

Executive Summary

Purpose and Direction

The City of Rockville is committed to building a government that works fairly and fully for everyone. The JEDI Strategic Plan and One-Year Roadmap translate that commitment into a shared direction for action. Organized through the Office of the City Manager, the plan reflects input from City staff, residents, community partners, Equity Champions, and the Mayor and Council.

Rockville is not starting from scratch. The City already has equity-related policies, resolutions, programs, and tools, including the 3E's Impact Statement, Budget Equity Toolkit, Resolution 10-21, Title VI commitments, and a range of housing, youth, accessibility, and community programs. This plan provides a structure for connecting those efforts, addressing gaps, and helping departments move in a common direction.

The City's JEDI mission is **Equitable Outcomes for All**. This does not mean guaranteeing identical outcomes. It means working to ensure that residents and employees have fair access to opportunities, services, participation, and respectful treatment.

What Rockville Heard and How the City Will Respond

The plan was informed by multiple sources of quantitative and qualitative evidence. A citywide staff survey conducted from March 16 through April 21, 2026, was completed by 210 employees across all 13 departments, representing a 38.3% response rate. Additional engagement included 11 internal employee listening sessions, 10 external community listening sessions, monthly Equity Champions meetings, and feedback from the Mayor and Council.

The findings revealed meaningful strengths. Eighty-one percent of staff reported feeling valued and respected by colleagues regardless of identity, and hiring and workforce diversity were the highest-rated JEDI program areas at 75%.

The findings also identified areas requiring focused action. JEDI training was rated positively by 34% of staff, while 36% reported that their department uses data to identify and address disparities. Although 74% of staff believed City programs effectively serve diverse communities, only 38% believed residents were aware of the City's JEDI efforts. Twenty-five percent of employees reported personally experiencing or witnessing discrimination, bias, or harassment in the prior year, and 36% reported experiencing or witnessing microaggressions.

Community participants described similar gaps in access and visibility. They raised concerns about outreach that primarily reaches residents who are already civically connected, as well as

barriers related to language access, disability access, transportation, geographic equity, service navigation, trust, and representation.

Taken together, the findings point to a central challenge. Rockville has demonstrated a commitment to justice, equity, diversity, and inclusion, but that commitment is not yet consistently visible, measurable, or accessible in everyday practice.

The plan responds through seven connected strategic priorities:

- **Build Shared Understanding and Practical JEDI Capacity:** Establish plain-language definitions, role-specific learning, and practical tools for staff.
- **Strengthen Inclusive Service Delivery and Language Access:** Improve interpretation, translation, multilingual communication, and staff guidance.
- **Advance Accessibility, Disability Inclusion, and Inclusive Design:** Strengthen physical, digital, sensory, communication, and procedural access.
- **Deepen Community Engagement and Reach Underrepresented Voices:** Expand trusted messenger relationships, geographic inclusion, and continued outreach.
- **Embed Equity in Policies, Programs, Budgets, and Decisions:** Apply existing equity tools more consistently across departments.
- **Build Data, Accountability, and Governance for Implementation:** Establish clear goals, consistent measures, shared oversight, and public reporting.
- **Strengthen JEDI Infrastructure, Capacity, and Communication:** Formalize shared ownership, strengthen the Equity Champions structure, and improve internal and public communication.

These priorities are designed to work together. Training supports better service delivery. Community engagement improves program design. Data strengthens accountability. Clear governance helps the City sustain progress across departments and over time.

Year 1 Action

Year 1 (August 2026 through June 2027) is not designed to complete this work. It is designed to lay the foundation for the rest of the five-year plan. Implementation moves through five phases: Preparation and Readiness (July 2026), Launch and Awareness (August–September 2026), Early Implementation and Pilots (October–December 2026), Expansion and Refinement (January–March 2027), and Progress Review and Year 2 Planning (April–June 2027).

Concrete Year 1 actions include developing a plain-language JEDI orientation for all staff, conducting a language access review and staff guide, reviewing City communications for accessibility, building a trusted messenger network to reach underrepresented residents, aligning existing equity tools like the 3E's and Budget Equity Toolkit, standing up a JEDI governance structure, and formalizing the Equity Champions role. Each action has a named lead office, key partners, and evidence of progress that the City can track and report.

How Progress Will Be Measured

Accountability in this plan is a public commitment, not an internal management exercise. The City will follow an annual cycle: **plan, implement, track, report, listen, and adjust**. Progress will be measured using six types of indicators: whether the work was completed, who was reached, whether access improved, how people experienced it, whether gaps narrowed over time, and what the City learned and changed as a result.

Rockville will publish an annual public progress report each spring, written in plain language, available in accessible formats, and directly connected to the seven strategic priorities. The first will be released by June 2027. The City will also conduct periodic staff and community pulse checks at the end of Year 1, Year 3, and Year 5 to understand how implementation is actually being experienced, not just what was completed on paper. Residents, staff, and Mayor and Council should always be able to answer three questions: **What did the City commit to? What has been done? What is happening next?**

The plan is both a roadmap and a commitment to continued learning. This plan carries through 2030. Year 1 builds shared language, structure, and early tools. Years 2 and 3 deepen and expand that work across every department and into more communities. Years 4 and 5 sustain and institutionalize what has been built, so JEDI practice does not depend on any single office, leader, or budget cycle to survive. Each year closes with honest public reporting on what worked, what did not, and what the City is changing in response.