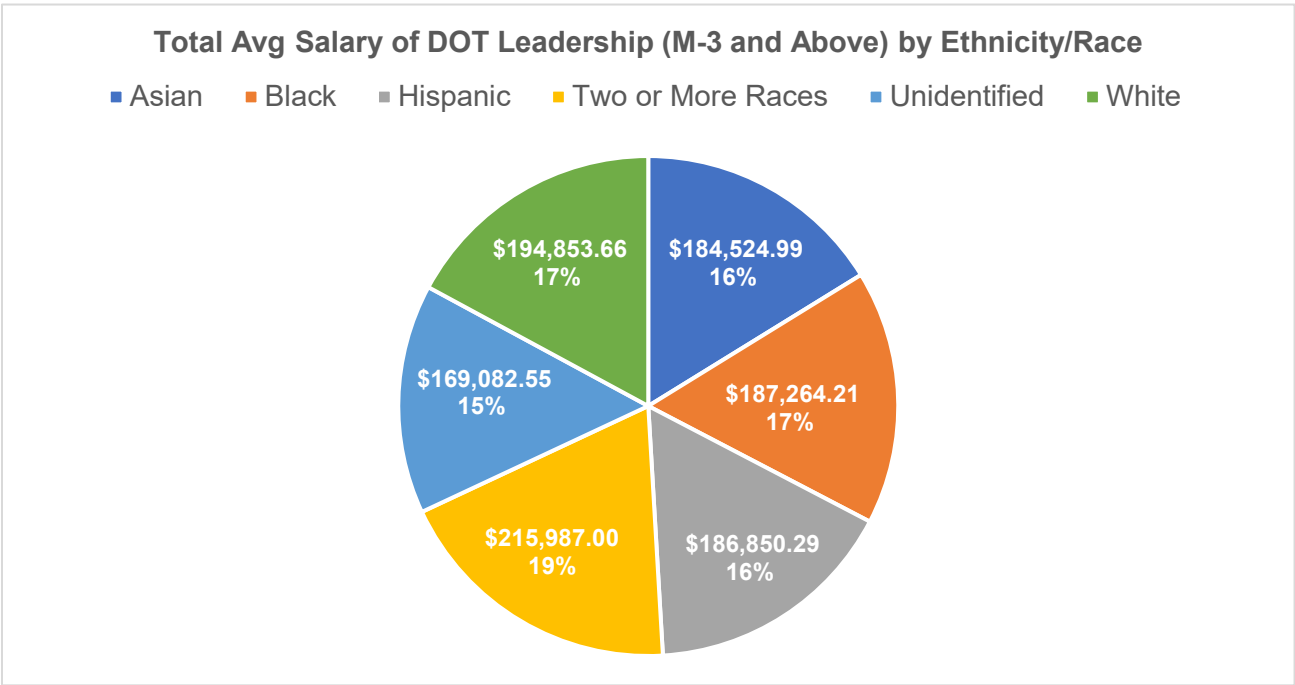
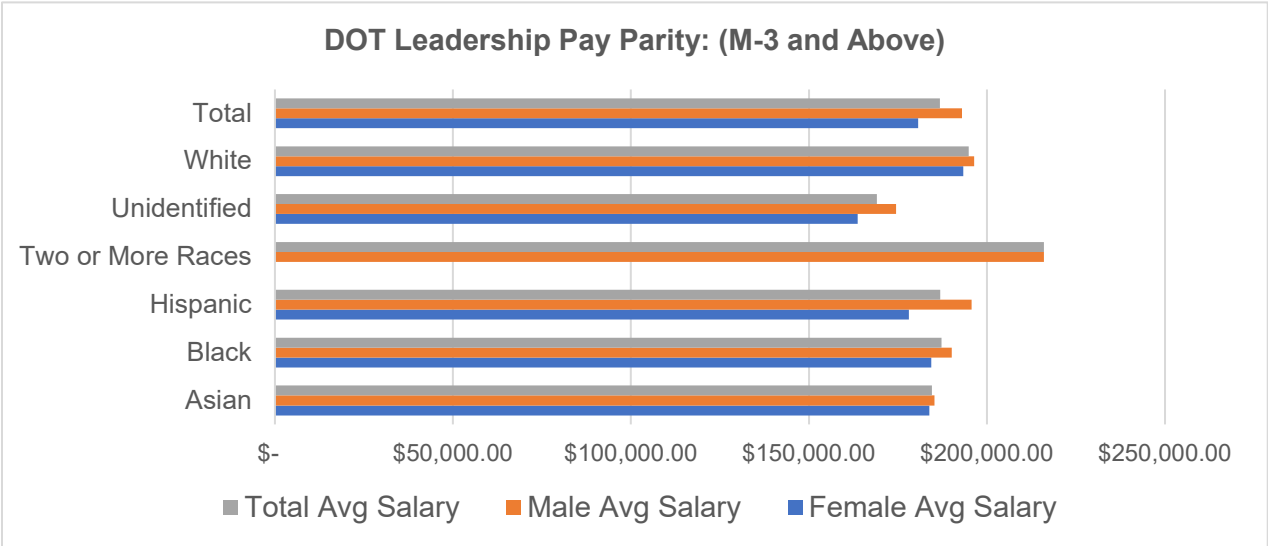
In looking at leadership positions (managerial positions starting at M-level 3 and above) the agency has not found any significant pay disparity based on gender or race. The average salaries of this group are fairly even across the board. Between men and women, average salaries are mostly identical, with the biggest difference within the Hispanic group, and the average salaries between each racial/ethnic group are in a very small range, with the White group about 4% above Black. This difference can primarily be explained by the Commissioner and Executive Deputy Commissioner (both Hispanic) and the First Deputy Commissioner and General Counsel (both White) falling into these two groups respectively.

DOT takes pay parity very seriously and has a Promotion Review Committee (PRC) that is made up of the Executive Deputy Commissioner, the Chief Operations Officer (COO), the COO's Chief of Staff, the Commissioner's Chief of Staff, the Deputy Commissioner of Human Resources and Facilities Management, and the Assistant Commissioner of EDI, which reviews and must approve each high-level promotion and related compensation. The PRC is tasked with ensuring that pay is based on the merits and value of the position, while ensuring there are no inequities between demographic groups.

Below are tables illustrating average salary by gender and race, the basis for the above findings.

DOT Leadership Pay Parity: (M-3 and Above)				
Ethnicity	Female Avg Salary	Male Avg Salary	Total Avg Salary	% Difference Between Female Avg Salary and Male Avg Salary
Asian	\$ 183,788.42	\$ 185,261.56	\$ 184,524.99	0.80
Black	\$ 184,387.86	\$ 190,140.57	\$ 187,264.21	3.12
Hispanic	\$ 178,039.86	\$ 195,660.71	\$ 186,850.29	9.90
Two or More Races	N/A	\$ 215,987.00	\$ 215,987.00	N/A
Unidentified	\$ 163,712.25	\$ 174,452.86	\$ 169,082.55	6.56
White	\$ 193,302.63	\$ 196,404.70	\$ 194,853.66	1.60
Total	\$ 180,646.20	\$ 192,984.57	\$ 186,815.38	6.83





The quarterly CEEDS report is received by our Assistant Commissioner of EDI, who forwards the report to the DOT’s Chief Data Officer, who then archives the data each quarter which then serves as a key component of DOT’s robust Workforce Analytics program.

DOT’s Workforce Analytics program is built on a data warehouse of available data (from the CEEDs report), bi-weekly payroll data, job opening and applicants’ data and FMS budget information. This data warehouse serves the program’s analytical and reporting



initiatives, including our internal quarterly workforce composition, hiring, promotions and separations report as well as our annual Workforce Profile Report.

The internal quarterly report is similar to that of the quarterly CEEDS report; however, we have built it in-house, so it is more customized to DOT, enabling us to filter by division and timeframe as well as show the intersection of race and gender.

### Important Statistics:

The Workforce Profile provides statistical measures that key in on areas where the agency needs to focus.

- Underrepresentation: Statistical method which compares the demographic make-up of a job category (i.e., "Managers", "Computer/IT", "Technical/Inspections"...etc.) to the expected make up. Expected make up is derived from established City research that estimates the availability of various demographics in a job category.
- Title of Interest: Individual Civil Service Title where significant underrepresentation is found within one or more demographic groups (Ethnicity/Race OR Gender).
- Title to Monitor: Individual Civil Service Title where there is a moderate level of underrepresentation found within one or more demographic groups (Ethnicity/Race of Gender)

In FY 2025, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- ☒ NYCAPS Employee Self Service (by email; strongly recommended every year)
- ☒ Agency's intranet site
- ☒ On-boarding of new employees
- ☒ Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
- ☒ In FY 2025, the agency will inform and remind employees of the option to add preferred name in ESS.

Below please provide the number of employees in your agency whose demographic information is unknown (these numbers are available on the total line of CEEDS report EBEPR210).

Unknown Race/Ethnicity 116 Unknown Gender 0 Unknown Both 9



- ☒ The agency conducts regular reviews of the CEEDS workforce reports, and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis.

### Agency Head

☐ Quarterly ☐ Semi-Annually ☒ Annually ☐ Other \_\_\_\_\_

### Human Resources

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other \_\_\_\_\_

### General Counsel

☐ Quarterly ☐ Semi-Annually ☒ Annually ☐ Other \_\_\_\_\_

### Other (Analytics and Performance Management)

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other \_\_\_\_\_

- ☒ The agency review entails a discussion concerning perceived workplace barriers for job groups that may surface in underutilization reports and for factors that may be creating these barriers (e.g., hiring patterns in specific job titles).

## IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2025

### A. WORKFORCE

DOT's Workforce Goal is to build a diverse workforce that is reflective of the diversity City it serves by developing strategies to attract and retain high performers that are committed to DOT's organizational mission such as (1) expanding DOT's Structured Hiring Initiative from requiring structured hiring and diverse interview panels only for positions deemed Titles of Interests, to requiring both for Titles of Interest and Titles to Monitor, as identified by DOT's annual agencywide and divisional workforce profile reports, (2) expanding the reach of and support for DOT's Employee Resource Groups, (3) developing mentorship programs for current employees, and (4) expanding recruitment to target diverse sources and underrepresented populations.



### **Planned Programs, Initiatives, Actions aimed at Workforce:**

1. **Workforce Profile Report (WFP):** In FY 2025, DOT will complete and release the CY 2024 WFP Report, DOT's fifth annual release, which tracks DOT's efforts to address underutilization. Once completed, the WFP Report is shared with DOT's Commissioner, Executive Staff, Division Heads, the DE&I Committee, DOT's ERGs, and then released agency-wide.
2. **Structured Hiring Initiative:** In 2020, DOT created a Structured Hiring Guide (SHG) for Hiring Managers and Personnel Coordinators which provides guidance on why and how to use structured hiring practices and conduct structured interviews. While structured hiring is encouraged for all interviews, it was initially only mandatory for the hiring of "Titles of Interest." On September 17, 2024, DOT expanded the requirements of its Structured Hiring Initiative by making it mandatory for Titles to Monitor as well, and by increasing the level of required interview panel diversity. In FY 2025, DOT will continue to work to implement and mandate structured hiring for these two categories with an eye towards requiring it for all interview panels.
3. **EDI and the Executive Team** works closely with DOT's Human Resources Division (HR) to ensure alignment of diversity recruiting, internal candidate development, and equitable selection practices with current employment needs and in conjunction with our "Titles of Interest." This will continue in FY 2025.
4. DOT continues to encourage employees to participate in civil service exams to promote growth towards advancement by sending e-mails with the schedule of exams, providing the link to specific DCAS exams, and posting schedules and exam announcements on the agency's intranet. This will continue in FY 2025.
5. HR continues to email employees the DCAS Monthly Exam Schedule every month. HR continues to email civil service exam notices to the Agency Personnel Coordinators, who in turn distribute the information to all of their division's staff. Information on exams is also posted on DOT's kiosks, bulletin boards, and intranet. Information is similarly passed on to those employees serving in the lower titles that are promotable. This will continue in FY 2025.
6. HR continues to reach out to non-traditional sources to generate applicant interest for underutilized titles. For underutilized titles of interest, HR continued to post external job vacancy notices on multiple recruitment websites which target underrepresented populations. This will continue in FY 2025.
7. HR continued to facilitate divisional participation in job fairs which target underrepresented populations. This will continue in FY 2025.



8. DOT endeavored to maintain and update a roster of recruitment sources which target underrepresented populations and, when possible, sent posting notices for titles of interest to those organizations. This will continue in FY 2025.
9. EEO Data Visualization/Dashboard: APM has worked closely with DCAS' NYCAPS Central Team to facilitate additional data sharing to further inform our monitoring and execution of the programs/initiatives mentioned above. DOT is now working on a dashboard/data visualization platform to assist in understanding the diversity of applicant pools and to allow for measuring interview and candidate selection statistics.

Since FY 2023, APM has worked on a Structured Hiring Monitoring System that will allow HR and EDI to monitor and analyze candidate pools, candidates selected for interviews, and candidates chosen for each job posting. This system will be linked to our overall hiring and promotion system so there will be maximum data integration. DOT expects to finish and launch this system in FY 2025.

10. Marine Oiler Trainee Program: In FY 2024, to address the shortages and recruitment challenges for the title of Marine Oiler, a Title of Interest, DOT's Ferries Division (Ferries) began the steps to establish a Marine Oiler Trainee Program for the Staten Island Ferry. DOT HR reviewed the Marine Oiler Trainee program and passed it to DCAS, which also approved it in concept. Captain John Garvey, DOT Deputy Commissioner of Ferries and Chief Operations Officer of the Staten Island Ferry, discussed the trainee program with both the NYC Mayor's Office of Management and Budget (OMB) and the NYC Mayor's Office of Labor Relations (OLR) at the union negotiations and was told that DOT should proceed with the program. In FY 2025, DOT will continue to work towards the launch of the program.
11. Advancement of Black and Brown Women in DOT Working Group (ABBW): In FY 2024, EDI continued to hold meetings with individuals interested in the formation of and being a part of ABBW. Currently, the group's mission statement has been finalized and the group is in the process of finalizing the charter, application form, and other materials necessary for the group's launch. In FY 2025, EDI and the founding members of ABBW will present the group, its history, and its objectives to the DE&I Committee, and if approved, will formally announce the group and launch the recruitment period in March 2025.
12. City Parking Equipment Service Work (CPESW) Training Program: In FY 2025, DOT's Traffic Operations Division (TO) plans to restart its CPESW Training Program, which was postponed in FY 2024. Last run in 2018 in conjunction with DOT's HR and Traffic Planning and Management (TPM) Divisions, this training program was developed to provide hands-on training and experience to staff so each person would possess the





necessary certified qualifications to apply for the promotional Traffic Device Maintainer (TDM) exam, giving these individuals a career path that currently is not available to the CPESW. Participants in the training receive hands-on practice installing street furniture, wiring muni-meters, installing signs, posts, and meter bases, and learning the standard operating procedures for both divisions. Many individuals in TO and TPM volunteered their job experience, skills, and talents to provide the CPESWs with equipment, tools and classroom training along with an overview of the duties and responsibilities of a NYC DOT Traffic Device Maintainer, including study manuals and safety gear for use. TO is currently considering ways to improve the program and increase the number of participants who pass the TDM exam.

### **B. WORKPLACE**

DOT's Workplace Goal is to cultivate a flexible, collaborative, equitable, and inclusive work environment that leverages diversity and empowers all contributors by promoting equity and building inclusiveness ensures that all employees feel included, connected, and engaged.

#### **Planned Programs, Initiatives, Actions aimed at Workplace:**

##### **Agency-wide Recognition & Commemoration of Diverse Holidays and Heritage Months**

Throughout FY 2024, EDI shared agency-wide, via email and postings on DOT's SharePoint homepage, announcements recognizing, explaining, and providing guidance on religious holidays, heritage months, and other significant days of observances. These announcements recognized and honored: Rosh Hashanah, Yom Kippur, Italian Heritage/Indigenous People's Day, National Pregnancy and Infant Loss Awareness Month, End of Year Celebrations/Holidays in December, Martin Luther King Jr. Day, Black History Month, Lent and Easter, Lunar New Year, Women's History Month, Ramadan, Nowruz, Denim Day, Arab American Heritage Month, Eid al-Fitr, Passover, Jewish American Heritage Month, Global Accessibility Awareness Day, Pride Month, and Juneteenth. These emails and postings explained the history and significance of these holidays and heritage months, listed celebrations throughout the City, and provided educational resources.

Beginning in April 2024, EDI has collaborated with the Office of the Commissioner to prepare and send out these agency-wide emails via the Commissioner's email address to send DOT's workforce a clear message that the Commissioner supports an inclusive workplace culture. In FY 2025, EDI will continue to work with the Office of the Commissioner to send and expand and improve upon these announcements.



### **DOT Employee Resource Group (ERG) Program**

In FY 2024, ERGs and EDI continued to strategize ways to expand the ERG program and foster inclusivity by ensuring that all DOT employees across the five boroughs can participate. ERGs, in collaboration with EDI, hosted a number of outreach events in furtherance of this goal. During the ERG board election cycle, EDI and the ERGs organized a highly successful tabling event to promote the ERG program at one of DOT's worksites in West Queens on July 14, 2023. This tabling event resulted in several new ERG board members from this location. Building from this successful event, ERGs plan to host more events at DOT locations throughout the five boroughs. On January 31, 2024, DOT's ERGs organized an all-ERGs potluck event to celebrate the new calendar year, to recruit new members, and to inform employees of DOT's ERGs, their role at DOT, and how they could become a part of the exciting opportunity that is DOT's ERGs. The event was successful, with over a hundred and twenty participants attending. ERGs are planning to partner with each other more to execute major heritage and cultural events in FY 2025.

In FY 2025, ERGs will continue to strategize ways to address the concerns of their constituents, and by extension the entire DOT workforce. They will be involved in high-level strategy meetings with DOT's Strategy Office regarding the aforementioned DOT Strategic Plan, the Commissioner via the Roundtable Discussion Event, and their quarterly meetings with the DE&I Committee.

### **DOT EEO Liaison Program**

DOT's EEO Liaisons continued to play an important role in assisting EDI and DOT to meet their EEO obligations through the regular referral of employee EEO-related concerns to EDI, assisting with the posting and maintenance agency wide of EEO-related policies and memos, and serving as an on-the-ground resource for DOT employees without immediate access to EDI, or EEO online resources. EDI hosted monthly check-in meetings with EEO Liaisons, informing Liaisons of new agency-wide postings and DEI initiatives.

In FY 2025, EDI will continue to increase coverage of the EEO Liaison Program in field operations worksites across the five boroughs. Currently, the EEO Liaison program has coverage in Brooklyn, Manhattan, Queens, and Staten Island, with ongoing efforts to provide EEO Liaisons to the Bronx as soon as possible.

### **The Future Leaders Program**

DOT's Future Leaders Program is a year-long fellowship that provides approximately 30 early to mid-career agency employees, with a particular focus on employees of color and women, with exposure to agency leadership and the full range of agency functions,



including a month-long rotation in another agency division, and opportunity to develop networking, communication, and presentation skills, and culminating with group presentations to pitch an idea to senior staff. This program will continue in FY 2025.

### **Age-Inclusive Initiatives**

Following NYC Department for Aging guidance and recognizing the need and opportunity for focused and increased age-inclusive practices and strategies at DOT, in FY 2025 DOT is committed to creating and implementing age-inclusive initiatives and strategies aimed at creating an age-inclusive workplace. As mentioned above, these will include exploring the formation of an Intergenerational ERG and an Intergenerational Mentoring Initiative, surveying DOT job titles to identify those where focused promotion of upskilling across all age groups is needed and providing age-inclusive trainings to all supervisors and agency staff involved in the hiring process.

### **Modeling Inclusive Language**

The Assistant Commissioner of EDI and all EEO staff include their preferred pronouns in all correspondence, and when possible, encourage others to do so, including but not limited to executive staff and all managers and supervisors. In FY 2025, EDI plans to launch an agencywide reminder of why and how to include one's preferred pronouns in DOT correspondence.

### **Climate Survey Action Plan**

In FY 2024, EDI continued to accomplish many of the goals in DOT's Climate Survey Action Plan and continues to take steps in working towards them. In FY 2024, EDI successfully concluded the 3rd annual EDI Talk, guided discussions that DOT supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under DOT's sexual harassment prevention policies and the EEO Policy's protections from discrimination, retaliation, and harassment, with a focus on sexual harassment. EDI worked with divisional Personnel Coordinators to ensure that each division achieved at least an 85% completion rate. DOT achieved a 92% agency-wide completion rate in FY 2024, slightly higher than the 91% completion rate achieved in FY 2023. In FY 2025, this training will take place again in September.

Furthermore, in furtherance of EDI's commitment to improve EDI's visibility to the workforce and improving knowledge of EEO policy at DOT's field operation sites, in FY 2024, EDI's Diversity Specialist visited six field operations sites throughout the Bronx, Manhattan, and Queens. In FY 2025, EDI will continue to work towards improving channels of communications with DOT's employees in field operations, and getting them more involved in DOT's DEI-EEO related programming.



## **Traffic Operations Division (TO) Mentoring Program**

In FY 2024, TO ran its mentoring program for the fifth cohort. There have been 71 participants to date for this cohort. This program will be completed by the end of CY 2024. The mentoring program will continue and begin its sixth cohort in early 2025. Selection occurs in January and the program begins in February.

## **Guidance on December Holidays and End of The Year Celebrations**

With six to seven holidays potentially celebrated during December, unique challenges arise in maintaining an inclusive workplace environment for employees who may celebrate their own particular holidays or those who do not celebrate at all. To provide employees guidance on December holidays and end of the year celebrations, in FY 2025, EDI will distribute agencywide its second memorandum providing employees knowledge of how EEO Policy affects celebrations of holidays, particularly religious ones, and also best practices for creating an inclusive workplace environment and improving employees' cultural sensitivities towards one another during this holiday season.

- ☒ Promote employee involvement by supporting Employee Resource Groups (ERGs). List below the names of existing ERGs:

1. African American Career Advancement Network (AACAN)
2. Asian Pacific Islander Association (APIA)
3. Arab, Turkic, and Persian (ATP) Employee Resource Group
4. DiverseAbilities
5. Indigenous Peoples' Collective
6. LGBT@DOT
7. Organizacion LatinoAmericana
8. Women Empowering Women in Non-Traditional Work
9. Working Parents

- ☐ Agency does not presently have any ERGs.

- ☐ Agency will create a Diversity Council to leverage equity and inclusion programs



- ☒ Agency Diversity Council is in existence and active
- ☒ Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion
- ☒ Agency will inform employees of their rights and protections under the New York City EEO Policy
- ☒ Agency will ensure that its workplaces post anti-hate or anti-discrimination posters

### C. COMMUNITY and EQUITY, INCLUSION and RACE RELATIONS

DOT's Community Goal is to facilitate outstanding culturally competent public service while strengthening collaborative and community relationships through effective leadership and accountability. DOT is committed to addressing racial disparities and systemic racism in the agency's interactions with the communities of New York City by advancing racial and social equity through three staff-level working groups: the Equity in Planning Working Group, the Equity in Enforcement Working Group, and the Equity in Infrastructure Working Group. Each of these groups has a focused mission to address key areas of concern where policy change is needed.

#### **Planned Programs, Initiatives, Actions aimed at Community, Equity and Race Relations:**

##### **Equity Working Groups**

##### *Equity & Inclusion in Planning Working Group*

In 2024 the Equity Working Group (EWG) had 2 main focuses: recruit more Community Experts for the program and brief leadership and determine next steps for the Draft Equity & Inclusion in Planning Action Plan.

An agency-wide email went out to recruit more Community Expert volunteers. Through that call to action and flyers posted in various field offices, 81 new DOT employees across 11 DOT divisions signed up to be Community Experts. There are now 220 Community Experts covering 153 zip codes around NYC that can be leveraged to inform projects and initiatives.

Lastly, EWG updated DOT's TPM leadership and the Strategy Office on the status of the Equity & Inclusion in Planning Action Plan strategies. The recommendation was to continue to implement the strategies that are ongoing and have momentum, like the Equitable Engagement Toolkit and the Community Expert Program. EWG will continue to





hold off on some strategies that haven't been started yet while they wait on some external equity initiatives that might impact the direction of their work and equity at DOT. There is a mayoral mandate for every agency to produce a Racial Equity Plan, and the EWG's work will dovetail into that effort.

Because of the citywide effort to produce a Racial Equity Plan, EWG will not function as it did in the past. Additionally, the Equity & Inclusion in Planning Action Plan will no longer be the guiding document for DOT's equity work. Instead, there will be a new structure and group guiding the agency's equity work. As of the publishing of this document, the exact scope and people who will be leading the equity work have yet to be defined. DOT's Racial Equity Plan is projected to be released in FY 2025. Once the plan is officially released, we will know better how the equity work at DOT will be shaped and who will be leading different aspects of it.

### *Equity In Enforcement Working Group*

Through a series of roundtable sessions held in 2020, DOT identified key areas around the misuse of authority, protocol, and the impact of enforcement on DOT initiatives, and from this, explored strategies to address employee concerns and cultivate collaborative communication with agency partners. In FY 2025, the Equity in Enforcement Working Group will work towards completing the proposal for a training plan for police officers interacting on a regular basis with DOT workers in the field and will continue its work on a comprehensive asset management assessment to put a value on safety engineering that is blocked or damaged by police vehicles and barricades. Additional recommendations will be made related to traffic enforcement as we move ahead with Vision Zero into FY 2025.

### *Equity in Infrastructure Working Group/Equity in Asset Management Tool*

The Equity in Infrastructure Working Group works to define what equitable asset management decisions will look like and require, with the desired outcome of ensuring DOT's assets are distributed and maintained in an equitable manner. Over the past year, the team has supported APM in compiling data on the current state of some of the agency's key assets around the city. The data was used to develop an internal tool, Equity in Asset Management (EAM) tool, to examine and track historical asset allocation.

In FY 2024, work on the EAM tool included (1) the continued normalization of other datasets as we continue to engage our colleagues, (2) the addition of new datasets based on agency and mayoral priorities and (3) the development of a data automation process to ensure each dataset is updated at least once a year. The online web version of the EAM tool moved from development to production phase, with an official launch date yet to be determined.



In FY 2025, the working group has two goals for the EAM tool: (1) increase tool usage by integrating the EAM tool into regular decision-making processes across the agency and establishing key performance indicators (KPIs) to measure tool and impact; and (2) evaluate tool effectiveness by conducting a thorough evaluation of the EAM tool's impact on asset distribution and maintenance decisions, identifying and prioritizing areas for improvement based on evaluation findings, and communicating the tool's successes and lessons learned with DOT's executive staff and divisional partners.

### **Environmental Justice Interagency Working Group**

The City's Environmental Justice (EJ) Plan will identify possible citywide initiatives for promoting environmental justice and outline a set of discrete recommendations for better imbedding equity and environmental justice into the City's decision-making processes. These products are developed and implemented by three distinct teams, including an Interagency Working Group (IWG). As one of the 18 agencies that comprise the IWG, DOT staff provides input on the agency inventory in order to further refine the list of programs and projects that would be included in the EJ study, and meets with the Mayor's Office of Climate and Environmental Justice (MOCEJ) to provide further clarification on DOT's efforts to advance equity and environmental justice. DOT staff provides input on the development of a public facing portal that will visualize City investments in EJ communities, coordinates internally to gather disaggregated data for programs to be evaluated as part of the geographic analysis for investments in EJ communities, and participates in IWG meetings.

The EJ report was finally released by the MOCEJ on April 29, 2024, and an accompanying online mapping tool. Both releases represent the culmination of more than two years of DOT work in support of both products.

In FY 2025, DOT will continue to participate in the launch of the EJNYC Plan. After the April release of the EJ Report & Mapping Tool, MOCEJ has begun preparing for development of the EJ Plan. The next meeting of the IWG will be held on August 21, which will act as a "kick-off" meeting. A draft scope of work for review and agency feedback will be shared before the meeting. MOCEJ will also share timelines, roles, and expectations at the kick-off meeting. The meeting will mark the official start of the EJ Plan's development.

### **Clean Trucks Program**

The NYC Clean Trucks Program (NYCCTP) focuses its truck replacement projects in certain New York City Industrial Business Zones (IBZs) located near Environmental Justice Areas (EJAs). These are communities that have historically been subject to a



disproportionate share of environmental harms such as vehicle emissions and pollution. This program is a unique environmental initiative to promote sustainable transportation and a cleaner environment for these affected communities in NYC.

In FY 2024, the program's website and marketing collateral to conduct outreach and take applications for truck rebates were updated. The program conducted outreach, sent informative eblasts, produced webinars, accepted applications for truck rebates, fielded calls from interested stakeholders, and processed funding for trucks.

In FY 2025, NYCCTP plans to continue outreach efforts with a goal of targeting the IBZs that have yet to utilize our program. Our goal is to fund trucks and reach funding milestones with our VW grant that enables us to request additional money. We continue to search for additional funding sources that would allow us to fund more trucks and expand the program to include fleet advisory services as well as incentive funding for truck refrigeration units (TRUs). Fleet advisory services would be a free service to help businesses understand the transition and steps to fleet electrification. TRUs use approximately one gallon of diesel fuel per hour to maintain required temperatures for perishable goods, particularly in the Hunts Point Food Distribution Center. There are nearly 1,000 TRUs in operation at the food markets 24/7. Replacing older TRUs in IBZs with the newest, cleanest TRU technology such as hybrid or full electric units, would substantially reduce emissions within the IBZs and adjacent communities.

### **Street Ambassador Program**

The Public Engagement Group (Street Ambassadors) has launched a Seasonal Street Ambassador program to support the agency's core goal of increasing public participation by expanding proactive outreach and expanding capacity during the busy outreach season in the warmer months. The addition of six (6) new outreach specialists helps the team come closer to achieving its goal of greater public awareness and participation for DOT projects, programs, and initiatives, providing critical outreach support for Vision Zero safety initiatives cited in the Agency's Strategic Plan and NYC Streets Plan. This ongoing effort will help build capacity for public input in the development of Street Improvement Projects (SIPs) and support the explicit goals of Project-Based Outreach and Public Awareness. Going forward, the Seasonal Street Ambassador program aims to expand the number of annual participants as it continues to build new pipelines to employment at DOT, helping to further the agency's commitment to becoming more diverse and representative of the city. The Street Ambassador Program will continue in FY 2025.

### **Summer Streets Program**

The Summer Streets Program is an annual celebration of New York City's most valuable public space – our streets. The program reclaims and transforms streets into public



spaces for people to play, run, walk, and bike. Summer Streets encourages the use of sustainable forms of transportation, reducing traffic congestion, air pollution, and greenhouse gas emissions during the event. Free event programming allows participants to participate in fitness and recreational activities and experience the rich and varied arts and cultural resources of New York City.

In FY 2024, Summer Streets was a massive success, with nearly 20 miles of car-free streets across all five boroughs. It featured 146 programming partner and over 300,000 attendees.

In FY 2025, Summer Streets will be held from July 2024 to August 2024, with extended programming hours and a new Staten Island Route, with a total of nearly 20 miles of car-free streets across all five boroughs. It will feature over 300 programming partners with hundreds of thousands of attendees. This year, Summer Streets will expand its hours of programming from its historic 7:00 AM - 1:00 PM to 7:00 AM - 3:00 PM.

### **Car-Free Earth Day**

Car-Free Earth Day offers free family-friendly, engaging, and educational programming while providing car-free spaces for New Yorkers to enjoy. Over a hundred organizations and partners participate in the DOT's Earth Day celebration across the five-boroughs, including, but not limited to, a variety of organizations promoting activism and education surrounding climate change, sustainability and related topics.

In FY 2024, Car-Free Earth Day 2024 took place in all five boroughs on April 20th, 2024, attracting thousands of New Yorkers and featuring hundreds of partners.

In FY 2025, Car-Free Earth Day will continue to take place across the five boroughs on Saturday April 19th. The event will attract thousands of New Yorkers, and feature hundreds of partners. The DOT will also expand its outreach and marketing efforts to increase participation and awareness.

### **Mobility Management Program**

The Mobility Management Program (MMP) coordinates and improves mobility for New Yorkers who have been historically excluded and underserved in the transportation planning process. This involves several methods, including:

- Developing resources and tools for NYC DOT staff and the community;
- Coordinating efforts within NYC DOT and the public; and
- Identifying strategies to improve transportation services.



This comprehensive and strategic approach benefits the community and project managers by improving communication and collaboration between the agency and the community being served. Below are several examples of Mobility Management initiatives.

### *Education & Training*

In 2024, the MMP provided quarterly trainings to units within DOT on inclusive and accessible documents. MMP hosted training sessions on accessibility features for Microsoft 365, MS Word, MS PowerPoint, and Adobe PDF. MMP also continued to disseminate their quarterly newsletter to promote training information and build capacity with internal staff on transportation equity and inclusion. The newsletter is also used to highlight trainings created by MMP for internal staff. In 2024, the MMP added more in-depth training to their curriculum, including one on how to build an inclusive outreach strategy. In FY 2025, MMP will continue to offer these trainings and develop others around the themes of accessibility and inclusion.

In FY 2025, MMP plans to add a new interactive workshop to build empathy for people with vision disabilities. In 2023, MMP held a pilot workshop with NYU Wireless at NYU Tandon School of Engineering about how people with vision disabilities navigate the build environment. This virtual reality training was offered to TPM Senior Staff. They explored the experience of a person with visual loss navigating streets and DOT infrastructure through a virtual simulation. Because of that training's success, MMP has been working on bringing the content in-house. It has taken a while to process the paperwork, but MMP is optimistic that the program will launch in early 2025.

### *Public Outreach*

In 2024, MMP attended select community events that serve our focus populations. The goal of attending events is to build knowledge about DOT's work and programs, so MMP created a Transportation Jeopardy game to make this learning interactive. This game educates the public about DOT programs, street safety, and transportation infrastructure in an engaging and fun way. The MMP team brought this game to several community events and plans to continue to do so in FY2025.

Additionally, MMP received a 5310 grant to host a series of events connecting older adults and people with disabilities with transportation in 2025. What MMP is dubbing the "Access to Independence" program will be a program dedicated to enhancing the independence of individuals with disabilities in New York City through a dynamic series of events. These events will foster opportunities for people with disabilities to connect with resources about transportation and transportation providers in a central location. Additionally, the series of events aims to improve the coordination between the different agencies and organizations that provide paratransit by convening conversations and interactions.





The Access to Independence program will include a diverse range of events that will encompass:

- Educational outreach to the disability community to connect people to the transportation options that best fit their needs. This includes disseminating information about alternative modes and programs people might not be aware of, such as adaptive e-scooters.
- Empowering individuals with disabilities by convening and facilitating interactions with between transportation providers, planners, and people with disabilities.
- Strategic Collaboration with paratransit and transit providers, as well as disability advocacy groups to better coordinate service delivery for people with disabilities.

Most of MMP's public-facing outreach in 2025 will revolve around the Access to Independence program.

### **Minority and Women-Owned Business Enterprises (MWBEs) GROW Program**

DOT remains steadfast in its commitment to achieving the citywide MWBEs goal of 30%. Based on preliminary data, a 31% MWBE utilization is expected for FY 24, with plans to sustain this utilization in FY 25. In order to ensure the achievement of our goal for FY 25, we will persist in utilizing the MWBE Small Purchase procurement method, establishing MWBE Only Pre-Qualified Lists (PQLs), organizing MWBE networking events, and engaging in the Citywide MWBE mentoring program.

### **Accessible Pedestrian Signals (APS) Installation Program**

As part of the court mandate regarding Accessible Pedestrian Signals installation, DOT in addition to meeting a certain number of installations annually is also required to meet with the APS Advisory Committee which is composed of DOT, Law staff and several members of organizations that represent the low vision/visually impaired community. DOT also hosts two town halls annually for anyone from the low vision/visually impaired community and others.

DOT's goals for 2025 are to meet the requirements of the court mandate for number of installations per year and holding the required town halls with the low vision/ visually impaired community as required and improving our public engagement with the low vision/ visually impaired community.

### **Parking Permits for People with Disabilities Unit**

DOT believes transportation must meet the needs of communities of color and those of all abilities. Parking Permits for People with Disabilities (PPPD) Unit in the Traffic Operations



Division issues two types of disability parking permits for people with disabilities: the NYC PPPD permit (placard) and the NY State permit (hangtag).

DOT's goal for 2025 is to continue to meet the needs of the people with disabilities and ensure they receive their permits in a timely fashion and to deploy the new Authorized Parking Application (APA) system which will improve the user experience for all DOT permit applicants and holders. The new system will have a new online application/renewal processing interface and an updated website presence

### **Public Equity Space Program (PSEP)**

The Public Equity Space Program (PSEP) addresses the needs of NYC plazas, Open Streets and other DOT public spaces in under-resourced neighborhoods where community-based partner organizations struggle to maintain a high-quality public space. To achieve the goal of equitable public space throughout the City, PSEP provides horticultural care, maintenance services, financial subsidies, and a host of technical assistance tools to public space partner organizations in Priority Investment Areas as identified by the NYC Streets Plan.

In FY 2024, the PSEP was formally announced by DOT. DOT and its contractors worked actively with community partners to support them as they manage public spaces citywide. By Q4 of FY 2024 (April to June), DOT has already achieved its goal in supporting 100 locations by the end of the calendar year.

In FY 2025, the goal is to add more public spaces in Streets Plan Priority Investment Areas with support from NYC DOT's Public Space Equity Program

In FY 2025, the agency will:

- ☒ Continue or plan to promote diversity and EEO community outreach in providing government services
- ☒ Promote participation with minority and women owned business enterprises (MWBES)
- ☒ Expand language services for the public



## V. Recruitment

### A. Recruitment Efforts

The agency will implement the following recruitment strategies and initiatives in FY 2025:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
  - Currently in planning.
- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor's Office for People with Disabilities at [nycatwork@mopd.nyc.gov](mailto:nycatwork@mopd.nyc.gov), (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at [Maureen.Anderson@nysed.gov](mailto:Maureen.Anderson@nysed.gov) and (212) 630-2329, so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at [citywiderecruitment@dcas.nyc.gov](mailto:citywiderecruitment@dcas.nyc.gov).
- Post all vacancies on Job NYC.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
  - Structured Interviewing training
  - Unconscious Bias training
  - Everybody Matters: EEO and Diversity and Inclusion Training
  - Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

In some titles where there is underutilization, we have reached out to non-traditional sources for applicants, including the following sources:

- Advancing Women in Transportation
- Society of Women Engineers
- LatPro-Latin Professionals
- CUNY Schools and HBCUs
- National Society of Black Engineers
- Society of Hispanic Professional Engineers



- Society of Asian Scientists and Engineers
- Nontraditional Employment for Women (NEW)
- Organization of Black Maritime Graduates
- Women Offshore
- IT Diversity Careers
- Women in Technology International
- Black Data Processing Association
- Tech Latino
- Hispanic/Latino Professionals Association
- iHispano
- Saludos Hispanos
- Various Women's, Ethnic and Minority Bar Associations

In order to expand our diverse recruitment sources, all agency job openings are posted to the following websites:

- [AfricanAmericanHires.com](http://AfricanAmericanHires.com)
- [AllHispanicJobs.com](http://AllHispanicJobs.com)
- [AllLGBTJobs.com](http://AllLGBTJobs.com)
- [AsianHires.com](http://AsianHires.com)
- [BlackCareers.org](http://BlackCareers.org)
- [DisabilityJobs.net](http://DisabilityJobs.net)
- [DiversityJobs.com](http://DiversityJobs.com)
- [LatinoJobs.org](http://LatinoJobs.org)
- [NativeJobs.org](http://NativeJobs.org)
- [OverFiftyJobs.com](http://OverFiftyJobs.com)
- [VeteranJobs.net](http://VeteranJobs.net)
- [WeHireWomen.com](http://WeHireWomen.com)
- Circa diversity network websites

To enhance the agency's recruitment initiatives and strategies, DOT created a new position of Director of Workforce Development. The Director's focus is to create meaningful partnerships with key stakeholders and to build pathways for job seekers. They will continue to collaborate with executive staff and hiring managers in the development of recruiting strategies to attract and retain a diverse workforce. The Director will conduct outreach to organizations which represent populations who are underrepresented in various Agency titles. They will build partnerships with community-based, non-profit organizations, such as NYCHA Cornerstone programs, the Renaissance Technical Institute, the Consortium for Worker Education, and the Hispanic Federation. They will pursue opportunities to partner with other City agencies, including the Mayor's Office for Talent and Workforce Development, the Mayor's Office of Immigrant Affairs, the Mayor's Office for People with Disabilities, HRA



and CUNY. DOT will continue to attend CUNY career fairs and events, host CUNY leadership, faculty and students at Agency events, as well as share job openings and exam notices to students, alumni, and career services staff. In addition to attending career events at local colleges, the Director will participate in high school fairs and events held by community organizations. They will expand upon previous social media campaigns which highlight the work of the Agency and describe the types of jobs and positions. DOT will strive to garner new approaches and methods to implement Agency recruitment diversity goals and objectives.

**B. Recruitment for Civil Service Exams**

DOT will promote open competitive exams at all the career-related events that we attend, including school career fairs, hiring halls, and community events. Internally, DOT sends monthly e-mails to all employees sharing the DCAS Monthly Exam Schedule and providing links to specific civil service exams and the annual exam calendar. We post all exam schedules and announcements on the agency’s intranet. Personnel Coordinators and Liaisons distribute exam information to all of their division’s staff, including direct notification to employees who are eligible for promotion exams. Current information on exams is also posted on DOT’s kiosk screens at multiple work locations and on physical bulletin boards at all facilities.

List any planned recruitment events for FY 2025 that will be held by the agency to promote open-competitive civil service examinations.

Event Date	Event Name	Borough
10/10/2024	CCNY STEM Career Fair	Manhattan

List planned expenditures for FY 2025 related to recruiting candidates for open-competitive and promotion civil service exams.

Borough	Approximate Dollar Amount (\$)
Bronx	
Brooklyn	
Manhattan	\$300.00
Queens	
Staten Island	
Other (include online)	





C. Recruitment Sources

- 1. 55-a Job Fairs. DOT expects to recruit individuals with disabilities. This source yielded an increased and diverse applicant pool. Previous hires from this source.
- 2. DOT Engineering Job Fairs. DOT expects to recruit diverse entry-level engineers. This source yielded an increased and diverse applicant pool. Previous hires from this source.
- 3. CUNY Schools. DOT expects to reach a diverse market of CUNY graduates for discretionary positions requiring college and/or graduate degrees. This source yielded an increased and diverse applicant pool. Previous hires from this source.
- 4. Nontraditional Employment for Women (NEW). DOT expects to recruit more women for traditional male construction jobs. This source yielded an increased and diverse applicant pool. Previous hires from this source.
- 5. NYC Veterans Fairs. DOT expects to recruit more veterans. This source yielded an increased and diverse applicant pool. Previous hires have not yet resulted from this source.
- 6. Community-Based Organizations (CBOs). DOT expects to recruit a diverse population of City residents. We plan to utilize DCAS’s new Applicant Tracking System to determine if these sources yield diverse applicants and hires.
- 7. Pathways to Industrial Construction Careers (NYC PINCC). DOT expects to recruit HRA-trained participants who are unemployed or receive public benefits. This source yielded an increased and diverse applicant pool. Previous hires from this source.

D. Internships/Fellowships

The agency provided the following internship opportunities in FY 2024:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	2	<ul style="list-style-type: none"><li>Hispanic = 2</li></ul>	M __ F <u>2</u> Non-Binary __ Other __ Unknown __
2. Civil Service Pathways Fellowship	14	<ul style="list-style-type: none"><li>Asian= 4</li><li>Black= 5</li><li>Hispanic= 3</li><li>Did not disclose= 2</li></ul>	M <u>6</u> F <u>8</u> Non-Binary __ Other __ Unknown __



3. Summer College Interns	14	<ul style="list-style-type: none"> <li>Asian= 4</li> <li>Black= 4</li> <li>Hispanic = 1</li> <li>White = 3</li> <li>Two or more races= 1</li> <li>Did not disclose= 1</li> </ul>	M <u>9</u> F <u>5</u> Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	2	<ul style="list-style-type: none"> <li>Black= 1</li> <li>White= 1</li> </ul>	M <u>2</u> F __ Non-Binary __ Other __ Unknown __
5. College Aides	192	<ul style="list-style-type: none"> <li>Asian= 72</li> <li>Black= 33</li> <li>Hispanic= 31</li> <li>Two or more races= 7</li> <li>White= 48</li> <li>Did not disclose= 1</li> </ul>	M <u>99</u> F <u>90</u> Non-Binary <u>2</u> Other <u>1</u> Unknown __
6. Department of Youth and Community Development (DYCD) Interns:	33	<ul style="list-style-type: none"> <li>Asian= 15</li> <li>Black= 7</li> <li>Hispanic= 3</li> <li>Two or more races= 1</li> <li>White= 6</li> <li>Did not disclose= 1</li> </ul>	M <u>23</u> F <u>10</u> Non-Binary __ Other __ Unknown __
7. High School (HS) Interns	10	<ul style="list-style-type: none"> <li>Asian= 1</li> <li>Black= 3</li> <li>Hispanic= 5</li> <li>White = 1</li> </ul>	M <u>7</u> F <u>3</u> Non-Binary __ Other __ Unknown __
8. Partnership for Inclusive Internships (PII) Interns	4	<ul style="list-style-type: none"> <li>Asian =1</li> <li>Hispanic =1</li> <li>White = 2</li> </ul>	M <u>3</u> F <u>1</u> Non-Binary __ Other __ Unknown __

In FY 2025, DOT will submit several Urban Fellows applications.

In FY 2025, DOT will be submitting 15 applications for NYC Public Service Fellows through the CUNY Pathways program.

In FY 2025, DOT will continue to recruit both College Aides and Summer Interns from local and regional schools, and via posting on the City's websites. In addition to participating in career fairs, DOT will also hold agency-specific info sessions at CUNY and virtually.

In FY 2025, DOT will participate in DYCD intern programs including: the Summer Youth Employment Program (SYEP), Ladders for Leaders, and the Transportation Career Mentoring Program.



In FY 2025, DOT will partner with local high schools to provide internships to students through programs including: the City's Modern Youth Apprenticeship Program, the NYC Automotive HS Internship Program, the NY Harbor School, and various CTE HS programs.

In FY2025, DOT will continue to participate in the NYC DSS PII, an internship program for people with disabilities.

In FY 2024, DOT hired 13 interns into entry-level full-time positions, and we will continue to provide opportunities for interns to advance to entry-level positions at the agency.

### E. 55-a Program

Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into a competitive civil service position without having to take and pass a civil service examination. The City encourages agencies to use the 55-a program as a tool to build a diverse workforce and create greater access to City employment for qualified candidates with disabilities.

- Presently, the agency employs **16** 55-a participants.
- There are **1** participants who have been in the program less than 2 years.
- In the last fiscal year, a total of **1** new application for the program were received and **4** participants left the program due to **2 retirements and 2 permanent appointments**.

In order to educate hiring managers about the 55-a Program, HR presents the 55-a process to the agency's Personnel Coordinators, who are responsible for the hiring practices of their divisions, and requests that Personnel Coordinators instruct their hiring managers on the process. Also, 55-a presentations are given to ERGs and at staff meetings in various divisions to further acquaint employees about the process. Information is disseminated regarding various forums, webinars and seminars pertaining to people with disabilities, and disability job fairs are publicized to agency Deputy Commissioners and Personnel Coordinators to encourage their staff to attend. At times, it can be challenging to increase participation of agency hiring managers in the disability job fairs. It is also difficult to evaluate whether hiring managers are consistently considering 55-a applicants who apply to job postings.

DOT's goals are to continue to and further publicize the availability of the 55-a program; ensure that all competitive job postings include the 55-a language; continue to participate on panels; and continue to participate in job fairs. The agency will also notify participants of promotional exams which they are eligible for.

☐ Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.

☐ Agency does not use the 55-a Program and has no participating employees.



## VI. Selection (Hiring and Promotion)

### A. Career Counselors

DOT posts information on the agency's intranet site regarding job openings, civil service exams, DCAS resources, agency training and professional development, and online learning and training. HR emails all employees updates to this site, including all new job postings. Agency Personnel Coordinators ensure that employees without email receive the same information. The Career Counselor and the Training and Development Office continue to advise employees regarding promotional opportunities and career development, both through individual meetings and by conducting group info sessions.

### B. New Hires and Promotions

For interview panels of titles where underutilization exists, panels are strongly encouraged to consist of three interviewers but must be comprised of at least two people. The panel must also, except in very unusual circumstances, be significantly diverse (that is, the interviewers must be represented by more than one gender and ethnicity). The panels must utilize a standardized rating scale and candidate scorecard for all interviews, and each interviewer must complete ratings sheets for every candidate interviewed.

DOT has established a Promotion Review Committee (PRC) that is made up of the Executive Deputy Commissioner, the Chief Operations Officer (COO), the COO's Chief of Staff, the Commissioner's Chief of Staff, the Deputy Commissioner of HR, and the Assistant Commissioner of EDI. The PRC meets monthly to review all promotions for positions earning salaries of \$120,000 or more, and for promotions which have both a salary of \$80,000 and an increase greater than 15%. The PRC considers and evaluates whether the promotions conform with agency policies and goals for a diverse and inclusive workforce, confirms that the promotions are equitable among staff with comparable job titles and functions across divisions, and certifies that the cost of the promotions are covered within the agency's budget.

In FY 2025, EDI will continue to analyze the previous fiscal year promotions by ethnicity and gender for each division and the agency as a whole, as a means of determining whether or not the PRC is meeting its goal of ensuring promotions are distributed among staff with comparable job titles and functions across divisions without bias towards any one demographic or combination of.



### C. EEO Role in Hiring and Selection Process

EDI, HR and DOT's executive staff developed a comprehensive guide for Hiring Managers and Personnel Coordinators to follow when seeking to fill a position. This includes:

- The Basics of Structured Interviewing
- Pre-Interview Hiring Requirements
- Post-Interview Hiring Requirements
- Unconscious Bias
- Governing EEO Laws

Starting in 2020, HR advised divisional Personnel Coordinators to begin entering interview information in NYCAPS, as required by all city agencies, thus enabling HR and EDI to evaluate the interview process.

Oversight at resume selection stage:

- Review by HR and EDI of resumes selected.
- HR will hold hiring process if upon review there are candidates who are not qualified but are selected for interviews or if diverse and qualified candidates are not selected for an interview but, based on a review of their resume, they are determined to be otherwise qualified for the position sought. Will also confirm interview panels are compliant with the Structured Hiring Guidelines.
- EDI or HR will approve interview questions.
- EDI or HR will perform advisory role and will conduct post-audit review.

Oversight at Interviews and Candidate Selection:

- Review by HR and EDI after first (and subsequent) round interviews.
- HR will hold hiring process if upon review rating sheets from each round of interviews are not satisfactory and if applicants advancing are not otherwise qualified for the position sought.
- EDI will perform advisory role and will conduct post-audit review.
- Review by HR and EDI for final selection.
- HR will hold hiring process if rating sheets are not satisfactory and if final selection process did not follow Structured Hiring Guidelines.
- EDI will perform advisory role and will conduct post-audit review.



In FY 2025, the agency EEO Officer will do the following:

- ☒ Ensure that all vacancy announcements include the revised NYC EEO Anti-Discrimination Statement.
- ☒ Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).
- ☒ Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- ☒ Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- ☒ In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- ☒ Assist the hiring manager if a reasonable accommodation is requested for an interview.
- ☒ Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- ☒ Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log and/or SmartRecruiter reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- ☒ Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- ☐ Other: \_\_\_\_\_

### **D. Layoffs**

During periods of layoffs, terminations, and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race, and age?

- ☒ The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2025.
- ☒ The agency will analyze the impact of layoffs or terminations on racial, ethnic, gender, age groups, and people with disabilities.





- ☒ Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- ☒ The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

## VII. Training

<b>Training Topic</b>	<b>Type of Audience (e.g., All Staff, Front- line Employees, Managers, Supervisors, etc.)</b>	<b>Goal Number of Participants</b>	<b>Projected Dates</b>
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	5985	September 1, 2024 - March 31, 2025
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	0	September 1, 2024 - March 31, 2025
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	2885	September 1, 2024 – August 31, 2025
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	3083	September 1, 2024- August 31, 2025
5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	5985	January 1, 2025 - March 31, 2026



6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	0	January 1, 2025 - March 31, 2026
7. Disability Awareness and Etiquette		2885	September 1, 2024 - September 1, 2025
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		200	July 1, 2024 - June 31, 2025
9. Other (specify)			
10. Other (specify)			



## VIII. Reasonable Accommodation

- ☒ Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- ☒ Absent of any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.
- ☒ The agency follows the City's Reasonable Accommodation Procedure.
- ☒ The agency implemented the modifications of Reasonable Accommodation Procedure announced in May 2024.
- ☒ The agency initiates the cooperative dialogue within 10 days from the request for Reasonable Accommodation.
- ☒ The agency grants or denies request within 15 days after from the conclusion of cooperative dialogue.
- ☒ When necessary, in certain time-sensitive circumstances the agency conducts and expedited review and grants or denies request in less than 15 days.
- ☒ The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of appeal.
- ☒ If the review and decision on appeal is not done by the Agency Head.  
Provide the name and title of the designee<sup>1</sup> : **Executive Deputy Commissioner Paul Ochoa**
  - ☒ The designee reports directly to the Agency Head.
- ☒ The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

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<sup>1</sup> EEO Officer and General Counsel should **NOT** be appointed as agency head designee for review of appeals to reasonable accommodation decisions. Refer to the revised guidelines below. Note the conflict of interest; in the event of an external challenge to the denial of a reasonable accommodation, the agency's General Counsel would be tasked with defending the agency against a decision in which that office was a decision maker on appeal.



## IX. Compliance and Implementation of Requirements Under Local Laws and Mayoral Executive Orders

### A. Local Law 92 (2018): Annual Sexual Harassment Prevention training

- ☒ The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- ☒ The agency will train all current employees on Sexual Harassment Prevention (Cycle 7 – September 1, 2024 – August 31, 2025) as indicated in the Section VII Training above.

### B. Local Law 97 (2018): Annual Sexual Harassment and Complaint Reporting

- ☒ The agency will ensure that sexual harassment complaints, and all other EEO complaints, are investigated and closed within 90 days.
- ☒ The agency will input sexual harassment complaint data, as well as all other types of complaints, on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database, contemporaneously update the information, and affirm the data in a timely manner when requested by DCAS.

### C. Local Law 121 (2020): Age Discrimination Training

- ☒ The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.
- ☒ The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 2: April 1, 2023 – March 31, 2025) as indicated in the Section VII Training above.

### D. Local Law 27 (2023): Access to Workplace Facilities

- ☒ Employees have access to gender appropriate bathrooms and lactation rooms.
- ☒ Employees are provided with information on how to request workplace accommodations and has access to respective facilities, including access for individuals with disabilities.

[Local Law 27 requires listing a summary of schedule and workplace accommodations that are provided by your agency]. Select the types of accommodations that your agency has provided to your workforce in FY 2024.



- ☒ Reassignment
- ☒ Modification of Work Schedule
- ☒ Flexible leave
- ☒ Modification or Purchase of Furniture and Equipment
- ☒ Modification of Workplace Practice, Policy and/or Procedure
- ☐ Grooming/Attire

### **E. Local Law 27 (2023): Diversity and Inclusion Training for FY 2025**

- ☒ List of diversity and inclusion training for FY 2025 is included in section VII of this annual plan.

### **F. Local Law 27 (2023): Workforce Information Report for FY 2024**

- ☒ The agency will submit the mandated annual report with workforce information to the Mayor, the Speaker of the Council, the Department of Citywide Administrative Services, and the Equal Employment Practices Commission by September 30, 2024.

### **G. Local Law 28 of (2023): Diverse Recruitment and Retention in City Government**

Under LL 28 (2023), agencies must provide information about agency-specific training programs that are required for, or relevant to, an applicant's appointment to a position based on an open-competitive or promotional civil service examination. Additionally, agencies must provide information on expenditures related to recruiting candidates for open competitive and promotional civil service examinations, a list of recruiting events to promote open-competitive civil service examination and a list of any preparatory materials developed for applicants or potential applicants for open-competitive and promotional civil service examinations.

- ☒ The agency submitted all information required by LL 28 for FY 2024 using the form and templates provided.

### **H. Executive Order 16: Training on Transgender Diversity and Inclusion**

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public. The current Cycle 5 runs from April 1, 2024, to March 31, 2026.

- ☒ The agency plans to train all new employees within 30 days of start date.



- ☒ All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- ☒ In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- ☒ The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

## X. Audits and Corrective Measures

- ☒ The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPC or another governmental agency specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2024 to include and implement EEPC recommendations that will be implemented during the fiscal year.
- ☐ The agency is subject to any other oversight or review by a federal, state or city civil rights agency.
- ☐ Within the last two years the agency was involved in an audit conducted by the EEPC or another governmental agency specific to our EEO practices.
- ☐ The agency will continue/be required to implement corrective actions during the year that this plan is in effect.
- ☐ The agency received a Certificate of Compliance from the auditing agency.





## XI. Agency Head Signature

Ydanis Rodriguez

\_\_\_\_\_  
Print Name of Agency Head

A handwritten signature in blue ink, appearing to read "Ydanis Rodriguez", is written over a horizontal line.

\_\_\_\_\_  
Signature of Agency Head

April 16, 2025

\_\_\_\_\_  
Date



## Appendix A: Contact Information for Agency EEO Personnel and Career Counselors

### Agency EEO Office mailing address:

**59 Maiden Lane, 37<sup>th</sup> Floor, New York, NY 10038**

	Title/Function	Name	Email	Telephone	Address
1.	<b>Agency EEO Officer</b>	Benjamin Graham	bgraham1@dot.nyc.gov	212-839-6600	
2.	<b>Agency Deputy EEO Officer</b>	Angela Ball	aball@dot.nyc.gov	212-939-6606	
3.	<b>Agency (Chief) Diversity &amp; Inclusion Officer</b>				
4.	<b>Chief Diversity Officer/Chief MWBE Officer per E.O. 59</b>	Carlos Bannister	cbannister@dot.nyc.gov	212-839-9241	55 Water St, 8 <sup>th</sup> FL, NY, NY 10041
5.	<b>ADA Coordinator</b>	Edmund Asiedu	easiedu@dot.nyc.gov	212-839-7751	55 Water St, 9 <sup>th</sup> FL, NY, NY 10041
6.	<b>Disability Rights Coordinator</b>	Benjamin Graham			
7.	<b>Disability Services Facilitator</b>	Edmund Asiedu			
8.	<b>55-a Coordinator</b>	Lianna Palacios	lpalacios@dot.nyc.gov	212-839-9516	55 Water St, 8 <sup>th</sup> FL, NY, NY 10041
9.	<b>EEO Investigator(s)</b>				
10.	<b>EEO Counselor(s)</b>				
11.	<b>EEO Training Liaison(s)</b>	Carol Adamson	cadamson@dot.nyc.gov	212-839-9488	55 Water St, 8 <sup>th</sup> FL, NY, NY 10041
12.	<b>Career Counselor(s)</b>	Peter Scavetta	pscavetta@dot.nyc.gov	212-839-9452	55 Water St, 8 <sup>th</sup> FL, NY, NY 10041



13.	<b>Lead Trainer</b>	Vincent DiGennaro	vdigennaro@dot.nyc.gov	212-839-4151	
14.	<b>Diversity Specialist</b>	Christopher Lee	clee4@dot.nyc.gov	212-839-7151	