

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

Fiscal Year 2025

NYCEM



Zach Iscol
Commissioner

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

New York City Emergency Management's (NYCEM) vision and mission reflect our underlying belief that fairness, justice, and inclusivity are critical to our ability to succeed as an organization. At NYCEM, our people and community are the foundation of our success. We strive to be a workplace that is representative of our city and nation, understanding that diversity helps us be the most ready and resilient City in the world.

As Commissioner and on behalf of all NYCEM staff, I declare my ongoing commitment to foster a diverse, inclusive, and equitable agency to better support the communities we serve. This includes our imperatives to encourage equitable emergency planning, promote equity in hiring, offer professional development opportunities to encourage a culture of inclusion, and incorporate diversity and inclusionary practices in all agency operations: from decision-making and planning documents to response and recovery operations, external engagement, and public messaging strategies. These endeavors form a top goal of [NYCEM's Strategic Plan](#), with quarterly updates and progress shared via the Strategic Plan Dashboard to keep agency staff informed of our critical progress.

NYCEM's annual Diversity, Equity, Inclusion and Equal Employment Opportunity Plan serves as an additional roadmap to identify and help us reach our equity goals. NYCEM's leadership team supports our efforts to enhance and promote the values of equity, inclusion, and respect for all, striving to create an inclusive culture of openness, tolerance, and cooperation in our workplaces, promote equity in all its aspects, and examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our workforce.

On behalf of NYCEM, I reaffirm my commitment as Commissioner to support and enforce the rights and protections afforded by the New York City Equal Employment Opportunity (EEO) Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, agency partners, guests and members of the public served by our agency. All executives, managers, and supervisors in our agency are responsible for ensuring a safe, equitable, and inclusive work environment, and for delivering equitable, fair, and effective services to the public we serve.

We will continue to maintain an environment that addresses employee concerns and will report to DCAS on the steps undertaken to comply with all legal mandates and the provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City and on the progress in implementing this plan.

I have assigned the responsibility for the implementation and monitoring of NYCEM's Equity, Diversity and Equal Employment Opportunity programs to Victoria "Tori" Ajibade, Esq., Chief Equity & Diversity Officer. Tori is also the primary contact for reasonable accommodation matters. Tori can be reached via email: T.Ajibade@OEM.nyc.gov or by phone: (718) 422-8508. To view NYCEM's non-discrimination policy, [click here](#).

We can only progress on our goal to foster a diverse, inclusive, and equitable agency to better support the communities serve with the full dedication of all NYCEM staff. I ask for your continued support to ensure compliance with all policies and laws related to Equal Employment Opportunity, and Diversity, Equity, Inclusion and Belonging initiatives.

I look forward to working together with each of you as we continue to advance equitable emergency management within the agency, City, and our profession.

☐ 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 was disseminated to all employees in the agency on September 18, 2024.

II. Recognition and Accomplishments

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

1. NYCEM allocated up to \$142,000.00 OTPS to grow its equity, diversity and inclusion efforts by providing support to the inaugural Chief Equity & Diversity Officer in the form of an EDI Special Advisor, and an EDI Silverstar.
2. In May 2024, after much work to improve NYCEM's spending with minority and women-owned firms, NYCEM received its first A+ Minority and Women-owned Business Enterprise (M/WBE) rating, achieving a 47.1% utilization rate. This represents a marked improvement over previous years and follows intensive, deliberate efforts across the agency to increase M/WBE utilization.
3. The 2024 NYC Hazard Mitigation Plan is a public document that identifies the natural hazards facing New York City and specifies long-term strategies to reduce those risks and the City's vulnerability to them. NYCEM made sure to incorporate the perspectives and context of historic and on-going inequities and injustices, including adding a goal to create a healthy & equitable environment, incorporate perspectives and context of race and inequities based on historic redlining and highlighting where vulnerable neighborhoods are located, and other improvements.

III. Workforce Review and Analysis

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

Total Headcount: 227

Pursuant to Local Law 27 (2024), NYCEM conducted an analysis of our compensation data and took affirmative 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. NYCEM looked at titles where pay disparity exists and salaries vary within the same title as compared by years of service. NYCEM also compared the aforementioned data of women and racial or ethnic minority group members.]¹

Gender

Gender by Classification					
Row Labels	Female	Male	Non-binary	Unknown	Grand Total
Commissioner	0	1	0	0	1
Deputy Commissioner /Chief	4	7	0	0	11
Asst Commissioner/Deputy Chief	9	6	1	0	16
Executive Director	6	3	0	0	9
Director	11	12	0	1	24
Deputy Director	7	3	0	0	10
Program Manager	26	24	0	0	50
Specialist	25	23	1	2	51
Coordinator /Analyst	1	2	0	0	3
Legal	2	2	0	0	4
MIS /GIS	5	20	0	0	25
Other	2	5	1	0	8
Grand Total	98	108	3	3	212

Gender by Classification (Percent of Classification)					
	Female	Male	Non-binary	Unknown	Grand Total
Commissioner	0%	100%	0%	0%	100%
Deputy Commissioner /Chief	36%	64%	0%	0%	100%
Asst Commissioner/Deputy Chief	56%	38%	6%	0%	100%
Executive Director	67%	33%	0%	0%	100%
Director	46%	50%	0%	4%	100%
Deputy Director	70%	30%	0%	0%	100%
Program Manager	52%	48%	0%	0%	100%

¹ Agency headcount was 212 at the time pay parity analysis was performed.

Specialist	49%	45%	2%	4%	100%
Coordinator /Analyst	33%	67%	0%	0%	100%
Legal	50%	50%	0%	0%	100%
MIS /GIS	20%	80%	0%	0%	100%
Other	25%	63%	13%	0%	100%

Gender by Classification (Average Salary)					
Title	Female	Male	Non-binary	No-Specify	Average
Commissioner	\$0	\$277,606	\$0	\$0	\$277,606
Deputy Commissioner /Chief	\$209,674	\$206,577	\$0	\$0	\$207,703
Asst Commissioner/Deputy Chief	\$168,336	\$176,921	\$148,526	\$0	\$170,317
Executive Director	\$144,059	\$142,556	\$0	\$0	\$143,558
Director	\$115,057	\$115,383	\$0	\$112,270	\$115,104
Deputy Director	\$103,531	\$101,037	\$0	\$0	\$102,783
Program Manager	\$82,689	\$83,578	\$0	\$0	\$83,116
Specialist	\$72,628	\$71,355	\$72,595	\$73,386	\$72,083
Coordinator /Analyst	\$57,984	\$68,481	\$0	\$0	\$64,982
Legal	\$95,070	\$109,197	\$0	\$0	\$102,133
MIS /GIS	\$87,880	\$112,675	\$0	\$0	\$107,716
Other	\$102,545	\$80,805	\$64,500	\$0	\$84,202
Average	\$102,721	\$107,041	\$95,207	\$86,348	\$104,584

Agencywide, male employees make 4.04% more than their female counterparts. Female employees earn slightly more than male employees with an average salary for women in the agency is approximately \$107K as compared to the average salary of male employees which stands at approximately \$103K.

When compensation is disaggregated by classification, most of the differences in compensation are minor (i.e. >2%):

Female employees make slightly more than their male counterparts in the Deputy Commissioner, Executive Director, Deputy Director and Specialist roles.

Male employees in Director and Program Manager titles earn slightly more than women with the same title.

At the Assistant Commissioner level, male employee salaries are 4.85% higher than similarly situated women.

At the Coordinator level, male employees earn 15.3% more than their female counterparts. However, it should be noted that, agency wide, there are only three employees with the "Coordinator" title.

Similarly, in the Office of the Chief Counsel, male employees earn 14.85% more than female employees in that area.

Male employees in MIS earn a staggering 22% more than female counterparts in GIS. NYCEM is a very small agency; as a result, the EEO demographics of a single employee can markedly impact data outcomes quantitatively. For example, if NYCEM's Commissioner's gender changed from male to female, the agency-wide average salary would result in an average pay increase becomes 0.92% favoring men at an average salary of \$104,000.00 salary for female employees as compared to \$105,000.00 for male employees.

Racial/Ethnic Background

Racial/Ethnicity Background by Classification								
	Native American	Asian	Black	Hispanic	Two More	White	No Specify	Total
Commissioner	0	0	0	0	0	1	0	1
Deputy Commissioner/ Chief	0	1	1	1	1	6	1	11
Assist. Commissioner/Deputy Chief	0	0	3	0	1	11	1	16
Executive Director	0	1	1	1	0	6	1	9
Director	0	3	6	0	1	13	0	24
Deputy Director	0	0	1	1	2	4	2	10
Program Manager	0	6	1	6	2	23	8	50
Specialist	0	5	12	3	1	24	6	51
Coordinator/Analyst	0	0	1	1	1	0	0	3
Legal	0	0	1	0	1	1	1	4
MIS/GIS	1	4	8	1	0	7	4	25
Other	0	0	0	2	0	5	1	8
Total	1	20	39	16	10	100	26	212*

Racial/Ethnicity Background by Classification (Percentage)								
	Native American	Asian	Black	Hispanic	Two More	White	No Specify	Total
Commissioner	0%	0%	0%	0%	0%	0%	100%	100%
Deputy Commissioner/Chief	0%	9%	9%	9%	9%	55%	9%	100%
Assist. Commissioner/Deputy Chief	0%	0%	19%	0%	6%	69%	6%	100%
Executive Director	0%	11%	11%	11%	0%	67%	0%	100%
Director	0%	13%	25%	10%	4%	54%	4%	100%
Deputy Director	0%	0%	10%	12%	20%	40%	20%	100%
Program Manager	0%	12%	10%	6%	4%	46%	16%	100%
Specialist	0%	10%	24%	33%	2%	47%	12%	100%
Coordinator/Analyst	0%	0%	33%	0%	33%	0%	0%	100%
Legal	0%	0%	25%	4%	25%	25%	25%	100%
MIS/GIS	4%	16%	32%	25%	0%	28%	16%	100%
Other	0%	0%	0%	0%	0%	63%	13%	100%
Total:								

Racial/Ethnic Background by Classification (Average Salary)								
	Native American	Asian	Black	Hispanic	Two More	White	No Specify	Average
Commissioner	\$0	\$0	\$0	\$0	\$0	\$0	\$277,606	\$277,606
Deputy Commissioner/Chief	\$0	\$157,572	\$202,592	\$174,645	\$221,725	\$219,103	\$213,580	\$207,703
Asst. Commissioner/Deputy Chief	\$0	\$0	\$166,981	\$0	\$157,571	\$171,540	\$179,613	\$170,317
Executive Director	\$0	\$132,613	\$150,242	\$133,542	\$0	\$145,938	\$0	\$143,558
Director	\$0	\$112,555	\$116,854	\$0	\$110,452	\$115,460	\$112,270	\$115,104
Deputy Director	\$0	\$0	\$97,919	\$115,838	\$103,406	\$104,106	\$95,418	\$102,783
Program Manager	\$0	\$84,620	\$83,024	\$81,383	\$82,183	\$82,685	\$84,815	\$83,116
Specialist	\$0	\$73,487	\$73,615	\$72,986	\$68,428	\$70,769	\$73,265	\$72,083
Coordinator/Analyst	\$0	\$0	\$57,984	\$65,018	\$71,943	\$0	\$0	\$64,982
Legal	\$0	\$0	\$87,139	\$0	\$112,551	\$105,842	\$103,000	\$102,133
MIS/GIS	\$77,584	\$111,767	\$108,197	\$78,678	\$0	\$107,968	\$117,055	\$107,716
Other	\$0	\$0	\$0	\$86,603	\$0	\$80,948	\$95,668	\$84,202
Average:	\$77,584	\$97,504	\$101,590	\$90,511	\$111,385	\$108,612	\$106,112	\$104,584

Pay disparity was observed in the Assistant Commissioner/Deputy Chief job titles, with the most notable pay disparity occurring amongst Asian employees who earn an average of \$110,000.00 when compared to their white and black counterparts who earn an average salary of \$150,000.00. While Asian employees only make up 7% of this job group, 13% of this job group is comprised of the black employees, and 67% being comprised of White employees, black employees have pay-parity with white employees that Asian employees have not. No patterns were observed when cross-compared to longevity/years or service as 50% of the employees who make up this job group have worked for the agency 10 or more years.

Gender based pay disparity was also observed in the MIS/GIS job group. While this job group is 76% male, men in this job group earn an average of \$104,000.00 as compared to the average compensation of their female counterparts at \$74,000.00. It should be noted that 67% of the employees in this job group have worked for the agency less than five years likely impacting the pay disparity observed.

Gender based pay-disparity was also observed in the Legal job group. This job group is 80% male. Men in this job group earn an average salary of \$104,000.00 with

their similarly situated cohort earn an average salary of \$82,000.00. No patterns were observed when cross-compared to longevity/years or service as 70% of the employees who make up this job group have worked for the agency 5 or more years.

1. [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 continue to 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: **15** Unknown Gender: **2** Unknown Both: **3**

- ☒ 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: **Monthly**

General Counsel

☐ Quarterly ☐ Semi-Annually ☒ Annually ☐ Other _____

Other (___specify)

☐ 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.]

- Ensure that diverse voices are represented in public-facing NYCEM projects. NYCEM achieves this by employing the Diverse Voices method. The Diverse Voices method aims to provide policymakers and others with a tool for soliciting feedback on policy documents and practices from members of underrepresented employees. Once a draft of a policy document exists the method can be employed to integrate input from underrepresented experiential experts into the policy before a final version of the document reaches policymakers. The goal of this method is to improve the inclusivity to both the policy authors and the experiential experts who provide critical feedback on said policies. The Chief Equity & Diversity Officer is the facilitator this gap—leading and managing the Diverse Voices process. The Diverse Voices method improves inclusion, but it does not claim to be fully representative or comprehensive of diverse perspectives. Rather, the method helps to identify critical aspects in the policy creation that could be improved and to provide suggestions for those improvements. Key steps of the process include: 1) Selecting a policy; 2) Identifying relevant under-represented groups; 3) Assembling panels of experiential experts who represent those groups to examine and respond to the policy proposal; 4) Synthesizing panel feedback; and 6) Providing panel feedback to policy document authors.
- In 2025, NYCEM will continue its partnership with CUNY's Industry Support HUB to create a pipeline of college and graduate students into future careers at NYCEM. The CUNY system is recognized as a predominant MSPI (minority serving public institution). NYCEM has also procured a database of HBCUs, HSPIs

and MSPI's nationwide. NYCEM to strategically partner with any HBCU, MSPI or HSPI with degrees in emergency management or other related fields.

- Strengthen the implementation of NYCEM's Recruitment Plan and charging of search panels before the review of resumes.

[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 agency aims to address underutilization of blacks in the Emergency Management Specialist roles as this data point has remained largely unchanged over the several years. The underutilization of blacks and other ethnic minorities in the field of emergency management also persist at the federal, state, and local levels of emergency management in general. While the CEDO reviews quarterly reports and dashboards to identify and anticipate gaps and barriers to recruitment and retention of women, individuals with disabilities, veterans and minorities at NYCEM, NYCEM is a small agency with approximately 230 employees. Consequently, when analyzing quarterly reports, common issues of data from a small sample, result in limited generalizability, increased risk of bias, difficulty in identifying diverse perspectives, potential for skewed results due to outliers, and the lack of confidence in drawing robust conclusions. Regardless, NYCEM will mitigate underutilization of blacks in the Emergency Manager Specialist roles by engaging in the following:

- The CEDO, in partnership with the Learning and Development unit, will collaborate to create professional development plans for employees. These plans will outline an employee's career goals, skills, and career aspirations. Professional development plans will assist the employee in improving employee engagement, performance, and retention.
- The CEDO in partnership with HCM, will facilitate succession planning: This will help identify and accelerate the career growth of employees. Succession planning will mitigate the loss of key employees by identifying fully trained replacements in-house.
- The CEDO in partnership with HCM will optimize the onboarding process: A well-planned onboarding process can help maintain staffing consistency and increase efficiency.
- The CEDO in partnership with HCM will continue the development of a 360-degree feedback system. This will foster a culture of continuous improvement and lead to a strong and engaged workforce.

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.]

- Continue supporting NYCEM's Equity and Diversity Council to provide constructive feedback, identify issues needing attention, and assist in implementing policies to enhance diversity and equity at NYCEM.
- Regularly review and update policies to ensure alignment with DEI principles.
- Conduct pay-equity audits to identify and address compensation disparities.
- Foster employee engagement groups to provide support and advocacy for disenfranchised groups.

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.]

- Continue to encourage open dialogue and feedback through employee surveys and focus groups.
- Celebrate diverse cultures and holidays within the workplace.
- Acknowledge and reward leaders who promote EDI within their teams.
- Secure executive sponsorship and active participation in DEI initiatives.
- Hold leaders accountable for promoting DEI within their teams.

- Publicly and consistently communicate NYCCEM's commitment to DEI.
- Process, resolve, and adjudicate claims of discrimination, including retaliation.
- Provide managerial training on equity and equal opportunity and encourage leadership approaches that support employee engagement and belonging.
- Offer opportunities for agency-wide and targeted discussions (ToriTalks, courageous conversations) on issues related to diversity and inclusion, such as racial equity, generational diversity, unconscious bias, disability inclusion, and other critical topics.

[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:
- ☒ 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.]

NYCEM proactively and continuously engages local community leaders, and other community representatives to gain insight into how State and federal programs can better serve them. This level of stakeholder engagement, combined with technical assistance, enhances community participation in disaster mitigation, preparedness, response, and recovery activities.

NYCEM decisions about policy and program implementation are routinely informed by how said program, policy and/or practices impact underserved communities and contributes to a rich culture of continuous improvement and people-centered, culturally appropriate service. NYCEM's community engagement goals are:

1. Achieve Equitable Outcomes for Those We Serve

- NYCEM routinely evaluate its programs and policies for disparities in outcomes.
- Define successful outcomes for the users of each program in a manner that can be consistently measured.
- The emergency management community must better understand the factors that affect a community's resilience and vulnerability to disasters.

2. Lead Whole of Community in Climate Resilience

- NYCEM utilizes a people first approach to increase climate literacy, and develop tools informed by future risk estimates to target investments to create a more equitable and resilient city.
- The agency will demonstrate its commitment to climate change mitigation strategies within its facilities.

3. Supplier Diversity

- NYCEM is committed to inclusive procurement, also known as "supplier diversity," by engaging the supplier community by utilizing the diverse businesses throughout the diverse communities it serves. Supplier diversity supports local communities and small businesses. For NYCEM, investing in the economic health and wellness of our diverse communities is good business.

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.]

NYCEM prioritized outreach and communication strategies specifically tailored to historically marginalized communities, ensuring information is accessible in multiple languages and formats

to reach individuals with limited English proficiency or disabilities, to ensure equitable access to disaster preparedness information and resources. Our agency:

- Focused on vulnerable populations. This priority recognizes that certain communities, like those with language barriers, low income, or disabilities, are often disproportionately affected by disasters and may not receive critical information effectively.
- Engaged in targeted communication. By developing communication strategies specifically for these groups, emergency management can ensure everyone has the necessary information to prepare for and respond to disasters.
- Focused on accessibility. This includes translating materials into multiple languages, using accessible formats like large print or audio recordings, and conducting outreach through culturally relevant channels.

1. **Goal:** Enhance emergency management plans by incorporating a racial equity lens to promote diversity and inclusion through the integrated planning and preparedness process

a. **Outcome:** By 2028, NYCEM will apply a structured racial equity review for all new emergency plans

b. **Strategies:**

- Begin applying a racial equity lens when updating or developing an emergency planning document
- Develop a structured process for including community partners in emergency plan development and review, and ensure there is a mechanism to incorporate feedback
- Develop equity-related learning objectives for improving staff familiarity of equity in emergency responses
- Evaluate options for format and delivery of learning opportunities on equity best practices in emergency responses
- Provide EOC Leadership Pathway participants with opportunities to engage with experts in equity in emergency management
- Continue including DAFN, DEI, and social vulnerability planning considerations as discussion areas during the City's Integrated Planning and Preparedness Workshop (IPPW)
- Include agency SMEs on the exercise planning teams and identify planning gaps during exercise development
- Incorporate racial equity considerations into EOC functional exercises

c. **Indicators:**

- Percent of plans that have gone through an internal racial equity review
- Number of Strengthening Communities partners engaged in plan development / updates
- Percent of plans where Strengthening Communities partners have been engaged
- Number of equity-focused learning opportunities for EOC Pathway participants
- Number of exercises with racial equity considerations

2. **Goal:** Build NYCEM capacity to increase outreach to people with limited English proficiency and multilingual New Yorkers to ensure that access is not a barrier in emergency communication

- a. **Outcome:** By 2028, increase the percentage of people with limited English proficiency and multilingual New Yorkers who receive Notify NYC notifications by 10%
 - b. **Strategies:**
 - Identify funding for community groups to participate in reviewing translated materials
 - Develop support for Spanish and Chinese (Traditional and Simplified) in the Notify NYC mobile application
 - Promote WhatsApp emergency notification groups for public and ethnic media engagement
 - Test CERT volunteers for language access skills to expand outreach to multilingual communities
 - c. **Indicators:**
 - Number of multilingual subscribers to Notify NYC
 - Number of users in WhatsApp groups
 - Number of CERT volunteers certified for language access skills
3. **Goal:** Enhance heat season Cool Options messaging in TRIE neighborhood areas to reduce heat-related illness among vulnerable populations
 - a. **Outcome:** By 2028, establish recurring “Cool Options” messaging in print, media, and out-of-home marketing in 100% of TRIE neighborhoods
 - b. **Strategies:**
 - Assess the effectiveness of the 2024 heat season messaging campaign, identify the most effective messaging tools, and determine which TRIE neighborhoods have already received Cool Options messaging
 - Develop a multi-year roll-out plan to place Cool Options messaging in every TRIE neighborhood, taking into account language accessibility, ethnic media ad placements, and geographic balance
 - Begin designing graphics and developing long-term relationships with media outlets and community-based ethnic newspapers in the identified zip codes
 - The enhanced Cool Options messaging will begin summer of 2026 and grow progressively until Q4 2028, at which point every identified zip code should have annual Cool Options messaging in place
 - c. **Indicators:**
 - Percent of TRIE neighborhoods with recurring Cool Options messaging
 - Percent of advertising and marketing spending in TRIE neighborhoods annually
 - Number of emergency department visits and EMS calls related to heat in TRIE neighborhoods
4. **Goal:** Ensure that NYCEM is better supporting residents of basement apartments to combat flooding to reduce preventable deaths, which disproportionately affect low-income and immigrant New Yorkers
 - a. **Outcome:** By 2028, increase enrollment in the Notify NYC Basement Notifications group by 100%
 - b. **Strategies:**
 - Analyze data on basement apartments in NYC to better target NYCEM strategies and determine program effectiveness
 - Increase the number of community events highlighting Notify NYC/basement apartments group within TRIE neighborhoods

- Engage Strengthening Communities in door-to-door canvassing for basement apartments in TRIE neighborhoods
 - Partner with elected officials to encourage enrollment in the Notify NYC Basement Notifications group
- c. **Indicators:**
- Number of community events participated in, including Ready NY and Capacity building sessions
 - Number of Notify NYC enrollments in basement apartment group

[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.

NYCEM will continue to foster an environment where individual differences are recognized and respected as assets that strengthen the system as a whole. In this way, NYCEM will continue to attract and retain a talented workforce that brings varying relevant perspectives to the organization which drives innovation and promotes transformation. NYCEM's strategy:

- (1) Conduct a comprehensive workforce demographics analysis to assess whether NYCEM's workforce is in keeping with race, ethnicity and gender job group utilization rates as enumerated by the U.S. Department of Labor's census data. This would be done annually and is anticipated to provide valuable data regarding organizational challenges (i.e.,

NYCEM would create a personnel activity table and perform an impact ratio analysis to track promotions and separations based on race, ethnicity, and gender).

- (2) The CEDO would then take affirmative steps to cure whatever disparities are found.
- (3) Pilot the use of standardized skills-based interview questions to promote equity in the interview process to assure that candidates are treated fairly and have the same opportunity to highlight their experience related to the positions they seek.
- (4) NYCEM will also update the job vacancy form to include and capture EEO demographics of the panelists/search committee members.
- (5) NYCEM will collaborate with DCAS' office of Citywide Recruitment to enhance recruitment efforts in communities NYCEM seeks to recruit from.

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
N/A		

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

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

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. NYCEM has created or will implement the following Recruiting Strategies to source agency vacancies:

1. Columbia College for Veterans
2. Black Emergency Management Association
3. Black Bar Association
4. Hand - Shake
5. Social Media Posts
6. Job Posting on various recruiting websites:(LinkedIn; Indeed, SimplyHire; Monster, Glassdoor).
7. U.S. Department of Veteran Affairs
8. Partnerships with HBCU's, Minority Serving Institutions (CUNY and SUNY), Hispanic Serving Institutions, and higher education institutions DCAS Hiring Spotlight Events

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	3	3 Undisclosed -----	M __ F__ Non-Binary __ Other __ Unknown __

		3 Non-Hispanic or Undisclosed	
3. Summer College Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
5. Civil Service Pathways Fellows	3	1 White 2 Undisclosed ----- 3 Non-Hispanic or Undisclosed	M __ F__ Non-Binary __ Other __ Unknown
6. Other: College Aides	27	2 Asian 10 Black 2 Two or more races 3 White 10 Undisclosed	M _8_ F_13_ Non-Binary __ Other __ Unknown _6_

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 0 55-a participants.
- There are 0 participants who have been in the program less than 2 years.
- In the last fiscal year, a total of 0 new applications for the program were received and 0 participants left the program as NYCEM does not have any civil service employees.

[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.]

Beth Pappas is the Agency Personnel Officer at NYCEM. Beth is also NYCEM's designated career counselor. The CEDO to work with HCM to build out this function in a more robust way tied to succession planning.

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.]

NYCEM trains hiring managers, implementing diverse hiring panels, and defining and standardizing processes for promotions, salary increases, and professional development. This process has been delayed for multiple factors. NYCEM is a small agency where, both the Chief APO and the inaugural CEDO are new to the agency and emergency management. The Chief APO and CEDO are in the process of revamping existing recruitment and retention policies, practices and procedures.

C. EEO Role in Hiring and Selection Process

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

Review the data within the NYCAPS Applicant Interview Log Report to identify areas for improvement and work with hiring managers to ensure the data is being collected for all vacancies.

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 head 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.)	All NYCEM employees	By March 31, 2025
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	30	By March 31, 2025
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	All NYCEM employees	By August 31, 2025
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	All NYCEM employees	By August 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	All NYCEM employees	By March 31, 2026

6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	30	By March 31, 2026
7. Disability Awareness and Etiquette	All employees – Annually	All NYCEM employees	By June 30, 2025
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		30	By June 30, 2025
9. 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 designee² : _____
 - ☐ 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.

² EEO Officer and General Counsel should **NOT** be appointed as agency head designee for review of appeals to reasonable accommodation decisions. Refer to the revised guidelines below. Note the conflict of interest; in the event of an external challenge to the denial of a reasonable accommodation, the agency's General Counsel would be tasked with defending the agency against a decision in which that office was a decision maker on appeal.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- ☐ The agency plans to train all new employees within 30 days of start date.
- ☒ All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.

- ☒ In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- ☒ The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

X. Audits and Corrective Measures

[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.]

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.]

Zach J. Iscol
Print Name of Agency Head


Signature of Agency Head

 Date 3/11/2025

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

Agency EEO Office mailing address:

NYC Emergency Management
165 Cadman Plaza East, 2nd Floor
Brooklyn, NY 11202

[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']	Tori Ajibade		
2.	Agency Deputy EEO Officer [if appointed]	N/A		
3.	Agency (Chief) Diversity & Inclusion Officer [if appointed]	Tori Ajibade		
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Eric Smalls		
5.	ADA Coordinator	Dennis Boyd		
6.	Disability Rights Coordinator	Saiena Shafiezadeh		
7.	Disability Services Facilitator	Dennis Boyd		
8.	55-a Coordinator	Naomi Flores		
9.	EEO Investigator(s)	Tori Ajibade		

10.	EEO Counselor(s)	Karen Thomas	[REDACTED]	[REDACTED]
11.	EEO Training Liaison(s)	Kateri Drinkard	[REDACTED]	[REDACTED]
12.	Career Counselor(s)	Beth Pappas	[REDACTED]	[REDACTED]
13.	Other (specify)			