



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

## Fiscal Year 2024

### New York City Department of Transportation





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## I. Commitment and Accountability Statement by the Agency Head

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

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

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

DOT’s Assistant Commissioner of EEO, Diversity and Inclusion, 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.
- This statement will be disseminated to all employees in the agency.



## II. Recognition and Accomplishments

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

### 1. Inclusion Efforts:

Addition of Disability and LGBTQ+ Identity to DOT's Annual Workforce Profile Report Survey:

DOT's annual Workforce Profile Report (WFP), first released in 2019, provides a thorough picture of the demographic make-up of DOT's workforce, including a comprehensive view of Ethnicity/Race and Gender representation across DOT units and job categories, and statistical measures that allow DOT to identify job titles where there is underrepresentation in these demographics and devise strategies for addressing it. (For a detailed description of the WFP, see Section 2. A. Planned Programs, Initiatives, Actions; Workforce.) The WFP is shared with ERG leaders, as is the underlying data, followed by a meeting with the DOT's DE&I Committee where ERG leaders are afforded the opportunity to ask questions of executive leadership as pertains to the results of that year's WFP. After this meeting, the WFP is posted on DOT's internal DE&I Committee Sharepoint page where employees have access to it and past WFP.

Recognizing the opportunity to make the WFP more inclusive, DOT's DiverseAbilities and LGBT@DOT ERGs asked those primarily responsible for the WFP production, DOT's Analytics and Performance Management Team (APM), to include employees with disabilities and those who identify as LGBTQ+ in this year's report. APM agreed to and, with the assistance of DOT's Legal department and input from the leaders of DiverseAbilities and LGBT@DOT ERGs, created a survey designed to capture agency workforce disability and LGBTQ identity statistics, so that these populations could be represented in the latest and future annual WFPs.

The optional survey was distributed via email agencywide on March 6, 2023, and despite closing the survey two weeks later in order to meet WFP-circulation deadlines, the survey was successful with more than 335 responses, which were aggregated and statistically analyzed in this year's WFP. Going forward, the survey will be distributed earlier in the annual WFP production process with greater confidentiality assurances and participation incentives to increase participation.

Flying of Pride Flag and Banner:

- DOT's LGBT@DOT ERG purchased one Pride flag and two Pride banners for DOT's participation in the 2023 Pride March. After the march, DOT displayed the Pride flag and banners at three locations for the remainder of Pride Month 2023. These locations were:
  - 372 Kent Ave, Brooklyn, NY 11249 (under the Williamsburg Bridge)
  - 25 14th St, Brooklyn, NY 11215 (Bruno Building)
  - 303 South St, New York, NY 10002 (Pier 36)



DOT intends to continue the above practice annually, selecting different locations each year for the flying of the flag and banners.

#### DOT's Employee Resource Groups (ERGs)

- As of June 2023, DOT had the following eight (8) officially recognized and active ERGs: • Women Empowering Women in Nontraditional Work (WE WIN) • Organizacion Latino Americano @ DOT (OLA) • LGBT @ DOT • African American Career Advancement Network (AACAN) • DiverseAbilities • Asian/Pacific Islander Association (APIA) • Indigenous Peoples' Collective (IPC) • Working Parents. As mentioned above, An Arab, Turkish and Persian ERG has been proposed and approved with an October 2024 expected launch.

#### ERG Events

- DOT's ERGs provide employees with opportunities for discussion around topics of diversity, equity, and inclusion, and serve as the collective voice for their members and the agency workforce at large. DOT ERGs regularly meet with and advise DOT leadership on issues impacting its members, general employees, and the communities we serve, and encourage collaboration, comradeship and support among DOT ERG members, general employees, and similar groups at other City agencies.
- DOT ERGs spearheaded DOT special events for Cultural and Heritage recognition and throughout the 2023 calendar year, with the support of EDI, DOT ERGs have scheduled and hosted different cultural and heritage events, including programming for Lunar New Year, Juneteenth, Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, LBGQTQ+ Pride Month, Disability Pride Month, Disability Employment Awareness Month, and Latin American Heritage Month. Some examples of events include viewing parties and follow-up discussions, museum trips, guest speakers, and panel discussions.
- ERG leaders continued to meet with DEI Committee throughout FY 2023, advising DOT's senior staff on issues facing DOT employees.

## 2. DEI-EEO Related Training Accomplishments

- In FY 2023, DOT achieved a high level of success regarding DEI-EEO-related training. In the first quarter of FY 2023, DOT completed its mandatory sexual harassment training and obtained a 97% training completion rate. To reach this high completion rate, DOT made efforts to timely resolve new-employee ID issues that prevented them from accessing the training and tracked employees on leave to ensure those who returned to work during the training cycle were encouraged to take the training before the end of the cycle. For those employees with limited opportunity and/or access to computers, DOT made special arrangements to enable them to access the training, and regularly contacted division leaders to discuss measures to encourage their staff to take the training and arrange work schedules to allow time for it. DOT intends to improve upon and utilize these and other methods to ensure workforce compliance with future mandatory EEO and DE&I trainings.



- DCAS approved DOT's in-person Sexual Harassment Prevention Training materials and EDI's Lead Trainer was certified by DCAS through their Train the Trainer program to conduct DOT's in-person Sexual Harassment Prevention training for credit. In June 2023, the Lead Trainer conducted three Sexual Harassment Prevention trainings, with 115 total participants. EDI's Lead Trainer will continue to provide this and other trainings going forward for both mandatory DEI & EEO trainings and when requested by divisions or units, as well as when EDI recognizes the need for such training for a given group.
- EDI's Lead Trainer, in collaboration with the Assistant Commissioner of EEO, finalized a Reasonable Accommodations training based upon the City Reasonable Accommodation Guidelines. This training was conducted for managers and supervisors from DOT's Roadway Repair and Maintenance (RRM) Division on: January 30, 2023; February 2, 2023; February 6, 2023; February 9, 2023; February 16, 2023; February 21, 2023; and February 23, 2023. EDI intends to provide this training to all supervisors and managers going forward.
- EDI and HR's Training and Development Unit (TDU), in collaboration with two MWBEs, launched the ERG Leadership Training program, focusing on emotional intelligence and ERG leadership skills, which ran from January 2023 to March 2023. Twenty-five ERG leaders participated in this training and received certificates of completion during a ceremony held at its conclusion. As a follow-up to the training program, EDI and TDU organized one-on-one coaching opportunities for ERG leaders with one of the training program instructors. Eight individual sessions were scheduled and completed in FY 2023, with the remainder planned for FY 2024. These trainings will be provided to new ERG leaders members every two years, in line with the ERG Executive Board election cycle.
- In June 2023, and in recognition of Pride Month, EDI in collaboration with LGBT@DOT ERG and TDU, organized a virtual agencywide training event on increasing sensitivity and competency towards Transgender, Gender Non-Conforming/Non-Binary (TGNCNB) Individuals presented by noted transgender activist and founder of Transgender Equity Consulting, Cecilia Gentili. This training provided DOT employees with (1) knowledge of current developments within and issues facing TGNCNB communities, such as up-to-date TGNCNB terminology and legislation that safeguards TGNCNB rights, (2) instruction on how to collaborate and develop best practices and policies to better support the needs of the TGNCNB community, both in the workplace and at large, (3) guidance on creating, maintaining, and measuring inclusivity and allyship, and (4) opportunity to reflect on and discuss their own biases and how biases might affect their relationship with TGNCNB colleagues and those in the greater NYC community DOT serves.

The training was a great success, very well received by all participants, and DOT hopes to provide it annually.

- EDI, in collaboration with TDU and an MWBE, and at the Commissioner's direction following EDI's agencywide interview panel analysis, provided inclusivity training for DOT's Executive staff over two sessions; the first on June 26, 2023, and the second on July 17, 2023. Understanding that leadership plays a critical role in creating and maintaining an inclusive workplace culture, DOT organized this training to provide executive staff the tools to create an inclusive culture within their respective divisions and ultimately the entire agency. This training (1) explained what an inclusive workplace culture is, (2) examined the role of leadership in creating and maintaining an inclusive



workplace culture, and (3) provided knowledge and skills that will enable executive staff to foster inclusive cultures within their divisions. Executive staff will continue to receive similar trainings in the future.

- In FY 2023, EDI distributed an updated version of DOT’s Structured Hiring Guide (SHG) to employees involved in recruitment and hiring and continues to regularly update the guide as needed and hope to expand Structured Hiring to all titles, not just titles of interest, in the near future.
- In 2023, EDI’s Lead Trainer conducted two SHG trainings and plans to increase the frequency and attendance of those trainings in FY 2024.

### 3. Diversity, Equity and Inclusion Committee Relaunch

In 2023, the Assistant Commissioner of EDI, in collaboration with DOT’s senior staff, relaunched the Diversity and Inclusion Committee, now rebranded as the Diversity, Equity, and Inclusion (DE&I) Committee in alignment with the City’s inclusion of Equity in this fiscal year’s annual plan. The committee’s membership was reconfigured and increased to better reflect and allow for more focused and deliberate attention to all of DOT’s Diversity, Equity, and Inclusion programs, projects, and initiatives, and ensure that the agency is meeting its goals and objectives from the Annual DEI-EEO plan.

### 4. Interview Panel Analysis

In 2023, EDI, in collaboration with the Analytics and Performance Management Team, analyzed and finalized a report on the diversity of the demographics of all interview panels for the first six months of the 2022 calendar year. The results of the analysis identified areas across DOT where there is a lack of interview panel diversity for Titles of Interest (TOIs) and non-TOIs positions. TOIs are individual Civil Service Titles where significant underrepresentation is found within one or more demographic groups, (ethnicity/race or gender), as identified annually by DOT’s Workforce Profile Report.

The goal of this analysis was to provide a comprehensive view of the diversity of all of DOT’s interview panels to identify areas across the Agency where there is a lack of interview panel diversity, provide this data to senior staff and division heads, and together develop strategies to ensure all interviews panels are diverse as defined by DOT’s Structured Hiring Guide (SHG - comprised of at least two people and comprised of at least one male and female of different ethnicities).

### 6. Prayer/Meditation Room

In response to the frequent reasonable accommodation requests for a space to pray, on February 17, 2023, EDI’s Assistant Commissioner and Diversity Specialist met with members of the Fire Department of the City of New York (FDNY)’s EEO Office, the first City agency to create a quiet room, to discuss their process and lessons learned. EDI then presented DOT’s Commissioner with a proposal for a quiet room at DOT’s 55 Water Street location which he approved on April 10, 2023. EDI, in collaboration with DOT’s Facilities Management Division (FMD), selected an underused room at 55 Water and designed the interior. FMD then ordered the selected furniture and prepared the room for conversion from a large storage room into DOT’s first “Prayer and



Mediation Room.” At this time, the room has been converted and the majority of the furniture installed. Completion is expected in early October 2023 and will be introduced and opened to the Agency following an opening ceremony and dissemination of the room’s purpose, rules and expectations.

DOT intends to identify other locations citywide where there is space to provide similar rooms, where employees may perform their religious practices, or take a mental break, without discomfort or interruption of their workday or coworkers.

## 7. Utilization of Minority and Women-Owned Business Enterprises (MWBEs) Achievements

- In consideration of its commitment to promoting equitable contracting and procurement opportunities for MWBEs, DOT’s MWBE Program, led by Deputy Agency Chief Contracting Officer Carlos Bannister, dramatically increased DOT’s utilization of MBWEs by 52% in FY 2023, committing over \$107 million USD to MWBEs. Within the fiscal year, 22% of DOT’s contracts were committed to MWBEs, an increase from the 8% in FY 2022. DOT is committed to increasing that MWBE utilization to 30%, with over \$500 million USD in contract opportunities.
- In the first quarter of FY 2023, DOT also hosted its first “Doing Business with DOT” event. On July 18, 2022, DOT hosted its first D/MWBE outreach event with the Department of Small Business Services and the Mayor’s Office of Contract Services. The purpose of this event was to provide a venue for the Minority and Women-Owned Business Enterprises and other small firms to become acquainted with DOT projects, discuss contracting opportunities, and create an opportunity for them to meet with DOT prime contractors. Staff from DOT’s divisions were present to discuss their division’s top priority projects and provide information to prospective firms and DOT’s ACCO’s office staff and SBS/MOCS were present to sign up new firms for MWBE certification or provide information on signing up in PassPort. Upon conclusion of this outreach event, prime contractors and small businesses who had attended left with information to prepare themselves for DOT’s upcoming capital projects, to build partnerships with each other, and aid in the DOT’s continued increase of MWBE utilization.
- As part of its commitment to promoting equitable contracting and procurement opportunities for MWBEs, DOT held its first workshops specifically focused on connecting with immigrant business owners within the five boroughs and providing them access to business opportunities with DOT. Two workshops were held in FY 2023, the first for immigrants of African descent, held on January 31, 2023, and the second, for immigrants of Asian and Pacific Islander descent, held on February 3, 2023.
- EDI aims to utilize MWBE services whenever feasible and, in FY 2023, contracted with six MWBEs for various services to include providing (1) inclusivity training to DOT executive staff, (2) agencywide training on Transgender, Gender Non-Conforming/Non-Binary cultural sensitivity and competency, (3) Pride flag and banners and (4) catering of various ERG events.

## 8. Workplace Climate Survey Action Plan

In FY 2023, EDI succeeded in accomplishing many of its goals in DOT’s Climate Survey Action Plan and continues to take steps in working towards them. EDI also work towards ensuring that





all employees are aware of EEO policies by instructing EEO Liaisons to regularly post and maintain EEO-related materials and policy statements, sending out agencywide announcements regarding new EEO-related materials such as the new NYC EEO policy handbook, developing flyers and posters on EEO-related matters, such as a flyer introducing the EEO Office staff, and planning work-site visitations in an effort to reach field staff who lack regular access to DOT computers and work phones.

### 10. Eid Celebration Event

In April 2023, EDI, at the behest of and in collaboration with interested DOT employees, organized an Eid Celebration Event that celebrated and recognized for the first time both Eid al-Fitr, the end of Ramadan and Arab American Heritage Month. At this event, DOT employees read President Joe Biden’s proclamation on Arab American Heritage Month, and celebrated Eid al-Fitr and Arab American Heritage Month with Halal food, dessert, and drinks. Over 150 employees attended this event. In response to the success of the event, those same employees who requested the Eid celebration event approached EDI about creating an ERG for employees of Arabian, Turkish and Persian descent. Since then, they have had their ERG proposal approved and the Arab, Turkish, and Persian ERG (ATP ERG) will hold its inaugural elections in October 2023.

### 11. Community Outreach Accomplishments

- Women Empowering Women in Non-Traditional Work (We Win)’s Annual Career Day Event

DOT’s Employee Resource Group, We Win, hosts its annual Career Day Event in the summer, highlighting the many women in our agency excelling in traditionally male-dominated fields and introducing teenage students to the different types of careers available to them at NYC DOT. Held in June 2022, and July 2023, the Career Day Event brings together more than a dozen units from various divisions across the agency. In 2023, We Win invited students from Concrete Safari and I Challenge Myself, both non-profit organizations based in uptown Manhattan. We Win also collaborated with the New York City Department of Youth and Community Development to invite teenage students to this event. The event was successful with nearly 70 students in attendance and will be held again in 2024.

- Summer Streets

Following the successful completion of Summer Streets 2022, DOT commenced internal meetings to determine the feasibility of further program expansion and integration with the citywide Open Streets program, and ultimately determined to do so. Summer Streets in CY2023 included the five boroughs. DOT joined Mayor Adams in announcing this year’s Summer Streets routes, which reached a historic milestone. In FY 2023, DOT’s Summer Streets opened nearly 20 miles of car-free streets to pedestrians, cyclists, and joggers throughout the five boroughs. Summer Streets 2023 touched communities like Astoria, in Queens, the West Bronx, Crown Heights, in Brooklyn, Richmond Terrace, in Staten Island, and an expanded Manhattan route that reached the Harlem community. Summer Streets hours remained the same, from 7:00 am to 5:00 pm. DOT has been keeping track of and engaging in conversations with numerous community stakeholders and organizations that could potentially partner with the DOT for future Summer Streets.



- 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.

### Education & Training

In 2023, the MMP provided quarterly trainings to units within DOT on inclusive and accessible documents. MMP hosted training sessions on accessibility features for Microsoft 365, MS Word, MS PowerPoint, and Adobe PDF. MMP also continued to disseminate their quarterly newsletter to promote training information and build capacity with internal staff on transportation equity and inclusion. The newsletter is also used to highlight trainings created by MMP for internal staff. In 2023, the MMP added more in-depth training to their curriculum, including one on assessable Tables and accessibility tags in PDF. In FY 2024, MMP will continue to offer these trainings and develop others around the themes of accessibility and inclusion.

In 2023 MMP also held a workshop with NYU Wireless at NYU Tandon School of Engineering about how people with vision disabilities navigate the build environment. This virtual reality training was offered to TPM Senior Staff. They explored the experience of a person with visual loss navigating streets and DOT infrastructure through a virtual simulation. The training helped build empathy and deepen their understanding of the needs of people with vision disabilities. For FY 2024, MMP is working on bringing that training in house and offering it on a regular basis to DOT employees, specifically project managers.

### Public Outreach

In 2023, MMP released the Chinese version of the Mobility Management Resource Guide. The Resource Guide is a one-stop shop for information on accessible transportation. The guide includes profiles of DOT's programs, services, and a visual guide of infrastructure improvements with a primary focus on traditionally underserved communities. The guide also includes information on transit services provided by other agencies, such as the Metropolitan Transportation Authority, the Port Authority of NY and NJ, Westchester Bee Line and Nassau County's NICE Bus. The Resource Guide was distributed at over 10 community events across New York City, focusing on events taking place in neighborhoods in Priority Investment Area 1. Having the Resource Guide in English, Spanish, and Chinese broadens the communities the MMP can reach. For FY 2024, MMP will continue to promote the Resource Guide to our focus populations.



### III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2023

Total Headcount: **5775**

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

In looking at leadership positions (managerial positions starting at M-level 3 and above) the agency has not found any pay disparities based on gender or race. Even before accounting for staff size (number of reports) and years of service, the average salaries of this group are fairly even across the board. Between men and women, average salaries are almost identical (<.5% variance), and the average salaries between each racial/ethnic group are in a very small range, with Hispanic and White groups about 5% above Black and Asian. This difference can primarily be explained by the Commissioner and Executive Deputy Commissioner (both Hispanic) and the First Deputy Commissioner (White) falling into these two groups respectively.

DOT takes pay parity very seriously and has an executive oversight committee which reviews and must approve each high-level promotion and related compensation. The committee is tasked with ensuring that pay is based on the merits and value of the position, while ensuring there are no inequities between demographic groups.

Below is a table illustrating average salary, average reports and average years of service by gender and race; the basis for the above findings.

Gender Ethnicity	Female			Male			Total		
	Avg Salary	Avg Reports	Average of YOS	Avg Salary	Avg Reports	Average of YOS	Avg Salary	Avg Reports	Average of YOS
Asian	\$167,352	10	12	\$179,991	80	26	<b>\$176,199</b>	<b>58</b>	<b>22</b>
Black	\$178,878	44	24	\$174,043	229	20	<b>\$176,460</b>	<b>136</b>	<b>22</b>
Hispanic	\$181,813	71	12	\$186,370	942	15	<b>\$185,127</b>	<b>748</b>	<b>14</b>
Unidentified	\$147,778	18	26	\$159,027	27	19	<b>\$154,206</b>	<b>24</b>	<b>22</b>
White	\$190,074	413	16	\$182,111	152	24	<b>\$184,270</b>	<b>225</b>	<b>22</b>
<b>Total</b>	<b>\$179,567</b>	<b>212</b>	<b>18</b>	<b>\$180,052</b>	<b>217</b>	<b>22</b>	<b>\$179,896</b>	<b>215</b>	<b>21</b>

2. In FY 2024, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- NYCAPS Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site



- On-boarding of new employees
  - Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
  - In FY 2024, the agency will inform and remind employees of the option to add preferred name in ESS.
3. The quarterly CEEDS report is received by our Assistant Commissioner of EDI, who forwards the report to the Deputy Director of the Analytics and Performance Management Unit. The Analytics and Performance Management Unit archives the data each quarter which then serves as a key component of DOT's robust Workforce Analytics program.

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

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

Important Statistics:

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

- Underrepresentation: Statistical method which compares the demographic make-up of a job category (i.e., "Managers", "Computer/IT", "Technical/Inspections"...etc.) to the expected make up. Expected make up is derived from established City research that estimates the availability of various demographics in a job category.
  - Title of Interest: Individual Civil Service Title where significant underrepresentation is found within one or more demographic groups (Ethnicity/Race OR Gender).
  - Title to Monitor: Individual Civil Service Title where there is a moderate level of underrepresentation found within one or more demographic groups (Ethnicity/Race of Gender)
- The agency conducts regular reviews of the CEEDS workforce reports, and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis.



**Agency Head**

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

**Human Resources**

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

**General Counsel**

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

**Other (First Deputy Commissioner/Executive Deputy Commissioner)**

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

**Other (Analytics & Performance Management Unit)**

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

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

## iv. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2024

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

❖ **Workforce:**

- Overall Objective – build a diverse workforce that is reflective of the diverse City it serves by developing strategies to attract and retain high performers that are committed to DOT’s organizational mission.

❖ **Workplace:**

- Overall Objective – cultivate a flexible, collaborative, equitable, and inclusive work environment that leverages diversity and empowers all contributors. Promoting equity and building inclusiveness ensures that all employees feel included, connected, and engaged.

❖ **Community:**

- Overall Objective – facilitate outstanding culturally competent public service while strengthening collaborative and community relationships through effective leadership and accountability.



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

- In light of its commitment to enhance equity and focus on race relations in the workforce, workplace, and community, DOT continued its work on the Workforce Profile Report, DOT ERG Program, EEO Liaisons, Future Leaders Program, Equity in Planning Working Group, Equity in Enforcement Working Group, Equity in Infrastructure Working Group. These initiatives will continue in FY 2024.
- EDI continued its work creating the Advancement of Black and Brown Women in DOT Working Group. EDI recruited and vetted board leaders to develop a mission statement and strategy for the group and plans to officially launch the group before the end of 2023.
- Recognizing its multigenerational community and workforce, in FY 2024 DOT is committed to implementing age-inclusive practices and strategies in an effort to create an age-inclusive culture to include, but not limited to, exploring the formation of an Intergenerational Employee Resource Group 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 Ageism-based training to supervisors and Agency staff involved in the hiring process.

**2. Planned Programs, Initiatives, Actions**

**A. Workforce**

1. Workforce Profile Report (WFP): In FY 2024, DOT will complete and release the calendar year 2023 WFP, DOT's fourth annual release of the report which tracks DOT's efforts to address utilization. Once completed, the WFP is shared with DOT's Commissioner, Executive Staff, Division Heads, DE&I Committee, DOT's ERGs and then released agencywide.
2. Structured Hiring Initiative: DOT created a Structured Hiring Guide (SHG) for Hiring Managers and Personnel Coordinators which provides guidance on why and how to conduct structured interviews. While structured hiring is encouraged for all interviews, it is mandatory for the hiring of "Titles of Interest."
3. EDI and the Executive Team works 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 2024.
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 2024.
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 2024.

6. HR continues to reach out to non-traditional sources to generate applicant interest for underutilized titles. For underutilized titles of interest, HR continued to post external job vacancy notices on multiple recruitment websites which target underrepresented populations. This will continue in FY 2024.
7. HR continued to facilitate divisional participation in job fairs which target underrepresented populations. This will continue in FY 2024.
8. DOT endeavored to maintain and update a roster of recruitment sources which target underrepresented populations, when possible, sent posting notices for titles of interest to those organizations. This initiative will continue in FY 2024.
9. EEO Data Visualization/Dashboard: DOT's Analytics and Performance Management Unit 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.

Throughout FY 2023, DOT's Analytics and Performance Management Unit has continued to work on a Structured Hiring Monitoring System, that will allow HR and EDI 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 the Winter of 2023.

## B. Workplace

### **Agencywide Recognition & Commemoration of Diverse Holidays and Heritage Months:**

Throughout FY 2023, EDI shared agencywide, via email and postings on DOT's SharePoint homepage, announcements recognizing, explaining, and providing guidance on religious holidays, heritage months, and other days of observances. These announcements recognized and honored: National Suicide Prevention Month, Yom Kippur, Diwali, Martin Luther King, Jr. Day, Ramadan, Arab American Heritage Month, Jewish American Heritage Month, Juneteenth, and Pride Month. These emails and postings explained the history and significance of these holidays and heritage months, listed celebrations throughout the City, and provided resources to learn more. In FY 2024, EDI will continue to send and expand upon its agencywide announcements about holidays, heritage months and more.

### **DOT Employee Resource Group (ERG) Initiative:**

In FY 2024 ERGs and EDI will continue to strategize ways to expand the ERG program and foster inclusivity by ensuring that all DOT employees across the five boroughs can participate. As part of its strategy to raise awareness for the program and generate interest in the 2023 ERG Election Cycle, EDI, in collaboration with the ERGs, organized two highly attended and



successful tabling events to promote the ERG program in Manhattan and Queens. EDI plans to organize tabling events at DOT worksites in Brooklyn and the Bronx in the Summer of 2024.

**DOT EEO Liaison Program:**

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

In February 2023, EDI launched the recruitment period for new liaisons and sent targeted email blasts to divisions that required additional liaisons. Nine employees applied, were successfully vetted by both EDI and DOT's Office of the Advocate and admitted. The new liaisons began their 3-year term in July 2023. In an effort to recruit more field-site employees to the EEO Liaison Program, EDI plans to keep the admission process for EEO Liaisons open on a rolling-basis to accommodate field employees.

**The Future Leaders Program:**

DOT's Future Leaders Program is a year-long fellowship that provides approximately 30 early to mid-career agency employees, with a particular focus on employees of color and women, with exposure to agency leadership and the full range of agency functions, including a month-long rotation in another agency division, and opportunity to develop networking, communication, and presentation skills, culminating with group presentations to pitch an idea to senior staff.

**Age-Inclusive Initiatives:**

Following NYC Department for Aging guidance and recognizing the need and opportunity for focused and increased age-inclusive practices and strategies at DOT, in FY 2024 DOT is committed to creating and implementing age-inclusive initiatives and strategies in order to create an age-inclusive workplace. As mentioned above, these will include exploring the formation of an Intergenerational Employee Resource Group and an Intergenerational Mentoring Initiative, surveying DOT job titles to identify those where focused promotion of upskilling across all age groups is needed and providing Age-inclusive trainings to all supervisors and Agency staff involved in the hiring process.

**Modeling Inclusive Language:**

The Assistant Commissioner of EDI and all EEO staff include their preferred pronouns in all correspondence, and when possible, encourage others to do so, including but not limited to executive staff and all managers and supervisors. In FY 2023, EDI finalized a proposal for an agencywide campaign for DOT employees to add their gender pronouns, if comfortable doing so, to their email signatures. After receiving approval from DOT's executive staff, EDI launched an agencywide announcement, advising and encouraging all agency staff, especially executive staff and managers and supervisors, of the reasons for and benefits of including their pronouns in all agency correspondence. As mentioned earlier, EDI was also able to collaborate with LGBT@DOT ERG and Transgender Equity Consulting Inc., an MWBE, to develop and launch the Transgender, Gender Non-Conforming/Non-Binary Cultural Sensitivity and Competency Training event in honor of Pride Month 2023. This virtual agencywide training was attended by over 100 employees, and provided education on up-to-date terminology, especially the use of pronouns. In FY 2024, EDI plans to launch a follow-up





survey to determine how many employees added their pronouns and continue to develop strategies for LGBTQ+ inclusion at the agency.

**Climate Survey Action Plan:**

In FY 2023, EDI succeeded in accomplishing many of its goals in DOT’s Climate Survey Action Plan and continues to take steps in working towards them.

**Traffic Operations Division Training Programs:**

Traffic Operations Mentoring Program

DOT’s Traffic Operations Division (TO) started the TO Mentoring Program in 2020. TO developed the program based on input and feedback from staff that were interested in learning more about career development at DOT and having more opportunities to engage with and learn from senior staff in the division and agency. The program focuses on guided discussions between mentees and mentors; training courses coordinated with HR; field trips to DOT sites and projects; presentations from other divisions; preparing and delivering a group presentation on a specific TO program/project; and panel discussions with senior DOT staff.

TO has a wide range of job functions – field staff, engineers, analysts, clerical associates, etc. Due to the diverse types of work, TO has focused on ensuring participation from the majority of the division’s units and covering many of the civil service titles. CY 2023 is the fourth year of the mentoring program and there have been 71 participants to date. This program will continue in 2024, with the fifth cohort. Selection occurs in January and the program begins in February.

City Parking Equipment Service Work (CPESW) Training Program

In FY 2024, TO plans to restart its CPESW Training Program. Last run in 2018 in conjunction with DOT’s HR and Traffic Planning and Management (TPM) Divisions, this training program was developed to provide hands-on training and experience to staff so each person would possess the necessary certified qualifications to apply for the promotional Traffic Device Maintainer (TDM) exam, giving these individuals a career path that currently is not available to the CPESW. Participants in the training receive hands-on practice installing street furniture, wiring uni-meters, installing signs, posts, and meter bases, and learning the standard operating procedures for both divisions. Many individuals in TO and TPM volunteered their job experience, skills, and talents to provide the CPESWs with equipment, tools and classroom training along with an overview of the duties and responsibilities of a NYC DOT Traffic Device Maintainer, including study manuals and safety gear for use. TO is currently considering ways to improve the program and increase the number of participants who pass the TDM exam.

**Diversity, Equity & Inclusion Committee Webpage Update**

In FY 2024, the Committee’s webpage on SharePoint, DOT’s intra-agency website, will be updated and the committee and its purpose promoted agencywide.



- 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. DiverseAbilities
4. Indigenous People’s Collective (IPC)
5. LGBT@DOT
6. Organizacion Latino Americana (OLA)
7. Women Empowering Women in Non-Traditional Work (We Win)
8. Working Parents

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

- Agency Diversity Council is in existence and active.

- Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion.

- Agency will inform employees of their rights and protections under the New York City EEO Policy

- Agency will ensure that its workplaces post anti-hate or anti-discrimination posters.

## C. Community

### Equity Working Groups:

In early 2020, COVID-19’s disproportionate impact on historically disenfranchised communities, as well as the all too frequent deaths of Black men and women during confrontations with law enforcement, re-emphasized the need for open conversations around racial disparities and equity in all aspects of society. Racial disparities and systematic racism are unfortunately, also a part of the present experiences of many members of the public, in their interactions with other government agencies throughout our nation, and this is particularly true for people of color.

Consequently, it is pivotal that the work DOT does and decisions DOT makes focus on promoting racial and social equity. The agency has several efforts underway to advance this goal, including 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.

Equity & Inclusion in Planning Working Group:

In 2021, the Equity & Inclusion in Planning Working Group developed an Action Plan with five outcomes and 17 strategies to advance transportation equity. The outcomes focused on mobility, project prioritization, public engagement, safety and security, and sustainability. A key strategy identified by the group was the development of Priority Investment Areas (PIAs) to focus transportation investments in areas with the greatest needs. The PIAs were established in 2021. DOT is now working to operationalize the use of the PIAs within programmatic areas.

Another focus of the plan was on meaningful engagement with communities. In 2022, the working group launched the Community Ambassador Pilot Program. This program leverages the knowledge of DOT employees to provide input on projects early in the development process based on their lived experiences. Employees have an opportunity to share ideas and community contacts/resources with project managers, as well as influence the public outreach process. The working group is also working on advancing several other strategies, including the development of an Equitable Public Engagement Framework & Toolkit, a Racial Equity Project Assessment Worksheet, and deepening relationships with community organizations.

The Toolkit was developed by the working group as a tool for project managers to center equity in the planning process and in 2023 the focus has been to operationalize that tool within teams at DOT. Workshops were conducted with all the teams in TPM to showcase the tool, supporting documents created to make using the tool easier, and a roadshow of presentations to the DOT Borough Commissioners Offices were completed to build buy-in for the Toolkit. In FY 2024 we will continue to do the same, showcasing stories and examples about how different teams are leveraging the Equitable Engagement Toolkit in their planning.

Another focus of the plan was on meaningful engagement with communities. In 2023, the working group expanded the Community Ambassador Pilot Program agencywide and re-branded it to the Community Expert Program. This program will leverage the knowledge of DOT employees to provide input on projects early in the development process based on their lived experiences. Community Experts contributed to pedestrian safety projects, freight mobility projects, and a few curb management projects as well. For FY 2024, the working group plans to continue to leverage the expertise of DOT employees to inform more projects.

Equity In Enforcement Working Group:

Through a series of roundtable sessions held in 2020, NYCDOT 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. Since the fall of 2022, the Equity in Enforcement Working Group has worked towards completing the proposal for a training plan for police officers interacting on a regular basis with DOT workers in the field and has continued 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 2024.

In FY 2023, Kimberly Wiley-Schwartz, Chair of the Equity in Enforcement Working Group, met with the Assistant Commissioner of EDI and EDI's Diversity Specialist and they discussed



how to move forward with the these with the expectation to present proposals to the Commissioner in FY 2024.

Equity in Infrastructure Working Group/Equity in Asset Management Tool:

The Equity in Infrastructure Working Group works to define what equitable asset management decisions will look like and require, with the desired outcome of ensuring DOT’s assets are distributed and maintained in an equitable manner. Over the past year, the team has supported the Performance, Data and Asset Management unit (PDAM) in compiling data on the current state of some of the agency’s key assets around the city. The data will be used to develop an internal tool to examine and track historical asset allocation. Additionally, there are on-going conversations with operating units on existing operating processes, as well as constraints to achieving equity.

In FY 2023, the DOT’s Equity in Asset Management Tool (EAM Tool) was developed. This tool helps explore the current state of key agency assets and infrastructure programs, identify potential equity gaps in existing project origination processes, and recommend solutions to address these gaps. PDAM built the tool using MS Power BI. The tool includes over 20 DOT programs and is highly interactive to enhance the user experience. The primary goals are to determine the location of our assets, create a foundation for further analysis and discussion, and provide a tool that does not currently exist at DOT.

With the following guiding question in mind, “What data and analyses can help us better understand equity gaps in our assets?” the tool can explore (1) where DOT’s assets are and are not located, (2) where DOT is spending taxpayers’ money, (3) how white communities compare to historically underserved, low-income communities of color and (4) based on initial results, which communities require a deeper analysis.

The EAM Tool’s progress is tracked by (1) the number of new datasets added, (2) increased data automation process to ensure regular updates of datasets, (3) employee engagement of tool (discussions, inquiries, presentations, etc.) and (4) increased usership of tool (using internal analytics usership tracker).

In FY 2024 the Equity in Infrastructure Working Group’s work on the tool will include (1) the continued normalization of other datasets as we continue to engage our colleagues, (2) the addition of new datasets based on agency and mayoral priorities and (3) the development of a data automation process to ensure each dataset is updated at least once a year. Currently, datasets are updated via manual process in Excel.

Advancement of Black and Brown Women in DOT (ABBW) Equity Working Group:

In FY 2023, EDI held meetings with individuals interested in the formation of and being a part of the DOT’s Advancement of Black and Brown Women in DOT (ABBW) Equity Working Group. Currently the group has drafted a mission statement that describes the groups goals and how those goals will be achieved, and work on a charter has begun. EDI and the Office of the Advocate vetted candidates for the ABBW Working Group’s executive board. Candidates who have been successfully vetted will receive their invitation to join the executive board in Quarter 1 of FY 2024. EDI plans to officially launch the ABBW Working Group this fall.



**Environmental Justice Interagency Working Group:**

The City’s Environmental Justice Plan will identify possible citywide initiatives for promoting Environmental Justice (EJ) and outline a set of discrete recommendations for better imbedding equity and environmental justice into the City’s decision-making processes. These products are developed and implemented by three distinct teams, including an Interagency Working Group. DOT is one of the 18 agencies that comprise the Interagency Working Group.

DOT staff provides input on the agency inventory in order to further refine the list of programs and projects that would be included in the EJ study. DOT staff meets with the Mayor’s Office of Climate and Environmental Justice (MOCEJ) to provide further clarification on DOT’s efforts to advance equity and environmental justice. DOT staff also provides input on the development of a public facing portal that will visualize City investments in EJ communities. Staff also coordinates internally to gather disaggregated data for programs to be evaluated as part of the geographic analysis for investments in EJ communities. DOT staff participates in monthly working group meetings and provided input on the development of the draft report.

DOT’s participation in the group will continue in FY 2024, and the EJ Study is expected to be published in CY 2024.

**Clean Trucks Program:**

The NYC Clean Trucks Program 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. The new truck must average a minimum of 5,000 miles/year for each year of a 5-year commitment to the program. The replacement truck must also operate within 0.5 miles of the program-approved IBZs at least 2 times per week and 70% of the total vehicle miles traveled must occur within the Tri-State Area. To enforce compliance, replacement trucks are required to have automatic vehicle locators installed. This also ensures that EJ communities receive the environmental benefits of this program.

In FY 2023, the Clean Trucks Program team registered a temporary contract, while it procured a new contract to extend the program for 10 more years and continue the citywide expansion. The contract was registered and began on June 29, 2023. The program’s website and marketing collateral to conduct outreach and take applications for truck rebates are currently being updated. Several truck applications (including one battery electric truck) were reviewed and approved under the temporary contract. These trucks will be delivered in FY2024.

The program’s progress is tracked using the USEPA Diesel Emission Quantifier. Our consultant inputs truck rebate information into the model to determine the overall emissions reduction benefits of the program. This exercise is done annually, as it can take 3-6 months for a vehicle to be delivered. Our data analysis continues to indicate significant emissions reductions occurring with the use of cleaner vehicle technologies.

The Clean Trucks Program will continue in FY 2024.

**Street Ambassador Program:**

DOT’s Street Ambassadors is comprised of multi-lingual public engagement specialists who develop outreach plans and provide support for DOT projects in various stages of planning.



Street Ambassadors target high-volume community locations to expand the public's feedback and knowledge of DOT's Street Improvement Projects.

The Ambassadors have taken on an advisory role, sitting in on ongoing discussions around definitive guidelines and language around the permanent Open Restaurants program.

The Street Ambassador Team prioritizes the Environmental Justice Area metric in identifying low-income and minority communities for extended outreach efforts known as Deep Dives. These Deep Dives will continue in FY 2024.

The Ambassadors provided support for multiple "Biketober" events spread across sites in Staten Island, Queens, and the Bronx in support of the effort to expand the bicycle network in bicycle priority areas.

The Ambassadors complete merchant surveys. The Ambassador's standard merchant surveys collect feedback from storefronts along commercial corridors, identifying loading and delivery needs and curbside related issues, obstacles and pain points. Ambassadors distributed information on workshop details to merchants in advance of the meetings.

The Ambassadors work high priority asks from the Commissioner's Office, creating such deliverables as surveys and dashboards capable of filtering through zip codes, neighborhoods, sentiments, mode types, etc. of responses.

The Street Ambassador Program will continue in FY 2024.

**Summer Streets Program:**

On three consecutive Saturdays in August, from 7 AM to 1 PM, Summer Streets 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. All activities at Summer Streets are free of charge and designed for people of all ages and ability levels to share the streets respectfully. In recent years, DOT took steps to provide further inclusive resources, such as our accessibility and interpretation station. We also incorporate activities that explicitly celebrate communities of diverse abilities, like our Wheelchair Basketball activation in partnership with the Wheelchair Basketball Federation.

For FY 2024, DOT will seek strategic partners to help draw attendance to rest stops, consider further expansion of the route, adding "Meeting Up Zones" for run clubs once they finish and using paid staffing versus volunteers for route management, maintain operational partners for labor, trucking, signage and staging, and continue to expand variety of cultural partners and sponsors;

2024 Goals include (1) identifying opportunities to expand the event program to promote walking, running, and biking with room for recreational activities and cultural programming, and (2) continuing to engage a diverse range of programming partners including cultural institutions, community-based organizations, non-profits, and other recreational, family-friendly organizations.



**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.

DOT will continue hosting its Car-Free Earth Day in FY 2024.

**Mobility Management Program:**

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

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

This comprehensive and strategic approach benefits the community and project managers by improving communication and collaboration between the agency and the community being served. Mobility Management initiatives include education and training through an inclusive engagement guide, with English, Spanish and Chinese versions available, that provides summaries of demographic data on traditionally underserved communities, insights on these communities based on travel surveys, and inclusive engagement tools. The guide also includes information on transit services provided by other agencies, such as the Metropolitan Transportation Authority, the Port Authority of NY and NJ, Westchester Bee Line and Nassau County’s NICE Bus. The guide and all the resources are available on the MMP SharePoint site. For FY 2024, MMP will continue to promote the guide to our focus populations.

MMP provides training to units within DOT on inclusive and accessible documents, hosts training sessions on accessibility features for Microsoft 365, MS Word, MS PowerPoint, and Adobe PDF, and created a quarterly newsletter to disseminate training information and build capacity with internal staff on transportation equity and inclusion. Self-paced training is available to NYC DOT staff for MS Word, PowerPoint, Adobe PDF, and Zoom and posted on the MMP SharePoint site.

For FY 2024, MMP is working on providing DOT employees, especially project managers, with a virtual reality training about how people with vision disabilities navigate the build environment.

The MMP team conducts outreach to non-profit organizations to provide information on DOT’s accessible programs, including educating the public on Accessible Pedestrian Signals. In FY 2024, MMP will provide quarterly trainings to units within DOT on inclusive and accessible documents and, in FY 2024, continue to offer these trainings and develop others around the themes of accessibility and inclusion.

The MMP team builds relationships with organizations that serve our focus populations and looks for different ways to engage with them. The team created a Transportation Jeopardy game to bring to community events that educates the public about DOT programs, street safety, and transportation infrastructure in an engaging and fun way. In FY 2024, the MMP team plans to bring this game to several community events.



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

DOT is committed to promoting equitable contracting and procurement opportunities as an agency. Our goal has been to create a level playing field that attracts businesses of all sizes and provides opportunities for Minority and Women-Owned Business Enterprises. To reach our agency goal of 30% MWBE utilization and provide greater access to contracting opportunities for MWBEs to develop and grow, we have created an agency wide MWBE mentoring program that aims to see MWBEs GROW: Gain Resources, Opportunities & Wins within the goods, service, and construction industry while expanding capacity and technical knowledge, and establishing a relationship with DOT.

DOT's GROW program will:

- Collaborate with OMWBE, sister agencies, especially the Department of Small Business Services, with their portfolio of services to build MWBE capacity.
- Create MWBE-only prequalified list for MWBEs exclusive rights to bid/propose on agency projects values from \$500,000 to \$3M.
- Connect with MWBEs through outreach events and industry days to develop possible joint-ventures opportunities and meet various divisions for procurement opportunities.
- Coach MWBEs on navigating the procurement process and other administrative requirements.
- Cultivate MWBEs in industries and services with a lack of MWBEs but vast opportunities.

In FY 2024, DOT plans to host its second annual D/MWBE outreach event with the Department of Small Business Services and the Mayor's Office of Contract Services. The purpose of this event is to provide a venue for the Minority and Women-Owned Business Enterprises and other small firms to become acquainted with DOT projects, discuss contracting opportunities, and create an opportunity for them to meet with DOT prime contractors. Staff from DOT's divisions are present to discuss their division's top priority projects and provide information to prospective firms, and ACCO's office staff and SBS/MOCS are present to sign up new firms for MWBE certification or provide information on signing up in PassPort. The goal for the mentoring program is to have a 25% increase in contracts with MWBEs per annum until we reach \$150 million in awards annually.

In FY 2024, DOT's goal is to reach a 30% MWBE utilization while creating multiple pathways for MWBEs to access contract opportunities. NYC DOT G.R.O.W program will funnel through the new Citywide mentorship program that will allow us to pick projects where underrepresented firms can receive opportunities in various industries for them to gain experience while trained by experts in the industry. In addition, we will continue to create MWBE-only PQLs where they can compete for prime contracting opportunities ranging from \$3-\$5M in professional, standard, and construction-related services.

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

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





DOT's goals for 2024 are to meet the requirements of the court mandate for number of installations per year, holding the necessary meetings as required and improving our public engagement.

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

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

- NYC PPPD Permit – people with disabilities who are residents or non-residents of the City and have a permanent disability that seriously impairs mobility and requires the use of a private vehicle for transportation may be eligible for this permit. This permit grants certain parking rights for on-street parking.
- NY State Permit (handtag) – people with disabilities are eligible to obtain a New York State permit from the PPPD Unit only if they are certified by your physician as having a temporary or permanent disability which severely affects your ability to walk long distances. This permit grants certain parking rights including parking in publicly accessible parking spaces denoted by the International Symbol for Access symbol - these spaces are generally in off-street parking facilities in NYC. This is not valid for on-street parking.

DOT's goal for 2024 is to continue to meet the needs of the people with disabilities and ensure they receive their permits in a timely fashion.

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

The 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.

**Bike Share & Shared Mobility Operators Reduced Fares for Low-Income New Yorkers**

NYC DOT requires bike share and shared mobility operators to provide discounted pricing options for low-income New Yorkers. These offerings greatly reduce the cost to use alternative transportation options, reduce travel times, and promote healthy and sustainable trips. Citi Bike's discounted pricing program is called Reduced Fare Bike Share. The program provides unlimited 45-minute pedal bike trips and discounted e-bike fees for \$60/year or \$5/month memberships to NYCHA residents, SNAP recipients, and participating Community Development Credit Union members. DOT's three e-scooter share operators – Bird, Lime, and Veo – provide similar discounts for low-income New Yorkers. Bird provides unlimited 45-minute rides for \$5/month to NYCHA residents, SNAP recipients, Pell Grant recipients, and those receiving local, state, or federal assistance. Lime provides free 30-minute rides to NYCHA residents, SNAP recipients, Pell Grant recipients, and those receiving local, state, or federal assistance. Lastly, Veo provides unlimited 30-minute rides for \$5/month to NYCHA residents and SNAP recipients. DOT works with all operators to promote discounted pricing through outreach and engagement with community stakeholders, Community Boards, and elected officials.



In FY 2024, the agency will:

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

## V. Recruitment

### A. Recruitment Efforts

The agency will implement the following recruitment strategies and initiatives in FY 2024:

- 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 operation.
- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at [nycatwork@mopd.nyc.gov](mailto:nycatwork@mopd.nyc.gov), (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at [Maureen.Anderson@nysed.gov](mailto:Maureen.Anderson@nysed.gov) (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at [citywiderecruitment@dcas.nyc.gov](mailto:citywiderecruitment@dcas.nyc.gov)
- Post all vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
  - Structured Interviewing training
  - Unconscious Bias training
  - Everybody Matters EEO and Diversity and Inclusion Training
  - Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

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



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

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

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

In order to enhance the Agency's recruitment initiatives and strategies, DOT created a new position of Director of Workforce Development. The Director's focus will be to create meaningful partnerships with key stakeholders and to build pathways for job seekers. They will continue to collaborate with executive staff and hiring managers in the development of recruiting strategies to attract and retain a diverse workforce. The Director will conduct outreach to organizations which represent populations who are underrepresented in various Agency titles. They will build partnerships with community-based, non-profit organizations, such as NYCHA Cornerstone programs, the Renaissance Technical Institute, the Consortium for Worker Education, and the Hispanic Federation. They will pursue opportunities to partner with other City agencies, including the Mayor's Office for Talent and Workforce Development, the Mayor's Office of Immigrant Affairs, the Mayor's Office for People with Disabilities, HRA and CUNY. DOT will continue to attend CUNY career fairs and events, host CUNY leadership, faculty and students at Agency events, as well as share job openings and exam notices to students, alumni, and career services staff. In addition to attending career events



at local colleges, the Director will participate in high school fairs and events held by community organizations. They will expand upon previous social media campaigns which highlight the work of the Agency and describe the types of jobs and positions. DOT will strive to garner new approaches and methods to implement Agency recruitment diversity goals and objectives.

### B. Recruitment for Civil Service Exams

Event Date	Event Name	Borough
10/05/2023	CCNY STEM Career Fair	Manhattan
10/13/2023	Institute for Career Development Career Day	Manhattan
11/2023	CUNY Civil Service Info Session & Agency Panel	Virtual

List planned expenditures for FY 2024 related to recruiting candidates for open-competitive and promotion civil service exams.

Borough	Approximate Dollar Amount (\$)
Bronx	0
Brooklyn	0
Manhattan	0
Queens	0
Staten Island	0

### C. Recruitment Sources

1. 55-a Job Fairs. DOT expects to recruit individuals with disabilities. This source yielded an increased and diverse applicant pool. Previous hires from this source.
2. DOT Engineering Job Fairs. DOT expects to recruit diverse entry-level engineers. This source yielded an increased and diverse applicant pool. Previous hires from this source.
3. CUNY Schools. DOT expects to reach a diverse market of CUNY graduates for discretionary positions requiring college and/or graduate degrees. This source yielded an increased and diverse applicant pool. Previous hires from this source.
4. Nontraditional Employment for Women (NEW). DOT expects to recruit more women for traditional male construction jobs. This source yielded an increased and diverse applicant pool. Previous hires from this source.
5. NYC Veterans Fairs. DOT expects to recruit more veterans. This source yielded an increased and diverse applicant pool. Previous hires have not yet resulted from this source.



6. Community-Based Organizations (CBOs). DOT expects to recruit a diverse population of City residents. We plan to utilize DCAS’s new Applicant Tracking System to determine if these sources yield diverse applicants and hires.

### D. Internships/Fellowships

In FY 2023, DOT submitted eight Urban Fellows applications, and two Fellows were placed with our agency. In FY 2024, DOT submitted three Urban Fellows Applications, and we are awaiting DCAS’s decision on placements.

In FY 2023, DOT hired ten NYC Public Service Fellows through the CUNY Pathways program, and we are participating in this program during FY 2024.

In FY 2024, 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 schools in order to attract a diverse intern candidate pool.

In FY 2023, the agency participated in the following DYCD (Department of Youth and Community Development) intern programs: the Summer Youth Employment Program (SYEP), Ladders for Leaders, the Transportation Career Mentoring Program, and the Intern & Earn Program. DOT will continue to participate in DYCD programs in FY 2024.

In FY 2023, DOT partnered with local high schools to provide internships to students through the NYC Automotive HS Internship Program and the NY Harbor School. We will continue to participate in CTE HS programs in FY 2024, and we will also be participating in the Modern Youth Apprenticeship Program, a pilot apprenticeship program which offers a three-year applied-learning environment for high school students.

In FY 2023, DOT participated in the NYC DSS Partnership for Inclusive Internships (PII), an internship program for people with disabilities. We will be onboarding PII interns in FY 2024.

In FY 2023, DOT hired 13 interns into entry-level full-time positions.

The agency provided the following internship opportunities in FY 2023:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	2	Two or more races= 1 White= 1	M __1__ F __1__ Non-Binary __ Other __ Unknown __
2. NYC Public Service Fellows	10	Asian= 4, Black= 2 Hispanic= 3 Did not disclose= 1	M __4__ F __6__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	15	Asian= 7, Black= 5 Two or more races= 1 White= 2	M __11__ F __4__ Non-Binary __ Other __ Unknown __



4. Summer Graduate Interns	4	Asian= 1 White= 3	M <u>4</u> F__ Non-Binary __ Other __ Unknown __
5. Other (College Aides)	114	Asian= 41, Black= 16 Hispanic= 21 Native American= 1 Two or more races= 8 White= 27	M <u>70</u> F <u>43</u> Non-Binary <u>1</u> Other __ Unknown __
6. Other (DYCD Interns)	76	Asian= 35, Black= 16 Hispanic= 11 Two or more races= 4 White= 5 Did not disclose= 5	M <u>47</u> F <u>27</u> Non-Binary <u>1</u> Other __ Unknown <u>1</u>
7. Other (HS Interns)	10	Asian= 2, Black= 3 Hispanic= 5	M <u>8</u> F <u>2</u> Non-Binary __ Other __ Unknown

**Marine Oiler Trainee Program**

To address the shortages and recruitment challenges for the title of Marine Oiler, in FY 2023, DOT’s Ferry Division began the steps to establish a Marine Oiler Trainee Program for the Staten Island Ferry.

In September 2023, the DCAS’ Classifications Unit began reviewing the program, though recent budget cuts may delay the desired launch of this program in CY 2024.

**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 **18** 55-a participants.
- There are **4** participants who have been in the program less than 2 years.
- In the last fiscal year, a total of **3** new applications for the program were received and **3** participants left the program due to permanent promotion (1 participant) and retirement (2 participants).

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



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

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

## VI. Selection (Hiring and Promotion)

### A. Career Counselors

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

### B. New Hires and Promotions

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

DOT has established a Promotion Review Committee (PRC) that is made up of the Executive Deputy Commissioner, the Chief Operations Officer (COO), the COO's Chief of Staff, the Commissioner's Chief of Staff, the Deputy Commissioner for Human Resources and Facilities Management, and the Assistant Commissioner for Equal Employment Opportunity, Diversity and Inclusion. The PRC meets monthly to review all promotions for positions earning salaries of \$100,000 or more, 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.

Starting in FY 2023, EDI analyzes previous fiscal year promotions by ethnicity and gender for each division and the agency as a whole, as a means of determining whether or not the PRC is meeting its goal of ensuring promotions are distributed among staff with comparable job titles and functions across divisions without bias towards any one demographic or combination of.



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

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

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

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

Oversight at resume selection stage:

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

Oversight at Interviews and Candidate Selection:

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

In FY 2024, the agency EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).





- Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: \_\_\_\_\_

#### D. Layoffs

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

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2024.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).



## VII. Training

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	5793	April 2024 - March 2025
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	0	April 2024 - March 2025
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	5793	September 2023 – August 2024
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	300	September 2023 – August 2024
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)  All other employees	1400	September 2023 – March 2024
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)  All other employees	0	September 2023 – March 2024
7. Disability Awareness and Etiquette (e-learning)	All Employees	5793	January 2024 - December 2024
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Agency staff involved in the hiring process and EEO Liaisons	200	October 2023 - March 2024
9. Other (ERG Leadership Training Program)	ERG Board Leadership Teams	30	January 2024 - March 2024



10. Other (Transgender, Gender Non-Conforming/Non-Binary Cultural Sensitivity and Competency Training)	All Employees	5793	June 2024
11. Other (Racial Bias)	Supervisors and Managers	200	November 2023 - March 2024
12. Other (Leaning into Experience – A Workshop on Ageism for Decision Makers)	Agency staff involved in the hiring process and supervisors and managers	200	December 2023 - March 2024
13. Other (Reasonable Accommodations Training)	Supervisors and Managers	200	September 2023 – June 2024

### VIII. Reasonable Accommodation

In FY 2024, DOT’s EEO Office will continue to ensure that DOT’s workforce is regularly provided with information on how to request workplace accommodations. The EEO Office’s Lead Trainer will continue to provide reasonable accommodation process training to supervisors and managers, with an emphasis on their responsibilities, and provide similar training to employees such that they are aware of the reasonable accommodation process, their rights under the applicable policies, regulations and laws, maintain internal tracking spreadsheets for both individual staff and the agency as a whole.

DOT monitors and weekly updates and reviews tracking sheets which record of EEO complaints and reasonable accommodation requests and appeals, so that employees may receive their determination within the deadline after submission or as soon as possible. The EEO Office is also collaborating with the Analytics and Performance Management Unit and the Information Technology & Telecom Division to develop a EEO dashboard/data visualization platform, an internal tracking and reporting tool that will provide appropriate EEO-related data to the agency at large, with a focus on transparency in the number of complaints and reasonable accommodations received and their outcomes. Work on this dashboard began in 2023 and is expected to finish and launch in 2024.

- Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- Absent of any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.
- The agency follows the City’s Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.



- The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is not done by the Agency Head.  
Provide the name and title of the designee<sup>1</sup>: Executive Deputy Commissioner Paul Ochoa
- The designee reports directly to the Agency Head.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

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

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

- The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- The agency will train all current employees on Sexual Harassment Prevention (Cycle 6 – September 1, 2023 – August 31, 2024) 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

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



The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.

The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 2: April 1, 2023 – March 31, 2025) as indicated in the Section VII Training above.

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

Employees have access to gender appropriate bathrooms and lactation rooms.

Employees are provided with information on how to request workplace accommodations and has access to respective facilities, including access for individuals with disabilities.

Local Law 27 requires listing a summary of schedule and workplace accommodations that are provided by your agency. Select the types of accommodations that your agency has provided to your workforce in FY 2023.

- 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 2024**

List of diversity and inclusion training for FY 2024 is included in section VII of this annual plan.

**F. 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 4 runs from April 1, 2022, to March 31, 2024.

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

All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.



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



## X. Audits and Corrective Measures

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



## XI. Agency Head Signature

Ydanis Rodriguez  
Print Name of Agency Head

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

November 16, 2023  
Date





## Appendix A: Contact Information for Agency EEO Personnel

**Agency EEO Office mailing address: 59 Maiden Lane, 37<sup>th</sup> Floor, New York, NY 10038**

	Title/Function	Name	Email	Telephone	Address
1.	<b>Agency EEO Officer</b>	Benjamin Graham	bgraham1@dot.nyc.gov	212-839-6603	59 Maiden Lane, 37 <sup>th</sup> Floor, NY, NY 10038
2.	<b>Agency Deputy EEO Officer</b>	Angela Ball	aball@dot.nyc.gov	212-839-6606	59 Maiden Lane, 37 <sup>th</sup> Floor, NY, NY 10038
3.	<b>Agency (Chief) Diversity &amp; Inclusion Officer</b>				
4.	<b>Chief Diversity Officer/Chief MWBE Officer per E.O. 59</b>	Carlos Bannister	cbannister@dot.nyc.gov	212-839-9241	55 Water St, 8 <sup>th</sup> Floor, NY, NY, 10041
5.	<b>ADA Coordinator</b>	Edmund E. Asiedu	easiedu@dot.nyc.gov	212-839-7751	55 Water St, 9 <sup>th</sup> Floor, NY, NY, 10041
6.	<b>Disability Rights Coordinator</b>	Benjamin Graham			
7.	<b>Disability Services Facilitator</b>	Edmund E. Asiedu			
8.	<b>55-a Coordinator</b>	Lianne Palacios	lpalacios@dot.nyc.gov	212-839-9516	55 Water St, 8 <sup>th</sup> Floor, NY, NY, 10041
9.	<b>EEO Investigator(s)</b>	Melissa Britton	mbritton@dot.nyc.gov	212-839-6605	59 Maiden Lane, 37 <sup>th</sup> Floor, NY, NY 10038
10.	<b>Career Counselor(s)</b>	Peter Scavetta	pscavetta@dot.nyc.gov	212-839-9452	55 Water St, 8 <sup>th</sup> Floor, NY, NY, 10041
11.	<b>EEO Training Liaison(s)</b>				



12.	<b>EEO Counselor(s)</b>				
13.	<b>Diversity Specialist</b>	Christopher Lee	clee4@dot.nyc.gov	212-839-7151	59 Maiden Lane, 37 <sup>th</sup> Floor, NY, NY 10038



## Appendix B: Local Law 28 (2023) – Diverse Recruitment and Retention

**Agency Name: Department of Transportation**

Local Law 28 of (2023) is a Local Law to amend the New York City charter and the administrative code of the City of New York, in relation to the evaluation and expansion of diverse recruitment and retention within the municipal government.

Pursuant to Local Law 28 (2023), each agency shall collect and submit the following information for the prior fiscal year to the Department of Citywide Administrative Services by **August 31, 2023**, and annually thereafter.

For each agency-specific training program your agency has that is required for, or relevant to, an applicant’s appointment to a position based on an open-competitive civil service examination or a promotion civil service examination, list the following:

<b>[Insert name of the Training Program]</b>	<b>Totals</b>
# of applicants enrolled in such program	N/A
# of applicants who completed the program	N/A
# of applicants who passed and graduated from the program	N/A
# of applicants who passed but did not graduate from the program	N/A
# of applicants who did not pass or graduate from the program	N/A
# of applicants who accepted any appointment offered base on graduation from the program	N/A

List all expenditures related to recruiting candidates for open-competitive civil service examinations and promotion civil service examinations in FY 2023.

<b>Borough</b>	<b>Approximate Dollar Amount Spent (\$)</b>
Bronx	N/A
Brooklyn	N/A
Manhattan	N/A
Queens	N/A
Staten Island	N/A

Provide a list of recruiting events, including location, held, or attended by your agency to promote open-competitive civil service examination in FY 2023.

<b>Event Date</b>	<b>Event Name</b>	<b>Borough</b>
02/03/2023	NYC DOT Engineering Job Fair	Manhattan
05/03/2023	Workforce Development Breakfast	Manhattan
05/24/2023	Hispanic Federation Career Expo	Queens
06/15/2023	Community College Info Session	Zoom



Provide a list of any preparatory materials developed for applicants or potential applicants for open-competitive civil service examinations or promotion civil service examinations, if applicable. [Include as attachments]

1. OASys steps
2. 2023 Engineering Job Fair - Exams
3. Auto Mechanic and Diesel Application Flyer
4. Automotive Service Worker Application Flyer
5. Traffic Device Maintainer Application Flyer