



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

Fiscal Year 2026

New York City Department of Transportation



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I. Introduction

This Diversity, Equity, Inclusion and Equal Employment Opportunity Plan (“EEO Plan”) describes measures and programs that the agency will undertake in FY 2026 to ensure fair and effective efforts to provide equal employment opportunity, including for minority group members and women.¹

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

[Pursuant to the Agency Head obligations under the New York City Charter § 815(h) this statement, is an opportunity for the Agency Head to articulate, in their own language, the agency’s commitment to the values of diversity, equity, and inclusion (DEI), and equal employment opportunity (EEO). It should proclaim the assurance of a discrimination-free workplace, integration of this plan into the agency’s strategic mission, and a declaration that all senior executives, managers, supervisors, and employees are accountable for upholding these values and are charged, within their scope of responsibility, to effectively implement the agency’s DEI-EEO Plan. It must include the name and contact information of agency EEO Officer. If there is also a Diversity and Inclusion Officer at the agency, then also mention them in the statement, as an additional resource for the workforce.]

My mother, a lifelong public school teacher, showed me from an early age what it means to treat all people with decency and respect and to recognize each individual’s innate value and potential as a human being. I have likewise worked with urgency, whether as an advocate, a transportation professional, or a neighbor, to help build a more just society through not only words but action. As Commissioner, I feel a deep responsibility and commitment to upholding and promoting the values of diversity, equity, and inclusion (DEI) and equal employment opportunity (EEO), to creating a workforce that mirrors the communities we serve, and to cultivating a workplace inclusive of the differences among those communities. I recognize that to effectively counter racism, discrimination and harassment in the workplace, it takes active, intentional actions aimed at addressing and dismantling the systematic biases and inequities that have historically harmed marginalized communities and continues to do so today.

As such, I will hold myself, senior executives, managers and supervisors, and DOT employees accountable, not only when convenient, but rather in all instances, to our obligation under the City’s EEO Policy and Reasonable Accommodation Guidelines to ensure equity in the workplace by, but not limited to, (1) educating our workforce about discrimination, harassment, retaliation, and reasonable accommodations, and (2) stopping, correcting, remediating, and preventing workplace discrimination and harassment by prohibiting discrimination that occurs intentionally or

¹ See the Agency EEO Plans of the NYC EEO Policy (Section X) as well as the Agency Guide for preparing this template.



through disparate impact, as well as harassment that is based on one or more of the protected categories enshrined in the City's EEO Policy.

To ensure DOT's accountability to its DEI and EEO obligations, I will continue to insist upon and support the regular impact assessment, evaluation, and evolution of DOT's programs and initiatives focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion in the workplace and with the public, communities, organizations, and other entities served by our agency. In recent years, these programs and initiatives have resulted in, among other things, (1) increases in the diversity of management and supervisory positions at DOT, (2) the expansion of DOT's Structured Hiring program to all job titles with underrepresentation found within one or more demographic groups, (3) an increase in MWBE utilization from 8% to 31%, and (4) the expansion of DOT's Summer Streets program from two days and seven miles in Manhattan in 2021 to four days and 22 miles spanning all five boroughs in 2025.

My, and by extension the DOT's, commitment to DEI, EEO and a discrimination and harassment-free workplace includes consistently articulating, role modeling and recognizing the behaviors expected of all DOT employees in an effort to create an inclusive climate where everyone, regardless of their personal or professional background, feels that those around them recognize and value their individuality. To achieve this goal, I am committed to (1) establishing an internal structure for centering equity in all agency projects and programs, internal and external, (2) building an internal culture that prioritizes equity, inclusion, and belonging, and (3) increasing workforce diversity through recruitment, mentorship, and capacity building. Through these commitments, I will ensure that DOT maintains its status as a municipal leader in the areas of DEI and EEO, and continues to be an attractive place to work for every New Yorker.

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

This statement is the same as last year.

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

This statement will be disseminated to all employees in the agency, at least annually, as required by the EEO Policy.



Agency fulfills its obligation to inform employees of their rights and protections under the New York City EEO Policy

III. Recognition and Accomplishments

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2025) to advance DEI and EEO goals. For example, recognizing employee contributions to DEI goals through awards and employee recognition, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. If some of the accomplishments listed below are a continuation of what was included in previous Annual plans, you will need to provide a statement on how it has changed and/or developed in the past year. Add more items as needed.]

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

1. Formal Launch of the Advancement of Black and Brown Women at DOT Working Group

On March 31, 2025, DOT formally announced its fourth (1. the Equity in Planning Working Group, 2. the Equity in Enforcement Working Group, and 3. the Equity in Infrastructure Working Group) staff-level working group aimed at addressing racial disparities and systematic racism in New York City - the Advancement of Black and Brown Women in DOT Working Group (ABBW). However, rather than focus on advancing racial and social equity within the agency's interactions with the communities of New York City, as DOT's three other working groups do, ABBW's mission is primarily aimed internally, focused on creating and ensuring equitable pathways to career advancement and leadership opportunities within the agency for Black and Brown women by working to foster an agency-wide understanding of the impact of race and gender biases on career development and identifying methods for advancing women of color in the workplace, such as mentoring, training and networking opportunities, and promoting the hiring, recruitment, and retention of Black and Brown women.

In April 2025, ABBW began a sign-up period for general members and nominations for the inaugural election to select the executive board. To ensure that the general membership sign-ups were successful and that field operations staff were represented, ABBW reached out to field operations staff to circulate the ABBW launch flyer. In May 2025, the voting period took place, and the election results were announced agency-wide on June 10th. Over 130 DOT employees joined as general members, and the ABBW executive board conducted their first official board meeting on July 2nd. In FY 2026, ABBW will launch monthly membership meetings and explore initiatives and opportunities to achieve its mission.

2. Formal Launch of the Equity in Asset Management Tool



On March 5, 2025, DOT launched the Equity in Asset Management (EAM) tool, which helps to better understand equity gaps in assets and aim to better distribute assets fairly across the city. The EAM tool uses 20 years of historical data on key assets and programs to integrate income and racial demographic information into prioritization processes, sparking meaningful discussions and fostering a deeper understanding of equitable infrastructure investment. DOT's use of the EAM tool is a significant step toward achieving equitable outcomes in ongoing efforts to ensure that assets and programs are distributed equitably across the diverse landscape of NYC.

3. Guidance on End of Year Celebrations and December Holidays

With six to seven holidays potentially celebrated during December, unique challenges arise in maintaining an inclusive workplace environment for employees who may celebrate their own particular holidays or those who do not celebrate at all. To provide employees guidance on December holidays and end of the year celebrations, DOT's Office of Equal Employment Opportunity, Diversity and Inclusion (EDI) developed and distributed agency-wide a memorandum providing employees knowledge of how EEO Policy affects celebrations of holidays, particularly religious ones, and also best practices for creating an inclusive workplace environment and improving employees' cultural sensitivities towards one another during this holiday season. This memorandum was distributed by email and posted at DOT worksites on November 26, 2024. EDI will distribute this memorandum annually and update as necessary.

4. First DOT Family Field Day – A Family-Friendly Civil Service Appreciation Event

On May 3, 2025, DOT's Working Parents Employee Resource Group (ERG) hosted their first-ever DOT Family Field Day at DOT's Bridges Yard in Queens and Queensbridge Park. Designed to be a family-friendly civil servant appreciation event, Family Field Day organized, with assistance from the Office of the First Deputy Commissioner and DOT's Bridges Division, a DOT vehicle showcase, which displayed several DOT vehicles. After the showcase concluded, participants moved to the nearby Queensbridge Park for a picnic. Over 100 people, including employees' children, friends, and family members, participated. Working Parents ERG plans to host this event annually and expand its scope by inviting other city agencies to participate.

5. Release of *Connected NYC: A Vision for Safer and More Equitable Streets*, DOT's Strategic Plan

In April 2025, DOT released its updated strategic plan, *Connected NYC: A Vision for Safer and More Equitable Streets*. Overseeing one of the most complex urban transportation networks in the world, DOT developed this report to articulate the agency's mission, vision, and core values while providing a simple way to understand the vast role the agency plays for New York City. *Connected NYC* presents a forward-looking vision for DOT's commitment to safety, mobility, public space, infrastructure, workforce development and organizational excellence. The report also recognizes DOT's ERGs and their pivotal role in helping DOT achieve its DEI-EEO goals.



IV. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2025 as well as the number of employees in your agency whose demographic information is unknown.

[NOTE: These numbers are available on the total line for your agency in the FY 2025 Q4 EBEP210 CEEDS report]

Total Headcount: 5979

Unknown Race/Ethnicity 175

Unknown Gender 0

Unknown Both 6

Pursuant to Local Law 27 (2023) ** provide an analysis of your agency's compensation data and measures to address pay disparity and occupational segregation in FY 2025. If your agency conducted such analysis in previous years, please describe agency actions undertaken as a result of the analysis.

*** Please note: The agency is responsible for providing the above information regarding pay equity analysis. In addition, it is the agency's responsibility to prepare and submit a separate report pursuant to Local Law 27 (2023).²*

Occupational segregation is deemed to exist when a group is under-represented or over-represented in any job type or field 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 within the job type or field of work. Occupational segregation may appear in lower paying as well as higher paying job types.

1. [While DCAS has engaged an external vendor to conduct a citywide job evaluation pay equity analysis of the city government workforce, pursuant to Local Law 27 (2023), agencies must conduct their own analysis of compensation practices and measures to address pay disparity and occupational segregation with regard to the various titles they use.

- Describe below your agency's analysis of compensation data, including conformity with collective bargaining agreements and Mayor's Personnel Orders (MPO).
- Also describe possible indicators of occupational segregation such as significant over- or under-utilization of certain ethnic or gender categories in major Job Groups.
- If such analysis was conducted in previous years, describe actions undertaken to reduce occupational segregation.]

² Local Law 27 (2023) requires that a separate report be submitted by September 30 annually to the Mayor, the Speaker of the Council, the Department of Citywide Administrative Services, and the Equal Employment Practices Commission.



a) Analysis of Agency Compensation Data:

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

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

b) Indicators of Occupational Segregation:

DOT's workforce is comprised of both competitive and non-competitive titles, but has far more competitive titles. Given that DOT is limited to the top three candidates on the civil service lists, when seeking to filling vacancies in competitive titles, DOT's disparities in the hiring and promotions of women and people of color in these aforementioned titles may be driven by the Civil Service system.

c) Actions undertaken to reduce occupational segregation considering previous analyses:

In an effort to reduce underutilization, DOT has developed a robust catalogue of EEO and DEI initiatives.

Spearheaded by the Office of the Executive Deputy Commissioner, EDI, the Office of Analytics, Performance, and Management (APM), and DOT's Human Resources Division (HR), DOT closely monitors underutilization through two regular reporting initiatives:

- Quarterly DEI-EEO Report
- Annual Workforce Profile

As part of the Quarterly DEI-EEO Report to the Department of Citywide Administrative Services (DCAS), DOT provides charts tracking the underutilization statistics by job group and demographic. This reporting has been made quite simple here at DOT, as the agency has built a large data warehouse consisting of PMS, NYCAPS and CEEDS data. The generation of this reporting is primarily for the quarterly submission to DCAS. Internally, the agency relies upon the Annual Workforce Profile Report, which is tailored to be more effective in workforce planning, underutilization identification, and title and division specific analysis.



DOT's Workforce Profile Report is the centerpiece of the agency's DEI reporting and policy driving information. This report is produced at the beginning of the subsequent calendar year and plots a range of statistics at a wide variety of levels (job group, title, division...etc.). This report serves as the agency's internal report card and accountability tool for measuring the successes of recruiting and retention initiatives geared towards equity and diversity. The report is shared with senior staff, ERGs, division heads for unit specific planning, and finally all employees.

In terms of underutilization, the report focuses at the civil service title level where titles are identified as "Titles of Interest" if they meet underutilization criteria (Z-score ≤ -1.96 and agency wide head count of at least 10). Each year, the report specifies the list of Titles of Interest, and those titles are subject to the agency's Structured Hiring Program which seeks to limit bias in the recruitment of new staff.

In 2023, APM, in collaboration with DOT's LGBTQ+@DOT and DiverseAbilities ERGs, launched the first annual optional agency-wide survey to collect information on employees' disability status and sexual identity, demographic information about personnel not typically available to ensure that these communities are recognized and included in DOT's DEI-EEO initiatives. This information is now included in the annual Workforce Profile Reports.

DOT also implements a Structured Hiring Program for titles with underutilization of females, Asian, Black, and/or Hispanic employees in order to reduce bias and ensure that hiring decisions are based on job-related qualification. As part of the initiative, DOT conducts job analyses, creates standardized interview questions, sets standards for diverse interview panels, and develops rating scales to evaluate candidates objectively.

EDI leads the agency's EEO and DEI efforts, by providing oversight to DOT's nine ERGs, and EEO Liaisons Program. The purpose of these programs is to promote diversity and inclusion in the workplace, enhance engagement and morale in the workplace, and help the agency work toward its goals of workforce diversity and inclusion. EEO Liaisons assist EDI with EEO inquiries, report potential EEO violations, educate employees about the EEO processes, display EEO materials, attend trainings, and observe interview panels.

HR also leads the agency's efforts to diversify its workforce and reduce underutilization by offering career-counseling services, conducting outreach to college and job fairs, posting job descriptions on non-traditional recruitment sources to generate applicant interest for underutilized titles, encouraging employees to take civil service and promotional exams, and providing a battery of professional development trainings and courses.

More information about these initiatives can be found below in Sections V.A, VI, and VII.



2. [Indicate, below, all 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. Check all appropriate boxes.]

- NYCAPS Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site
- On-boarding of new employees
- In FY 2026, the agency will inform and remind employees of the option to add preferred name in ESS.

3. Review and Analysis of Workforce Reports

[Indicate below your agency process in reviewing and analyzing quarterly workforce reports (CEEDS reports). Check the appropriate boxes to indicate the units involved and the frequency of reviews.]

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

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

DOT's Workforce Analytics program is built on a data warehouse of available data (from the CEEDS report), bi-weekly payroll data, job opening and applicants' data and FMS budget information. This data warehouse serves the program's analytical and reporting initiatives, including DOT's internal quarterly workforce composition, hiring, promotions and separations report as well as the Annual Workforce Profile Report.

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

Important Statistics:

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

- Underrepresentation: Statistical method which compares the demographic make-up of a job category (i.e., "Managers", "Computer/IT", "Technical/Inspections"...etc.) to



the expected make up. Expected make up is derived from established City research that estimates the availability of various demographics in a job category.

- Title of Interest: Individual Civil Service Title where significant underrepresentation is found within one or more demographic groups (Ethnicity/Race or Gender).
 - Title to Monitor: Individual Civil Service Title where there is a moderate level of underrepresentation found within one or more demographic groups (Ethnicity/Race or Gender)
- 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.
 - 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).

The EEO officer conducts workforce review with the following agency units:

Agency Head

Quarterly Semi-Annually Annually Other _____

Human Resources

Quarterly Semi-Annually Annually Other _____

General Counsel

Quarterly Semi-Annually Annually Other _____

Other (Analytics, Performance, Management)

Quarterly Semi-Annually Annually Other _____



V. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2026

[State below the general (high-level) goals of your strategy for FY 2026 and programs focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Then provide a description of specific programs, initiatives, and actions directed toward achieving these goals.]

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.]

DOT’s Workforce Goal is to build a diverse workforce that is reflective of the diversity City it serves by developing strategies to attract and retain high performers that are committed to DOT’s organizational mission, such as:

- (1) expanding DOT’s Structured Hiring Initiative from requiring structured hiring and diverse interview panels only for positions deemed Titles of Interests, to requiring both for Titles of Interest and Titles to Monitor, as identified by DOT’s annual agency-wide and divisional workforce profile reports, and
- (2) expanding recruitment to target diverse sources and underrepresented populations.

[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 2026. Please mention here major job groups experiencing underutilization of women and minority group members 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 anti-racism³ in your agency programs and activities. For example, non-traditional inclusion initiatives for minority group members, such as multigenerational workforce initiatives for which you

³ New York City Local Law No. 14 (2024); New York City Charter Chapter 35 Section 815.3



would pay attention to efforts to engage 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.]

1. Workforce Profile Report (WFP): In FY 2026, DOT will complete and release the CY 2026 WFP Report, DOT's fifth annual release, which tracks DOT's efforts to address underutilization. Once completed, the WFP Report is shared with DOT's Commissioner, executive staff, division heads, the DOT Diversity, Equity, and Inclusion (DE&I) Committee, DOT's ERGs, and then released agency-wide.
2. Structured Hiring Initiative: In 2020, DOT created a Structured Hiring Guide (SHG) for hiring managers and personnel coordinators which provides guidance on why and how to use structured hiring practices and conduct structured interviews. While structured hiring is encouraged for all interviews, it was initially only mandatory for the hiring of "Titles of Interest." On September 17, 2024, DOT expanded the requirements of its Structured Hiring Initiative by making it mandatory for Titles to Monitor as well, and by increasing the level of required interview panel diversity from a minimum of two panelists to three (with a recommendation of four panelists) in the SHG.

In FY 2026, DOT will continue to work to implement and mandate structured hiring for these two categories with an eye towards requiring it for all interview panels. DOT will also conduct a second interview panel analysis, plans to conduct another round of interview panel analysis, starting from the date that structured hiring became also required for Titles to Monitor (October 1, 2024, to April 1, 2025). The plan is to finalize and present the report to the Commissioner by the end of September 2025.

3. EDI and the executive team work closely with HR to ensure alignment of diversity recruiting, internal candidate development, and equitable selection practices with current employment needs and in conjunction with our "Titles of Interest." This will continue in FY 2026.
4. DOT continues to encourage employees to participate in civil service exams to promote growth towards advancement by sending e-mails with the schedule of exams, providing the link to specific DCAS exams, and posting schedules and exam announcements on the agency's intranet. This will continue in FY 2026.



5. HR continues to email employees the DCAS Monthly Exam Schedule every month. HR continues to email civil service exam notices to the agency personnel coordinators, who in turn distribute the information to all of their division's staff. Information on exams is also posted on DOT's kiosks, bulletin boards, and intranet. Information is similarly passed on to those employees serving in the lower titles that are promotable. This will continue in FY 2026.
6. HR continues to reach out to non-traditional sources to generate applicant interest for underutilized titles. For underutilized titles of interest, HR continues to post external job vacancy notices on multiple recruitment websites, which target underrepresented populations. This will continue in FY 2026.
7. HR continues to facilitate divisional participation in job fairs, which target underrepresented populations. This will continue in FY 2026.
8. HR endeavors to maintain and update a roster of recruitment sources, which target underrepresented populations and, when possible, sends posting notices for titles of interest to those organizations. This will continue in FY 2026.
9. EEO Data Visualization/Dashboard: APM has worked closely with DCAS' NYCAPS Central Team to facilitate additional data sharing to further inform our monitoring and execution of the programs/initiatives mentioned above. DOT is now working on a dashboard/data visualization platform to assist in understanding the diversity of applicant pools and to allow for measuring interview and candidate selection statistics.

Since FY 2023, APM has worked on a Structured Hiring Monitoring System that will allow HR and EDI to monitor and analyze candidate pools, candidates selected for interviews, and candidates chosen for each job posting. This system will be linked to our overall hiring and promotion system so there will be maximum data integration. DOT expects to finish and launch this system in FY 2026.

10. Marine Oiler Trainee Program: In FY 2025, to address the shortages and recruitment challenges for the title of Marine Oiler, a Title of Interest, DOT's Ferries Division (Ferries) continued its work to establish a Marine Oiler Trainee Program for the Staten Island Ferry. As it awaited NYC Department of Citywide Administrative Services (DCAS) create the Marine Oiler Trainee title, DOT received communications from the NYC Mayor's Office of Management and Budget and the NYC Mayor's Office of Labor Relations on the next steps and information required to approve and create the Marine Oiler Trainee title.



In FY 2026, DOT will have meetings with the Maritime Institute of Technology and Graduate Studies and the State University of New York Maritime College, regarding the use of their labs for this program and proposed costs. DOT will also seek funding sources, such as the New York State's State Operating Assistance, for the training program.

11. Advancement of Black and Brown Women in DOT Working Group (ABBW): In FY 2025, DOT formally announced the agency-wide launch of ABBW on March 31st. In April 2025, ABBW began a sign-up period for general members and nominations for the inaugural election to select the executive board. To ensure that the general membership sign-ups were successful and that field operations staff were represented, ABBW reached out to field operations staff to circulate the ABBW launch flyer. In May 2025, the voting period took place, and the election results were announced agency-wide on June 10th. Over 120 DOT employees joined as general members, and the ABBW executive board conducted their first official board meeting on July 2nd.

In FY 2026, among other things, ABBW will conduct its first general membership meeting and launch an optional anonymous survey of their membership to determine their demographics and professional needs and desires.

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.]

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

- (1) expanding the reach of and support for DOT's Employee Resource Groups, and
- (2) developing mentorship programs for current employees.

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



Planned Programs, Initiatives, Actions aimed at Workplace:

[Describe specific actions designed to create inclusive workplace culture, and initiatives undertaken to address equity, inclusion, and anti-racism 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 anti-racism awareness, including, but not limited to, anti-racial discrimination training as aligned with Local Law 14 (2024), 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.]

1. Age-Inclusive Initiatives

Following the NYC Department for Aging's guidance and recognizing the need and opportunity for focused and increased age-inclusive practices and strategies at DOT, in FY 2026, DOT is committed to creating and implementing age-inclusive initiatives and strategies aimed at creating an age-inclusive workplace. As mentioned above, these will include exploring the formation of an Intergenerational ERG and an Intergenerational Mentoring Initiative, surveying DOT job titles to identify those where focused promotion of upskilling across all age groups is needed and providing age-inclusive trainings to all supervisors and agency staff involved in the hiring process.

2. Agency-wide Recognition & Commemoration of Diverse Holidays and Heritage Months

Throughout FY 2025, EDI shared agency-wide, via email and postings on DOT's SharePoint homepage, announcements recognizing, explaining, and providing guidance on religious holidays, heritage months, and other significant days of observances. These announcements recognized and honored: Latinx American Heritage Month, Rosh Hashanah, Yom Kippur, Italian Heritage/Indigenous People's Day, National Pregnancy and Infant Loss Awareness Month, Native American Heritage Month, Diwali, End of Year Celebrations/Holidays in December, Martin Luther King Jr. Day, Black History Month, Lent and Easter, Ramadan, Nowruz, Denim Day and Sexual Assault Awareness Month, Eid al-Fitr, Passover, Jewish American Heritage Month, Pride Month, and Juneteenth. These emails and postings explained the history and significance of these holidays and heritage months, listed celebrations throughout the City, and provided educational resources.

EDI worked with the Office of the Commissioner to prepare and send out these agency-wide emails via the Commissioner's email address to send DOT's workforce a clear message that the Commissioner supports an inclusive workplace culture. In an effort to



improve the consistent and equal promotion of these announcements, at the start of FY2026, EDI transferred responsibility for this initiative to DOT's Senior Manager of Internal Communications. This program will continue throughout FY 2026 and beyond.

3. Agency-wide Anti-Religious Bias Awareness Training

In FY 2025, in collaboration with DOT's Arab, Turkic, and Persian (ATP) ERG, EDI developed a proposal for an agency-wide training event on Anti-Arab and Anti-Muslim bias awareness training event. At the suggestion of DOT's DE&I Committee, the proposal was modified to be a more inclusive anti-religious bias awareness training, thus including secular and non-religious bias awareness. EDI vetted the training material with the proposed vendor in order to ensure that the training aligned with the City's EEO Policy. EDI, in coordination with HR's Training and Development Unit (TDU), has begun the procurement process for this proposed training and expects to schedule the training for FY 2026.

4. Climate Survey Action Plan

In FY 2025, EDI continued to accomplish many of the goals in DOT's Climate Survey Action Plan and continues to take steps in working towards them. In FY 2025, EDI successfully concluded the 4th annual EDI Talk, guided discussions that DOT supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under DOT's sexual harassment prevention policies and the EEO Policy's protections from discrimination, retaliation, and harassment, with a focus on sexual harassment. EDI worked with DOT's personnel coordinators to ensure that each division achieved at least an 85% completion rate. 15 divisions reported completion rates above 91%, with 6 divisions achieving 100% completion rates. DOT achieved a 92.7% agency-wide completion rate in FY 2025, a slight but notable increase from FY 2024's rate of 92%. In FY 2026, this training will commence in September. This year, EDI also implemented a new process to track training compliance for temporary employees without DOT employee IDs. The Lead Trainer developed a comprehensive tracker and sent targeted email communications to these employees to confirm their compliance. This initiative ensured that all DOT employees (full-time, seasonal, or temporary) completed this year's EDI Talk and were informed about their protections under DOT's EEO policy.

In FY 2025, EDI, in coordination with TDU, implemented new strategies to meet the citywide training mandates for *Everybody Matters: EEO and Diversity and Inclusion for NYC Employees* (Everybody Matters) and *Sexual Harassment Prevention* (SHP). EDI's Lead Trainer facilitated in-person sessions at DOT field operation sites across all five boroughs, while also partnering with TDU to monitor weekly compliance with these trainings. TDU provides regularly updated rosters of employees who have not yet



completed the required trainings, and EDI issues weekly reminders to encourage completion. To maximize participation, EDI also introduced bi-weekly virtual SHP trainings via Zoom. These virtual sessions have been highly effective, contributing to an SHP training compliance rate of nearly 86% so far. EDI will continue to provide this training format to employees for not only the aforementioned trainings but also other DCAS-trainings such as *LGBTQ+: The Power of Inclusion* and *Disability Awareness and Etiquette* in FY 2026.

5. Initiatives to Improve and Increase committee member involvement in DEI-EEO Initiatives led by DOT's Diversity, Equity, and Inclusion (DE&I) Committee

DOT's DE&I Committee provides oversight and accountability for the agency's DEI-EEO initiatives. In FY 2025, the committee discussed initiatives and strategies to expand members' involvement with DOT's DEI-EEO initiatives. One such initiative was the introduction of a standardized voting form to ensure the active participation of all members in decision-making. This initiative will continue in FY 2026.

In FY 2026, the DE&I Committee will also develop a sub-committee comprised of committee members who are interested in discussing practices to make employment decisions fairer and more transparent.

6. EEO Liaisons Program

In FY 2025, DOT's EEO Liaisons continued to play an important role in assisting EDI and DOT to meet their EEO obligations through the regular referral of employee EEO-related concerns to EDI, assisting with the posting and maintenance agency wide of EEO-related notices and memos, and serving as an on-the-ground resource for DOT employees without immediate access to EDI, or EEO online resources. EDI hosted monthly check-in meetings with EEO Liaisons, informing Liaisons of new agency-wide postings and DEI initiatives.

In FY 2026, EDI will continue to increase coverage and awareness of the EEO Liaison Program in field operations worksites across the five boroughs by organizing "Meet Your EEO Liaisons" events. These events will introduce EEO Liaisons to their respective worksites and will increase awareness of EDI, DOT's EEO-DEI Program, and DOT's EEO Policy.

7. Employee Resource Group Program

In FY 2025, ERGs and EDI continued to strategize ways to expand the ERG program and foster inclusivity by ensuring that all DOT employees across the five boroughs can participate. This was achieved by implementing hybrid formats for events, whenever



possible, and hosting events at worksites and locations throughout the five boroughs. ERGs also were involved in high-level strategy meetings with DOT's Strategy Office regarding the DOT Strategic Plan, and their quarterly meetings with the Assistant Commissioner of EDI and the DE&I Committee. In FY 2026, the ERGs plan to conduct outreach events at field operation sites, in an effort to increase awareness of the ERG Program and recruit membership from field operations, which has been historically lacking representation in the ERG programs.

8. Future Leaders Program

The Future Leaders Program is designed to identify, nurture, and promote a diverse cohort of employees from all divisions within the agency, with a particular focus on employees of color and women who might not ordinarily get exposure to agency leadership and the full range of agency functions and opportunities. This year-long fellowship provides approximately 30 early to mid-career professionals from across every part of the agency the opportunity to develop networking, communication, and presentation skills and connect their work to the big picture. An up to a month-long rotation in another agency division is included in the program and the program culminates with group presentations to pitch an idea to senior staff.

After a brief pause, the Future Leaders Program was relaunched in early 2025, after a staff member from the DOT's Commissioner's Office, Communications and Press Unit was designated to restart and lead the program. In February, 130 employees from across the agency applied. Ultimately 31 were selected via a selection committee and senior leadership. In the fourth quarter of Fy 2025, Future Leaders 2025 was launched, and the 31 selected candidates began attending regular sessions. Program participants attended seven sessions including with some of NYC DOT's senior leadership and three training sessions with Dale Carnegie: "Present with Impact," "Step Up to Leadership," and "Time Management: Organize and Prioritize to Increase Your Productivity," for which they received certificates and CEU credits. Future Leaders were also given the opportunity to work at DOT's Equity in Motion Summit, Car-Free Earth Day, and Summer Streets.

In FY 2026, this program will continue. In late 2025, this year's Future Leaders participants will do their rotation to another unit, present their final projects to senior staff, and take part in a graduation ceremony. In early 2026, the application period for Future Leaders 2026 will launch, selections will be made, and the program will launch.

9. Land Acknowledgement Project

In FY 2025, DOT's Indigenous Peoples' Collective (IPC) ERG submitted a proposal to the DE&I Committee for the development of an agency-wide land acknowledgement. IPC



ERG’s reason for requesting this workshop be provided is that it would prepare DOT to engage in sensitive topics and ongoing issues faced by NYC’s Indigenous communities in light of the city’s 400th anniversary and to take a proactive step in fulfilling a commitment outlined in DOT’s updated Strategic Plan to develop an agency-wide land acknowledgement. Under this proposal, the American Indian Community House, an Indigenous advocacy organization based in New York, would facilitate a workshop for the DE&I Committee and members of DOT’s executive staff, providing background and best practices for crafting a land acknowledgement. Following the workshop, AICH will offer consultation as the committee, in collaboration with IPC ERG and EDI, finalizes DOT’s land acknowledgement. After the committee approved the training proposal, EDI, in coordination with TDU began the procurement process for this proposed training. DOT expects to conduct this training in time for Native American Heritage Month (November) 2026.

10. Modeling Inclusive Language

The Assistant Commissioner of EDI and all EEO staff include their preferred pronouns in all correspondence, and when possible, encourage others to do so, including but not limited to executive staff and all managers and supervisors. In FY 2026, EDI plans to launch an updated agency-wide reminder and memorandum of why and how to include one’s preferred pronouns in DOT correspondence.

11. Traffic Operations (TO) Division Mentoring Program

In FY 2025, TO ran its mentoring program for the sixth cohort. There have been over 70 participants to date for this cohort. This program will be completed by the end of CY 2025. The mentoring program will continue and begin its seventh cohort in early 2026. Selection occurs in January and the program begins in February.

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

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

1. African American Career Advancement Network (AACAN)
2. Asian Pacific Islander Association (APIA)
3. Arab, Turkic, and Persian (ATP)
4. DiverseAbilities



- 5. Indigenous Peoples' Collective (IPC)
- 6. LGBTQ+@DOT
- 7. Organizacion LatinoAmericana (OLA)
- 8. Women Empowering Women in Non-Traditional Work (We Win)
- 9. Working Parents

- Agency does not presently have any ERGs.
- Agency will create and leverage equity and inclusion programs through its Diversity and Inclusion Officer and/or a Diversity Committee
- Agency has an active Diversity Committee/Council
- Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion
- Agency will continue to fulfill its obligation to 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 ANTI-RACISM

State your Agency's general goals and strategies to enhance DEI and EEO in areas of Community and Anti-Racism.

[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.]

DOT's Community Goal is to facilitate outstanding culturally competent public service while strengthening collaborative and community relationships through effective leadership and accountability.

DOT is committed to addressing racial disparities and systemic racism in the agency's interactions with the communities of New York City by advancing racial and social equity through three staff-level working groups: the Equity in Planning Working Group, the Equity in Enforcement Working Group, and the Equity in Infrastructure Working Group. Each of these groups has a focused mission to address key areas of concern where policy change is needed.



Planned Programs, Initiatives, Actions aimed at Community, Equity and Anti-Racism:

[In addition to the strategic goals above, please describe in detail 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 anti-racism 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.]

1. Accessible Pedestrian Signals (APS) Installation Program

As part of the court mandate regarding Accessible Pedestrian Signals installation, DOT, is required to fulfill a quota of installations annually and meet with the APS Advisory Committee, which is composed of DOT, the Department of Law, and advocacy organizations that represent the low vision/visually impaired community. DOT also hosts two town halls annually for anyone from the low vision/visually impaired community and others.

In FY 2026, DOT's goals are to meet the requirements of the court mandate by installing the mandated number of installations per year and holding the required town halls with the low vision/visually impaired community. DOT will also improve our public engagement with the low vision/visually impaired community.

2. Car-Free Earth Day

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

In FY 2025, DOT held Car-Free Earth Day on April 26, 2025, from 10 AM to 4 PM, and saw growth in programming partners and performers. The event grew to 273 programming partners and performers in 2025. Signature locations will include: Dyckman St. from Broadway to La Marina (Manhattan), St. Nicholas Ave. from 181st St. to 190th St. (Manhattan), Broadway from East 17th St. to West 46th St. (Manhattan), 5th Ave. from 40th St. to 50th St. (Brooklyn), Woodside Ave. from 75th St to 78th St (Queens), East 188th St from East Fordham Rd. to Valentine and Creston Ave. from East 188th St. to East Fordham



Rd. (Bronx), and Port Richmond Ave. from Church Street to Castleton Avenue (Staten Island). DOT also increased this year's total mileage to 3.5 miles of car-free streets for New Yorkers in all five boroughs to enjoy.

The program team is currently planning the 2026 Car-Free Earth Day.

3. Clean Trucks Program

The NYC Clean Trucks Program (CTP) focuses its truck replacement projects in certain New York City Industrial Business Zones (IBZs) located near Environmental Justice Areas (EJAs). These are communities that have historically been subject to a disproportionate share of environmental harms, such as vehicle emissions and pollution. This program is a unique environmental initiative to promote sustainable transportation and a cleaner environment for these affected communities in NYC.

In FY 2025, the program conducted outreach, accepted applications for truck rebates, fielded calls from interested stakeholders, and processed funding for trucks. Progress was tracked using the USEPA Diesel Emission Quantifier. Our consultant input truck rebate information into the model to determine the overall emissions reduction benefits of the program. Our data analysis continues to indicate significant emissions reductions occurring with the use of cleaner vehicle technologies. Significant activities this fiscal year, included the funding of 27 trucks – 9 Compressed Natural Gas (CNGs) and 18 Battery Electric Vehicle (BEV). As of March 2025, VW Settlement Funds shifted to providing incentives exclusively to BEVs. CTP also promoted several initiatives that benefit businesses, communities, and the environment including the Off-Hour Deliveries Program, the Industrial Plan Survey, and the NYC DOT Truck Route Redesign. To confirm compliance with program requirements, CTP transitioned to an upgraded automatic vehicle locator (AVL) system for tracking truck location and mileage. The new AVL system provides additional data related to BEVs and the benefits to air quality and the environment.

CTP also started informing our stakeholders that the program plans to implement a Transportation Refrigeration Unit (TRU) Incentive Program in FY 2026. There are nearly 1,000 TRUs in operation at food markets 24/7 in the aforementioned IBZs. Replacing older TRUs with the newest, cleanest TRU technology would substantially reduce emissions within the IBZs and adjacent communities. The pending program has been very well received by former participants of the TRU program from FY 2017 to FY 2021. CTP has been conducting pre-qualifying TRU inspections to determine whether TRUs are eligible for the incentives and plans to officially launch the new TRU program beginning next quarter in FY 2026. CTP plans to develop a Fleet Advisory Service that will offer free, personalized technical assistance to fleets considering transitioning to electric vehicles.



4. DOT Equity Working Groups

a. Equity and Inclusion in Planning Working Group

The Equity and Inclusion in Planning Working Group (EWG) has continued to work towards advancing transportation equity. In FY 2025, EWG's work focused on DOT's efforts to produce the mayoral-mandated Racial Equity Plan (REP) and the Equity & Inclusion in Planning Action Plan will no longer be the guiding document for DOT's equity work. Building on the work of the existing EWG, DOT put together a team of 13 people from across the agency to put together the plan. The team worked all summer on the REP, brainstorming ideas and meeting with stakeholders whose work will be impacted by the plan to discuss appropriate goals and strategies, including 2 virtual agency-wide briefings about the plan and 5 discussion forums. These internal engagement events were designed to present the REP to all DOT employees, answer questions, and get feedback. In September 2025, the final REP was submitted to the Mayor's Office of Equity and Racial Justice (MOERJ).

The plan is organized around 4 pillars that represent different aspects of DOT's work. Under each goal there is a set of outcomes, strategies, and indicators that outline how we will achieve those goals:

- Setting a Foundation for Equity; Transportation & Infrastructure
 - Goal 1: Develop an internal structure for centering equity at NYC DOT and supporting racial equity goals.
 - Workforce Diversity & Workplace Culture
 - Goal 2: Build a safer city for all New Yorkers, with a focus on reducing racial disparities in victims of traffic violence.
 - Goal 3: Assess if there are disparities in the quality and maintenance of transportation infrastructure in underserved communities of color.
- Community Engagement
 - Goal 4: Drive greater workforce diversity by reducing titles interest and intensifying recruitment, mentorship, and capacity-building efforts to better reflect and serve City residents.
 - Goal 5: Build an internal culture that prioritizes racial equity, inclusion, and belonging.
- Budgeting & Contracting.
 - Goal 8: Prioritize investment of agency dollars in underserved communities of color to close race-based disparities in transportation-related outcomes.
 - Goal 9: Create more opportunities for Minority and Women-Owned Business Enterprises to conduct business with NYC DOT.



- Goal 10: Assess the impact of NYC DOT's fine- and fee-based programs in underserved communities of color

The EWG is currently waiting to receive feedback from MOERJ and hopes to begin implementing the Racial Equity Plan in FY 2026.

b. Equity in Enforcement Working Group

Through a series of roundtable sessions held in 2020, DOT identified key areas around the misuse of authority, protocol, and the impact of enforcement on DOT initiatives, and from this, explored strategies to address employee concerns and cultivate collaborative communication with agency partners. In FY 2026, the Equity in Enforcement Working Group will work towards completing the proposal for a training plan for police officers interacting on a regular basis with DOT workers in the field and will continue its work on a comprehensive asset management assessment to put a value on safety engineering that is blocked or damaged by police vehicles and barricades. Additional recommendations will be made related to traffic enforcement as we move ahead with Vision Zero into FY 2026.

c. Equity in Infrastructure/Equity in Asset Management Tool

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

In FY 2025, the working group achieved its two goals for the EAM tool:

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

The working group worked with various key stakeholders, such as the Commissioner's Office and past EAM Tool users, to prepare for the launch. On March 5, 2025, the EAM



Tool was officially launched agency-wide and was made accessible to all DOT employees via the APM Analytics webpage. The EAM Tool has received positive feedback so far, and the working group plans to add more datasets as they become available at a later date.

For FY 2026, the working group will continue to use the aforementioned goals to guide and track its work.

5. Environmental Justice Interagency Working Group

In FY 2025, the Interagency Working Group (IWG) released the Environmental Justice Report and Data tool. The next stage of the IWG's work is to develop the Environmental Justice (EJ) Plan to identify possible citywide initiatives for promoting environmental justice and outline a set of discrete recommendations for better imbedding equity and environmental justice into the City's decision-making processes. Throughout the year, DOT staff participated in the monthly IWG meetings, bi-weekly sub-working groups, and meetings with the Mayor's Office of Climate and Environmental Justice to provide further clarification on DOT's efforts to advance equity and environmental justice. This program will continue in FY 2026.

6. Minority and Women-Owned Business Enterprises (MWBE) GROW Program

After achieving a 31% MWBE utilization for FY 2024, DOT worked to sustain this utilization in FY 2025 by utilizing the MWBE Small Purchase procurement method, establishing MWBE Only Pre-Qualified Lists (PQLs), organizing MWBE networking events, and engaging in the Citywide MWBE mentoring program. DOT also helped launch the Citywide Construction Mentoring Program, in coordination with the City's Chief Business Diversity Officer and the Mayor's Office of Minority and Women-Owned Business Enterprises (OMWBE). DOT was chosen to work with the OMWBE to develop a plan and establish protocols for the implementation of this program, such as the procurement processes. In FY 2026, DOT plans to sustain the aforementioned MWBE utilization and launch several procurements through the Citywide Construction Mentoring Program by September 2025.

7. Mobility Management Program

The Mobility Management Program (MMP) coordinates and improves mobility for New Yorkers, who have been historically excluded and underserved in the transportation planning process. This involves several methods, including developing resources and tools for NYC DOT staff and the community, coordinating efforts within DOT and the public, and identifying strategies to improve transportation services. This comprehensive and strategic approach benefits the community and DOT project managers by improving communication and collaboration between the agency and the community being served.



In FY 2025, continuing its focus on capacity building efforts and community outreach, MMP conducted 10 training sessions on making documents accessible and attended 10 community events focused on people with disabilities and low-income New Yorkers.

MMP also secured a 5310 grant to create a program entitled Access to Independence. As part of this grant, the team has been organizing a series of events to connect people with disabilities and older adults to transportation information and improving the coordination between other transportation providers in New York City. The team convened 2 separate advisory committees to assist with the grant, one made up of disability advocates and the other, partner agencies. Additionally, the team also worked on three panels and one activation for DOT's Equity in Motion Summit in April 2025. These panels and activation highlighted different aspects of accessibility.

In FY 2026, MMP plans to hold the first event in the Access to Independence series, titled Navigate the City with Confidence: An Info Session on Accessible Transportation in July. Additionally, the team is planning 5 to 6 mini events and a large citywide Resource Fair for people with disabilities. The mini events will take place throughout 2025 and early 2026, and the Resource Fair is projected to take place in the spring of 2026.

8. Parking Permits for People with Disabilities Unit

DOT believes transportation must meet the needs of communities of color and those of all abilities. TO's Parking Permits for People with Disabilities (PPPD) Unit issues two types of disability parking permits for people with disabilities: the NYC PPPD permit (placard) and the NY State permit (hangtag).

In FY 2026, DOT's goals are to continue to meet the needs of the people with disabilities and ensure they receive their permits in a timely fashion and to deploy the new Authorized Parking Application (APA) system, which will improve the user experience for all DOT permit applicants and holders. The new system will have a new online application/renewal processing interface and an updated website presence

9. Public Space Equity Program

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



In FY 2025, PSEP supported 100 active sites, the most sites supported ever. PSEP provided funding for over 500 events through the DOT Public Real Programming initiative, over 47 miles of Open Streets, and saw nearly \$9 million invested in the management and operations of public spaces citywide. The PSEP team conducted regular check-ins with DOT contractors, partners, elected officials, community boards and other stakeholders, as well as feedback surveys and workshops as needed.

In FY 2026, PSEP will continue and is preparing to support new plazas and other public spaces. The PSEP is navigating budgetary constraints but plans to maintain existing services as much as possible.

10. Street Ambassadors Program

The Public Engagement Group (Street Ambassadors) launched a Seasonal Street Ambassador program to support the agency's core goal of increasing public participation by expanding proactive outreach and expanding capacity during the busy outreach season in the warmer months. This ongoing effort will help build capacity for public input in the development of Street Improvement Projects (SIPs) and support the explicit goals of Project-Based Outreach and Public Awareness. The Seasonal Street Ambassador program aims to expand the number of annual participants as it continues to build new pipelines to employment at DOT, helping to further the agency's commitment to becoming more diverse and representative of the city.

In FY 2025, projects involved ongoing work with multiple planning units across DOT's Traffic Planning and Management (TPM) Division, including projects overseen by TPM's Transit Development, Research Implementation and Safety, Public Realm, and Freight Mobility units. The Ambassadors also conducted outreach in support of the Mobility Management Program and the Bike Share & Shared Mobility unit in Franchises, Concessions & Consents.

Metrics related to the participation rate and number of deployments completed are tracked for final project deliverables and a representation of the team's production for the Mayor's Management Report. The unit saw a 10+ increase in the number of total deployments this fiscal year, resulting in 157 total deployments completed.

In FY 2026, Street Ambassadors will be launching a Deep Dive in Queens. A Deep Dive is an extended, long term, community-based engagement model, designed to understand a community's transportation needs before defined projects have been outlined. The team will engage with the community conducting comprehensive transportation surveys in the area. Although the final boundaries have not been finalized, we've narrowed the outreach scope to focus on Southwest Queens. As with all Deep Dive campaigns, neighborhoods



identified as falling within EJAs and Priority Investment Areas (PIA) are prioritized. These large-scale efforts are also designed in collaboration with multiple planning units, the relevant Borough Commissioner's Office, Community-Based Organizations, and local partners and stakeholders. The Ambassadors will also be welcoming an AmeriCorps NYC Service member. NYC Service is a division of the Mayor's Office, focused on expanding civic engagement through volunteerism and service, and has administered AmeriCorps programs since its inception in 2009. Over the next 10 months, the new service member will help build capacity for public input in the development of SIPs while supporting the explicit goals of Project-Based Outreach and Public Awareness.

11. Summer Streets

The Summer Streets Program is an annual celebration of New York City's most valuable public space – our streets. The program reclaims and transforms streets into public spaces for people to play, run, walk, and bike. Summer Streets encourages the use of sustainable forms of transportation, reducing traffic congestion, air pollution, and greenhouse gas emissions during the event. Free event programming allows participants to participate in fitness and recreational activities and experience the rich and varied arts and cultural resources of New York City.

In FY 2025, DOT's 2024 Summer Streets Program, held from July to August, was a rousing success, with nearly 20 miles of car-free streets across all five boroughs. It featured 286 programming partners, 50 performance groups, and 1.5 million attendees across the 5 weeks of programming.

The program team is currently planning the 2025 Summer Streets Program, with extended programming hours (from 7 AM to 1 PM to 7 AM to 3 PM), increased miles from 20 miles of car-free streets to 22 miles, and a new Staten Island Route. Summer Streets will be held again from July to August in FY 2026. Summer Streets received applications from over 300 programming partners and has been coordinating with them to provide quality activities for the public.

12. Women Empowering Women in Non-Traditional Work (We Win) ERG's Annual Career Day Event

DOT's Women Empowering Women in Non-Traditional Work (We Win) ERG hosts its annual Career Day each summer to showcase women excelling in traditionally male-dominated fields and to introduce teenage students to the wide range of career opportunities available at NYC DOT. The event brings together more than a dozen units from divisions across the agency and nearly one hundred middle and high school students through partnerships with nonprofit organizations and the New York City Department of Youth and Community Development. In FY 2026, Career Day is scheduled for July 2025.



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

In FY 2026, 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



VI. 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 generally, and training hiring managers and recruiters on DEI best practices.]

NOTE: This section must be prepared collaboratively among Agency EEO Officer, DEI Officer and Human Resources.

The agency will implement the following recruitment strategies and initiatives in FY 2026:

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

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

- Advancing Women in Transportation



- Society of Women Engineers
- LatPro-Latin Professionals
- City University of New York (CUNY) Schools and Historically Black Colleges and Universities (HBCUs)
- National Society of Black Engineers
- Society of Hispanic Professional Engineers
- Society of Asian Scientists and Engineers
- Nontraditional Employment for Women (NEW)
- Organization of Black Maritime Graduates
- Women Offshore
- IT Diversity Careers
- Women in Technology International
- Black Data Processing Association
- Tech Latino
- Hispanic/Latino Professionals Association
- iHispano
- Saludos Hispanos
- Various Women's, Ethnic and Minority Bar Associations

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

- AfricanAmericanHires.com
- AllHispanicJobs.com
- AllLGBTJobs.com
- AsianHires.com
- BlackCareers.org
- DisabilityJobs.net
- DiversityJobs.com
- LatinoJobs.org
- NativeJobs.org
- OverFiftyJobs.com
- VeteranJobs.net
- WeHireWomen.com
- Circa diversity network websites

To enhance the agency's recruitment initiatives and strategies, DOT created a new position of Director of Workforce Development in 2022. The director's focus is to create meaningful partnerships with key stakeholders and to build pathways for job seekers. They will continue to collaborate with executive staff and hiring managers in the development of recruiting strategies to attract and retain a diverse workforce. The director will conduct outreach to



organizations which represent populations who are underrepresented in various Agency titles. They will build partnerships with community-based, non-profit organizations, such as NYC Housing Authority’s Cornerstone programs, the Renaissance Technical Institute, the Consortium for Worker Education, and the Hispanic Federation. They will pursue opportunities to partner with other City agencies, including the Mayor’s Office for Talent and Workforce Development, the Mayor’s Office of Immigrant Affairs, MOPD, HRA, and CUNY. DOT will continue to attend CUNY career fairs and events, host CUNY leadership, faculty, and students at DOT events, as well as share job openings and exam notices to students, alumni, and career services staff. In addition to attending career events at local colleges, the director will participate in high school fairs and events held by community organizations. They will expand upon previous social media campaigns which highlight the work of DOT and describe the types of jobs and positions. DOT will strive to garner new approaches and methods to implement the agency’s recruitment diversity goals and objectives.

B. Recruitment for Civil Service Exams

[Summary of recruitment efforts that will be undertaken in FY 2026 to promote open competitive and promotion civil service exams.]

In FY 2026, DOT will continue to promote open competitive exams at all career-related events that we attend, including school career fairs, hiring halls, and community events. Internally, DOT sends monthly e-mails to all employees, sharing the DCAS Monthly Exam Schedule and providing links to specific civil service exams and the annual exam calendar. We post all exam schedules and announcements on the agency’s intranet. Personnel coordinators and liaisons distribute exam information to all of their division’s staff, including direct notification to employees who are eligible for promotion exams. Current information on exams is also posted on DOT’s kiosk screens at multiple work locations and on physical bulletin boards at all facilities.

List any planned recruitment events for FY 2026 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	N/A	N/A

List planned expenditures for FY 2026 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 hires. Recruitment sources should reflect your agency’s effort to reduce underutilization in specific job groups and to otherwise diversify your workforce.]

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



D. Internships and Fellowships

[Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2025 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2026. 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.]

Describe your agency plans to recruit interns for FY 2026 and provide a brief outline of how they will help support your agency’s mission. How will your internship program enhance the interns’ professional development?

In FY 2026, DOT will be submitting **13** Urban Fellows applications.

In FY 2026, DOT will be submitting **15** applications for NYC Public Service Fellows through the CUNY Pathways program.

In FY 2026, DOT will continue to recruit both College Aides and Summer Interns from local and regional schools, and via posting on the City’s websites. In addition to participating in career fairs, DOT will also hold agency-specific info sessions at CUNY and virtually.

In FY 2026, DOT will participate in DYCD (Department of Youth and Community Development) intern programs including: the Summer Youth Employment Program (SYEP), Ladders for Leaders, and the Transportation Career Mentoring Program.

In FY 2026, DOT will partner with local high schools to provide internships to students through programs including: the City’s Modern Youth Apprenticeship Program, the NYC Automotive High School Internship Program, the NY Harbor School, and various Career and Technical Education (CTE) High School programs.

In FY2026, DOT will continue participate in the NYC Department of Social Services’ Partnership for Inclusive Internships (PII), an internship program for people with disabilities.

In FY 2025, DOT hired **13** interns into entry-level full-time positions, and we will continue to provide opportunities for interns to advance to entry-level positions at the agency.

The agency provided the following internship opportunities in FY 2025:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	5	<ul style="list-style-type: none"> Hispanic = 4 White = 1 	M <u>1</u> F <u>4</u> Non-Binary <u>__</u> Other <u>__</u> Unknown <u>__</u>



2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __
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	25	<ul style="list-style-type: none"> • Asian = 7 • Hispanic = 7 • Black = 4 • White = 3 • Two or more = 1 • Unknown = 3 	M <u>21</u> F <u>4</u> Non-Binary __ Other __ Unknown
6. Department of Youth and Community Development (DYCD) Interns	27	<ul style="list-style-type: none"> • American Indian/Alaskan Native = 1 • Asian = 18 • Black = 5 • Hispanic = 3 	M <u>11</u> F <u>16</u> Non-Binary __ Other __ Unknown __
7. High School (HS) Interns	1	<ul style="list-style-type: none"> • American Indian/Alaskan Native = 1 	M <u>1</u> F__ Non-Binary __ Other __ Unknown __
8. Partnership for Inclusive Internships (PII) Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
9. College Aides	168	<ul style="list-style-type: none"> • American Indian/Alaskan Native = 2 • Asian = 58 • Black = 28 • Hispanic = 30 • White = 45 • Two or more = 4 • Other = 1 	M <u>91</u> F <u>75</u> Non-Binary <u>1</u> Other <u>1</u> Unknown __



E. 55-a Program

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

- Presently, the agency employs **16** 55-a participants.
- There are **2** participants who have been in the program less than 2 years.
- In the last fiscal year, a total of **8** new applications for the program were received and **2** participants left the program due to **1 resignation and 1 permanent appointment.**

[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 foresees in recruiting and hiring 55-a candidates. If your agency hires for competitive titles and does not use the program, please explain why.]

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

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

- Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
- Agency does not use the 55-a Program and has no participating employees.



VII. Selection (Hiring and Promotion)

NOTE: This section must be prepared collaboratively among Agency EEO Officer, DEI Officer and Human Resources, and must describe the activities and future plans of Agency Career Counselors in A) below. EEO must respond to questions in C) below.

A. Career Counselors

[Describe the activities and future 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.]

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

B. New Hires and Promotions

[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.]

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

DOT established the Promotion Review Committee (PRC) that is made up of the Executive Deputy Commissioner, the First Deputy Commissioner, the First Deputy Commissioner's Chief of Staff, the Commissioner's Chief of Staff, the Deputy Commissioner of HR, and the Assistant Commissioner of EDI. The PRC meets monthly to review all promotions for positions earning



salaries of \$125,000 or more, and for promotions which have both a salary of \$80,000 and an increase greater than 25%. The PRC considers and evaluates whether the promotions conform with agency policies and goals for a diverse and inclusive workforce, confirms that the promotions are equitable among staff with comparable job titles and functions across divisions, and certifies that the cost of the promotions are covered within the agency's budget.

In FY2026, EDI will continue to analyze the previous fiscal year promotions by ethnicity and gender for each division and the agency as a whole, in order to determine whether or not the PRC is meeting its goal of ensuring promotions are distributed among staff with comparable job titles and functions across divisions without bias towards any one demographic or combination of.

C. EEO Role in Hiring and Selection Process

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

In FY 2026, the agency EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO Anti-Discrimination Statement.
- Be available for consultation on 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 as well as language that is age-inclusive).
- Refer hiring managers to Structured Interviewing and Unconscious Bias training.
- Collaborate with Human Resources to review workforce metrics that inform broader outreach in recruitment efforts and ensure recruitment strategy aligns with the diversity goals of the agency.
- Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Assist the hiring manager if a reasonable accommodation is requested for an interview.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.



- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log and/or SmartRecruiter reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

D. Layoffs

During periods of layoffs, terminations, and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race, and age? *[It is most useful to conduct this analysis prior to finalizing the list of titles that will be impacted. Ensure that the Agency General Counsel and the Law Department are involved in the review.]*

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2026.
- 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 protected category 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).



VIII. Training

[Please refer to **Section X** 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 – Annually (Cycle 3 must be completed by June 30, 2026.)	5979	July 1, 2025 to June 30, 2026
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Annually (Cycle 3 must be completed by June 30, 2026.)	0	July 1, 2025 to June 30, 2026
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 8 runs between September 1, 2025 – August 31, 2026)	5979	November 1, 2025 to August 31, 2026
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 8 runs between September 1, 2025 – August 31, 2026)	0	November 1, 2025 to August 31, 2026
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	5979	July 1, 2025 to March 31, 2026
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	0	July 1, 2025 to March 31, 2026
7. Disability Awareness and Etiquette	All employees	5979	July 1, 2025 to August 31, 2026



8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Employees involved in the hiring process and supervisory staff.	200	October 2025 to June 2026
9. Land Acknowledgement Workshop	Diversity, Equity, and Inclusion Committee and executive staff	30	November 2025
10. Anti-Religious Bias Awareness Training	All employees	100	October 2025

IX. Reasonable Accommodation

[Please indicate the actions your agency takes 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, always review the City Reasonable Accommodation Procedural Guidelines.]

- 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 any undue hardship, the agency provides reasonable accommodations for disability; religious observances; victims of domestic violence, sex offenses and stalking; and pregnancy, childbirth, or related medical conditions.
- The agency follows the City’s Reasonable Accommodation Procedure.
- The agency adheres to the City’s Reasonable Accommodation Procedural Guidelines published in July 2024.
- The agency initiates the cooperative dialogue within 10 days from notice of a Reasonable Accommodation need or request.
- The agency sends a written reminder to the individual at least 10 business days before an accommodation is set to expire.
- The agency issues a written notice of any decision granting or denying an accommodation and all appeal rights within 15 days from the conclusion of the cooperative dialogue.
- When necessary, in certain time-sensitive circumstances the agency conducts an expedited review and grants or denies request in less than 15 days.
- The Agency Head or designee reviews and grant or deny issues a written determination on appeals within I fifteen (15) business days after submission of the appeal.
- If the review and decision on appeal is not done by the Agency Head.



Provide the name and title of the Agency Head’s designee⁴: **Executive Deputy Commissioner Paul Ochoa**

- The designee reports directly to the Agency Head.
- The agency enters all the Reasonable Accommodation requests and determinations in the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and updates the information as needed.

X. 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, 2025 – August 31, 2026) 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; Local Law 14 (2024): Anti-racism and Anti-racial 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 3: July 1, 2025 – June 30, 2026) as indicated in the Section VIII Training above.

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

⁴ To avoid conflicts of interest, the EEO Officer or General Counsel cannot be designated to review appeals of reasonable accommodation decisions.



- 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 2025.

- 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 2026

- List of diversity and inclusion training for FY 2026 is included in section VII of this annual plan.

F. Local Law 27 (2023): Workforce Information Report for FY 2025

- 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, 2025.

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

Under Local Law 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 deadline for submission of this information is the same as for the submission of the Annual Plan].

- The agency submitted all information required by Local Law 28 for FY 2025 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 second year of the training cycle, 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 single-sex facility (e.g., 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.

XI. Audits and Corrective Measures

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

- The agency is NOT currently subject of an audit conducted by NYC Equal Employment Practices Commission (EEOC) or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEOC or another governmental agency specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEOC, the agency will submit to CEI an amendment letter, which shall amend the agency plan for FY 2025 to include and implement EEOC recommendations that will be implemented during the fiscal year.
- The agency is subject to any other oversight or review by a federal, state or city civil rights agency.
- Within the last two years the agency was involved in an audit conducted by the EEOC or another governmental agency specific to our EEO practices.
- The agency will continue/be required to implement corrective actions during the year that this plan is in effect.
- The agency received a Certificate of Compliance from the auditing agency.



XII. Agency Head Affirmation and 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.]

This annual Diversity, Equity, Inclusion and Equal Employment Opportunity Plan ("EEO Plan") is hereby submitted and adopted for implementation pursuant to New York City Charter §815(a)(19)⁵

In addition, pursuant to New York City Charter § 815(i), the agency will submit quarterly reports reflecting the agency's efforts during the previous quarter to implement the agency's EEO Plan.

Mike Flynn
Print Name of Agency Head

Mike Flynn
Signature of Agency Head

01/29/2026
Date

⁵ Agencies shall file copies of their finalized EEO Plans with the Mayor, City Council, Equal Employment Practices Commission (EEPC), and City Civil Service Commission, and make EEO Plans available for reasonable public inspection.



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

Agency EEO Office mailing address:

59 Maiden Lane, 37th Floor, New York, NY 10038

[Please provide contact information (name, title, e-mail, telephone number and **full office address** if different from the main address above, for the following EEO and HR roles at your agency. If several roles are performed by the same individual enter only the name in further entries. Insert additional rows as needed.

NOTE: Include staff performing any of EEO or HR-related roles in this listing even if they work in another part of the agency and not in the Office of DEI-EEO.

	Title/Function	Name	Email	Telephone	Address
1.	Agency EEO Officer	Benjamin Graham	bgraham1@dot.nyc.gov	212-839-6600	
2.	Agency Deputy EEO Officer	Angela Ball	aball@dot.nyc.gov	212-839-6603	
3.	Agency (Chief) Diversity & Inclusion Officer	Benjamin Graham			
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Carlos Bannister	cbannister@dot.nyc.gov	212-839-9241	55 Water St, 8 th FL, NY, NY 10041
5.	ADA Coordinator	Edmund Asiedu	easiedu@dot.nyc.gov	212-839-7751	55 Water St, 8 th FL, NY, NY 10041
6.	Disability Rights Coordinator	Benjamin Graham			
7.	Disability Services Facilitator	Edmund Asiedu			
8.	55-a Coordinator	Lianne Palacios	lpalacios@dot.nyc.gov	212-839-9516	55 Water St, 8 th FL, NY, NY 10041
9.	EEO Investigator(s)				
10.	EEO Counselor(s)				



11.	EEO Training Liaison(s)	Carol Adamson	cadamson@dot.nyc.gov	212-839-9488	55 Water St, 9 th FL, NY, NY 10041
12.	Career Counselor(s)*	<ul style="list-style-type: none"> • April Hill-Cummings • Tenzing Ukyab 	<ul style="list-style-type: none"> • Ahill-cummings@dot.nyc.gov • TUkyab@dot.nyc.gov 	<ul style="list-style-type: none"> • 212-839-9544 • 212-839-9524 	55 Water St, 8 th FL, NY, NY 10041
13.	Lead Trainer	Vincent DiGennaro	vdigennaro@dot.nyc.gov	212-839-4151	
14.	Diversity Specialist	Christopher Lee	clee4@dot.nyc.gov	212-839-7151	