

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

Fiscal Year 2023

Department of City Planning



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I. Commitment and Accountability Statement by the Agency Head

The Department of City Planning (DCP) is dedicated to creating a workplace where mutual respect thrives and where equal employment opportunities are available to all employees and applicants for employment without regard to their protected characteristics. The mission of DCP is to foster a diverse and inclusive workforce that is reflective of the diversity of New York City.

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 the greatest possible diversity among our workforce, to create an inclusive culture of openness, tolerance, and cooperation in our workplaces, to promote equity in all aspects of our work, and to examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce reflective of our City's population.

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 at DCP will be responsible for ensuring a safe, equitable and inclusive work environment for all our employees, and for delivering equitable, fair, and effective services to the public we serve.

Addressing the issue and concern of systemic racism, DCP will continue to include education for all employees about the history and root causes of discriminatory policies and their resulting disparate outcomes. DCP will remain committed to examining how our practices, policies, and operations has contributed to inequity and systemic racism and its impacts internally and on the communities, we serve across New York City.

The Agency EEO Officer, David Machado, will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues and concerns. His contact information will be prominently available to all employees.

During this Fiscal Year 2023, I will announce this Commitment Statement to our employees, to affirm the principles of diversity, inclusion, and equal employment opportunity, and to communicate our dedication to equity and all values that drive us toward this goal.

☐ This statement is the same as last year.

☒ 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:

1. In Q1 FY22, the agency continued internal individual and Department-wide roundtables as part of an effort to examine adoption of a Comprehensive Planning approach to carrying out land use and neighborhood planning across New York City. Following roundtables, inputs were synthesized to inform strategies to address gaps and opportunities for change identified through these initial discussions.
2. In Q1 FY 22, DCP continued its, “How Other Cities Plan Speaker Series,” which features planning leaders from other cities who share their planning practices with a lens on systemic inequities and their impacts on communities served. These sessions have catalyzed a series of interactive discussions facilitated by and amongst employees which are intended to inform DCP’s equity approach to future comprehensive planning work, and other racial equity initiatives. This series will continue into FY 23.
3. In Q1 FY 22, DCP participated in the Housing-Planning Fellowship Program. The fellowship program is aimed at helping the four agencies centered on Planning—EDC, HDC, HPD and DCP, work together to attract and support candidates from more diverse backgrounds. This goal includes developing diversity of professional backgrounds and personal experiences in community planning and economic and housing development. In line with agency needs and the fellows’ experience, it was decided that fellows for the third rotation would be in the Capital Planning and Counsel divisions for the six-month rotation duration, beginning in Q1 FY 23.
4. In Q1 FY 22, DCP mandated racial equity and implicit bias training for all DCP staff via our racial equity training partner, Olive Branch Educators (OBE). A total of 287 staff members participated in this racial equity training. The goal of this training is to bring awareness to implicit bias, microaggression, privilege, and racial equity and how it affects our workplace and the work we do with communities within the city. Similar trainings will continue into FY 23 for all DCP staff.
5. In Q2 FY 22, DCP continued its proud tradition of recognizing the extraordinary accomplishments of individuals and teams from across all divisions by hosting a virtual all-agency meeting featuring an awards ceremony on December 16, 2021. This annual awards ceremony celebrates and recognizes the diverse accomplishments of agency staff across all divisions. Nominations were open to all employees and managers and were reviewed by an Awards Selection Committee made up by division leaders who made recommendations to the Executive Office for final determination. DCP’s awards

span eight categories that are selective, yet inclusive in the breadth of work and years of service, they span to enable employees working in any function to be eligible for an award. In each year's award process, a Director's Diversity, Equity & Inclusion award is given by the Agency Head. This award recognizes an employee who consistently demonstrates a passion for fostering a diverse and inclusive workplace that encourages collaboration. In Q2 FY22, sixty-one (61) staff members were recognized for individual and/or group contributions to the agency. We anticipate our next recognition award ceremony will be held in FY23.

6. In Q2 FY 22, DCP created an EEO Office staffing it with both an independent EEO Officer who reports directly to the Agency Head and an EEO Specialist. The EEO Officer actively works with various divisions within the agency to create initiatives that helps to enforce the City's EEO Policy and promote diversity, equity, and inclusion within the agency
7. In Q2 FY 22, DCP continued its partnership with the American Planning Association New York Metro Chapter's Diversity Committee (APA NYM DivComm). The 2021 Hindsight Conference, an Urban Planning Conference with an equity lens, merged with and served as the APA NYM Chapter Annual Conference. DCP advertised and supported staff in submitting session proposals and in attending the Conference. DCP Staff members led two program sessions at the 5th Annual Hindsight Conference. The first session was titled: Equal Transportation Access on Staten Island's North Shore. During this session, DCP Staff gave a walking tour along the historic Port Richmond Avenue retail corridor. During the tour, DCP Staff provided insight to local planning issues, including a lack of access to transit, affordable housing, jobs, and healthcare and the prevalence of brownfields, and how the pandemic exacerbated many of these issues. The second session was titled: Equity Tools – Neighborhood Change Conversations Across the US. During this panel discussion featuring speakers from the Cities of Seattle, Portland, San Antonio and New York, a discussion and comparison of the various analytic tools and equity frameworks was presented. Panelists also discussed the challenges and lessons learned.
8. In Q2 FY 22, DCP initiated work stemming from the Racial Disparity reporting legislation and commitments made in "Where We Live NYC" the City's Fair Housing Plan to ensure transparency and disclosure of demographic information about communities in which land use actions are proposed. In collaboration with partners at HPD, an interdivisional team within DCP worked on development of the Equitable Data Development Explorer. In Q4 FY 22, DCP publicly released the Equitable Data Development Explorer, which is a new interactive web resource that equips New

Yorkers with data to navigate challenging conversations about housing affordability, displacement, and racial equity in our city.

9. In Q2 FY 22, the DCP Civic Engagement Studio advanced its youth engagement program. After soliciting an invite to work with the Studio to over 100 different high schools, DCP partnered with the Laboratory School of Finance and Technology in Mott Haven Bronx. Through a partnership with four government teachers at this school, a 3-month curriculum centered on learning about planning, urban design and advocacy. More than 60 high school seniors studied planning topics with mentorship from DCP Staff members and developed projects to address real-life issues that matter to them, including affordable housing, safety at their local St Mary's Park and near the future borough-based jail site coming to their neighborhood. The program represented an opportunity to bring new voices into city planning and inspire the next generation of civic-minded New Yorkers. DCP hopes to continue this partnership with local NYC high schools in FY 23.
10. In Q3 FY 22, the EEO Office started a staff spotlight series, whereby DCP staff are highlighted every diversity and heritage month. The spotlight series was first kicked off in May for American Asian Pacific Heritage Month and will continue through FY 23. The staff spotlight series is intended to help build a sense of inclusion within DCP by recognizing our very diverse workforce for their hard work and accomplishments withing the agency. The spotlight is also a way for staff to learn more about the culture and traditions of their fellow colleagues.
11. In Q3 FY 22, the EEO Office hosted a screening of the film "RBG" to celebrate Women's History Month and the nomination of the first Female Black Justice to the United States Supreme Court, Judge Ketanji Brown Jackson.
12. In Q4 FY22, our agency EEO Officer circulated DCP's new Agency Head EEO and D&I commitment statement, including Sexual Harassment Prevention policies, prominently posted in agency common areas and on our employee EEO Resources SharePoint site. This resource is actively promoted in all internal EEO trainings, including for new hires, managers, and supervisors.
13. In Q4 FY 22, agency staff attended the 2022 American Planning Association Conference, at which staff attended classes and speaking engagements which addressed planning with a lens towards equity and inclusion. The Agency supported conference participation by offering to pay for registration fees to participate in the on-line portion of the conference for one staff member per division. All staff were invited to express their interest in attending the conference with Division Directors selecting who would

receive the support. Additionally, the Executive Office selected two of the conference attendees to receive additional support for travel and lodging to attend the in-person conference in San Diego. All attendees were required and participated in a discussion panel to share the insights and knowledge with all agency staff members.

14. In Q4 FY 22, in celebration of Juneteenth, DCP for Racial Equity (DCPRE) kicked off their first guest speak series on the topic of racial equity in planning with Dr. Mindy T. Fullilove, MD (social psychiatrist and professor of urban policy and health at The New School) who spoke to agency staff on the topic of, "Juneteenth: Healing Fractured Communities." This monthly guest speak series will continue into FY 23.

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2022

Total Headcount: 301

In FY 2023, 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 2023, the agency will inform and remind employees of the option to add preferred name in ESS.

- At the end of every quarter, the EEO Officer, Human Capital Director, Agency Head, Executive Director, Chief Operation Officer, meet to discuss trends surrounding employee headcount, attrition number, exit data, with a lens towards attracting and retaining a more diverse and inclusive workforce. Data from CEEDS, CHRMS, NYCAPS, exit interviews, internal surveys, are all reviewed and analyzed to help inform and shape hiring and recruitment objectives. These discussions have led to a multi-prong racial equity initiative that infuses both EEO, diversity, equity and inclusion initiatives in how we source, attract and develop new hires and current staff around career growth and mobility. In FY 23, the EEO Officer, Agency Head, and other senior leaders will continue to review and analyze the CEEDS data and other employment data to make informed decisions, which will help to retain, attract, promote, and hire a more diverse workforce.

- ☒ 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 (Chief Operating 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 2023

1. Goals and strategies to enhance DEI and EEO in areas of Workforce, Workplace, Community, and Race Relations.

❖ **Workforce:**

- Mitigate implicit bias in the hiring and selection process by developing and mandating a structured hiring framework across the agency with the goal to increase diversity across job groups within the agency.
- Increase transparency across the agency with respect to compensation by driving an effort to re-align and tackle pay equity concerns both fiscally and systemically.
- Leverage vacancies to address the underrepresentation of BIPOC staff and women in certain roles within the agency, including leadership positions.

- Continue to expand professional development and professional growth offerings for BIPOC staff who are underrepresented in the Planning profession.

❖ **Workplace:**

- Work to develop and codify agency-wide values through an interactive all-agency feedback process, whereby employees can anonymously give their opinion and feedback regarding the values statement. This values statement will be informed by employees towards an aspirational and inclusive culture designed to empower all employees and the people we serve. This values statement will serve as the guiding principles for our workplace and how we approach our work to serve NYC neighborhoods.
- Use the Professional Development & Training programs as a platform to reduce barriers between Divisions, foster interaction between public-facing and Central staff, share Agency knowledge and practices broadly and provide opportunities for all staff to share their knowledge and hone their presentation skills.
- Create more awareness of the Reasonable Accommodation process and educate managers regarding the process and their obligations under EEO policy.
- Foster a culture of community and belonging within the agency by supporting activities and events that allow employee engagement and participation.
- Build a culture of inclusion within the agency by recognizing and bringing awareness to our talented and diverse workforce.
- Create a safe space for all employees to provide feedback, support staff-led efforts to address Racial Equity, foster employee resource groups to address work/life balance questions and give recommendations to improve workplace culture.
- Push a coordinated call-to-action for underrepresented groups to form ERGs to amplify their voices, contribute to a more inclusive and equitable workplace culture and support targeted talent initiatives across the agency.

❖ **Community:**

- DCP will continue its coordinated effort to ensure that we employ a lens towards equity, diversity & inclusion in the way we perform planning activities with, for and in our communities, which includes providing sufficient accessibility across language when we engage with the public. In FY 23, though the work of DCP's

Civic Engagement Studio (Studio), the agency will continue to build relationships, increase trust, transparency, and facilitate stronger partnerships with the communities we serve and our stakeholders. The Studio has identified six (6) initial workstreams to explore and identify improvements in how we engage New Yorkers at DCP: Broaden and Diversify Input in Statement of Needs Process, Equity and Displacement Vulnerability, Lookback at Engagement Practices, Post-Mortem of Past Community Engagement, Trauma-Informed Planning and Youth Engagement. In addition, we have created a new division—Community Planning and Civic Engagement that will work to coordinate and advance community planning work and prototype new engagement practices. In this work, the team will create systems for community participation and communication, support the Civic Engagement Studio and provide resources for agency divisions to develop opportunities for conversations around topics most important to New Yorkers.

- Engage in initiatives and educational sessions to help shed light on the discriminatory history of urban planning and how systemic racism helped to create inequitable places throughout New York City. Shedding light on the injustices of the past will allow us to reflect and learn from such mistakes so that we can creatively think of initiatives to use planning as a means to achieving a more just, equitable, and inclusive city for all New Yorkers.

❖ **Equity, Inclusion and Race Relations Initiatives:**

- In FY 23, DCP will remain committed to examining how our practices, policies, and operations have contributed to inequity and systemic racism and its impacts internally and on the communities, we serve across New York City.
- Addressing the issue and concern of systemic racism will continue to be an ongoing effort for DCP, which will continue to include education for all employees about the history and root causes of discriminatory policies and their resulting disparate outcomes.

• **Planned Programs, Initiatives, Actions**

A. Workforce

- On a quarterly basis, prepare executive briefing with Agency Head, Executive Director, Chief Operating Officer, EEO Officer, Human Capital Director, and other senior leadership, utilizing employee data retrieved from CEEDS, CHRMS, NYCAPS, exit interviews, internal surveys, to help identify specific job groups where underutilization

exists, to help guide recruitment efforts to retain, promote, and hire a more diverse and inclusive workforce.

- On a weekly basis, the Executive Director, Chief Operating Officer, EEO Officer, Human Capital Director, and other senior leadership will review all hiring and promotional decisions to ensure that such decisions are made in compliance with proper hiring practices, D&I initiatives/goals, and to provide feedback to hiring managers regarding hiring and promotional selections.
- Formalize a hiring and promotional action review process which will include the Chief Operating Officer, EEO Officer, Human Capital Director, and other senior leadership to review hiring practices at multiple stages of the recruitment process to assess and strengthen our efforts to increase diversity and equity across the agency.
- Implementing a structured interviewing process and procedures agency wide. Conducting structured interview and unconscious bias training for all new managers involved in the hiring process. Conduct refresher training for all hiring managers bi-annually. All hiring managers will be provided access to a standardized structured interview template and structured interview question bank to utilize during structured interviews.
- Agency will conduct an assessment of the roles and responsibilities within titles, salary ranges, review salary bands and agency tenure to narrow salary disparities within the agency. In FY 22, DCP engaged in data collection across agency stakeholders centered on salary, agency function and size, which was analyzed to help make informed salary decisions. In Q1 FY 23, a coordinated effort across divisions will be conducted to help make funding proposals to the Office of Management and Budget (OMB).
- Announce senior staff/leadership opportunities internally so that all staff are aware of advancement opportunities.
- Broaden our external posting sites, enhance our in-person recruitment efforts at college fairs and utilizing citywide civil service list to attract diverse staff.
- In Q1 FY 23, the agency will continue to explore the development of a Professional Development program for administrative staff, most of whom are BIPOC, and have limited pathways to leverage and grow skills beyond current administrative functions. The goals are to identify ways in which these staff members can provide more targeted support that goes more deeply into the work of supporting planning efforts across NYC.

- Encouraged supervisors to discuss training needs as part of the annual performance review with administrative staff to help highlight new opportunities for such staff to support the Division's needs. This will help create pathways for upward mobility and pathways into the planning profession in line with Civil Service advancement opportunities for administrative staff.

DCP is expanding efforts to diversify its hiring pool by deepening partnerships with academic institutions that attract a more diverse student body, such as Historically Black Colleges and Universities (HSBCU) and City University of New York (CUNY) schools. We have also established partnership with the Mayor's Office for People with Disabilities (MOPD) to broaden the applicant pool for DCP's intern program which is a pathway to advancement opportunities for permanent positions. DCP will continue to utilize CEEDS, CHRMS, and NYCAPS data on a quarterly basis to help guide recruitment strategies in addressing underutilization across job categories.

DCP is also exploring development of a targeted professional development program for administrative staff which are largely women and BIPOC and have limited pathways to leverage and grow skillset beyond current administrative functions. The goal is to identify ways in which they can provide more targeted support that goes more deeply into the work of supporting planning efforts. Additionally, we aim to create pathways for upward mobility and pathway into the profession of planning in line with Civil Service advancement opportunities. We are targeting FY23 Q2 to administer an agency wide survey for non-planning-based staff to assess their needs and desire for training courses.

DCP will also be utilizing the active City Planner list, exam 1112, to recruit new talent and retain staff who are currently with the agency who took and passed the exam.

B. Workplace

- In Q1 FY 23, DCP will continue efforts to convene its Values Statement initiative, which is an agency-wide conversation set to codify a statement that highlights our values, sets the cornerstones of our culture, and motivates and empowers us to deliver excellence for ourselves, our colleagues, our team members, our stakeholders, and our communities. This initiative is an engagement effort across DCP that is broad and inclusive, ranging from the Executive Office, self-formed Values Statement Initiative Team and with input collected from agency-wide surveys. Working with DCP's Executive Office and Human Capital team, the Values Statement Initiative team will finalize values derived from significant input and feedback from staff across DCP.
- In FY 23, DCP will push to promote and facilitate the initiation of new Employee Resource Groups (ERG)s. Efforts will be made by the EEO and Human Capital teams

to better streamline the ERG formation process and to formally organize DCP for Racial Equity (DCPRE) into an ERG.

- In FY 23, DCPRE will continue its monthly guest speaker series on the topic of racial equity in planning. This year-round series will feature a range of professionals, academics, and practitioners representing diverse expertise to speak to the agency about working towards promoting racial equity in planning. This series is intended to help DCP staff understand why it's important to consider racial equity in all planning and policy work at DCP.
- In FY 23, EEO Office will continue its employee spotlight series during every heritage and diversity months. These employee spotlights are intended to promote inclusion, bring awareness, and give recognition to our talented and diverse employees at DCP.
- In FY 23, DCP will start the new "Building Community Boosters" ("Community Boosters") employee led team. The goal of Community Boosters is to facilitate employee driven activities through creative, fun, and safe events that builds on DCP's culture of learning, laughing, and growing together.
- In Q2 FY 23, DCP will continue its annual awards ceremony which celebrates and recognizes the diverse accomplishments of agency staff across all divisions. Nominations will be open to all employees, and selections will be reviewed by an Awards Selection Committee made up by division leaders who will make recommendations to the Executive Office for final determination. These awards will span categories that are selective, yet inclusive in the breadth of work and years of service, they span to enable employees working in any function to be eligible for an award. In each year's award process, a Director's Diversity, Equity & Inclusion award is given by the Agency Head.
- Provide reasonable accommodation training for all supervisors and managers and make all reasonable accommodation, EEO guidelines, and updated reasonable accommodation request forms available to all staff via the DCP EEO intranet page.
- New employees will be surveyed after the onboarding class for the Human Capital team to gauge effectiveness and whether there is information that they believed was missing during the onboarding sessions and trainings. This feedback will be used to improve content and facilitation of future sessions to help ensure a positive and informed onboarding experience for all staff.
- Exit interviews will be administered by Human Capital for each employee who voluntarily separates from the agency. Because employees may or may not be as

forthcoming in such a formalized way, we will also schedule in-person conversations to gain insights. This information will also be used to illuminate what works well within our agency, as well as patterns and issues that need further exploration to assess whether they are isolated or systemic. The goal is to identify overall patterns that are actionable and impact employees within the workplace.

- Based on analysis of previous surveys, the agency is conducting a salary parity analysis and exploring options for fair and equitable salaries across the agency. We have also expanded our recruitment efforts for senior leadership roles to include paid advertisement to diversify our candidate pool, when necessary.
- Reach out to Directors/Supervisor to identify new speakers/presenters to share Division knowledge and practices during Land Use Academy, Continuing Education and Lunch and Learn session. Seek out and encourage staff who have not been in the spotlight but have significant knowledge/skill sets to share.

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

1. Women's Employee Resource Coalition (WERC)
2. Department of City Planning for Racial Equity (DCPRE)

☐ 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

- In FY 23, DCP will continue its "How Other Cities Plan Speaker Series," which features planning leaders from other cities who share their planning practices with a lens on systemic inequities and their impacts on communities served. These sessions have catalyzed a series of interactive discussions facilitated by and amongst employees which

are intended to inform DCP's equity approach to future comprehensive planning work, and other racial equity initiatives.

- In FY 23, DCP Civic Engagement Studio will continue its pilot youth engagement program with 3 classes of high school seniors at a local public school in the Mott Haven area of the Bronx. This program is a three-month program that is a student-centered approach where students are sharing their perspective and knowledge, creating their own planning proposals, and advocating for their planning proposal to City Hall and City agency leadership and staff. The program is designed to support and empower the students by providing them knowledge about public processes and provide them with the skillset to advocate for their community's needs.
- In FY 23, DCP Civic Engagement Studio will keep working with Community Boards to diversify their input into their public process. We are using the City Needs Assessment Statement as a pilot. We have spent FY 22 interviewing boards and now we will be working with them to make recommendations for new approaches to engagement and outreach.

In FY 2023, 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)
- ☐ Conduct a customer satisfaction survey
- ☐ Expand language services for the public

V. Recruitment

A. Recruitment Efforts

In recognizing that our employees are the agency's great assets, it is important that we recruit top talent that reflects a diverse and inclusive workforce. In FY 23, we will review policies, procedures and practices related to targeted outreach and recruitment. Our recruitment efforts will center on the best practices outlined in the Inclusive Recruitment Guide issued by the DCAS Citywide Equity and Inclusion.

To support the continued career advancement of current staff, internal job opportunities will now be shared in a weekly/biweekly blast to ensure awareness of cross functional and promotional opportunities throughout the agency.

We have established outreach efforts to planning programs that have diverse student communities, especially those who have been traditionally underrepresented in the planning profession. Through our partnership with City University of New York (CUNY) and the Mayor's Office for People with Disabilities (MOPD), we are seeking to diversify the pipeline to the planning profession by targeting minority, female, and other traditionally underrepresented groups of candidates.

We will also continue to build and enhance our connection with the Diversity Committee (DivComm) of the New York Metro Region American Planning Association. Our Recruitment, Diversity and Inclusion Program Manager attends monthly DivComm meetings to identify opportunities to diversify DCP's recruiting pipeline for its planning talent. We will also leverage social media-networking platforms such as Instagram, Twitter and LinkedIn to advertise our employment opportunities.

Our agency continues to leverage and expand on the above partnerships. Our agency hosted a nine-week summer paid internship program from June-August 2022 (Q4 FY22 – Q1 FY23) with twenty-eight (28) interns, of which twenty-four (24) are from regional schools. Of our twenty-eight (28) summer interns, twenty-seven (27) interns are DCP interns and one (1) was an intern from the Cornell University College of Architecture, Art and Planning Cooperative Summer Internship Program. DCP also hosted four (4) interns virtually during Summer 2022 as part of the Civic Innovation Corps – Coding It Forward programs.

In Q1 FY23, the Human Capital team, along with the EEO Officer, led a training on Structured Interviewing for 30 hiring managers. In addition to this training, hiring managers were also provided with a Structured Interviewing Guide, containing best practices.

In a continued effort to utilize the Civil Service list, DCP will host hiring pools for candidates on the City Planner Civil Service List. The first hiring pool was held the week of August 23rd, in which candidates who scored 95 and above, who possess four or more years of experience, were invited to interview for seventeen (17) open positions within the agency. Cross divisional hiring panels were established to seek best matches for positions in Borough Offices, as well as Technical and Strategic divisions. Through this process, we expect to interview candidates with diverse planning backgrounds and experiences.

Throughout FY23, we will continue to identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.

B. Recruitment Sources

1. Mayor's Office for People with Disabilities (MOPD)
 - a. Target Population: individuals served by MOPD who are part of the disability community.
 - b. Previous hires from this source.

2. Mayor's Office of Appointments — Talent Development Team
 - a. Target Population: diverse candidates who are seeking employment within the planning, land use, design, operational and technology sectors.
 - b. Previous hires from this source
3. College Partnerships (CUNY, SUNY, NYC Metro Region Planning Programs)
 - a. Target Population: diverse student and alumni population who are seeking internships and employment within the planning, land use, design, operational and technology sectors.
 - b. Previous hires from this source.
4. American Planning Association (APA) Diversity Committee
 - a. Target Population: diverse candidates who belong to the following subgroups – Blacks in Urban Planning and Development, LGBTQ & Planning, APA Latinos & Planning and Planning & Women.
 - b. Previous hires from this source
5. American Planning Association New York Metro Chapter Diversity Committee (APA NYM DivComm)
 - a. Target Population: diverse candidates who are seeking employment within the planning, land use, design, operational and technology sectors.
 - b. Previous hires from this source
6. Civil Service List
 - a. Target Population: diverse candidates who are seeking employment within the planning, land use, design, operational and technology sectors.
 - b. Previous hires from this source

C. Internships/Fellowships

The agency provided the following internship opportunities in FY 2022:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows			M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps			M __ F__ Non-Binary __ Other __ Unknown __
3. Housing Planning Fellowship Program	2		M __ F__ Non-Binary __ Other __ Unknown _2_

4. Summer College Interns	27	White: 7 Asian: 9 Black: 5 Unknown: 1 Two or More: 5	M __12__ F __15__ Non-Binary __ Other __ Unknown __
5. Summer Graduate Interns			M __ F __ Non-Binary __ Other __ Unknown __
6. Other (Cornell University College of Architecture, Art and Planning Cooperative Summer Internship Program):	1	Asian: 1	M __ F __1__ Non-Binary __ Other __ Unknown __
7. Other (Civic Innovation Corps – Coding It Forward Fellow	4	White: 1 Asian: 3	M __1__ F __3__ Non-Binary __ Other __ Unknown __

Beginning in FY22 Q1, DCP has participated in the Housing-Planning Fellowship Program. This is a two-year program designed to identify talented young professionals and introduce them to New York City government and to the field of affordable housing. Fellows must be recent graduates of schools of public policy, urban studies, planning, management, law or a related field. Over the duration of the two-year program, the Fellows rotate through four six-month placements between the Housing Development Corporation (HDC), Housing Preservation & Development (HPD), the Economic Development Corporation (EDC), and DCP. As of Q1 FY23, two new fellows began a six-month rotation working with our Counsel's Office and Capital Planning division.

D. 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 __2__ [number] 55-a participants.
- There are ____ [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of ____ [number] new applications for the program were received and ____ participants left the program due to [state reasons] _____.

DCP will promote the 55-a program in upcoming job postings and leverage as well as assess which roles in the organization where we can attend citywide sponsored 55-A job fairs as a strategy to attract and identify candidates who can participate in this program. Managers and all staff will

continue to be made aware of the 55-A program by way of internal EEO training sessions. New hires are made aware of the program during the onboarding process.

☐ 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

- Our current Career Counselors will work to broaden the resources available to staff regarding career growth opportunities and the benefits of taking civil service examinations. Career counselors will help to promote employee awareness of opportunities for promotion and transfer within the agency. Counselors will provide agency staff with citywide vacancy announcements, civil service exam notices, and other career development information. Current Career Counselors will also work with DCP Employee Resource Groups to coach, support and promote their involvement as career counselors/mentors.
- A current barrier to entry to city employment for new planners is the establishment of the city planner civil service list and urban designer list. Since the civil service process is not well known or understood to those outside of the city, the agency plans to train interns and fellow on how to successfully search for and apply for civil service exams so that they will be eligible for these exams and others once offered again.

B. New Hires and Promotions

- New hire and promotional requests will be reviewed by the DCP hiring committee twice a month. During the hiring meeting, the Executive Director and/or COO of DCP, the Director of Human Capital, and the DCP Fiscal Director will review hiring requests, taking funding and programmatic needs into consideration. The group will also review and assess recruitment sources, i.e., civil service list, internal citywide posting, external posting included paid services.
- Postings are generally recommended to stay posted for at least 10 days.
- All hiring managers and staff members will be trained on structured interviewing and conscious and unconscious bias.
- Guidelines regarding the minimum percentage of candidates are shared with hiring managers; at least 10% of the candidate pool or at least three candidates if less than 30 candidates apply.

- Along with members of the Human Capital team, the COO, CEO and EEO unit is a part of the candidate review committee. Before an offer is made to a candidate, the candidate review committee reviews the candidate log and division's selection to ensure that agency practices have been upheld throughout the process.
- EEO and HC reviews candidate logs, employee demographic data, and employee surveys, including but not limited to, exit interviews to assess areas for improvement related to diversity, equity, and inclusion goals, and to identify and mitigate, if not eliminate, structural barriers to employment.

C. EEO Role in Hiring and Selection Process

In FY 2023, the agency EEO Officer will do the following:

- ☒ Ensure that all vacancy announcements include the revised NYC EEO I 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 during the interview.
- ☒ Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- ☒ 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 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 2023.
- ☒ The agency will analyze the impact of layoffs or terminations on racial, 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

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 1 must be completed by March 31, 2023.)	190	January 31, 2023
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	308	December 1, 2022 - May 1, 2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	14	May 1, 2023

5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	308	June 31, 2023
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees	14	
7. Disability Awareness and Etiquette		215	March 31, 2023
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	All Hiring managers	67	February 28, 2023
9. Other (specify)			
10. Other (specify)			

VIII. Reasonable Accommodation

The EEO Office will ensure that all employees are engaged in a cooperative dialogue during the Reasonable Accommodation process and that all requests for a Reasonable Accommodation are completed and final determinations are sent to employees within 30 days of their request. The EEO Office will also ensure that all requests are kept confidential and documented concurrently within the EEO office database and CAD. Moreover, the EEO Office will ensure that managers and supervisors are aware of their obligations under the EEO Policy, as it relates to Reasonable Accommodation requests. Additionally, all appeals to Reasonable Accommodation determinations made by the EEO Office will be reviewed by the Human Capital Director.

Describe your agency's practices for analyzing statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals:

- ☒ 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 grants or denies request 30 days after submission or as soon as possible.
- ☒ 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 :Human Capital Director
- ☐ 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.

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

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 5 – September 1, 2022 – August 31, 2023) 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.

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.

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 1: April 1, 2021 – March 31, 2023) as indicated in the Section VII Training above.

D. 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 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.

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, has conducted a climate survey in 2020 and:

- ☒ Analyzed the 2020 Climate Survey data provided by DCAS.
- ☒ Will review or has reviewed the results of the survey with agency head and senior leadership.
- ☒ Developed an action plan in consultation with agency head and senior leadership outlining the initiatives and actions that will be adopted by the agency in response to the 2020 Workplace Climate Survey data.

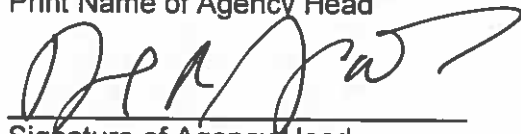
X. Audits and Corrective Measures

- ☒ 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 _____ 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 2023 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] _____.
- ☐ 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.
- ☐ The agency received a Certificate of Compliance from the auditing agency.

XII. Agency Head Signature

Director Daniel R. Garodnick

Print Name of Agency Head



Signature of Agency Head

11/17/22

Date



Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	David Machado	Dmachado@planning.nyc.gov	212-720-3414
2.	Agency Deputy EEO Officer [if appointed]	N/A		
3.	Agency (Chief) Diversity & Inclusion Officer	Octavia McCormick-Sharf	OMcCormick-Sharf@planning.nyc.gov	212-720-3650
4.	Chief MWBE Officer per E.O. 59	Maleene Kaisaram	MKaisaram@planning.nyc.gov	212-720-3561
5.	ADA Coordinator	David Machado	Dmachado@planning.nyc.gov	212-720-3414
6.	Disability Rights Coordinator	David Machado	Dmachado@planning.nyc.gov	212-720-3414
7.	Disability Services Facilitator	Soki Ng	SNg@planning.nyc.gov	212-720-3508
8.	55-a Coordinator	Giselle Abreu	GAbreu@planning.nyc.gov	212-720-3259
9.	EEO Investigator(s)/EEO Specialist	Calvin DeGrasse	Cdegrasse@planning.nyc.gov	212-720-3338
10.	Career Counselor(s)	N/A		
11.	EEO Training Liaison(s) (Recruitment, Diversity & Inclusion Program Manager)	Yvette Clairjeane	<u>yclairjeane@planning.nyc.gov</u>	212-720-3209
12.	EEO Counselor(s)	N/A		

Appendix B: 2020 Climate Survey Action Plan

1. Target area and objective: Increase employees' familiarity with the EEO Policy.

➤ Planned actions, initiatives, programs, or policies:

- EEO Office will post on the agency intranet page and circulate the updated EEO Policy, EEO Complaint form, Reasonable Accommodation Guidelines and forms, and Agency Head Commitment statement, and other EEO related resources.
- Update the bulletin boards in each borough office with posters and flyers about EEO, Sexual Harassment Prevention, and other EEO related posters.
- Make sure that all restrooms within the agency have the single-sex facility poster posted as per Executive Order 16.
- Host lunch and learn sessions to discuss novel EEO related issues that could arise in the workplace.
- Implement training for managers and supervisors of their obligations under the EEO Policy.

➤ Intended reach:

- Schedule DCP Commissioners to attend virtual live DCAS trainings to fulfill the completion of their EEO mandated trainings.

➤ Who will be responsible for implementing the action?

- The EEO Officer, the Human Capital Director, and other senior executives, will collectively be responsible for implementing these EEO/D&I initiatives.

2. Target area and objective: Improve the EEO Office's visibility to the workforce.

➤ Planned actions, initiatives, programs, or policies:

- Improve knowledge and awareness of Reasonable Accommodation process by hosting trainings and educational sessions for all staff.
- Improve knowledge and aware of EEO Investigatory process by hosting trainings and educational sessions
- EEO Office will collaborate with agency ERGs on various initiatives.

➤ Intended reach:

- These initiatives are intended to target and reach all staff including DCP Commissioners. EEO Office will hosts in person training sessions for all DCP Commissioners who don't have access to an agency computer.

- **Who will be responsible for implementing the action?**
 - The EEO Office will be responsible for implementing these actions

- 3. Target area and objective: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.**
 - **Planned actions, initiatives, programs, or policies:**
 - Host lunch and learn sessions on the EEO investigative process.
 - Circulate EEO intranet page which will include the updated EEO Policy, Investigation form, Investigative guideline and on other EEO relates resources.
 - **Intended reach:**
 - These initiatives are intended to target and reach all staff including DCP Commissioners. EEO Office will hosts in person training sessions for all DCP Commissioners who don't have access to an agency computer.
 - **Who will be responsible for implementing the action?**
 - The EEO Office will be responsible for implementing this policy

- 4. Target area and objective: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.**
 - **Planned actions, initiatives, programs, or policies:**
 - Coordinated outreach by EEO Office to make sure there is a 100% completion rate on all mandated EEO related trainings, including Sexual Harassment Prevention, Everybody Matters, LGBTQ, and Disability awareness trainings.
 - Post Sexual Harassment Prevention posters on all bulletin boards across borough offices.
 - Mandate racial equity training of all employees that addresses issues concerning implicit bias, microaggression, and privilege.
 - **Intended reach:**
 - These initiatives are intended to target and reach all staff including DCP Commissioners. EEO Office will hosts in person training sessions for all DCP Commissioners who don't have access to an agency computer.
 - **Who will be responsible for implementing the action?**
 - The EEO Office will be responsible for implementing this action.

5. Target area and objective: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

➤ **Planned actions, initiatives, programs, or policies:**

- Host lunch and learn sessions for managers and supervisors to train them on their obligations under EEO Policy concerning issues related to sexual harassment and disparate treatment in the workplace.
- Provide EEO related resources to managers and supervisors.
- Host coaching and training sessions.

➤ **Intended reach:**

- Managers and supervisors

➤ **Who will be responsible for implementing the action?**

- The EEO Office will be responsible for implementing this action.

6. Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.

➤ **Planned actions, initiatives, programs, or policies:**

- Host lunch and learn sessions for managers and supervisors to train them on their obligations under EEO Policy concerning issues related to sexual harassment and disparate treatment in the workplace.
- Provide EEO related resources to managers and supervisors
- Host coaching and training sessions

➤ **Intended reach:**

- Managers and supervisors within the agency.

➤ **Who will be responsible for implementing the action?**

- The EEO Office will be responsible for implementing this action.