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

Fiscal Year 2025

**Administration for Children's Services
(ACS)**

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

On behalf of the NYC Administration for Children's Services, I hereby declare my commitment as the Agency Head to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

I will strive to achieve a diverse workforce that is reflective of our City's population. I will also strive to create a culture where all staff feel welcome, accepted and that they can bring their authentic selves into the workplace and thrive, and a culture that examines and eliminates the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce.

I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion and respect for all. All executives, managers and supervisors in our agency will be responsible for ensuring a work environment where all our employees feel safe and valued and capable of providing quality care, resources and services to the public.

I will hold ACS' top leadership, as well as the EEO Officer, all EEO professionals, human resources professionals, legal professionals, managers, and supervisors accountable for ensuring that ACS maintains a discrimination-free workplace for employees and applicants for employment. We shall observe EEO mandates and work with dedication to attain agency diversity, equity and inclusion goals. All agency staff must be compliant with the City's EEO Policy and the implementation of this Diversity and EEO Plan.

The Agency EEO Officer, Joanna Rose, whose contact information is prominently available to all employees, and who may be reached at joanna.rose@acs.nyc.gov, will serve as the primary resource for managers and supervisors to provide best practices and direction in addressing equal employment issues. She will also work to educate agency staff regarding how the Office of Equal Employment Opportunity can support them and the ACS mission.

I will involve the EEO Officer in critical human resources decisions, including recruitment and selection strategies, workforce projections, succession planning, promotion of training/career development opportunities, and strategic planning.

We will report to DCAS on the steps undertaken to comply with all city, state, and federal legal mandates prohibiting employment discrimination in New York City, and on the progress in implementing this Plan. We will provide reports as required by various NYC Executive Orders.

During this Fiscal Year 2025, I will announce this Commitment Statement to our employees to affirm the principles of and communicate our dedication to diversity, inclusion, and equal employment opportunity.

☐ 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

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2024) to advance DEI and EEO goals, for example, recognizing employee contributions to DEI goals through awards and employee appraisal, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. If some of the accomplishments listed below are a continuation of what was included in previous Annual plans, you will need to provide a statement on how it has changed and/or developed in the past year. Add additional lines as needed.]

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

1. In July 2023, ACS awarded contracts for eight additional Family Enrichment Centers (FECs), to operate in priority neighborhoods identified by the Mayor's Taskforce on Racial Inclusion and Equity.
2. In September 2023, the Latino Heritage Alliance honored Latino Heritage Month at ACS by hosting a calendar of events that started with a kick-off event for staff and included presentations for staff on topics such as partnering with asylum seekers and preparing for the future.
3. The ACS Office of Equity Strategies and the ACS Pride Alliance held the following events: Working with LGBTQAI+ Youth Who Have Experienced or are At Risk of Sex Trafficking Training of the Trainer on October 10; Being LGBTQAI+ in City Government on October 18; The Healthy Outcomes from Positive Experiences on October 19; the 11th Annual ACS LGBTQAI+ Ally Awards on October 25; Working with LGBTQAI+ Youth Who Have Experienced or are At Risk of Sex Trafficking Training; trainings and learning events for staff on working with LGBTQAI+ Communities That Have Experienced DV/IPV Training; and a Pride Flag Ceremony to welcome in Pride month.
4. In February 2024, the African American Heritage Committee (AAHC) hosted a Black History Month Celebration that consisted of in-person and virtual events such as the Black History Month Opening Ceremony on February 1, African Dance & Drum Workshop February 6, HBCU & Divine Nine (Black Sororities and Fraternities, The Legacy) February 22, and AAHC Health and Wellness on February 23.
5. On April 29, 2024, the Racial Equity and Cultural Competence Committee hosted their quarterly meeting which is open to ACS staff and members from our contracted provider agencies.

6. On April 30, 2024, the Office of Equity Strategies and the Office of Community Engagement and Partnerships hosted a session on Building Psychological Safety with NYC Communities. The featured speaker for this session was Shirley Torho of Innovate Access Consulting, LLC. An encore session of this learning event was offered June 10, 2024.
7. On June 5, 2024, the ACS Office of Equity Strategies Equity Strategies hosted a learning event, Best Practices for Working with LGBTQAI+ Youth. Presenter Francois Luis provided language, engagement techniques, and anecdotes for working with LGBTQAI+ youth.
8. On June 13, 2024, Equity Strategies hosted a learning event on June 13 about Domestic Violence/Intimate Partner Violence (DV/IPV) in the LGBTQAI+ Community. Participants received information about the dynamics of DV/IPV in the queer/trans communities, a paradigm for understanding the Power and Control Wheel as it relates to the LGBTQAI+ community, and best practices for working with victims and survivors of DV/IPV in this community.
9. On June 14, 2024, the Division of Child Protection, the Office of Equity Strategies, the Fatherhood Working Group, the Pride Alliance, the Caribbean Heritage Committee, the Latino Heritage Alliance, Asian American Pacific Islander Heritage Committee, and African American Heritage Committee co-sponsored a Reimagining Fatherhood event entitled Healthy Fathers, Healthy Families, Healthy Communities.
10. On June 26, 2024, the Caribbean Heritage Committee and the Office of Equity Strategies hosted a discussion on the Caribbean LGBTQAI+ Community on June 26. The Caribbean Equality Project provided a presentation on the vibrant and diverse LGBTQAI+ Caribbean community.
11. On June 28, 2024, the Middle Eastern African South Asian Coalition hosted Being LGBTQAI+ in the Muslim and Middle Eastern Communities. This conversation outlined the unique challenges of LGBTQAI+ people part of the Middle Eastern African South Asian community.
12. ACS sponsors the Annual ACS LGBTQ and Ally Awards to recognize actions of: 1) an LGBTQ or ally youth; an affirming foster parent(s); 3) an affirming staff at ACS; 4) an affirming staff at foster care agencies; and 5) a community advocate.
13. ACS divisions continue to engage in Race, Diversity and Intersectionality Reflective Process™ (RDI-RP™) sessions to discuss racial equity issues. The purpose of this space is to allow staff to build on equity trainings by having protected space to discuss ideas related to race, sexual orientation, gender identity and expression, and other identities and think through how to integrate equity into their workstreams. The outcome

sought by ACS is to allow staff to practice how to center anti-racist and anti-oppressive thinking into their work.

14. ACS continues to support its EEO Officer in implementing New York City EEO Policy (Policy), and enforcing the rights and protections afforded by the Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

III. Workforce Review and Analysis

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

Total Headcount: 6,489

[This figure is available on the total line for your agency in the FY 2024 Q4 EBEPR210 CEEDS report]

[Pursuant to Local Law 27 (2023), provide an analysis of your agency's compensation data and measures to address pay disparity and occupational segregation in FY 2024.

The term "occupational segregation" means a group's under-representation or over-representation in certain jobs or fields of work, when such group is protected by the employment related provisions of the city's human rights law and such group does not benefit from greater pay, responsibility, flexibility, stability, prestige, or other indicators of job desirability.

1. [While DCAS will engage an external vendor to conduct a pay equity analysis of the city government workforce, agencies must conduct their own analysis of compensation practices and measures to address pay disparity and occupational segregation with regard to the various titles they use.
 - Describe your agency's analysis of compensation data, including conformity with collective bargaining agreements and Mayor's Personnel Orders (MPO).
 - Also describe possible indicators of occupational segregation such as significant over- or under-utilization of certain ethnic or gender categories in major Job Groups.
 - If such analysis was conducted in previous years, describe actions undertaken to reduce occupational segregation.]

The EEO Officer, the ACS Personnel Officer, and the ACS Commissioner conducted quarterly reviews of over- or under-utilization of certain ethnic and gender categories in major Job Groups. The following underutilizations were noted: female staff in Health Services; Hispanic staff in Food Preparation, and Asian staff in Clerical. Upon review of the circumstances surrounding those underutilizations, no significant concerns were presented. First, the Health Services positions are located at the ACS Detention Center, and are difficult to recruit. Second, there are relatively few

Food Preparation positions, so losing two Hispanic staff during FY 2024 affected the outcome. ACS is beginning to recruit in these two titles again and will do its best to recruit with these underutilizations in mind. Finally, ACS uses the civil service list to recruit for the Clerical positions, so the underutilization is a result of the candidates received through the civil service process.

2. [Describe steps taken to encourage all employees at your agency to update self-ID information regarding race/ethnicity, gender, and veteran status through either NYCAPS Employee Self Service (ESS) or other means.]

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 219 Unknown Gender 7 Unknown Both _____

[**Note:** If necessary, the agency can reach out to DCAS CEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform its recruitment plans and efforts to reduce/eliminate underutilization.]

- ☒ 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.

[Select the options that apply to your agency.]

Agency Head

- ☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Human Resources

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

General Counsel

☐ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Other (EEO Officer)

☒ 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

[State below the goals of your strategy for FY 2025 and programs focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Categorize your goals according to the strategic area targeted.]

A. WORKFORCE

State your Agency's general goals and strategies to enhance DEI and EEO aimed to enhance your agency workforce.

[Workforce goals should be directed at the composition of your workforce, recruitment, retention, promotion, and professional development.]

ACS will continue to develop and implement strategies focused on building an inclusive and sustainable pipeline for our Agency across all levels, including staff recruitment, development and succession planning initiatives.

[In addition to the strategic goals above, please indicate here specific actions and initiatives planned with respect to Workforce.]

Planned Programs, Initiatives, Actions aimed at Workforce:

[Describe how your agency will address underutilization in FY 2025. Please mention here major job groups experiencing underutilization of women and minorities in your agency, and how your agency plans to address the underutilization. This should also include details of how the quarterly reports and dashboards will be used, partnership with the human resources office, initiatives around targeted recruitment, professional development for existing employees, and focus on civil service exams.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

Your actions listed below require internal agency collaboration and are not limited to the EEO Office.

[Note: Please address the specific recruitment, selection and promotion strategies, sources, and procedures in Sections V and VI, below.]

The areas of minority underutilization were identified during the quarterly CEEDs reviews conducted by the ACS EEO Officer, Personnel Officer, and Commissioner: Female staff in Health Services, Hispanic staff in Food Preparation, and Asian staff in Clerical positions. Upon reviewing the circumstances surrounding these underutilizations, no significant concerns were raised. ACS will continue to actively recruit for these positions, keeping these underutilizations in mind. Specifically, for Clerical positions, the underutilization is attributed to the candidates available through the civil service process, as ACS recruits using the civil service list.

ACS utilizes the Inclusive Recruitment Guide issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans. This includes ongoing collaboration with DCAS and the Mayor's Office for People with Disabilities, as well as participation in the 55-a program to help address underutilization.

The Talent Acquisition Specialists team at ACS will continue to engage with local community-based organizations that serve underserved communities across New York City. The goal is to connect jobseekers with career opportunities within our agency.

For fiscal year 2025, the Talent Acquisition unit will maintain its participation in most of the scheduled NYC Hiring Halls, now managed by Small Business Services. These events allow us to connect with jobseekers across all five boroughs and discuss ACS employment opportunities. Additionally, ACS is organizing its own hiring event in October 2024 to fill OMB-approved vacancies. This event will take place at Union Settlement in East Harlem, where jobseekers will have access to Civil Service Information. The Talent Acquisition unit will also continue working with community-based organizations to promote ACS employment opportunities and NYC career pathways.

ACS remains committed to using its standardized scoring tool for interviews across the agency. All interviews will continue to follow a structured process, and interview notes will be submitted to the Office of Human Resources for review prior to the onboarding of new hires or internal promotions.

Our succession planning efforts will continue to focus on proactive leadership development through our Supervisor Training Curriculum & Workforce Academy, CPS mentorship programs, and strategic workforce planning in critical areas of ACS to prepare employees for growth opportunities and key leadership roles.

Additionally, ACS takes a proactive approach that helps divisions plan for staffing needs, training opportunities, and succession planning to maintain continuity and minimize disruption. In doing so, the Office of Human Resources will continue to share an updated list of eligible retirees with

each division, enabling them to proactively plan for potential retirements. This advance notice will allow divisions to prepare for the transition by identifying key tasks and responsibilities that may be affected. They can then take the necessary steps to transfer knowledge, skills, and processes to other employees, ensuring that operations can continue smoothly. By having this information in advance, divisions will be better equipped to assess and limit the impact of employee departures on their respective teams and their overall performance.

B. WORKPLACE

State your Agency's general goals and strategies to enhance DEI and EEO aimed to enhance your agency workplace and cultural environment.

[Workplace goals have to do with inclusion, workplace culture, and employee activities.]

ACS will continue to develop and implement strategies focused on fostering an inclusive work environment that values the differences each of our unique employees bring to work. ACS will continue to develop and implement strategies for recruiting, retaining, and developing talent across all levels of our Agency; continue to support affinity groups; conduct staff engagement surveys and sexual harassment risk assessments; and implement recommendations.

[In addition to the strategic goals above, please indicate here specific actions and initiatives planned with respect to Workplace.]

Planned Programs, Initiatives, Actions aimed at Workplace:

[Describe specific actions designed to create inclusive workplace culture, enhance equity, and initiatives undertaken to address race relations in the agency. (e.g., modeling inclusive language such as preferred pronouns and age-inclusive language on job postings, celebrating heritage months, ensuring worksite and meetings are accessible, creating agency specific surveys or implementing initiatives based on previous agency specific surveys, etc.).]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

ACS will continue to support its ERGs and hold special events and trainings throughout the year; disseminate guidance to all staff regarding respect and support for Gender Transition, Gender Identity, and Gender Expression; conduct a thorough review of agency programs and services' accessibility for individuals with disabilities; and support the work of the ACS Office of Equity Strategies.

[Please select below the options that apply to your agency.]

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

1. ACS Choir
2. African American Heritage Committee
3. Asian American & Pacific Islanders Heritage Committee
4. Caribbean Heritage Committee
5. Fatherhood Working Group
6. Latino Heritage Alliance
7. LGBTQAI+ Pride Alliance
8. Reading Group
9. Indigenous People of the Americas

- ☐ 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

State your Agency's general goals and strategies to enhance DEI and EEO in areas of Community and Race Relations.

[Community goals should be directed at the external environment of your agency, that is the public, communities, organizations, and other entities served by your agency.]

To establish our Agency as a leading service provider in New York City, ACS will continue to develop and implement strategies focused on inclusion, cultural competency, and reflecting the vast communities we serve.

As part of ACS' MWBE goals and initiatives, ACS will continue to identify procurements that are eligible for MWBE utilization and participate in MWBE events for human and social services agencies and small agencies.

ACS has been in the process of implementing its Race Equity Action Plan over the course of the past several years and has been reporting on this plan biannually. Many of the initiatives included in the plan are multi-year projects.

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

[In addition to the strategic goals above, please describe in details specific initiatives, programs and policies planned with respect to your agency's services to the community. This should include initiatives to enhance equity, improve community relations and increase awareness about services offered by your agency.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

ACS will continue to expand the number of our primary preventive Family Enrichment Centers (FEC). FECs, operated by community partners outside of formal child welfare involvement, provide parents with a safe and nurturing environment to build social connections and receive concrete resources like food and clothing. Many of the recently selected providers are new to working with ACS and they are all deeply embedded in their communities.

ACS will continue to fund Community Partnerships, which serve as ambassadors to the community, advocates for families, and advisors to ACS. The Community Partnerships were first established in 2007 as a commitment from ACS to partner directly with communities to ensure everyone – from government agencies to social service providers, faith-based groups, and local leaders – is involved in efforts to support New York City children and families.

ACS will issue an RFP and contract with a provider of Language Access and Translation Services.

Across the agency, ACS will continue requiring staff to take the ACS developed learning program "Understanding and Undoing Implicit Bias". This program includes an online training module that is mandated for all ACS staff, and an all-day, instructor-led course that is required for all direct service staff.

[Please select below the options that apply to your agency.]

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

[Summary of Recruitment Efforts – Include proactive strategies and practices your agency will use to build and retain a diverse and inclusive workforce. Strategies should include steps that will be taken to promote discretionary positions, use of underutilization reports to inform recruitment efforts, and review of current policies procedures and practices related to recruitment and training hiring managers and recruiters on DEI courses.

NOTE: This section must be prepared jointly by Agency DEI-EEO and HR.

In FY '25, ACS will continue to develop and explore new approaches to implementing the following recruitment strategies and initiatives:

- Review and update policies, procedures, and practices related to targeted outreach and recruitment, including amended title specifications.
- Utilize the Inclusive Recruitment Guide issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Analyze underutilization in job groups to inform and refine recruitment efforts.
- Identify resources to enhance diversity recruitment efforts, specifically targeting Veterans, individuals with disabilities, Asian, Hispanic, LGBTQ+ communities.
- Review agency job postings to ensure the inclusion of new diversity, inclusion, and equal opportunity employer messaging, including language related to the 55-a program.
- Share job vacancy notices with the Mayor's Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830, and NYS ACCES VR by sending notices to Kseniya Palishchuk at Kseniya.Palishchuk@nysed.gov for distribution to their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov.
- Post all vacancies on NYC Careers (nyc.gov/jobs).

Additionally, we will ensure that all agency staff involved in both discretionary and civil service hiring processes receive the following training:

- Structured Interviewing Training – Fall training sessions are scheduled to begin in October 2024, with Spring sessions starting in April 2025.
- "Everybody Matters" EEO and Diversity and Inclusion Training.

We will also:

- Evaluate our recruitment efforts to assess whether they disproportionately affect any specific group.
- Continue attending and participating in the NYC Government Hiring Halls.

In line with the event scheduled for October 2024, ACS will plan and schedule additional ACS Hiring Events in FY 2025 to address vacancies across our 19 divisions. These events will involve prescreening jobseekers through an e-blast (email), matching them to suitable vacancies, inviting selected candidates, and conducting interviews for the identified positions.

B. Recruitment for Civil Service Exams

[Summary of recruitment efforts that will be undertaken in FY 2025 to promote open competitive and promotion civil service exams.]

List any planned recruitment events for FY 2025 that will be held by the agency to promote open-competitive civil service examinations. [This list should be updated in your quarterly reports]

Event Date	Event Name	Borough
Friday, July 12, 2024	NYC Children CPS Hiring Event	Bronx
Monday, July 15, 2024	NYSCCS 1st Annual Employment Fair	Bronx
Wednesday, July 24, 2024	Jobs NYC Hiring Hall	Bronx
Friday, July 26, 2024	NYC Children CPS Hiring Event	Bronx
Friday, August 23, 2024	NYC Children CPS Hiring Event	Bronx
Tuesday, August 27, 2024	NYC Children CPS Hiring Event	Bronx
Wednesday, September 4, 2024	Parkchester Preservation Management South Condo and LiveOnNY's Fall Resource Fair	Bronx

Friday, September 6, 2024	New York Public Library's 2024 Bronx Job Fair and Expo	Bronx
Friday, September 6, 2024	VIP Community Services Community Job Fair	Bronx
Tuesday, September 10, 2024	CUNY Inclusive Economy Initiative Health and Human Services Job Fair	Bronx
Thursday, September 26, 2024	NYC Children YDS Hiring Event	Bronx
Monday, September 30, 2024	Parkchester Library Mini Job Fair	Bronx
Tuesday, October 15, 2024	DREAM Job Fair	Bronx
Thursday, October 17, 2024	CUNY Lehman College Fall 2024 Internship Fair	Bronx
Wednesday, October 23, 2024	BronxWorks Youth Hiring Event	Bronx
Friday, October 25, 2024	NYC Children YDS Hiring Event	Bronx
Thursday, December 12, 2024	BRONX LGBTQIA + JOB FAIR	Bronx
Thursday, January 30, 2025	Jobs NYC Hiring Hall	Bronx
Tuesday, July 23, 2024	NYC Children CPS Hiring Event	Brooklyn
Thursday, July 25, 2024	NYSCCS 1st Annual Employment Fair	Brooklyn
Tuesday, September 17, 2024	NYSDOL & NYS Assemblymember Phara Souffrant-Forrest Presents: the Central Brooklyn Job Fair	Brooklyn
Wednesday, September 25, 2024	KCC Fall 2024 job & Internship Fair	Brooklyn

Wednesday, October 16, 2024	WIN and NYSDOL Job fair	Brooklyn
Monday, October 28, 2024	Diversity Career Fair	Brooklyn
Thursday, November 14, 2024	Brooklyn Adult Learning Center Job Fair	Brooklyn
Friday, November 15, 2024	Red Hook Community Justice Center Job Resource Fair	Brooklyn
Wednesday, November 20, 2024	DSS HRA Career Services Business Link Career Fair	Brooklyn
Wednesday, December 11, 2024	NYS DOCCS BKLYN REO JOB & RESOURCE FAIR 2024	Brooklyn
Friday, December 20, 2024	Brooklyn Congressional Career Fair Fall 2024	Brooklyn
Thursday, January 9, 2025	Brooklyn Bridge to Employment Career Fair	Brooklyn
Tuesday, January 21, 2025	Young Adult Job & Resource Fair	Brooklyn
Tuesday, July 23, 2024	NYC Children CPS Hiring Event	Manhattan
Thursday, July 25, 2024	NYSCCS 1st Annual Employment Fair	Manhattan
Tuesday, August 6, 2024	Summer Youth Employment Program (SYEP) Job Fair.	Manhattan
Wednesday, August 14, 2024	The Greater Harlem Chamber of Commerce 2024 Jobs & Career Fair	Manhattan
Thursday, August 22, 2024	9th Annual MDCP Community Resource Fair and Back to School Event.	Manhattan
Thursday, August 22, 2024	NYC Children YDS Hiring Event	Manhattan

Wednesday, August 28, 2024	YDS Provisional Hiring Pool	Manhattan
Tuesday, September 24, 2024	YDS Provisional Hiring Pool	Manhattan
Wednesday, September 25, 2024	CUNY Borough of Manhattan Community College Fall 2024 Job Fair	Manhattan
Monday, September 30, 2024	John Jay CareerCon: Information Session, Expo, Panels & Speed Networking Events	Manhattan
Tuesday, October 1, 2024	John Jay CareerCon: Information Session, Expo, Panels & Speed Networking Events	Manhattan
Tuesday, October 1, 2024	Harlem Community Job fair	Manhattan
Friday, October 11, 2024	NYC Children Hiring Hall	Manhattan
Wednesday, October 23, 2024	Berkeley College Career Fair	Manhattan
Wednesday, October 30, 2024	Fall 2024 Careers in Government, Education, & Non- Profits Fair	Manhattan
Wednesday, October 30, 2024	YDS Provisional Hiring Pool	Manhattan
Friday, November 8, 2024	UFT COLLEGE & CAREER FAIR @ BOROUGH OF MANHATTAN COMMUNITY COLLEGE	Manhattan
Tuesday, November 12, 2024	TGNCNB Job Fair	Manhattan
Wednesday, November 13, 2024	HireNewYork Multi-University Alumni Career Fair Fall 2024	Manhattan
Wednesday, November 13, 2024	Manhattan EOC Partner Breakfast	Manhattan
Wednesday, November 20, 2024	YDS Provisional Hiring Pool	Manhattan

Friday, December 6, 2024	CUNY BMI Health Career Fair	Manhattan
Thursday, December 12, 2024	Jobs NYC Hiring Hall	Manhattan
Wednesday, December 18, 2024	YDS Provisional Hiring Pool	Manhattan
Thursday, January 9, 2025	Street Squash Career Fair	Manhattan
Saturday, January 18, 2025	PS MS 108 School of Autheros Job Fair/Resource Event	Manhattan
Wednesday, January 29, 2025	YDS Provisional Hiring Pool	Manhattan
Sunday, July 14, 2024	4th Annual Suitcase Sunday and Speaker Adrienne E. Adams	Queens
Friday, September 13, 2024	Queens Borough Hall On Your Block Job Fair	Queens
Monday, September 16, 2024	Civil Service and Volunteer Fair	Queens
Thursday, September 26, 2024	St. Johns University Fall Career & Internship Expo 2024	Queens
Thursday, September 26, 2024	Jobs NYC Hiring Hall	Queens
Monday, October 21, 2024	Youth & Education Employment Fair	Queens
Tuesday, October 22, 2024	York College Fall 2024 Career/Internship Fair	Queens
Thursday, October 24, 2024	NYC Children CPS Hiring Event	Queens
Tuesday, October 29, 2024	St. John's University Careers in Government Expo 2024	Queens

Friday, November 8, 2024	Senator Addabbo Jr. 2024 Fall Job Fair	Queens
Thursday, November 21, 2024	NYS DOL Queens Mini Job Fair	Queens
Saturday, January 25, 2025	Queens Tech Expo & Job Fair	Queens
Sunday, July 14, 2024	4th Annual Suitcase Sunday and Speaker Adrienne E. Adams	Queens
Friday, September 13, 2024	Queens Borough Hall On Your Block Job Fair	Queens
Monday, September 16, 2024	Civil Service and Volunteer Fair	Queens
Thursday, September 26, 2024	St. Johns University Fall Career & Internship Expo 2024	Queens
Thursday, September 26, 2024	Jobs NYC Hiring Hall	Queens
Monday, October 21, 2024	Youth & Education Employment Fair	Queens
Tuesday, October 22, 2024	York College Fall 2024 Career/Internship Fair	Queens
Thursday, October 24, 2024	NYC Children CPS Hiring Event	Queens
Tuesday, October 29, 2024	St. John's University Careers in Government Expo 2024	Queens
Friday, November 8, 2024	Senator Addabbo Jr. 2024 Fall Job Fair	Queens
Thursday, November 21, 2024	NYS DOL Queens Mini Job Fair	Queens
Friday, September 27, 2024	NYC Children CPS Hiring Event	Staten Island

Tuesday, October 22, 2024	Wagner College Fall Career Fair	Staten Island
Tuesday, August 13, 2024	NYSDOL and SUNY Empire State Mini Job Fair	Suffolk County
Wednesday, September 18, 2024	NYC Children Careers: YDS Information Session @ NYPL	Online
Wednesday, October 9, 2024	Rutgers University-Newark Fall 2024 Career Fair	New Jersey
Thursday, October 17, 2024	Union College Spring 2024 Career Fair	New Jersey
Wednesday, October 16, 2024	NYC Children Careers: YDS Information Session @ NYPL	Online
Thursday, December 12, 2024	NYS DOL Job Fair	Nassau County
Thursday, January 23, 2025	NYS DOL Job Fair	Nassau County

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

Borough	Approximate Dollar Amount (\$)
Bronx	\$0.00
Brooklyn	\$0.00
Manhattan	\$875.00
Queens	\$250.00
Staten Island	\$100.00
Other (include online)	\$300.00

C. Recruitment Sources

[List diverse recruitment sources, the target population your agency hopes to reach through these resources and whether the use of these sources resulted in previous hires. Recruitment

sources should reflect your agency's effort to reduce underutilization in specific job groups and to otherwise diversity your workforce.]

1. LinkedIn (targeted groups are diverse managerial level candidates for discretionary positions at ACS.)
2. INDEED - Job board to address wide variety of ACS vacancies
3. Handshake – Job board used specifically for diverse pools of students in colleges and universities
4. Job Today – Job Board made simple for diverse candidates to find work
5. WorkplaceDiversity – a job board with network sites such as:
 - VeteransConnect.com
 - LGBTConnect.com
 - HispanicDiversity.com
 - AllDiversity.com
 - BlackJobCenter.com
 - WomensJobCenter.com

D. Internships/Fellowships

[Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2024 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2025. What are the sources you plan to draw upon in recruiting and hiring interns? Are you providing opportunities for interns to advance to entry-level positions in your agency? Did the agency hire interns in the past? Explain the reason if your agency does not offer internship /fellowship opportunities.]

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	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	35		M <u>8</u> F <u>27</u> Non-Binary __ Other __ Unknown __

4. Summer Graduate Interns	5		M <u>1</u> F <u>4</u> Non-Binary __ Other __ Unknown __
5. Civil Service Pathways Fellows	13	Asian <u>4</u> Black <u>5</u> White <u>2</u> Undisclosed <u>2</u>	M <u>2</u> F <u>11</u> Non-Binary __ Other __ Unknown
6. Other (specify):			M __ F__ Non-Binary __ Other __ Unknown __

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 3 [number] 55-a participants. [Enter '0' if none]
- There are 0 [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of 1 [number] new applications for the program were received and 1 participants left the program due to [state reasons] **Perm CS title.**

[Describe your agency's plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. This should include the goals for the Program, strategies your agency will use to educate hiring managers and those involved in the recruitment process, any challenges your agency has or foresee in recruiting and hiring 55-a candidates. If your agency hires for competitive titles and does not use the program, please explain why.]

☐ 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)

NOTE: This section must be prepared jointly by Agency HR and DEI-EEO. HR must describe the activities and plans of Agency Career Counselors in A) below. EEO must respond to questions in C) below.

A. Career Counselors

[Describe the plans of the agency Career Counselor(s) to promote advancement and transfers within the agency, advise employees of opportunities for promotion, availability of civil service exams, and provide resources to help employees grow and develop future careers.]

- Advising employees of opportunities for promotion and career development.
- Jobs will be highlighted on our agency's intranet for high visibility of higher-level jobs within the agency.
- Review resumes for better format and content.
- Provide an overview of the CityJobs.nyc.gov website
- Providing employees with a promotion tree for their civil service titles.
- Notification of promotion/transfer opportunities.
- Work closely with the EEO Office to assist in employees' Reasonable Accommodation Reassignment requests.

The Career Counselors will promote the use of training and development programs to enhance skills, performance, and career growth opportunities. They will also provide staff with information on both internal and external professional development resources. Additionally, the Career Counselors will assist employees and Job Training Program participants in creating and advancing their career paths.

B. New Hires and Promotions

[Describe planned actions to review and assess the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions. Actions may include monitoring the representativeness and fairness of the selection and appointment process, vacancy posting protocols, training of hiring managers, procedures for interviewing applicants, the role of the EEO Officer in the selection and promotion actions, the use of the NYCAPS Applicant Interview Log Report, and efforts to identify and eliminate structural barriers to employment.]

In FY 25, ACS will continue to review and refine the process for in-title promotions and salary increases, following the guidelines set by the Mayor's Office of Appointments (MOA) and the Office of Management and Budget (OMB). These guidelines will be communicated to ACS leadership and hiring managers. ACS will also evaluate the criteria for selecting and promoting individuals for mid to high-level discretionary positions. Consideration will be given to organizational charts, as well as the frequency and recency of prior promotions.

Structured Interviewing training will be offered and strongly recommended for all hiring managers to ensure they understand the hiring guidelines and standards. Hiring managers will be required to submit interview notes and rating sheets for all new hires.

All ACS promotion requests will include detailed justifications.

C. EEO Role in Hiring and Selection Process

[Briefly detail which stages of selection involve your EEO Officer (pre- and post-selection).]

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? *[It is most useful to conduct this analysis prior to finalizing the list of titles that will be impacted. Ensure that the Agency General Counsel and the Law Department are involved in the review.]*

- ☒ 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

[Please refer to **Section IX** to ensure the agency complies with training requirements under local laws and Executive Orders.]

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
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.)	6,489	03/31/2025
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.)	6,489	03/31/2025
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	6,489	08/31/2025
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	6,489	08/31/2025
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	6,489	03/31/2026
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	6,489	03/31/2026

7. Disability Awareness and Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Managers and Supervisors	70	06/30/2025
9. Other (specify)			
10. Other (specify)			

VIII. Reasonable Accommodation

[Please indicate the actions your agency will take to ensure that the process of reviewing reasonable accommodation requests is compliant with the EEO Policy as well as the applicable federal, state, and local laws. Additionally, please detail any best practices currently implemented in this area. Lastly, please describe your current appeal protocol.]

- ☒ 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 designee¹ : Eden Hauslaib, Chief Accountability Officer
 - ☒ 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.

¹ 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.

- X 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

[Please check the statement(s) that apply to your agency].

- ☒ The agency is NOT involved in an audit conducted by NYC EEPD or another governmental agency specific to our EEO practices.
- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPD or _____ [another governmental agency – please specify] specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPD, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2024 to include and implement EEPD 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 [please specify] _____. [Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.]
- ☒ Within the last two years the agency was involved in an audit conducted by the EEPD or _____ [another governmental agency – please specify] specific to our EEO practices.
- ☐ The agency will continue/be required to implement corrective actions during the year that this plan is in effect [please attach a copy of the audit findings.]
- ☒ The agency received a Certificate of Compliance from the auditing agency. [Please attach a copy of the Certificate of Compliance from the auditing agency.]

Please see attached EEPD Determination of Compliance letter to ACS Commissioner Jess Dannhauser dated September 14, 2023.

XI. Agency Head Signature

[Note: Agency Head's signature and date should be provided for final submission only after the agency receives approval of the plan by DCAS.]

Jess Dannhauser

Print Name of Agency Head



Signature of Agency Head

5/27/25

Date

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

Agency EEO Office mailing address:

ACS Office of Equal Employment Opportunity
150 William Street, 11th Floor
New York, NY 10038

[Please provide contact information (name, title, e-mail, telephone number and **full office address** if different from the main address above, for the following EEO and HR roles at your agency. If several roles are performed by the same individual enter only the name in further entries. Insert additional rows as needed. **NOTE:** Include staff performing any of EEO or HR-related roles in this listing even if they work in another part of the agency and not in the Office of DEI-EEO.

*To prevent potential conflicts, the Career Counselor should not be within the EEO Office]

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer [indicate if 'Acting' or 'Interim']	Joanna Rose	Joanna.Rose@acs.nyc.gov	212-788-2329
2.	Agency Deputy EEO Officer [if appointed]	Vacant		
3.	Agency (Chief) Diversity & Inclusion Officer [if appointed]	Winette Saunders	Winette.saunders@acs.nyc.gov	212-341-9005
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59			
5.	ADA Coordinator	Simone Campbell	Simone.Campbell2@acs.nyc.gov	212-676-7011
6.	Disability Rights Coordinator	Simone Campbell		
7.	Disability Services Facilitator	Simone Campbell		
8.	55-a Coordinator	John Boughner	John.Boughner@acs.nyc.gov	212-341-2542
9.	EEO Investigator(s)	Myra Garcia	Myra.Garcia@acs.nyc.gov	212-341-4164

10.	EEO Investigator(s)	Shalini	Shalini.Shalini@acs.nyc.gov	212-341-8951
11.	EEO Investigator(s)	Natalie Graber	Natalie.Grabber@acs.nyc.gov	212-442-8311
12.	EEO Counselor	Simone Campbell		
13.	EEO Counselor	Stephanie Oliviero	Stephanie.Oliviero@acs.nyc.gov	212-227-6717
14.	EEO Counselor	Shalini		
15.	EEO Counselor	Mammie Barry	Mammie.Barry@acs.nyc.gov	212-341-0968
16.	EEO Training Liaison(s)			
17.	Career Counselor(s)	John Boughner		
18.	Other (specify)			

