

JEDI Strategic Plan Adoption

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Outline

- I. Process Review & Existing Foundation
- II. What We Heard
- III. The Seven Strategic Priorities
- IV. The One-Year Roadmap
- V. Measurement, Accountability & Governance
- VI. Recommended Action

Purpose Review

Why This Matters:

- Assess current JEDI landscape across City operations and the community
- Identify strengths, gaps, and opportunities for improvement
- Develop an actionable 5-year strategic roadmap with measurable outcomes

Desired Outcomes:

- Enhanced organizational culture and employee experience
- Strengthened community trust and partnership
- Equitable service delivery and access across all populations
- Sustainable JEDI framework integrated into City operations

- Grounded in a citywide staff survey, 9 staff focus groups, and 9 community listening sessions
- Reviewed against Rockville's existing policies, regulations and programs
- Organized around 7 strategic priorities, a Year 1 roadmap, and a five-year implementation plan
- Built with a public accountability structure so progress can be tracked by residents, staff & Council

A photograph of a paved road lined with mature trees. The road has a blue-painted lane with yellow and red markings. The trees are lush green, and the scene is bright and sunny.

Where We've Been

*A recap of the process that
produced this plan*



Process Timeline: January – July 2026

Seven months, five phases, one continuous engagement process

Jan-Feb	Mar	Apr	May-Jun	Jul
Project Initiation	Internal Launch	Engagement	Analysis & Planning	Finalization
Tell engaged as contractor; kickoff with JEDI Office and Equity Champions	Mayor & Council work session; staff survey and focus groups launched	Staff survey closes; community listening sessions held	Findings presented to Mayor & Council; strategic planning sessions with Equity Champions	Plan finalized; presented to Mayor & Council for adoption

Engagement By the Numbers

A 360-degree assessment: internal workforce and external community





Rockville's Existing Foundation

*What we reviewed before writing a
single recommendation*



What We Reviewed: Existing Policies, Tools & Programs

Rockville is not starting from scratch. This plan builds on a real foundation

Existing Foundation Area	Key Examples
Equity in Decision-Making & Governance	3E's Impact Statement; Budget Equity Toolkit; Resolution 10-21
Civil Rights, Human Rights & Accessibility	Title VI Resolution 09-22; Human Rights Ordinance 14-18; Resolutions 12-21, 16-23, 17-23
Housing, Youth & Community Programs	MPDU programs; ROCK-KIDZ; Latino Youth Development; Linkages to Learning
Public Safety, Community Trust & Response	Impartial Policing General Order 05-27; Disability & Mental Illness Response GOs; Implicit Bias training
Standardized Demographic Data	Citywide minimum race, ethnicity & gender categories; self-identification standard
Inclusive Procurement & Economic Opportunity	Minority, Female, Disabled, or Veteran-Owned Business Outreach Program



What the Review Told Us

Foundation and practice are not the same thing

The gap is not a lack of commitment — it's consistency across departments

This plan's job is to connect, align, and strengthen what already exists

Every strategic priority in this plan is built to close a specific, evidenced gap

“Having policies and programs in place is not the same as making those commitments visible in daily practice. Staff described JEDI as work that happens in some places but is not yet consistently embedded across the organization.”



What We Heard

*Staff survey, staff focus groups,
and community listening sessions*



Key Themes at a Glance

Eight themes emerged consistently across every source of engagement

JEDI needs to move
from values to daily
practice

Staff need clearer
guidance, tools &
role-specific training

Language access &
communication are
recurring gaps

Disability access
needs to be
understood more
broadly

Community
engagement must
reach beyond
established networks

Data, measurement
& accountability
need to be more
visible

JEDI work needs
clearer governance,
ownership &
persistence

Programs exist, but
residents don't
always know how to
find them



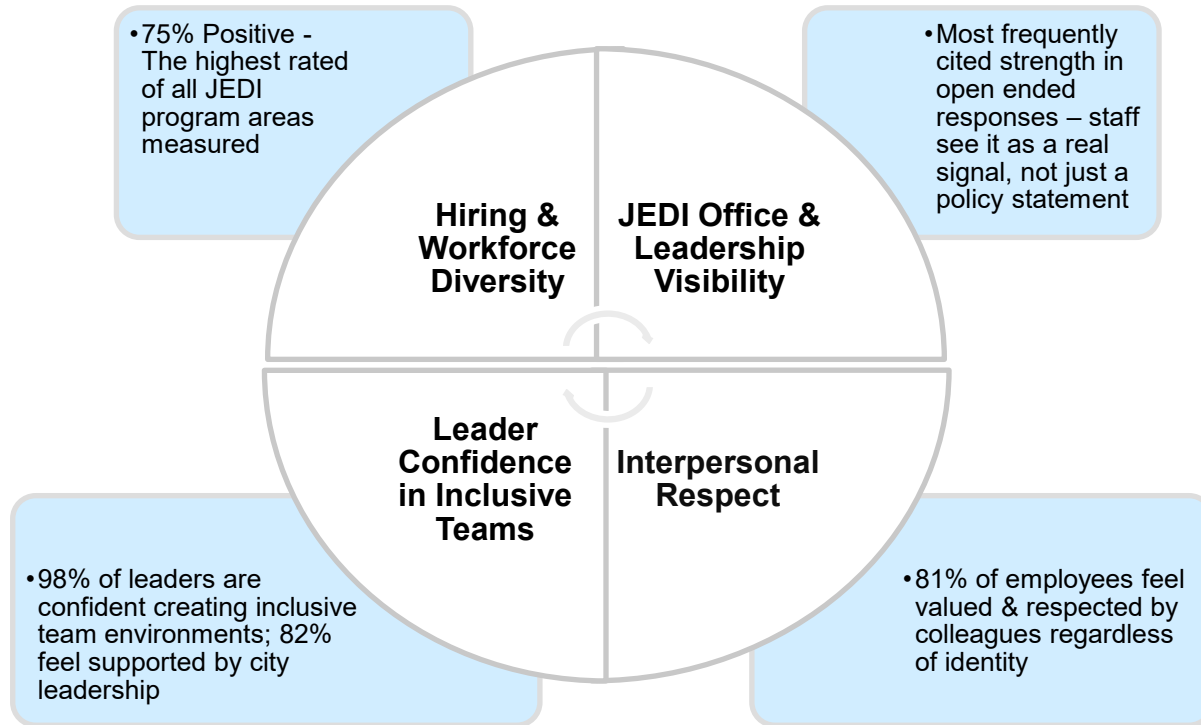
Staff Survey: The Numbers

Collected March 16 – April 21, 2026 – 210 responses – 38.3% response rate – all 13 departments



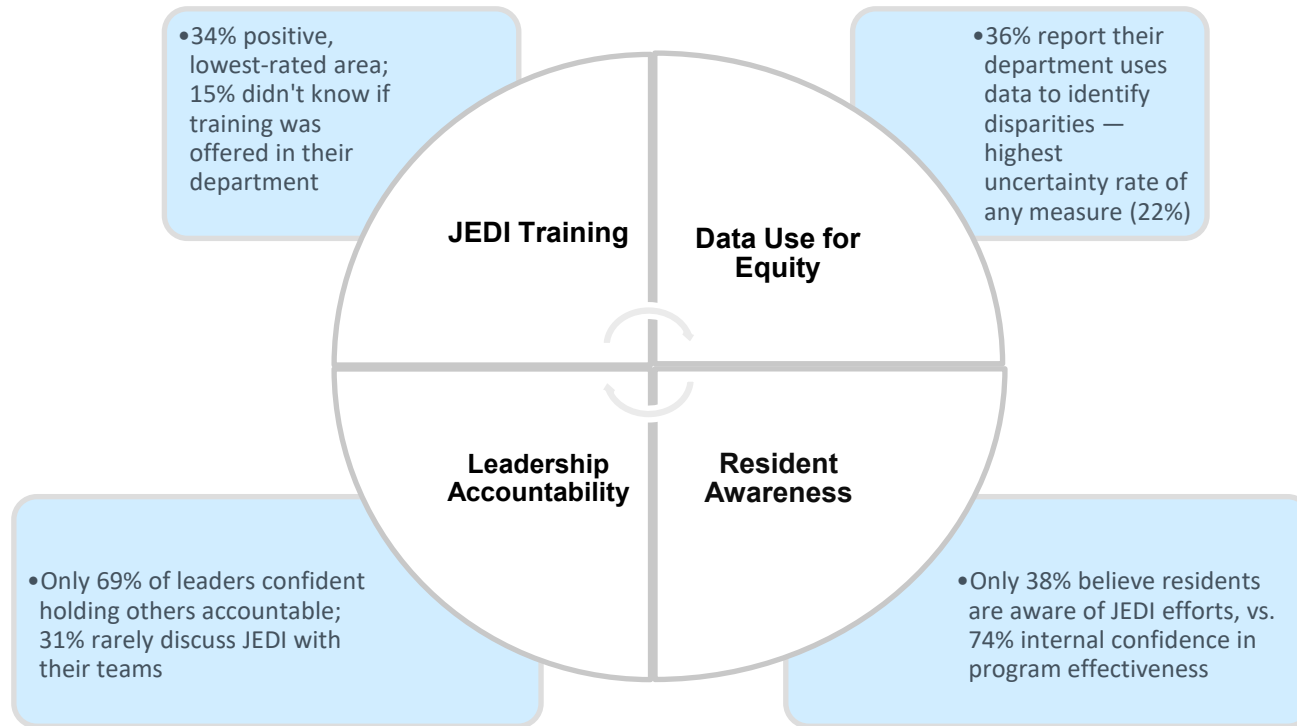
Staff Survey: Areas of Strength

Real organizational assets this plan builds on, not starting from zero



Staff Survey: Areas Requiring Action

Where the data points directly to, is what this plan must fix





An Equity Lens: Who Is Being Left Behind

There are disparities across the workforce

Group	Key Finding
Frontline Staff	Rated 7 of 8 program areas lower than other groups; report higher discrimination rates vs. managers
Women	Microaggressions at nearly 2x the rate of men (48% vs. 27%)
Black/African American Staff	Lower authenticity & voice ratings; higher discrimination & microaggression rates
Hispanic/Latino Staff	Highest discrimination & microaggression rates; gap on advancement access
Newer Employees (<1 yr)	Lower on hiring, language access, accommodations & community engagement

What Staff Focus Groups Added

Nine sessions, April & June 2026, how things show up in daily work

Shared Definition of JEDI

- Many frontline staff participants had never heard the acronym before the focus group; no role-specific model for daily practice

Language Access is a Systemic Gap

- The language line is underused; the informal language bank increases burden on bilingual staff

Culture is Supervisor Dependent

- Staff experience of workplace culture is determined almost entirely by their immediate supervisor, not the organization



Community Listening: Outreach & Geographic Equity

What residents and community partners told us

Geographic Equity Matters

“The east side feels like it doesn’t get heard.”

Rockville Pike (Rte. 355) was named repeatedly as a visible dividing line. Twinbrook was specifically named as receiving less investment, fewer resources, and less civic attention.

Outreach Reaches the Already-Connected

“If it’s on email or a computer, we’re only hearing from the same people”

Email, newsletters, and online channels reach residents already subscribed – not those working multiple jobs, new to Rockville, or outside civic networks.

Approximately 40% of Rockville residents speak a non-English language at home — underscoring why multilingual, multi-channel outreach is a central plan priority, not an add-on.

Community Listening: Language, Trust & Accessibility

Barriers that compound for residents already facing more obstacles

Language, Transportation & Navigation

Residents struggle to find information in their language, understand what services exist, and reach them physically

Disability Access is Expansive

Beyond physical access – city emails not screen-reader compatible; digital kiosks and voting materials raise accessibility concerns

Trust & Inclusion

Immigration enforcement fears are discouraging some residents from engaging with City services; faith scheduling conflicts limit participation

A solid red triangle pointing towards the top-left corner of the slide.

The Seven Strategic Priorities

*What emerged from the evidence, & where
the plan focuses Year 1 and beyond*





Strategic Priorities

Seven connected areas of focus – not seven separate projects

1. Build Shared Understanding & Practical JEDI Capacity
2. Strengthen Inclusive Service Delivery & Language Access
3. Advance Accessibility, Disability Inclusion & Inclusive Design
4. Deepen Community Engagement & Reach Underrepresented Voices
5. Embed Equity in Policies, Programs, Budgets & Decisions
6. Build Data, Accountability & Governance for Implementation
7. Strengthen JEDI Infrastructure, Capacity & Communication



The Seven Strategic Priorities in Detail

Priorities 1 – 2: Shared Understanding & Inclusive Service Delivery

Priority 1 Build Shared Understanding & Practical JEDI Capacity	Priority 2 Strengthen Inclusive Service Delivery & Language Access
<i>Why it matters:</i> Staff across every department described uncertainty about what JEDI means for their daily work. Without shared understanding, every other priority becomes harder to implement.	<i>Why it matters:</i> Equitable service depends on more than program availability — it depends on whether residents can find and access programs in their own language.
<i>What progress looks like:</i> Staff can describe, in plain language, what JEDI means for their role. Training is practical, shorter, and role-differentiated. New staff meet JEDI at onboarding.	<i>What progress looks like:</i> Reliable, publicized language support. Service registration systems capture language preference. Residents report greater awareness of City supports.



The Seven Strategic Priorities in Detail

Priorities 3 – 4: Accessibility & Community Engagement

Priority 3 Advance Accessibility, Disability Inclusion & Inclusive Design	Priority 4 Deepen Community Engagement & Reach Underrepresented Voices
<i>Why it matters:</i> Accessibility is legal and civic responsibility — physical, digital, communication, and procedural. Community listening surfaced specific, documented barriers in each area.	<i>Why it matters:</i> The people who most need equitable outcomes are often least represented in the processes that shape them — reflected directly in this planning process itself.
<i>What progress looks like:</i> City emails are screen-reader accessible. Accommodation requests route through HR with clear timelines. The Disability Community Advisory Group is visible on the website.	<i>What progress looks like:</i> A standardized engagement plan using trusted intermediaries. Geographic equity tracked as part of the city's accountability framework.



The Seven Strategic Priorities in Detail

Priorities 5 – 6: Policy Alignment & Accountability

Priority 5 Embed Equity in Policies, Programs, Budgets & Decisions	Priority 2 Build Data, Accountability & Governance for Implementation
Why it matters: Training and awareness alone can't produce equitable outcomes if underlying budget and policy processes don't reinforce it. This is where values become institutional practice.	Why it matters: A strategic plan is only as strong as its accountability structure. Without clear goals and public reporting, priorities fade when other demands compete for attention.
What progress looks like: The 3E's used in project planning and the Budget Equity Toolkit are utilized consistently, not selectively. Boards and commissions recruitment actively tracks representation over time.	What progress looks like: A public JEDI progress dashboard. Responsible parties named for every action. Annual reports available to residents, staff, and elected officials.



The Seven Strategic Priorities in Detail

The infrastructure that carries the other six

Priority 7 Strengthen JEDI Infrastructure, Capacity & Communication	How the Priorities Work Together
A two-person JEDI office cannot carry this plan alone. This priority formalizes shared ownership: a defined Equity Champions structure, clear roles for other departments, and a plain-language public communication strategy.	<i>Training builds capacity. Capacity improves services. Better services require language access and disability inclusion. Accessibility and inclusion require proactive community engagement. Engagement improves policy and program design. Policy alignment creates structural equity. Data and accountability make all of it visible, measurable, and sustainable.</i>

A close-up photograph of a map with several colorful pushpins (blue, orange, red, green, black) stuck into it. The map shows various locations and roads. A white text box is overlaid on the map.

The One-Year Roadmap

*Turning seven priorities into
dated, owned, trackable action*



Year 1 Implementation Phases

The goal of Year 1 is to build the foundation

Jul – Aug 2026	Aug – Sep 2026	Oct – Dec 2026	Jan – Mar 2027	Apr – Jun 2027
<i>Preparation & Readiness</i>	<i>Launch & Awareness</i>	<i>Early Implementation & Pilots</i>	<i>Expansion & Refinement</i>	<i>Progress Review & Year 2 Planning</i>
Confirm leads for each action	Public launch to staff, residents & community partners	Pilot tools; stand up governance structure	Expand what's working; begin tracking measures	Publish Year 1 report to the Mayor & Council & community



Year 1 Roadmap: Priority Highlights

One representative action per priority & leads, partners for every action

	Year 1 Action	Leads
P1	Plain-language JEDI orientation for all staff	JEDI Office + HR
P2	Language access process review & staff guide	JEDI Office + ADA Compliance
P3	Accessibility review of resident-facing communications	ADA Compliance + Communications
P4	Trusted messenger engagement strategy	JEDI Office + Community Services
P5	Review & refine the 3E's Impact Statement process	City Manager's Office + JEDI Office
P6	Establish JEDI implementation governance structure	City Manager's Office + JEDI Office
P7	Formalize the Equity Champions structure & support model	JEDI Office + HR

Resource & Capacity Considerations

Being honest about what it will take to deliver Year 1

- ❑ Shared ownership is required across all department directors.
- ❑ Equity Champions are currently performing JEDI actions as “other duties assigned” thus formalizing their role is a Year 1 action
- ❑ Some Year 1 actions will be most effective with some additional capacity

The JEDI office — currently the Director and the ADA Compliance Program Manager — can guide, coordinate, and support this plan. It cannot implement the full roadmap alone.



The Five-Year Implementation Plan

*2026 – 2030 How Year 1 becomes
durable, institutional practice*

The Five-Year Arc

Each year builds on the last – nothing here depends on a single office, leader, or budget cycle

Year 1 2026-2027	Years 2 – 3 2027 - 2029	Years 4 – 5 2029 - 2031
Build the Foundation	Deepen & Expand	Institutionalize & Sustain
Shared language, structures, tools, and relationships established	Roll out across every department; expand community reach; strengthen data	JEDI practice embedded as organizational standard, not a periodic initiative

A background image showing a bar chart with blue and green bars for quarters Q1, Q2, and Q3. A magnifying glass is focused on the Q2 bars. A red arrow points from the left edge towards the chart.

Measurement, Accountability & Governance

*How the city and the public will
know the plan is working*



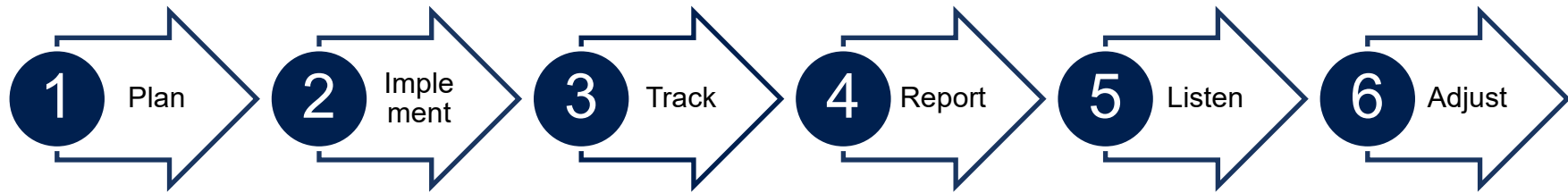
Governance Structure: Who Owns What

Clear roles so implementation doesn't depend on any one office

Role	Responsibility
Mayor & Council	Set direction, receive progress reports, align JEDI priorities with City budget and policy decisions
City Manager's Office	Coordinate cross-department accountability; integrate JEDI into departmental work plans
JEDI Office	Guide, coordinate, advise, and build capacity — not the sole implementer
All Department Directors	Own implementation within their departments; assign staff time; report on progress
Partner Directors	Co-lead training, accessibility, data systems, and budget alignment respectively

The Accountability Cycle & Public Reporting

Commitment, not just plans – tracked publicly every year



Jan – Mar 2027: Mid-year review presented to Mayor & Council

By June 2027: First public annual progress report in plain language via Rockville website

Every year, 2026 – 2030: Residents, staff and Council can always answer: What did the city commit to? What has been done? What's next?



Equitable Outcomes for all

Success will not be defined only by a completed checklist. It will be visible when a resident can find and access a City service in a language they understand; when a staff member knows how to respond when a colleague raises a concern; when a neighborhood no longer questions whether it is seen; and when a person with a disability can read a City communication, participate in a public meeting, and access city services easily.



Recommended Action



Staff recommends that the Mayor and Council adopt the JEDI Strategic Plan, formally establishing the City's five-year direction for Justice, Equity, Diversity, and Inclusion (JEDI) work.

Suggested Motion: "I move to adopt the JEDI Strategic Plan"



Next Steps



- ☐ Finalize and launch comprehensive communication plan to Introduce the plan publicly to staff, residents, and community partners.
- ☐ Begin foundational staff awareness work. Share plain-language materials.
- ☐ Begin Equity Champions structure development.
- ☐ Activate early community engagement steps.