

2025

Annual Report

New York City
Equal Employment Practices Commission

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Equal Employment Practices Commission

March 2026



Commissioners



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Executive Director

Jimmy Pan

Director of Research

Russell Ferri, PhD

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Message from Commissioner and Chair, Dr. Aldrin Rafael Bonilla

Established in 1989 through an amendment to the New York City Charter, the Equal Employment Practices Commission (EEPC) marks its 37th year of service in 2026. For nearly four decades, the Commission has carried out its independent mandate to review, evaluate, and monitor the employment programs, practices, and procedures of City agencies to ensure the maintenance of effective affirmative employment programs and equal employment opportunity for minority group members and women employed by, or seeking employment with, City government.

Over the years, the EEPC has navigated shifting political climates, fiscal constraints, and evolving legal standards. Yet our charge has remained constant: to promote accountability, transparency, and fairness in the employment practices of the largest municipal workforce in the United States. That responsibility carries particular weight at this moment due to both national and local challenges and opportunities.

New York City enters a period of significant transition in local governance and bureaucracy. The election of Mayor Zohran K. Mamdani, who has centered affordability and economic justice in his public agenda, signals both change and opportunity. Across City government, new leadership appointments are underway in agencies and commissions with which the EEPC works closely. As an independent Charter body, the EEPC remains steadfast in its mission while looking forward to constructive collaboration with the new administration, sister agencies, and oversight partners in advancing a fair and effective public workforce.

At the same time, the Commission itself has entered a new chapter. Following a competitive, months-long search process, we were pleased to appoint Jimmy Pan as Executive Director earlier this year. Mr. Pan brings extensive experience in City governance, legal and policy analysis, and cross-agency coordination. His background in advancing citywide equity initiatives and Charter reforms uniquely positions him to strengthen the EEPC's audit, research, and public engagement functions. After a period without permanent executive leadership, his appointment restores critical capacity and provides renewed strategic direction for the Commission's work.

The findings contained in this Annual Report underscore why that leadership—and sustained institutional investment—matters.

Pursuant to Local Law 13 (2019), the EEPC continues to assess underutilization in the municipal workforce. Underutilization occurs when City agencies employ, promote, or retain members of certain demographic groups at rates below their expected availability in the relevant labor market. In Fiscal Year 2025, some agencies continued to place Asian, Black, Hispanic, and women employees below availability estimates. Although there were modest improvements in certain areas, the data show persistent disparities in hiring, promotion, and retention—particularly for Black workers and women, who continue to separate from City employment at rates higher than their representation in the workforce.

These patterns cannot be understood in isolation. Occupational segregation, where certain demographic groups are concentrated in lower-paying or less-prestigious job categories while underrepresented in higher-paying classifications, has direct consequences for pay equity. When pathways into managerial, technical, and higher-compensated roles are uneven, wage gaps persist. When promotion rates lag or retention falters, long-term earnings and career stability suffer with significant impacts to retirement security.

In a city confronting rising living costs and widening income inequality, workforce equity is inseparable from affordability. For thousands of municipal employees and their families, access to equitable hiring, promotion, and retention practices directly affects household income, financial security, and intergenerational opportunity. Equal employment opportunity is not merely a compliance obligation; it is a component of affordability, economic justice and sound public policy.

The Commission must also acknowledge a serious limitation in the data infrastructure underpinning our statutory analyses. The labor market availability estimates used to measure underutilization have not been updated in over a decade. As a result, our assessments compare current workforce composition to outdated availability benchmarks. This stagnation risks obscuring the true scale of disparities and may inadvertently mislead policymakers and the public. The EEPC has therefore renewed its recommendation that the City update these availability estimates to ensure that workforce analyses reflect contemporary demographic and labor market realities. Sound policy requires sound data.

In addition to updating foundational data systems, the City must continue examining structural barriers to entry and advancement within municipal employment. Local Law 57 (2025) authorizes expanded waivers of civil service examination fees for high school students and first-time applicants. This development represents a meaningful step toward reducing financial obstacles that may deter qualified candidates, particularly those from communities disproportionately burdened by economic hardship, from pursuing public service careers. Given that very few states impose such examination fees, and that New York State has undertaken its own pilot waiver program,

the City should continue evaluating how to make its civil service system more accessible and inclusive, including no cost examinations.

Retention likewise demands sustained attention. Under Local Law 130 (2023), City entities are required to offer exit surveys to departing employees. Where separations disproportionately affect underutilized groups, agencies should systematically analyze this data and implement informed changes to improve workplace climate, advancement pathways, and managerial accountability. Hiring alone cannot resolve underutilization if retention disparities persist.

The EEPC's core audit function remains central to advancing these objectives. Through our four-year audit cycle—culminating this year with the completion of the current Employment Practices Audit with a Focus on Underutilization—we continue to identify strengths, deficiencies, and corrective actions across City entities. These audits do more than assess paperwork compliance; they evaluate whether agencies are embedding equal employment opportunity principles into recruitment, selection, promotion, and performance management practices. Effective EEO programs enhance employee morale, improve organizational effectiveness, and reduce exposure to costly discrimination litigation.

Yet the breadth of our Charter mandate extends beyond audits alone. The EEPC is authorized not only to review and evaluate but also to recommend reforms, monitor corrective actions, and foster interagency collaboration. While we are grateful for recent steps to restore certain resources, the Commission's staffing and funding levels remain modest relative to the scale of its responsibilities. To fully modernize data systems, deepen analytic capacity, and expand proactive policy engagement, the EEPC must be funded commensurately with its statutory charge. Investment in independent oversight is fiscally prudent and foundational to public trust.

As we look ahead, the Commission stands ready to work with the Mayor, the City Council, agency leadership, labor partners, and advocates to ensure that New York City's public workforce reflects the talent and diversity of its people. The appointment of our new Executive Director marks a renewed commitment to rigorous oversight, evidence-informed policymaking, and constructive collaboration. At a time of transition and renewed focus on economic fairness, the EEPC will continue to uphold its Charter mandate with integrity and independence.

Compliance is necessary, but it is not sufficient. True commitment requires measurable progress—reductions in occupational segregation, equitable promotion and retention outcomes, and a workforce in which opportunity is not predicted by race, ethnicity, or gender. Only through sustained attention, modernized data, and collective resolve can New York City fully realize its promise of a fair, inclusive, and equitable workplace for all who serve it.



Message from Executive Director, Jimmy Pan

New York City has a new mayor, who has captured the nation's attention by making economic justice a centerpiece of his governance. The EEPCC warmly welcomes this commitment, which we believe includes economic justice for those who serve our City and those who want to. I am excited to join the EEPCC at this time and to advance economic justice through partnership and oversight. As we turn a leaf in this City, we recall that "vigilance is required to prevent the recurrence of past or worsening of continuing harms," as our City Charter recognizes.

Thank you for your interest in our City's amazing workforce and in reviewing the City's progress on truly equal opportunity. This year's report showcases the work of our team and their resilience the past year. We thank the outgoing Executive Director, Jeanne Victor, who graciously and ably served on behalf of our City workforce for four years and departed in June 2025. I started in February 2026 and cannot take credit for the work under Director Victor's leadership nor the work of the staff that shouldered the agency's mandate after her departure. Thank you to our Commissioners, who stepped in to provide guidance and leadership.

Some words on our work going forward and some core values I hope to instill:

We will increase our focus on communication so City workers, aspirants, and policymakers can understand our workforce and the worker experience.

The EEPCC will bring even more ambition into its mandate, so that—as public servants ourselves—we can use even more of our Charter-given tools to ensure that government treats our workers with the respect they deserve.

We will emphasize learning and teaching, spreading our research and knowledge so that all can help build the best and fairest City government.

The EEPCC will show the value of inclusion, demonstrating why our City's strength is its array of styles, knowledge, capacities, wants, and ideas.

We will recognize public service, uplifting the sacrifices that New Yorkers make to create a more just world. Though it is easier for oversight bodies to criticize than applaud, we want to make a life of public service attractive.

Through these strategies, I hope to strengthen how the EEPCC carries out its mandate and fulfills the Charter Preamble's remit that we become a city "where the value, talents, and contributions of every New Yorker are recognized and embraced."

About the EEPC

The Equal Employment Practices Commission (EEPC) is an independent, non-mayoral, oversight entity tasked with auditing, reviewing, and monitoring the equal employment practices of the City of New York.

Created by a 1989 amendment to the New York City Charter, the EEPC is empowered to audit and evaluate, at least once every four years, the employment practices and programs of municipal entities and their efforts to ensure equal employment opportunity (EEO) for women and people of color employed by, or seeking a position with, the City. The City Charter authorizes the EEPC to make a determination that any municipal entity's plans, programs, or procedures do not provide equal employment opportunity, require appropriate corrective action, and monitor the implementation of the corrective action prescribed.

The EEPC's mandate is to ensure the City's employment policies and practices comply with federal, state, and city EEO requirements and industry best practices. Programmatic changes resulting from the EEPC's audits assist City entities in preventing employment discrimination and avoiding costly litigation.

The EEPC's Mission and the City Charter

In 2022, amid nationwide racial tensions and the efforts of activists and policymakers to promote justice and equity, New York City voters approved a preamble to the City Charter. The preamble was drafted by the City's Racial Justice Commission, an independent Charter Revision Commission.

City agencies are required to incorporate the values expressed by the preamble into their work. Specifically, Section 1151-a states: "City agencies and officers empowered by this charter or other applicable law to perform planning, programmatic reviews, and audits are (1) authorized and required to consider and be guided by the values set out in the preamble within the scope and subject matter of such planning; and (2) authorized and required to examine the extent to which such values have been fulfilled through the policies and programs of city agencies and officers subject to such programmatic reviews and audits."

The EEPC was established to fulfill some of the goals set forth in the preamble and will continue to work diligently to reflect these values and goals into its work.

Selected sections of the New York City Charter Preamble

“We, the people of New York city, declare that our city is a multiracial democracy, and that our diversity is our strength. We honor and respect the cultures, languages, and histories of all who call and have called this land home, and we celebrate their revolutionary imagination, courage, and resiliency.

We strive to be a city where the value, talents, and contributions of every New Yorker are recognized and embraced, and where equity and inclusiveness, community empowerment, accessibility, and opportunity for every New Yorker are the unwavering standards to which we are held accountable in all aspects of governance, business, and service delivery ...

We acknowledge the grave injustices and atrocities that form part of our country's history...

We also recognize that these systemic injustices are at the foundation of so many of society's structures and institutions, and have caused profound physical, emotional, social, and psychological harm and trauma to individuals, families, and communities. They have also resulted in widespread loss of economic opportunity and intergenerational wealth. The effects of these harms are deeply engrained, systemic, and continuing. We are ever mindful that **vigilance is required to prevent the recurrence of past or worsening of continuing harms. We must act intentionally to remedy these past and continuing harms and to reconstruct, revise and reimagine our foundations, structures, institutions, and laws to promote justice and equity for all New Yorkers.**

The collective values set out in this preamble will guide the operation of our city government and inform and shape how the city carries out the duties, obligations, and authorities, and upholds and protects the rights set out in the charter.

We, the people of New York city, united in our resolve to build a just and equitable city for all, recognize the efforts of those New Yorkers, past and present, who fought for racial equity and social justice, honor the contributions of those New Yorkers who have suffered in the name of freedom, and acknowledge all who fought, struggled, and dreamed for a better life and a better city. Together, we stand on their shoulders as we move boldly toward a brighter tomorrow for ourselves, our children, and future generations.”

Structure

The EEPC has a Board of Commissioners, Executive Director, Administration Unit, Legal Unit, Audit Unit, and Research Unit. An organizational chart that illustrates EEPC personnel at the end of 2025 can be found on page 8.

BOARD OF COMMISSIONERS

The City Charter calls for the appointment of a Board of five per diem Commissioners. The Board comprises two appointees each from the Mayor and City Council, and a Chair jointly appointed by the Mayor and Speaker of the City Council. This arrangement ensures balance and insulation from political influence and facilitates exercise of jurisdiction over the employment practices of mayoral and non-mayoral entities, as well as the offices of elected officials and political appointees.

The City Charter requires the Board to meet at least once every eight weeks. In accordance with the New York Open Meetings Law, Board meetings are open to the public. Additionally, pursuant to Local Law 103 of 2013, Board meetings are recorded and made available to the public online.

During meetings, the Board adopts and approves audit-related Final Determination resolutions – which delineate corrective actions – and Determinations of Compliance, Partial Compliance, or Non-Compliance, which reflect entities’ implementation of the prescribed corrective actions. The Board also deliberates on whether issues and trends revealed through entity audits and relevant research are appropriate for further investigation, public hearings or – consistent with its role as monitor of the City’s employment practices – for recommendation to the Mayor, City Council, and the Department of Citywide Administrative Services (DCAS), to improve the City’s equal employment opportunity policies and programs.

EXECUTIVE DIRECTOR

The Board appoints an Executive Director to advise and assist in the development and implementation of strategic plans and initiatives and oversee the EEPC’s daily operations to effectuate the powers and duties delegated to it by the City Charter.

ADMINISTRATION UNIT

The Administration Unit provides support for computer and technology systems and the development and implementation of human resources initiatives and personnel policies.

LEGAL UNIT

The Legal Unit serves to interpret legal issues related to the administration of the EEPC’s responsibilities and duties, interpret and reinforce the EEPC’s authority, ensure the legal application of the EEPC’s Uniform Standards to audits of municipal entities and the City as an

employer, and maintain legal compliance with federal, state, and local EEO laws, regulations, and judicial decisions.

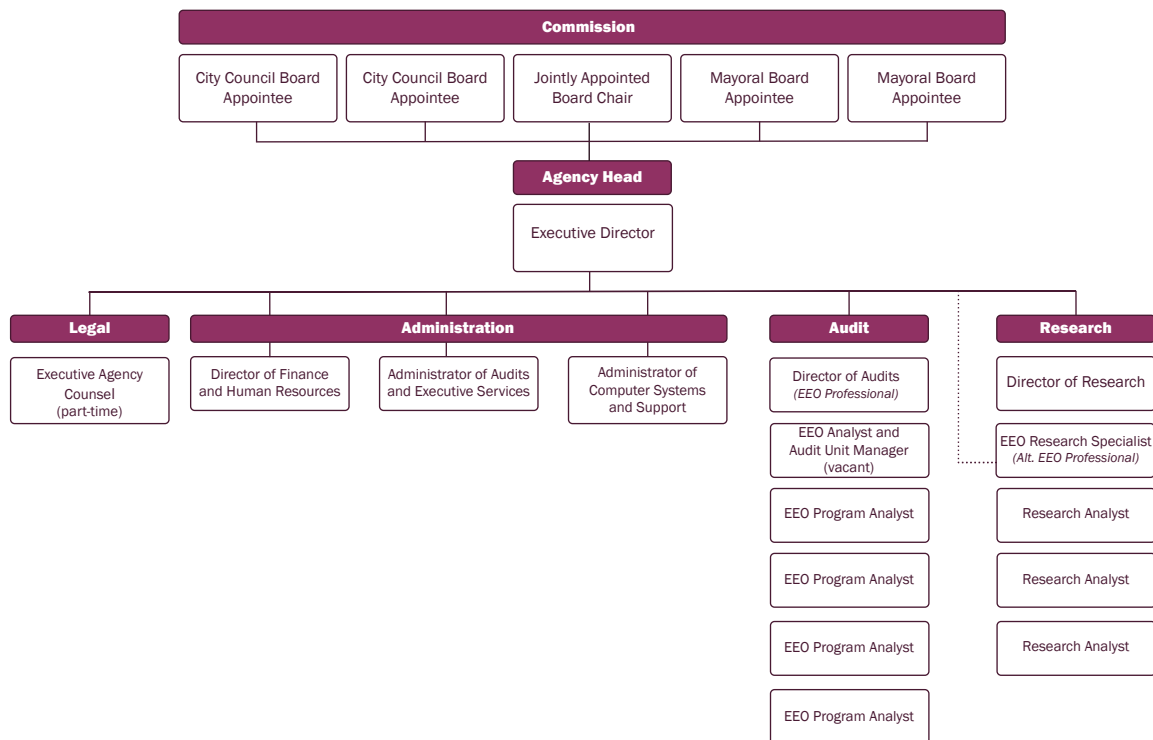
AUDIT UNIT

The Audit Unit works with the EEPC’s Legal Unit to ensure incorporation of EEO laws and policies in the administration and management of audits. The EEPC’s Audit Unit conducts comprehensive and issue-specific audits of City entities’ employment programs and prescribes corrective actions to bring entities into compliance with the EEPC’s Uniform Standards. The Audit Unit also aids agencies in the implementation of EEO program changes.

RESEARCH UNIT

The Research Unit conducts analyses of City employment data to examine issues in equal opportunity practices and trends in employment patterns of underrepresented demographics. The Research Unit publishes reports to fulfill requirements established by the City Council and supports the Audit and Legal Units.

EEPC Organizational Chart



Authority

The City Charter authorizes the EEPc to audit, evaluate, and monitor the employment practices, procedures, and programs of City agencies and other municipal entities, including their efforts to ensure equal employment opportunities. The EEPc recommends practices, procedures, and programs to be utilized by those entities for compliance with federal, state, and local laws, to increase equal opportunity for women, people of color, and other employees and job applicants identified for protection from discrimination. To that end, the City Charter also authorizes the EEPc to review the Annual EEO and Diversity Plans of City agencies, entities, and offices of elected officials, monitor execution of their Plans through review of Quarterly EEO Reports, and provide comments, suggestions, and recommendations for inclusion in future Plans.

In addition to its audit responsibilities, the EEPc is also authorized to make policy, legislative, and budgetary recommendations to ensure equality of employment opportunity; establish advisory committees to support and advance its goals of increasing EEO; request and receive information from City entities, as needed, to effectuate its mandates; and conduct research and hold hearings and symposiums to address EEO matters that affect the municipal workforce.

Jurisdiction

The City Charter and New York City Corporation Counsel opinions accord the EEPc oversight over approximately 145 City entities that include, but are not limited to: mayoral and non-mayoral agencies; the offices of elected officials, such as the Mayor, City Council, Borough Presidents, City Comptroller, District Attorneys, and Public Advocate; non-pedagogical employees of the Department of Education and the community colleges of the City University of New York; the New York City Housing Authority; and the Pension and Retirement Systems.

NYC Open Data

The New York City Open Data Law mandates that public data be freely available on a single web portal. NYC Open Data is the free public data published by New York City entities. It provides an opportunity for New Yorkers to engage with the information that is produced and used by City government. The EEPc is committed to NYC Open Data for all to increase transparency, accountability, and accessibility within City government. For additional information on NYC Open Data, please visit: <https://opendata.cityofnewyork.us/>.

Audits

The purpose of an EEPC audit is to analyze and evaluate a municipal entity's employment practices and EEO program to ensure they provide equal opportunity for women, people of color, and all employees and applicants. The EEPC's audit and compliance process consists of multiple steps.

After the EEPC reviews its four-year audit plan and determines which entities will be audited for the upcoming year, it sends out Audit Initiation Letters. The EEPC also conducts audit information sessions for Agency Heads and Principal EEO Professionals.

The EEPC will then send Preliminary Interview Questionnaires (PIQs) to the principal EEO professionals of each audited entity. The PIQs ask the entity to provide information about their EEO programs and submit documentation that illustrates their EEO efforts.

The EEPC will then review the information provided by the audited entities via the PIQs, analyze the entities' EEO practices against the EEPC's Uniform Standards, and issue a Preliminary Determination detailing initial findings, after which entities have the option to respond and provide additional documents and information.

After reviewing an entity's response to the Preliminary Determination, the EEPC will issue a Final Determination, which identifies areas related to the audit standards where the entity's EEO program may be lacking, and includes steps needed to remedy the deficiencies identified (if any).

Once the Final Determination is issued, compliance monitoring begins. During this phase, the EEPC will work with the audited entity to implement program enhancements. Upon completion of all prescribed corrective actions or the end of the Compliance Monitoring period, whichever is first, the EEPC will issue a Determination of Compliance, Partial Compliance, or Non-Compliance, as applicable.

The EEPC has the authority to compel the attendance of witnesses and administer oaths for the purpose of ascertaining whether City entities are in compliance with EEO requirements.

Employment Practices Audit with a Focus on Underutilization

2025 was the fourth and final year of the EEPC's Employment Practices Audit with a Focus on Underutilization (EPA (UU)). The goal of the EPA (UU) was to evaluate the following components of an agency's EEO program: distribution of EEO policies and procedures, annual EEO plans, EEO training for employees and EEO professionals, and the EEO resources available for employees and applicants with disabilities. It also includes assessments of an agency's workforce data and recruitment and selection processes to ensure the entity is taking action to address underutilization of people of color and women in the City's workforce.

The EPA (UU) contained 20 standards divided into eight sections.

Section	Standards
EEO policy issuance, distribution, and posting	2
Complaint investigation procedures	1
Annual EEO plan	1
Entity training	4
Employees and applicants with disabilities	3
Workforce review and analysis	2
Recruitment	3
Selection (hiring and promotion)	4
Total	20

2025 AUDITS

The EEPD conducted an EPA (UU) of 9 entities in 2025. In total, 54 corrective actions were assigned to these entities (an average of 6 per agency).

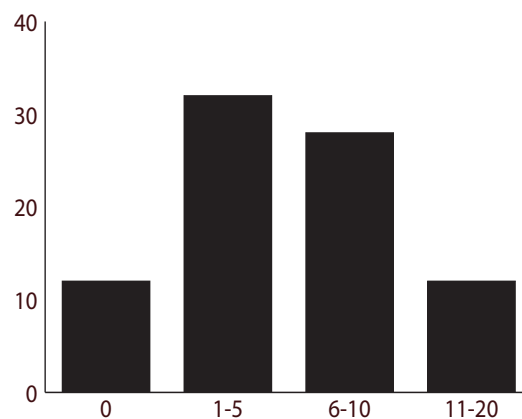
Audited Agencies (FY25)	Corrective Actions
Special Comm. of Invest. for the NYC School Dist.	0
Queens County District Attorney	2
Department of Veterans' Affairs	3
New York City Council	4
Kings County District Attorney	6
Richmond County Public Administrator	7
NYC Police Department	10
Mayor's Office of Contract Services	10
Bronx County Public Administrator	12
Total	54

The assignment of a corrective action does not mean an agency is lacking all components of an audit standard. In most cases, entities are missing some aspect of the standard, and the corrective action is issued for the agency to correct only the specific portion of the audit standard that is deficient.

EPA (2022-2025) ENTITY SUMMARY

A total of **84 entities** were audited during the 4-year audit cycle.

The following figure illustrates how many agencies had 0, 1-5, 6-10, or 11-20 corrective actions.



Twelve agencies had no corrective actions after the issuance of the Final Determination, which the EEPC issues following a brief remediation period during which agencies may respond to the preliminary determination or address initial findings.

Landmarks Preservation Commission	Department of Investigation
Office of the Mayor	Civil Service Commission
Administration for Children's Services	CUNY College of Staten Island
Conflicts of Interest Board	CUNY LaGuardia Community College
Office of the Actuary	Department of Environmental Protection
Law Department	Department of Education

COMPLIANCE MONITORING

For the 4 years of the EPA a total of 466 corrective actions were assigned for monitoring and are illustrated in the table below. At least one CA was issued for each standard.

Audit Standard	Corrective Actions
Annual distribution of an EEO policy statement	19
Annual distribution of an EEO Policy	13
Establish and utilize a complaint tracking system	12
Submit annual EEO plans and quarterly reports	26
Establish and implement an EEO training plan	35
Appoint a principal EEO Professional	24
Appoint support EEO professionals	34
Training for personnel involved in recruiting/hiring	48
Designate a Disability Rights or ADA Coordinator	25
Distribute reasonable accommodation process	24
Utilize the Section 55-a Program	1
Annual workforce data review	38
Use and maintain an applicant/candidate log	34
Diversity in entity-produced content	2
Designate staff to assess recruitment efforts for discretionary titles	9
Assess recruitment efforts for discretionary titles	11
Designate Career Counselor	46
Designate a principal HR professional to provide agency-wide job info	29
Assess selection methods for discretionary titles	15
Assess selection methods for civil service titles	21

COMMUNITY BOARD AUDITS

The EEPC also conducted Community Board Employment Practices Audits (CB EPA). The Community Boards comprise unsalaried members appointed by the respective Borough Presidents, a full-time, salaried District Manager, and between one and five salaried support staff. They do not have dedicated EEO professionals and do not administer their own EEO programs, instead relying on their Borough President's Office for such matters. Thus, the Community Board Audits are narrower in focus. They contain nine standards, divided into six sections.

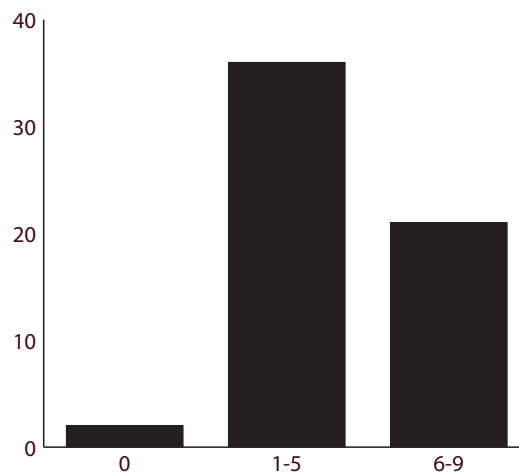
Section	Standards
EEO policy issuance, distribution, and posting	2
Entity training	1
Complaint investigation procedures	2
Employees and applicants with disabilities	2
Recruitment	1
Selection (hiring and promotion)	1
Total	9

The EEPC conducted 26 Community Board Employment Practices Audits (CB EPA) of the Manhattan and Queens Community Boards in 2025. One hundred and five corrective actions in total were assigned to the community boards audited (an average of 4 per community board).

Community Board	Corrective Actions
Manhattan Community Board 1	4
Manhattan Community Board 2	2
Manhattan Community Board 3	4
Manhattan Community Board 4	1
Manhattan Community Board 5	8
Manhattan Community Board 6	8
Manhattan Community Board 7	8
Manhattan Community Board 8	3
Manhattan Community Board 9	2
Manhattan Community Board 10	2
Manhattan Community Board 11	1

Manhattan Community Board 12	8
Queens Community Board 1	2
Queens Community Board 2	5
Queens Community Board 3	1
Queens Community Board 4	2
Queens Community Board 5	6
Queens Community Board 6	2
Queens Community Board 7	2
Queens Community Board 8	8
Queens Community Board 9	4
Queens Community Board 10	1
Queens Community Board 11	8
Queens Community Board 12	9
Queens Community Board 13	2
Queens Community Board 14	2
Total	105

The EEPC audited all 59 community boards in the cycle. The following figure illustrates how many had 0, 1-5, or 6-9 corrective actions.



Two community boards had no corrective actions after the issuance of the Final Determination: Brooklyn Community Board 1 and Brooklyn Community Board 15.

EEPC Research

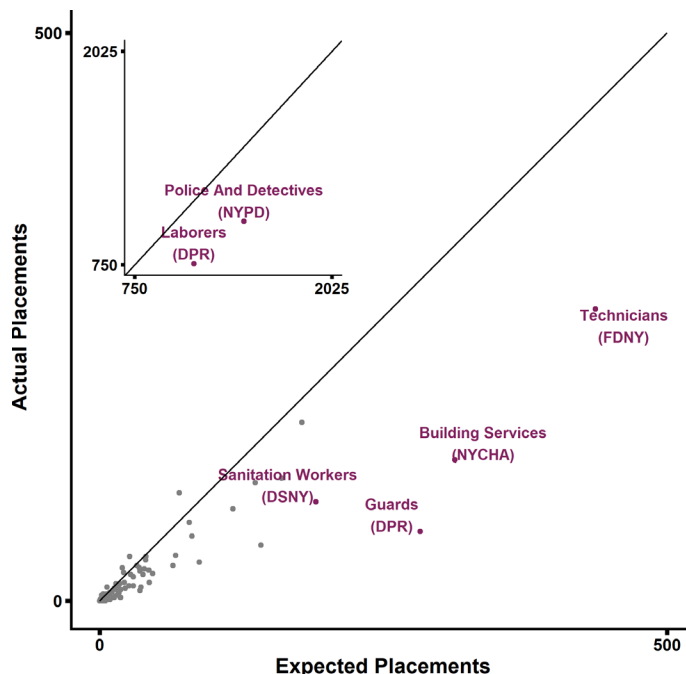
Local Law 13: Underutilization in the City's Municipal Workforce in FY 2025

We published the sixth edition of the annual report on the underutilization of women and people of color in the City's municipal workforce in Fiscal Year (FY) 2025. As you read the highlighted findings below, keep in mind they reflect the City's labor market availability that is out-of-date by over ten years. Thus, workers may face better or worse underutilization than the headlines suggest. Although we have the impression that most, if not all agencies and their leaders are genuine in their desire to advance equal opportunity, the findings below show that there is still considerable work to be done, despite efforts thus far.

The full report can be found on our website, at <https://www.nyc.gov/site/eepc/reports/reports.page>.

In FY25, agency placements of Asian, Black, Hispanic, and women workers continued to be lower than the availability estimates, which may be understating some of the gaps because they are outdated.

In FY25, agencies hired, retained, or promoted personnel from underutilized groups at lower rates than the labor market availability, though slightly better than in FY24.



OTHER KEY FINDINGS:

- » In FY25, agencies slightly reduced underutilization for Asian workers, although the outdated availability estimates may be understating the degree of their underutilization.
- » In FY25, agencies continued to underutilize Hispanic workers at the same rate, although the out-of-date availability estimates may be understating the degree of their underutilization.
- » In FY25, agencies continued to see Black workers and women workers leave at a rate greater than their workforce presence.

Given these findings, we made several recommendations:

Update the availability estimates.

We cannot provide accurate estimates of underutilization because the City has not updated its availability estimates. In fact, we have concerns that these outdated labor market availability estimates will cause our mandated analyses to mislead readers and policymakers.

Expand upon initiatives to waive civil service exam fees.

Local Law 57 (2025) enables DCAS to provide waivers for civil service examination fees to high school students and first-time applicants, beginning this year. Currently, the City has allowed several groups (e.g., veterans, and those receiving public assistance) to apply for fee waivers, using means-testing as a way to make municipal employment more accessible.

The City should undertake broader efforts to make its civil service system more accessible. New York City likely requires exams and charges fees for far more civil service jobs than virtually every municipality in the United States. These fees cause greater burden for New Yorkers with fewer financial resources, disproportionately people of color and women. Of all states, only New York State and New Jersey charge civil service exam fees. New York State has waived its fees for the past several years as part of a pilot program to make civil service more accessible. New York City should undertake some version of that.

Develop procedures for analyzing exit survey data to improve retention of underutilized groups.

Local Law 130 (2023) requires City entities to offer exit surveys to employees who are leaving. The City should develop procedures for requiring entities that fail to retain women and people of color to analyze exit survey data and make informed changes to their employment practices.

Meetings of the Board of Commissioners

The Commission met nine times in 2025, on:

Monday, January 20	Thursday, March 27
Friday, May 2	Thursday, June 26
Monday, July 7	Thursday, September 4
Tuesday, September 15	Thursday, October 30
Tuesday, December 16	

Links for the video recording of each meeting can be found at <https://www.nyc.gov/site/eepc/meetings/meetings05.page>

Eight meetings are scheduled for 2026:

Tuesday, January 20, 10:15 AM	Thursday, March 5, 10:15 AM
Thursday, April 30, 10:15 AM	Thursday, June 11, 10:15 AM
Thursday, July 30, 10:15 AM	Thursday, September 17, 10:15 AM
Thursday, November 12, 10:15 AM	Thursday, December 17, 10:15 AM

These dates are subject to change. Public notice of the Board's meetings is published in the City Record for five successive days prior to the date of the meeting. Meetings are live streamed.



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