

JEDI Strategic Plan and One-Year Roadmap

Justice, Equity, Diversity, and Inclusion in Practice

Prepared for:



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I. Introduction

The City of Rockville, Maryland, is committed to building a city government that works fairly and fully for everyone. That commitment means looking honestly at how City services, policies, internal culture, and everyday decisions affect residents and staff. It means identifying where barriers exist and working to remove them. And it means moving from a statement of values into daily practice, so that justice, equity, diversity, and inclusion are visible in how the City operates, not only in what it says.

The City of Rockville Justice, Equity, Diversity and Inclusion (JEDI) Strategic Plan and One-Year Roadmap was developed through the Office of the City Manager. This plan and roadmap bring together what the City heard from staff, residents, community partners, Equity Champions, and Mayor and Council. It organizes that input into a shared direction for action. This plan also builds on work already underway. Rockville has established a JEDI mission centered on equitable outcomes for all and has begun developing shared language, internal tools, policies, and practices to help departments apply equity more consistently. That foundation matters. The purpose of this plan is to move from foundation to focus, and from focus to implementation.

This is not a plan for one office to carry alone. JEDI work belongs in how departments communicate, how services are delivered, how policies are reviewed, how staff are supported, how residents are engaged, and how progress is measured. The plan is a guide for action and a public commitment to accountability.

1. What Is the JEDI Strategic Plan?

The JEDI Strategic Plan is a **guide for action**. It describes what the City heard through the planning process and uses that input to identify the priorities, practices, and systems needed to strengthen justice, equity, diversity, and inclusion across City government.

The plan is organized to move from listening to action. The plan begins by explaining the planning process and summarizes what was heard from staff, residents, community partners, Equity Champions, and Mayor and Council. The second part translates that input into strategic priorities and a one-year roadmap, including actions, responsible parties, timelines, and measures of progress.

The One-Year Roadmap is especially important. It is designed to make the first year of implementation clear and trackable, so the plan does not sit on a shelf. It gives the City a practical starting point for action while also creating a structure for learning, adjustment, and accountability over time.

2. What Does JEDI Mean in Rockville?

JEDI stands for Justice, Equity, Diversity, and Inclusion. In Rockville, these words describe a way of working that is fair, accessible, respectful, and accountable to the people the City serves and the people who work here.

- **Justice** means looking honestly at inequities, harms, and unequal treatment that have resulted from past and current differences in power, resources, opportunity, and privilege. It means being willing to name what needs to change and taking steps toward fairness and accountability.
- **Equity** means meeting people and communities where they are. It recognizes that people do not all begin from the same place, and that different people may need different kinds of support, access, or resources to participate fully in community life.
- **Diversity** means recognizing the many identities, backgrounds, roles, languages, cultures, experiences, and perspectives that make up Rockville. This includes, but is not limited to, race, ethnicity, class, gender, sexual orientation, age, country of origin, disability, culture, political identity, religion, veteran status, socioeconomic status, learning style, personality, and life experience.
- **Inclusion** means creating the conditions for belonging and participation. It asks who is present, who is welcomed, whose voices are shaping decisions, and whose voices may still be missing. Inclusion is not just inviting people into a room. It is making sure people can participate with dignity once they are there.

JEDI in Plain Language

JEDI means that the City of Rockville works to ensure every person is treated with fairness and dignity, including the people who live, work, visit, and serve here. Internally, it means building a workplace where all staff know that they belong and have fair access to opportunity, support, communication, and accountability. Externally, it means reducing barriers that keep residents from accessing services, participating in City life, or being treated with respect when they interact with City government. JEDI supports the City in learning from past and present harms and reviewing and modifying the policies, practices, and everyday decisions that shape people's experiences. It means that where someone comes from, what language they speak, whether they have a disability, their income, age, religion, background, or identity should not determine whether they are heard, supported, or treated with dignity.

3. Whose Plan Is This?

This is a Citywide plan. The Office of the City Manager guides and coordinates the work, but implementation will require shared responsibility across departments, leadership teams, staff roles, and both internal and public-facing services. The plan was informed by City staff across a range of roles, including frontline employees, programming staff, police personnel, administrative support staff, supervisors, managers, and executive leadership. The plan was informed by residents and community partners who participated in listening sessions and shared concerns about access, communication, disability inclusion, language barriers, housing, transportation, civic participation, and community trust. Supplemental sessions also brought in perspectives from faith-based and community service organizations, business and civic leaders, grant recipients, and a special interest group that included disability, inclusive housing, tenant advocacy, and civic volunteer perspectives.

The plan was shaped by the JEDI Equity Champions, who met monthly from February through July as part of the planning process. Their work helped strengthen shared language, clarify how JEDI connects to daily City operations, and surface practical questions about staff learning, community engagement, policy review, accessibility, and implementation. A later Equity Champions working session in June further refined plain-language framing and clarified the role Champions can play as connectors, messengers, listeners, and practical problem-solvers.

Rockville's Mayor and Council provided direction at a key point in the planning process. Their feedback reinforced the importance of reaching underrepresented voices, ensuring geographic inclusion, building in data and accountability, strengthening disability and accessibility commitments, and not rushing the plan in ways that would undermine quality or community trust.

This plan is informed by community voices and will remain accountable to the public. Residents and community partners will be able to read it, understand what the City said it would do, and see how progress will be tracked.

Who This Plan Belongs To

This plan belongs to Rockville. It belongs to residents who want City services to be accessible and fair. It belongs to staff who carry out the work every day. It belongs to departments, leaders, boards and commissions, community partners, Mayor and Council, and the Office of the City Manager. Most importantly, it belongs to the people who will experience whether the City's commitments become visible in practice.

4. Why This Plan, Why Now?

Rockville is one of the most diverse communities in the Washington metropolitan region.¹ Residents bring different languages, cultures, faith traditions, abilities, income and education levels, housing experiences, immigration histories, and relationships with government. That diversity is one of Rockville's strengths.

Diversity by itself does not guarantee equity or inclusion. A diverse city still needs systems that help people access services, participate in civic life, communicate across differences, and trust that the City government will treat them fairly. The same commitment to equity in public service must also take root inside City government itself, in how it recruits, trains, supports, and advances the people who deliver those services.

The staff survey conducted from March 16 to April 21, 2026, provides one important picture of the internal work ahead. The survey was completed by 210 City employees across all 13 departments, representing a 38.3% overall response rate. The findings showed areas of strength, including staff respect among colleagues and positive ratings for hiring and workforce diversity. They also showed gaps, including JEDI training, data use, resident awareness of JEDI efforts, leadership accountability, and different workplace experiences across race, gender, and role level.

The survey also found that 25% of employees reported personally experiencing or witnessing discrimination, bias, or harassment in the past year, and 36% reported personally experiencing or witnessing microaggressions. Microaggressions are often unintentional actions or comments that make individuals feel belittled or that they do not belong. These findings point to the need for stronger training, clearer reporting pathways, better supervisor support, and a workplace culture where staff can raise concerns and be heard.

To complement the survey findings, the City also held 11 employee listening sessions to give staff an additional opportunity to share their experiences and perspectives directly. Community input points to related needs outside the organization. Participants described concerns about language access, disability access, transportation barriers, digital accessibility, geographic inequity, trust in government, and the difficulty of reaching residents who are not already connected to City communications or civic networks. Supplemental listening sessions also raised concerns about faith-inclusive scheduling, outreach through trusted messengers, renter voice, accessible communications, and the impact of the current immigration enforcement climate on community participation.

The City has existing commitments that point toward this work. Resolution 10-21, titled “Endorse and Commit to the Establishment of Government Policies and Practices that Promote Racial and Ethnic Equity and Social Justice,” established a formal JEDI-related policy direction for the City. Rockville also has resolutions, ordinances, policies, and programs and practices that support equity, access, and inclusion including Resolutions 12-21, 16-23 and 17-23 as well as Rockville City Code Chapter 11, Section 11-3.

¹ Evolution Finance, Inc. (dba [WalletHub](#))

This plan brings those commitments into clearer alignment. It connects existing policies and programs to a broader implementation structure, while also responding to what staff, residents, community partners, Equity Champions, and Mayor and Council said is still needed.

Mayor and Council asked for a plan that is concrete, measurable, inclusive of underrepresented voices, and connected to accountability. Equity Champions emphasized that JEDI should not be an add-on program. Staff asked for clarity, tools, measures that allow equity to be tracked for multiple populations, and leadership support. Community participants asked for better access, stronger communication, and deeper engagement.

This plan is the City’s next step.

5. How This Plan Was Developed

The Rockville JEDI Strategic Plan was developed through a structured engagement process that gathered input from staff, community, leadership, and elected officials. The process included quantitative survey data, qualitative staff focus groups, community listening sessions, supplemental outreach, monthly JEDI/Equity Champions meetings, and feedback from the Mayor and Council.

Engagement Activity	Description	When
JEDI/Equity Champions Meetings	Monthly meetings with City staff serving as JEDI/Equity Champions. These meetings helped build shared understanding, gather department-level perspectives, and prepare Champions to support communication, implementation, and feedback across the organization.	February through June 2026
Staff Survey	A citywide survey administered to all City staff, fielded from March 16 to April 21, 2026. Completed by 210 City employees across all 13 departments, representing a 38.3% overall response rate. Assessed JEDI program efforts, leadership readiness, and employee inclusion and belonging.	March 16 to April 21, 2026
Staff Focus Groups	Seven internal focus groups were conducted in April 2026 with frontline staff, programming staff, police, executive leadership, supervisors, administrative support, and the Executive Leadership Team. Two supplemental sessions were held on June 3, 2026, with Community Planning and Development Services and Housing and Community Development staff and two with Legal and City Manager’s Office. Eleven sessions in total.	April 6 and 7, 2026; June 3, 2026 (supplemental)
Community Listening Sessions	Six external listening sessions held in April 2026 with community-based organizations, faith-based service providers, housing and economic development partners, education and youth advocates, seniors and disability community representatives, business and civic leaders, and small business owners. Three individual Mayor and Council interviews were also conducted. As documented in the Community Listening Report, most sessions were under-attended relative to targets; additional outreach was recommended.	April 14 to 22, 2026

Engagement Activity	Description	When
Mayor and Council Feedback	A structured feedback session with Rockville's Mayor and City Council, providing direction on scope, outreach priorities, accountability structures, data expectations, and plan design. Feedback emphasized broader outreach, underrepresented voices, geographic inclusion, disability and accessibility, and the importance of not rushing the process.	March 2 and June 1, 2026
Supplemental Community Listening Sessions	Four supplemental external listening sessions were conducted to deepen engagement with faith-based organizations, business and civic leaders, residents with experience in disability, housing, tenant advocacy, and community service, and young people involved in Rockville's Youth Commission and civic activities.	June 10, 11, and July 7, 2026

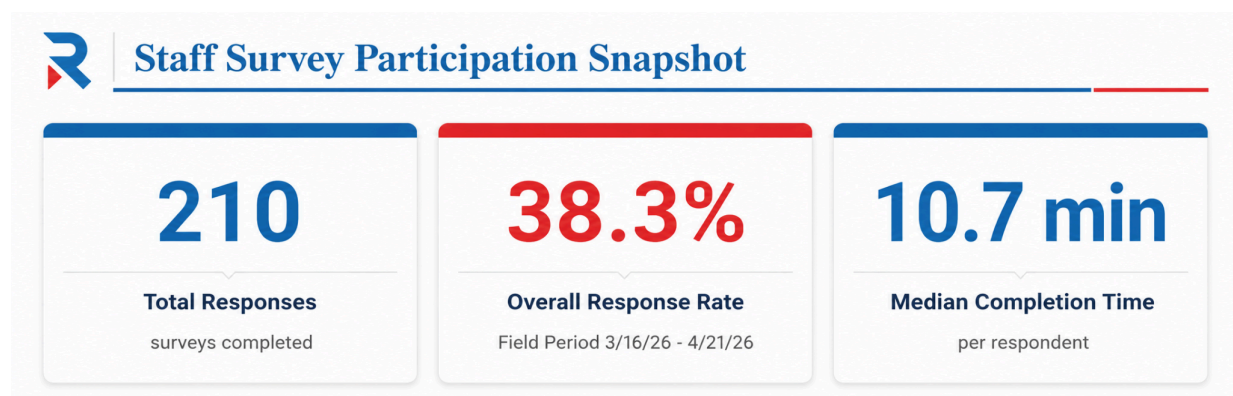


Figure 1. Staff Survey Participation Snapshot

II. Rockville Context & Commitments

The City of Rockville's commitment to justice, equity, diversity, and inclusion did not begin with this plan. Over many years, the City has passed resolutions, adopted policies, developed programs, built tools, and created structures intended to make City government more equitable, accessible, and accountable to residents. This strategic plan does not start from scratch. It builds on that foundation.

At the same time, the engagement process that produced this plan made clear that 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. Community members described barriers that persist even when services exist. The JEDI Strategic Plan is the City's opportunity to connect, align, and strengthen what is already underway, so that equitable outcomes are not dependent on individual effort or departmental chance.

This section describes the context that grounds the plan: the City's JEDI mission and vision, the shared language the City has already developed, the policies and programs already in place, and

what the planning process revealed about the gap between commitment and implementation. Together, these elements show why this plan is needed and why Rockville is ready to move from intention to alignment.

1. A City Mission Centered on Equitable Outcomes

City-prepared materials describe the JEDI mission for Rockville as “**Equitable Outcomes for All.**” That mission describes JEDI as an engine for change within Rockville City Government, helping move a diverse community in a common direction while building the momentum needed to reach equitable outcomes.

The mission is not only aspirational language. It defines active functions for the City’s JEDI work across the organization. These include communicating about justice, equity, diversity, and inclusion across departments and management levels, and cultivating and sharing the information, skills, and tools that help staff operationalize equity in their daily work.

The mission also calls for analyzing and assessing new and existing policies, programs, and procedures through an equity lens and advancing change where gaps are found. It includes championing equity and social justice, celebrating progress when it occurs, and interrogating how discriminatory structures and practices can become normalized over time. These are not side responsibilities. They describe the core work of JEDI implementation.

The City’s JEDI vision builds on that mission. City-prepared materials describe a Rockville where people at various intersections can fully and responsibly participate in and contribute to the community’s social, educational, economic, political, and cultural life without fear. That is the destination. This strategic plan is one tool for helping the City move toward it.

The JEDI Mission for Rockville

City-prepared materials describe Rockville’s JEDI mission as **Equitable Outcomes for All.** JEDI is intended to serve as an engine for change within City government, moving people in a common direction and building the momentum needed to arrive at equitable outcomes. The strategic plan provides a structure for helping the City live up to that mission.

2. Existing Policies, Tools, and Programs

Existing Foundation Area	What It Covers	Key Examples
Equity in Decision-Making & Governance	Tools that require an equity lens on City decisions and resource allocation	3E's Three-Part Impact Statement (City Manager's Office); Finance Department's Budget Equity Toolkit; Resolution 10-21 (foundational JEDI policy commitment)
Civil Rights, Human Rights & Accessibility	Legal and civic commitments to nondiscrimination and inclusion	Title VI Resolution 09-22; Ordinance 14-18 (Human Rights); Ordinance 08-17 (Fostering Community Trust); Resolution 09A-22 (gender-inclusive restrooms); Resolutions 12-21, 16-23, 17-23 (anti-hate/anti-bias); PPP #30-00 (discrimination/harassment); PPP #35-00, #35-10 (disability accommodation)
Housing, Youth & Community Programs	Income- and eligibility-based programs expanding access for residents facing economic barriers	Moderately Priced Dwelling Unit (Rental & Homeownership) Programs; Single-Family Rehabilitation Program; Rockville Homeownership Assistance; ROCK-KIDZ Mentoring; Latino Youth Development Program; Linkages to Learning; Recreation Financial Assistance; Safe Waters Scholarship (ASD-inclusive swim); Homeowners Tax Credit; Bank On Rockville; Parks Strategic Plan equity assessment; Code Enforcement and Landlord-Tenant Affairs
Public Safety, Community Trust & Inclusive Response	Conduct standards and training for equitable, respectful policing	General Order 05-27 (Impartial Policing); GO 5-22 (Discrimination/Harassment); GO 4-59 (Disability Interactions); GO 5-25 (Mental Illness Response); GOs 5-30/5-34 (Officer Wellness); state-mandated Cultural & Gender Diversity, Hate Crimes/IDD, and annual Implicit Bias training; Community Engagement Unit
Standardized Demographic Data	Consistent data collection to support civil rights compliance and cross-department comparison	Citywide guidance establishing minimum race, ethnicity, and gender categories; self-identification requirement (no visual observation); City Manager's Office approval required for variation; CPDS Planning equity story map and related GIS resources
Inclusive Procurement & Economic Opportunity	Expanding City contracting access for underrepresented business owners	Minority, Female, Disabled, or Veteran-Owned Business Outreach Program
Climate Action Plan low/moderate-income supports	Consistent data collection to support civil rights compliance and cross-department comparison	Climate Action Plan, Electric Vehicle Readiness plans prioritized equity in implementation, Chesapeake Bay Trust partnership which expanded RainScapes Rebates to nonprofits and multifamily properties; Flood Mitigation Assistance Program; Community environmental engagement; Grant-funded curbside public EV charging stations near multi-family buildings (expected 2027)

3. Limitations and Continued Listening

This plan was built from a deliberate process, and it is important to be honest about where that process has limits. The planning process drew from multiple sources and reached staff across departments and roles, as well as residents, community partners, Equity Champions, and Mayor and Council. However, the engagement was not fully representative of Rockville’s population. Naming these limitations makes clear how the findings should be interpreted and where continued outreach is needed. Several community listening sessions had lower attendance than intended, with some sessions drawing only two participants from a target of 10 to 12. Many participants were already-connected, long-term residents with relatively high levels of civic engagement. As a result, the community findings provide important insight, but they should be understood as a partial view rather than a comprehensive picture of resident experience.

Populations that were underrepresented or not consistently reached include lower-income residents, recent immigrants, residents who primarily speak languages other than English, unhoused or temporarily housed residents, renters in multifamily communities, younger residents, people outside established civic and service networks, and people with a broader range of disabilities. The planning process identified important accessibility concerns, but it was not designed to serve as a comprehensive disability assessment. Additional research and direct engagement will be needed to understand the full range of physical, digital, sensory, communication, cognitive, and non-apparent disability experiences.

Additionally, staff survey subgroup findings should also be interpreted carefully when the number of respondents within a group is small. Differences were identified where statistically significant at the 90% confidence level, but some subgroup findings may not represent the experiences of all employees within that population or across every department.

These limitations do not prevent the City from acting on consistent findings that appeared across multiple sources. They do require the City to continue listening, test assumptions, and adjust implementation as additional voices and evidence emerge. Continued outreach, trusted messenger relationships, staff and community pulse checks, and public reporting are therefore part of the plan’s accountability structure.

A Commitment to Continued Listening

The engagement that produced this plan was extensive, but it was not complete. The City heard from many voices. It did not hear from all of them. Residents with the greatest barriers to participation are often the same people who most need equitable outcomes. The JEDI Strategic Plan commits to continued outreach, feedback, and course correction as part of its accountability structure.

III. What We Heard

This section presents the major themes that emerged from the JEDI planning process. It draws on the citywide staff survey, nine internal staff focus groups, six external community listening sessions, four supplemental community listening sessions, Equity Champions working sessions, Mayor and Council feedback, and prior City materials. Each source type contributed something different, and this section keeps those contributions distinct.

No single source tells the complete story. The staff survey shows scale and breadth. Focus groups show depth and texture. Community listening sessions capture resident and community partner perspectives. Equity Champions bring organizational knowledge and implementation experience. Mayor and Council provide governance direction. Prior City documents show what has already been built and where gaps remain.

Some themes appeared across multiple sources. When the same issue surfaces in survey data, staff conversations, community listening, and elected official feedback, it becomes an important signal about where the City may need to focus. Together, these recurring themes provide the evidence base for the strategic priorities that follow. Additionally, the findings in this section are not just categories of feedback. They describe how people experience the City in daily life: a frontline employee trying to understand what JEDI means in a community-based role, a resident with a disability trying to read a City email with a screen reader, a faith leader wondering whether their community was reached, or a resident on the east side of Rockville questioning whether their neighborhood is seen. The data show patterns. The voices explain why those patterns matter.

1. Key Themes at a Glance

The following themes emerged across multiple sources during the planning process. Each is described briefly here and developed in the subsections that follow.

Theme	What It Means
JEDI needs to move from values to daily practice.	Staff and community members recognize the City's stated commitment to JEDI, but describe it as inconsistently visible in everyday decisions, supervision, services, and communication.
Staff need clearer guidance, tools, and role-specific training regarding JEDI practice.	Some staff do not yet know what JEDI looks like in their specific roles. Training exists but is widely described as insufficient, generic, and not connected to daily work.
Language access and communication are recurring equity issues.	Inconsistent awareness and use of multilingual services by staff, including language line access, translation of materials, and in-language outreach, can affect staff ability to serve residents and residents' ability to access services.
Disability access and accessibility need to be understood more broadly.	Participants raised physical, digital, sensory, and non-apparent disability access as concerns across facilities, communications, events, City services, and civic participation. Given the limited questions and reach in the

Theme	What It Means
	disability community, this theme pointed to key issues that need further exploration.
Community engagement needs to reach residents beyond established networks.	Current outreach consistently reaches the same, already-connected residents. People who face the most significant barriers are the least likely to participate in standard City engagement activities.
Data, measurement, and accountability need to be more visible and consistent.	Staff, community members, and elected officials described difficulty knowing whether JEDI efforts are producing results. Goals, metrics, and progress reporting are not yet systematically available.
City services and programs exist for all, but some residents do not always know how to find them.	Across community listening, staff input, and other planning sources, a consistent pattern emerged: programs are available, but awareness and navigation remain barriers for many residents, especially those outside established civic networks
JEDI work needs clearer governance, ownership, and follow-through.	Staff described JEDI as something that happens in pockets. Leaders described competing priorities and unclear expectations. Without defined authority, coordination, and accountability, implementation remains uneven.

2. What the Staff Survey Showed

The citywide staff survey, fielded from March 16 to April 21, 2026, was completed by 210 City employees across all 13 departments, representing an overall response rate of 38.3%. It assessed four areas: JEDI program efforts and communication, perceptions of effectiveness and community impact, leadership readiness and confidence, and employee inclusion and belonging. Findings were analyzed overall and by department, role level, race and ethnicity, gender, age, and tenure.

Department JEDI Efforts

Statement / Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Unsure	Combined Agree
Hiring and retaining diverse staff	36%	39%	14%	4%	3%	4%	75%
Providing language translation and interpretation services	29%	32%	20%	4%	3%	11%	61%
Providing accommodations for visible and invisible disabilities	28%	33%	20%	4%	1%	13%	61%
Engaging with diverse communities to understand and address their needs	27%	34%	20%	4%	1%	13%	60%
Using data to identify and address disparities in service delivery	14%	22%	32%	7%	3%	22%	36%
Offering training on JEDI topics	14%	20%	33%	15%	4%	15%	34%

Figure 2. Citywide JEDI Program Effort Ratings

Strengths the Survey Identified

Hiring and workforce diversity was the highest-rated JEDI program area, with 75% of respondents rating it positively. Staff widely recognized the existence of the JEDI office and the accessibility of the JEDI Director as a meaningful signal of organizational commitment. Equity impact statements embedded in budget and policy review were also noted as a concrete structural mechanism.

Among leaders surveyed, confidence was high in some areas. Ninety-eight percent reported confidence in their ability to create inclusive team environments, and 82% reported feeling supported by City leadership in advancing JEDI priorities. Interpersonal respect was also a consistent strength, with 81% of employees reporting that they felt valued and respected by colleagues regardless of identity.

Gaps the Survey Identified

JEDI training was the lowest-rated program area at 34%, with 15% of respondents unsure whether training was offered in their department. Using data to identify and address disparities in service delivery was the second-lowest-rated area at 36%, and had the highest uncertainty rate of any survey measure at 22%. These findings suggest that many staff lack visibility into whether and how their departments use equity data.

External communication and resident awareness also showed a gap. Internal JEDI communication was rated at 62%, while external JEDI communication was rated at 46%. In addition, while 74% of employees believed City programs and services effectively address the needs of diverse communities, only 38% believed residents were aware of the City's JEDI efforts. This 36-point gap between perceived program effectiveness and resident awareness is one of the survey's most actionable findings.

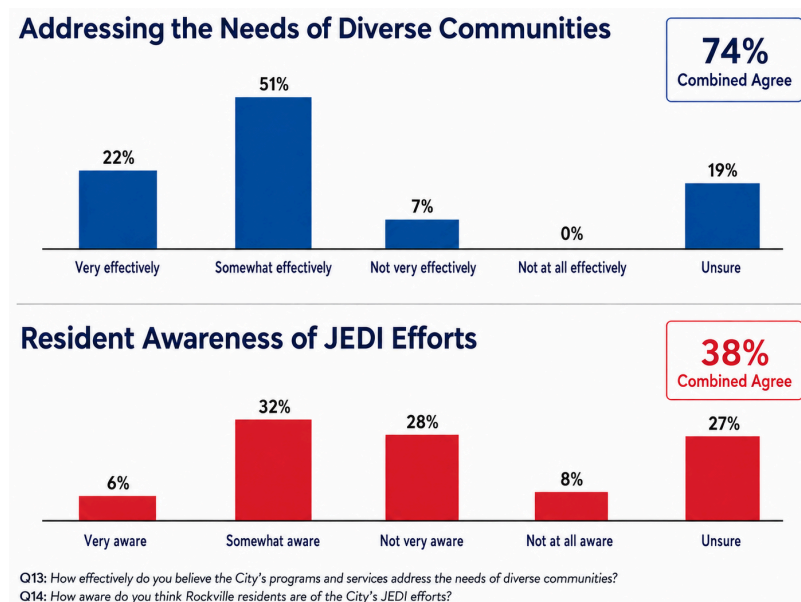


Figure 3. Program Effectiveness and Resident Awareness Gap

Among leaders, accountability was the lowest-rated dimension. Sixty-nine percent reported confidence in holding others accountable for JEDI standards. Nearly one in three leaders, 31%, reported rarely or never discussing JEDI with their teams. Across survey findings, the absence of defined goals, operational guidance, and accountability structures emerged as a recurring barrier to progress.



Figure 4. Leadership Confidence in Advancing JEDI

Equity Findings Within the Survey

Workplace experiences were not consistent across the workforce. Twenty-five percent of employees reported personally experiencing or witnessing discrimination, bias, or harassment, and 36% reported experiencing or witnessing microaggressions. These rates were higher among women, Black and African American employees, and Hispanic and Latino employees. Women reported microaggressions at nearly twice the rate of men, 48% compared with 27%. Frontline staff rated seven of eight JEDI program areas lower than managers and senior leaders (Figure 5 below) and also reported higher discrimination rates than employees in management roles. Newer employees gave lower ratings to several JEDI efforts, although results varied across tenure groups (Figure 5). These patterns show that JEDI awareness, access, and workplace experience are not yet consistent across roles or demographic groups.

JEDI Program Ratings by Role Level and Tenure

Combined Agree Ratings by Role Level and Tenure

★ significantly higher vs. comparison group ★ significantly lower vs. comparison group

Role Level						Tenure					
Role Level	Overall	Staff	Supervisor / Team Lead	Manager / Director	Sr. Leadership	Tenure	Overall	<1 Year	1–5 Years	6–10 Years	11+ Years
Internal JEDI communication	62%	53% ★	70% ★	75% ★	83% ★	Internal JEDI communication	62%	58%	71%	57%	59%
External JEDI communication	46%	39% ★	47% ★	53% ★	83% ★	External JEDI communication	46%	54%	45%	38%	47%
Hiring & retaining diverse staff	75%	67% ★	77% ★	91% ★	100%	Hiring & retaining diverse staff	75%	63% ★	81% ★	70%	76%
Offering training on JEDI topics	34%	28% ★	40%	44% ★	42%	Offering training on JEDI topics	34%	33%	26%	35%	38%
Providing language translation and interpretation services	61%	54% ★	68% ★	72% ★	75%	Providing language translation and interpretation services	61%	42% ★	69% ★	43% ★	68% ★
Providing accommodations for visible and invisible disabilities	61%	53% ★	72% ★	62%	100%	Providing accommodations for visible and invisible disabilities	61%	38% ★	59% ★	59% ★	70% ★
Engaging with diverse communities to understand and address their needs	60%	53% ★	68% ★	69% ★	83% ★	Engaging with diverse communities to understand and address their needs	60%	42% ★	67% ★	54%	64% ★
Using data to identify and address disparities in service delivery	36%	33%	43%	38%	42%	Using data to identify and address disparities in service delivery	36%	33%	38%	35%	36%

Source: City of Rockville staff survey, March 16–April 21, 2026. Percentages show Combined Agree ratings (Strongly Agree + Agree).

Figure 5. JEDI Program Ratings by Role Level and Tenure

Together, the survey findings show a strong organizational foundation alongside clear gaps in training, communication, accountability, data use, and consistency of staff experience.

3. What Staff Focus Groups Added

Eleven staff focus groups held in April and June 2026 helped explain how the survey findings appear in daily work. Participants included frontline, programming, police, administrative, supervisory, leadership, planning, and housing staff. Their comments showed a recurring gap between knowing that the City values JEDI and understanding how to apply it in specific roles, decisions, and resident interactions.

JEDI Needs a Shared, Practical Definition Connected to Daily Work

Staff focus group participants described significant variation in how JEDI is understood across departments, roles, and levels. Frontline staff often did not know what the JEDI acronym meant before the sessions. Even when staff understood the concept, they did not always know what it looked like in their specific jobs. Supervisors described being asked to implement JEDI without clear guidance, tools, or authority. Leaders described competing priorities and unclear expectations as barriers to implementation. This gap showed up directly in how staff described existing JEDI training: insufficient for daily application. Online modules were often characterized as too long, too general, or not connected to the real situations staff face. The Recreation and Parks and Police Department groups were notable exceptions, with more positive comments about training formats such as roll-call delivery, microlearning, and in-service days.

Across groups, staff did not simply ask for more training or a better definition. They asked for training and language that feels useful and role-specific: shorter, practical, scenario-based learning that helps them respond to real situations. For example, how to work across language barriers, how to address microaggressions, how to support residents with non-apparent disabilities, how supervisors should respond when concerns are raised, and how public-facing staff can serve residents equitably in the moment. They wanted training that answers a practical question: what do I actually do when this happens?

Language Access Is a Systemic Gap

Language access concerns appeared in every group serving the public. Staff described the language line as underused or difficult to access and said the informal language bank places repeated burdens on bilingual employees. Some staff rely on personal phones or translation applications, while registration systems do not consistently capture language preferences. Participants viewed language access as a system responsibility that requires clearer protocols, tools, staffing support, and communication.

Workplace Culture and Support Vary Across Departments

Staff described workplace culture as strongly influenced by the immediate supervisor, team, and department. Some employees reported open dialogue and supportive leadership, while others described hesitation to raise concerns, dismissive responses, or inconsistent application of policies. Participants also described microaggressions, uneven accommodation experiences, and uncertainty about how concerns should be reported or addressed. These findings suggest that psychological safety and inclusion are not yet experienced as consistent citywide standards. Staff called for clearer supervisor expectations, more reliable accommodation and reporting processes, and stronger follow-through when concerns are raised.

4. What Community Listening Sessions Raised

Community listening offered a view of how residents and community partners experience Rockville from outside City government. Participants discussed how people learn about services, whether information is accessible, who City engagement reaches, and whether neighborhoods and communities feel seen. The findings reflect six initial listening sessions held in April 2026 and four supplemental sessions held in June and July with faith-based organizations, business and civic leaders, and residents with experience in disability advocacy, inclusive housing, tenant rights, and civic engagement. Because several sessions were under-attended, these findings provide a partial view of community experience rather than a complete or representative picture.

Outreach Often Reaches the Already-Connected

Participants described City outreach as frequently reaching residents and organizations that are already engaged. Email lists, newsletters, and online channels work for people who already subscribe or participate, but may miss residents who work multiple jobs, are new to Rockville, speak languages other than English, or are not connected to homeowners associations or civic networks. Several participants first learned about the JEDI planning process through the listening session itself.

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

Participants encouraged the City to expand outreach through trusted community organizations, faith leaders, neighborhood networks, and communication platforms already used by multilingual and immigrant communities. Youth participants reinforced this concern, describing limited awareness of civic opportunities, City programs, and ways to participate in local decision-making. They encouraged the City to communicate through multiple channels, including more active use of social media platforms such as Instagram, while also improving the City website so youth and families can more easily find age-appropriate programs and opportunities.

Geographic Equity Matters

Multiple participants identified an east-west divide in Rockville, with Route 355 described as a visible dividing line. Eastern neighborhoods, particularly Twinbrook, were described as receiving less investment, fewer resources, and less civic attention than western areas. Some participants also raised the City’s at-large election structure as a possible barrier to geographic representation.

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

These concerns reinforce the need to examine who participates in City decisions, where investments are made, and whether outreach and services reach neighborhoods equitably.

Language, Transportation, and Service Navigation Create Barriers

Language access, transportation, and difficulty navigating services emerged as connected barriers. Participants described challenges finding information in the languages residents use, understanding which services are available, and knowing how to access them. Some noted that informal platforms such as WhatsApp may reach multilingual and immigrant communities more effectively than standard City communication channels. Additionally, transportation barriers were raised particularly for older residents and people with disabilities, including limited evening service and gaps in available routes. Youth participants also identified transportation, parking, and difficulty navigating City information as barriers to participation. Younger residents who cannot drive may be unable to attend events or programs without reliable transportation, while unclear website organization can make it difficult to distinguish opportunities for children, teens, young adults, and families. Together, these concerns show that a service may exist without being fully accessible if residents cannot learn about it, travel to it, or navigate the process for receiving it.

Trust and Inclusion Affect Participation

Community and faith-based participants described concerns that immigration enforcement fears may discourage some residents from attending events, leaving home, or interacting with government services. Participants emphasized that trusted organizations and community leaders can help the City reach residents who may not engage directly with the government. Faith-based participants also noted that City events and programs do not always account for major religious observances. Scheduling conflicts, including Saturday activities that overlap with Shabbat and

other faith practices, can unintentionally limit participation. More intentional scheduling and stronger relationships with faith communities can improve both access and trust.

Disability Access Is Broader Than Physical Accessibility

Participants described disability access as physical, digital, communication-based, and procedural. Concerns included City emails that are not compatible with screen readers, digital kiosks and service portals that cannot be used independently by residents with visual impairments, crosswalk timing, curb-cut access, and voting materials that may not be accessible to blind residents. Participants also emphasized the need for clearer pathways to accessibility-related information, support, and follow-up when residents encounter barriers in City communications, services, housing-related processes, or civic participation. At the same time, participants in the July supplemental listening session noted that browser-enabled translation functions on the City website appear to work well for Korean and Spanish speakers, suggesting that some digital access tools are already helping residents find information. Additional ideas included creating a more formal civic voice for residential and commercial renters and exploring support for community organizations that lack resources to make accessibility improvements.

These findings point to gaps in Rockville's engagement and access infrastructure, even among residents who are already civically active. Continued outreach is therefore not an optional follow-up to the planning process. It is a necessary part of implementation, accountability, and learning.

IV. Strategic Priorities

The strategic priorities in this section come directly from patterns that emerged across the planning process. They build on the themes identified in the What We Heard section and reflect input from City staff, community members, Equity Champions, Mayor and Council, and prior City documents and assessments. They are grounded in what Rockville has already built and in what the evidence shows needs to be clearer, stronger, and more consistent. The priorities are not stand-alone projects. They are connected areas of focus that together will help the City move JEDI from the values shared across the organization to actual measurable practice across departments, services, policies, staff culture, community engagement, and accountability. No single priority can succeed without the others. Training supports better service delivery. Better data supports accountability. Community engagement improves how programs are designed. Accessibility and language access are part of equitable service. Policy alignment creates the structural conditions for all of it.

Each priority is described in this section with evidence from the planning process and a clear statement of what progress could look like. The One-Year Roadmap in the next section will translate each priority into specific Year 1 actions, responsible parties, timelines, and measures of progress.

1. Strategic Priorities at a Glance

The following seven priorities organize the City's JEDI work. Each is grounded in the evidence from the planning process and linked to specific Year 1 actions in the roadmap that follows.

Priority	Plain-Language Focus
Priority 1: Build Shared Understanding and Practical JEDI Capacity	Plain-language definitions, role-specific training, staff learning tools, and a shared organizational understanding of what JEDI means in daily work.
Priority 2: Strengthen Inclusive Service Delivery and Language Access	Multilingual communication, resident-facing services, service navigation, program awareness, language access tools, and equitable resident experience.
Priority 3: Advance Accessibility, Disability Inclusion, and Inclusive Design	Physical, digital, sensory, communication, and non-apparent disability access; staff awareness of disability; accessible communications, events, and civic participation.
Priority 4: Deepen Community Engagement to Increase Involvement of Underrepresented Voices	Outreach beyond already-connected networks, connect with trusted intermediaries, establish geographic equity, increase connections with faith communities, renters, immigrants, unhoused residents, and residents with disabilities.
Priority 5: Embed Equity in Policies, Programs, Budgets, and Decisions	Equity lens in budget, policy and practice decisions, Budget Equity Toolkit, 3E's impact statements, policy review framework and schedule, orientation and support of boards and commissions, support procurement procedures, and alignment of existing City tools.

Priority	Plain-Language Focus
Priority 6: Build Data, Accountability, and Governance for Implementation	Clearly stated goals, clear and robust equity data, consistent demographic tracking, consistent public reporting, roles for responsible parties, and governance structures for sustained JEDI progress.
Priority 7: Strengthen JEDI Infrastructure, Capacity, and Communication	Shared ownership, JEDI office capacity, Equity Champions structure, language access support, possible stipend models, and plain-language public communication.

2. The Seven Strategic Priorities in Detail

Priority 1 | Build Shared Understanding and Practical JEDI Capacity

Why This Matters: JEDI work cannot be implemented consistently when people in the same organization use the same words to mean different things, or when staff do not know what JEDI looks like in their specific roles. The planning process showed that this is the current reality in Rockville. Staff across every department, from frontline operations to executive leadership, described uncertainty about what JEDI means for their daily responsibilities. Without a shared foundation of understanding, every other priority becomes harder to implement.

How It Connects to Existing City Work: The City's JEDI mission, vision, and shared definitions document gives Rockville a foundational vocabulary. The Equity Champions network provides an existing internal infrastructure for spreading shared understanding. The plan can build on both by translating mission-level language into practical, department-specific meaning. The survey also identified the Police Department and Recreation and Parks as departments with higher training participation rates and more effective training formats, including roll-call delivery and microlearning. Those models offer replicable approaches.

What Progress Could Look Like: Staff across all departments and role levels will be able to describe, in plain language, what JEDI means for their specific work. Training will be practical, shorter, in-person where possible, and role-differentiated. New staff will be introduced to JEDI through onboarding. Supervisors will have tools and scripted guidance for common situations involving equity, microaggressions, and accommodation. The citywide elevator pitch for JEDI, a brief and accessible explanation any employee can use, will be widely known and consistently applied.

Priority 2 | Strengthen Inclusive Service Delivery and Language Access

Why This Matters: Rockville offers a range of programs, services, and supports for residents. But equitable service delivery depends on more than program availability. It depends on whether residents know those programs exist, whether they can access them in their own language, whether the systems they use are designed to include everyone, and whether the staff who deliver services have the tools and guidance to do so equitably. The planning process showed significant gaps in all of these areas.

How It Connects to Existing City Work: The City already administers programs specifically designed to support residents with income, housing, language, and other barriers, including the Moderately Priced Dwelling Unit programs, the Latino Youth Development Program, Linkages to Learning, and Recreation Financial Assistance programs. The JEDI Analysis Memo documents these as part of the City's existing equity infrastructure. The opportunity is to make those programs more visible, more accessible, and more equitably designed so they reach the residents who need them most.

What Progress Could Look Like: Residents who speak languages other than English will have more consistent access to City services through publicized, reliable language support. Staff will have clear protocols for accessing language assistance. Language access expectations will also be clear and consistently applied for City events, outreach, public-facing documents, master plans, zoning amendments, legislation, and other civic processes that affect residents. Service registration systems will include language preference options. The City will use multiple, community-centered channels to communicate about programs and services, and residents will report greater awareness of and access to City supports.

Priority 3 | Advance Accessibility, Disability Inclusion, and Inclusive Design

Why This Matters: Accessibility is not only about physical access to buildings. It includes digital accessibility, communication design, event planning, voting processes, staff understanding of disability, accommodation processes, and how people with non-apparent disabilities experience the workplace and city services. The planning process surfaced specific, documented barriers across each of these dimensions. Addressing them is both a legal responsibility and a JEDI value.

How It Connects to Existing City Work: The JEDI Analysis Memo documents existing commitments in this area, including Resolution 09A-22 transitioning City-owned buildings to more accessible and gender-inclusive restrooms, HR policies on accommodation of disabilities, Police general orders on interacting with individuals with physical disabilities and mental illness, and the Rockville Safe Waters Scholarship Program for inclusive swim instruction for children with ASD diagnoses. These are meaningful anchors. The priority is to build on them by identifying and closing specific gaps in digital access, communication, event design, civic participation, and accommodation processes.

What Progress Could Look Like: City email communications and public-facing digital materials will use accessible formatting, plain language, alternative text, readable layouts, captions where appropriate, and formats that support people with visual, auditory, cognitive, sensory, and other disabilities. Key digital service tools will be reviewed for accessibility and improved. The disability accommodation process will be routed through HR with clear timelines and anonymity protections. Staff will have better training on non-apparent disabilities, including neurodivergent presentations. Event venue decisions will routinely consider mobility access before final confirmation.

Priority 4 | Deepen Community Engagement to Reach Underrepresented Voices

Why This Matters: The people who most need equitable outcomes are often the least represented in the processes designed to identify what those outcomes should be. This is not a new observation for Rockville. The community listening session reports from both April and June 2026 documented it directly. The planning process itself reflected this gap: most sessions were under-attended, and most participants were already civically connected. This priority responds both to what the City heard and to who was not fully reached.

How It Connects to Existing City Work: The City already conducts community engagement through meetings, surveys, online channels, and community events. Recent City planning and engagement efforts show that Rockville has already invested in listening to residents and understanding community needs. The 2020 social justice action ideas, used here as historical context, also identified community engagement as a focus area, with suggestions for community roundtables, in-person forums, and boots-on-the-ground outreach. The planning process points to the need to move from those aspirations toward a more structured, resourced, and equity-driven engagement model.

What Progress Could Look Like: The City will have a documented engagement plan that identifies specific strategies for reaching residents who have historically been underrepresented in City processes, including lower-income residents, recent immigrants, monolingual non-English speakers, unhoused residents, renters in multi-family buildings, residents with disabilities, younger residents, and residents in eastern Rockville neighborhoods. Community engagement will use trusted intermediaries and meet people in the places where they already gather. The City will track both geographic reach and population reach, recognizing that neighborhoods may feel overlooked for various reasons and that underrepresentation may be tied to geography, housing type, income, language, disability, age, immigration experience, civic connection, or other factors.

Priority 5 | Embed Equity in Policies, Programs, Budgets, and Decisions

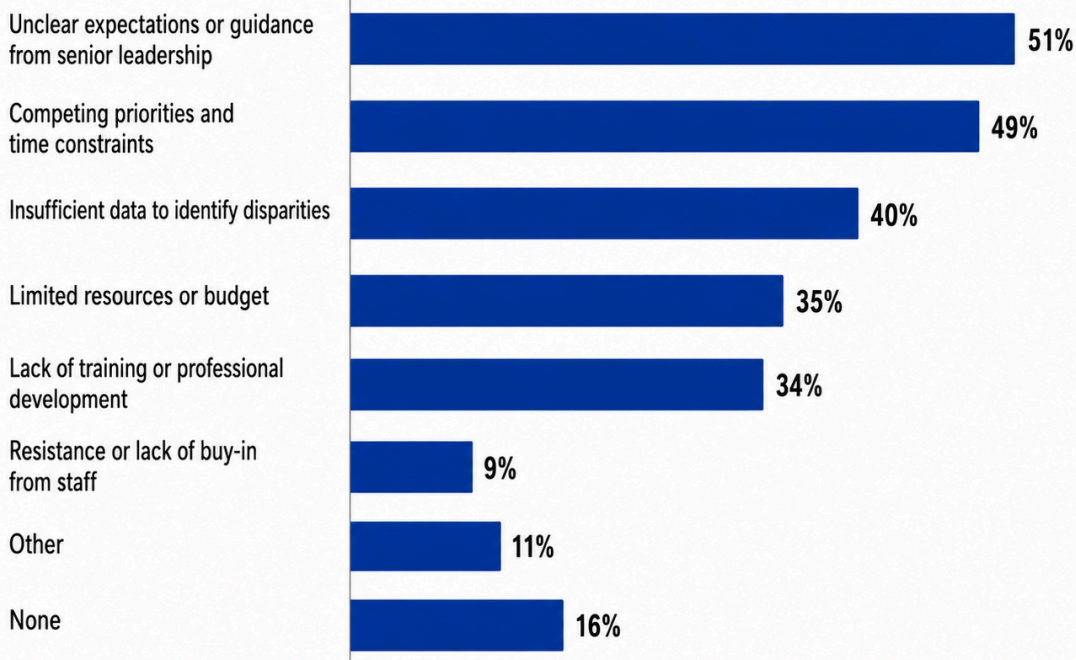
Why This Matters: Individual training and staff awareness matter, but they are not enough to produce equitable outcomes if the underlying policies, programs, budget processes, and governance structures reinforce inequity. JEDI must be embedded in the systems the City uses to make decisions, allocate resources, design programs, and select who sits on boards and commissions. This is where values become institutional practice.

How It Connects to Existing City Work: The City's existing infrastructure for this priority is substantial. The JEDI Analysis Memo documents the Three-Part Impact Statement for Agenda Action Items, the Budget Equity Toolkit, Resolution 10-21, Title VI resolutions, human rights ordinances, accommodation policies, the Minority, Female, Disabled, or Veteran-Owned Business Outreach Program, and multiple other tools. The opportunity is not to build from scratch, but to use these tools more consistently, more visibly, and in coordination with each other, and to identify gaps where new tools or updated policies are needed.

What Progress Could Look Like: Equity impact analysis will be applied consistently to City agenda items, budget requests, and program decisions, not only to some. Boards and commissions recruitment will actively seek diverse applicants and track representation over time. The City's procurement practices will reinforce the inclusion of minority, female, disabled, and veteran-owned businesses. HR systems will include JEDI-aligned standards in performance expectations for supervisors and managers. Program review processes will use an equity lens to identify gaps in who is served and who is not.

Priority 6 | Build Data, Accountability, and Governance for Implementation

Barriers to Advancing JEDI



Q21: What barriers prevent you from more effectively advancing JEDI? (Select all that apply — may exceed 100%; n=91 leaders)

Figure 6. Barriers to Advancing JEDI Among Leaders

Why This Matters: A strategic plan is only as strong as the accountability structures that hold it in place. Without clear goals, defined measures of progress, responsible parties, and a commitment to public reporting, JEDI priorities can fade when other demands compete for attention. The planning process showed that Rockville needs a stronger accountability infrastructure, not to create bureaucracy, but to ensure that the commitments in this plan are kept.

How It Connects to Existing City Work: The City's Demographic Data Collection Guidance provides a foundation for consistent demographic tracking across programs and departments. The staff survey itself demonstrates the City's capacity to gather and analyze equity-relevant workforce data. The Budget Equity Toolkit and the Three-Part Impact Statement are existing mechanisms for integrating equity analysis into decision-making. The City's staff survey,

demographic data guidance, Budget Equity Toolkit, and Three-Part Impact Statement process offer starting points for a more consistent accountability framework. These tools can be connected into a coherent accountability framework with regular public reporting.

What Progress Could Look Like: The City will have a JEDI accountability dashboard or reporting structure that tracks progress against Year 1 and multi-year commitments. Demographic and geographic data will be consistently collected and reported across JEDI-relevant programs and services where appropriate, including measures such as participation by neighborhood or planning area, service reach, and expenditures by geography. Responsible parties for each JEDI action will be clearly named and reported on publicly. Annual progress reports will be made available to residents, staff, and elected officials. Equity goals will be integrated into departmental work plans rather than tracked only by the JEDI office.

Priority 7 | Strengthen JEDI Infrastructure, Capacity, and Communication

Staff Ratings of City's JEDI Efforts

Top 2-Box Ratings Across Assessed Areas

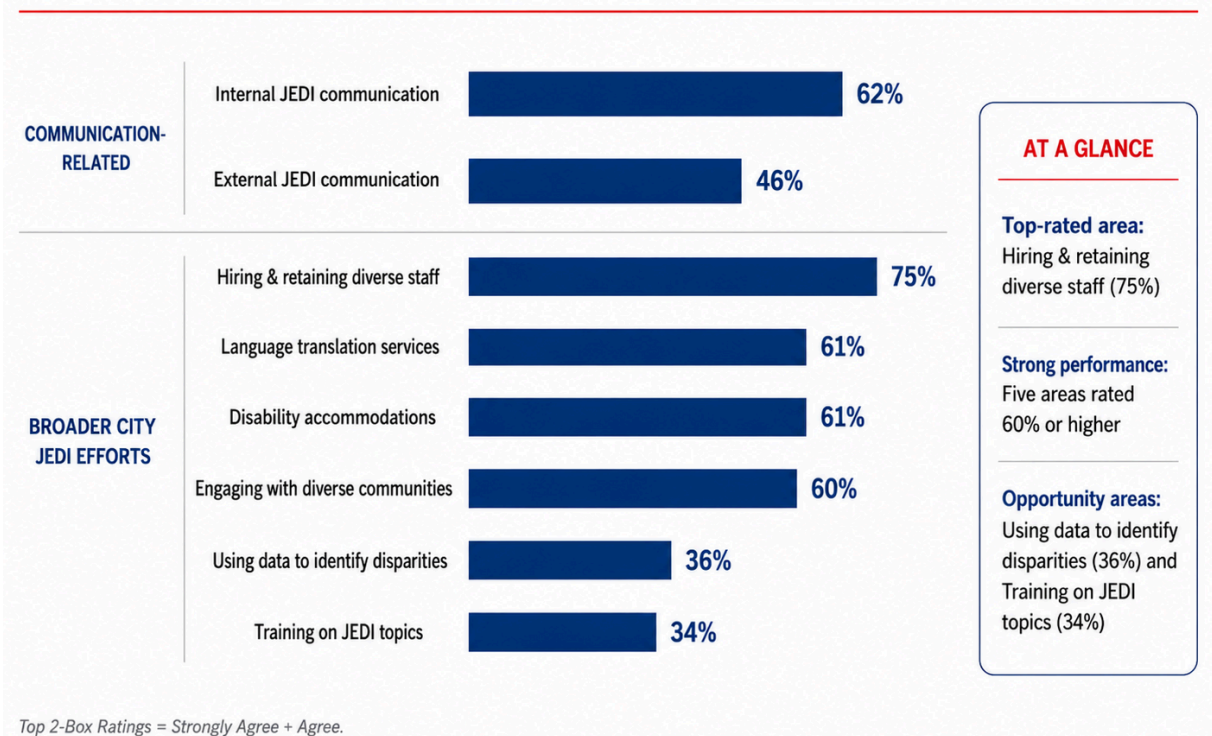


Figure 7. Staff Ratings of City's JEDI Efforts

Why This Matters: The planning process made clear that JEDI implementation cannot rest on one office alone. Rockville's JEDI office provides essential leadership, coordination, and subject-matter expertise, but the work described in this plan spans training, language access, accessibility, policy review, workplace culture, community engagement, data, reporting, and department-level implementation. A two-person office cannot carry all of that work without shared ownership, clear roles, and adequate support.

How It Connects to Existing City Work: Rockville already has a JEDI Director, an ADA Compliance Program Manager, and an Equity Champions network. These are important assets. The next step is to clarify how the JEDI office, departments, Human Resources, Communications, Information Technology, Finance, supervisors, boards and commissions, and community partners share responsibility for implementation.

What Progress Could Look Like: The City will have a clearer implementation structure that defines the role of the JEDI office as a guide, coordinator, and capacity builder, not the sole implementer. Equity Champions will have clearer expectations, time commitments, supervisor support, training, and recognition. The City will review whether a stipend or other support model is appropriate for Equity Champions and for employees who provide language support. The City will also explore a public-facing naming and communication strategy, such as Rockville for All, Rockville Belongs, Rockville Together, Equitable Outcomes for All, Fair Access Rockville, or Inclusive Rockville, without making a final naming decision in this section.

How the Priorities Work Together

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. Each priority depends on the others.

V. One-Year Roadmap

The roadmap is not the full life of the JEDI Strategic Plan. It is the first year of a longer commitment, designed to build the foundations that will make Year 2 and beyond stronger, more measurable, and more sustainable. The roadmap is a living tool. Progress should be reviewed regularly, and actions should be adjusted based on feedback from staff, community members, Mayor and Council, and Equity Champions. The goal of Year 1 is not to complete JEDI work. It is to **establish the shared language, structures, tools, relationships, and accountability practices** that allow the work to deepen and sustain over time.

1. Year 1 Implementation Phases & Organization

The roadmap is organized in five phases. The phases reflect a deliberate sequence: prepare, launch, pilot, expand, and review.

Phase	Timeframe	Purpose and Key Activities
Preparation and Readiness	August 2026	Prepare internal and external communications. Align department directors on their roles. No heavy implementation activity should be scheduled this month.
Launch and Awareness	August to September 2026	Introduce the plan publicly to staff, residents, and community partners. Begin foundational staff awareness work. Share plain-language materials. Begin Equity Champions structure development. Begin language access review. Activate early community engagement steps.
Early Implementation and Pilots	October to December 2026	Pilot role-specific JEDI learning tools and supervisor resources. Launch language access staff guide. Begin accessibility review of communications and meetings. Hold first rounds of trusted messenger outreach. Begin policy and equity tool alignment work. Stand up JEDI governance structure.
Expansion and Refinement	January to March 2027	Expand what is working based on pilot feedback. Deepen staff learning across more departments. Widen community engagement to additional audiences. Strengthen data collection practices. Begin tracking equity measures. Report internally on early progress.
Progress Review and Year 2 Planning	April to June 2027	Conduct a public Year 1 progress review. Identify what worked, what needs adjustment, and what was not completed. Present findings to Mayor and Council, staff, and the community. Develop Year 2 priorities and actions. Update the roadmap based on learning.

2. Year 1 Roadmap

The following table presents Year 1 actions for each strategic priority. Suggested leads and partners should be confirmed with City leadership before the plan is finalized. Actions are organized by priority and sequenced across the implementation phases described above.

Priority 1 | Build Shared Understanding and Practical JEDI Capacity

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Develop a plain-language JEDI orientation for all staff	Create a shared baseline so every employee understands what JEDI means in Rockville and how it connects to their daily work	JEDI Office	Human Resources, Equity Champions, Department Directors	Aug-Sep 2026: develop and pilot Oct-Dec 2026: initial rollout	Orientation developed and piloted; participation tracked by department and role level. System created to ensure new employees receive orientation and for regular refresh sessions for existing staff
Create role-specific JEDI learning tools and discussion guides for key staff groups	Help frontline, supervisory, police, planning, housing, recreation, and administrative staff understand how JEDI applies to their specific roles	JEDI Office	Department Directors, Deputies, Assistant Directors, and Program Managers, Equity Champions, Human Resources	Oct-Dec 2026: draft and pilot Jan-Mar 2027: refine and expand	At least two role-specific tools drafted and piloted with scenarios/examples, tool, and concrete examples; feedback collected; revision plan in place
Equip supervisors with tools to address JEDI, microaggressions, accessibility, and inclusive team culture	Reduce supervisor-by-supervisor variation and build consistent expectations across departments	JEDI Office and Human Resources	Department Directors, Office of the City Attorney, Equity Champions	Oct-Dec 2026: toolkit and guide development Jan-Mar 2027: supervisor sessions	Supervisor toolkit completed; initial session delivered; feedback collected

Priority 2 | Strengthen Inclusive Service Delivery and Language Access

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Conduct a language access process review	Map how staff currently access interpretation, translation, and bilingual support across departments; identify gaps and inconsistencies	JEDI Office and ADA Compliance Program Manager	HR, IT, Department leads, bilingual staff	Aug-Sep 2026: scope and design Oct-Dec 2026: complete review	Current-state map completed; key gaps documented; improvement options identified
Develop and distribute a language access guide for all City staff	Give staff clear, practical instructions for serving residents who speak languages other than English	JEDI Office	HR, Communications, IT, bilingual staff	Oct-Dec 2026: develop Jan-Mar 2027: distribute and train	Guide completed; distributed to all departments; included in staff onboarding
Assess the current language stipend model and explore a centralized multilingual staff roster	Determine whether compensation for language support is equitable and consistent; reduce burden on the same bilingual employees	JEDI Office and Human Resources	Finance, Legal, Department Directors	Nov 2026-Mar 2027	Review of existing stipend model completed; centralized roster options identified; recommendations developed for City leadership
Add language preference fields to priority resident-facing service systems where feasible	Help departments plan for interpretation and multilingual communication when serving residents	IT and JEDI Office	Department leads, Communications	Jan-Mar 2027: system review Apr-Jun 2027: implementation options identified	Priority systems reviewed; feasibility assessed; implementation options submitted for decision

Priority 3 | Advance Accessibility, Disability Inclusion, and Inclusive Design

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Conduct an accessibility review of priority resident-facing communications	Identify and begin addressing barriers in email newsletters, websites, PDFs, flyers, and digital notices	ADA Compliance Program Manager and Communications	IT, JEDI Office, Department leads	Aug-Sep 2026: scope Oct-Dec 2026: review and recommendations	Review completed; accessibility standards documented; priority fixes identified and assigned
Develop and apply an accessibility checklist for public meetings and community events	Ensure that residents with physical, sensory, cognitive, and non-apparent disabilities, as well as residents who need language access support, can participate in City engagement activities.	ADA Compliance Program Manager	JEDI Office, Communications, Facilities, Recreation and Parks	Oct-Dec 2026: develop Jan-Mar 2027: apply and train	Checklist developed; includes disability access and language access considerations; applied to at least two engagement activities; staff briefed
Strengthen staff guidance on disability inclusion, non-apparent disabilities, and accommodation processes	Build consistent, respectful practice across departments; reduce variation in how accommodations are handled	JEDI Office and Human Resources	Legal, ADA Compliance Program Manager, Department Directors	Nov 2026-Mar 2027	Guidance developed; HR accommodation process reviewed; at least one supervisor session delivered
Review website visibility and role of disability-related advisory structures	Ensure residents can find disability-related boards, commissions, and engagement opportunities	Communications and City Clerk	JEDI Office, ADA Compliance Program Manager	Oct-Dec 2026	Website review completed; Disability Community Advisory Group and related structures visible and searchable; update submitted

Priority 4 | Deepen Community Engagement to Reach Underrepresented Voices

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Develop a trusted messenger engagement strategy	Establish relationships with faith leaders, community organizations, tenant advocates, immigrant-serving organizations, and neighborhood networks to reach residents not currently engaged with City government	JEDI Office	Community Services, Communications, Housing and Community Development, Equity Champions	Aug-Sep 2026: scoping Oct-Dec 2026: partner map and initial outreach	Partner map completed; initial relationships established with at least five trusted community intermediaries; outreach protocol drafted
Create and begin implementing a continued listening plan for underrepresented groups	Continue community engagement with groups not fully reached during the planning process	JEDI Office	Community Services, Communications, Department leads	Oct-Dec 2026: plan developed Jan-Mar 2027: first activities	Listening plan completed; priority audiences identified; at least two outreach activities or sessions held
Review engagement timing, locations, formats, and communication channels	Reduce participation barriers related to work schedules, transportation, faith observances, language, technology, and trust	JEDI Office and Communications	Department leads, IT, Equity Champions	Oct-Dec 2026	Engagement barrier checklist created; applied to at least two future engagement activities; recommendations shared with Communications
Explore options for renter voice and neighborhood representation in City engagement structures	Respond to community concerns about renter and tenant representation and geographic equity	City Manager's Office	JEDI Office, City Clerk, Community Services, Housing and Community Development	Jan-Jun 2027	Options memo drafted; existing boards, commissions, and engagement structures reviewed; findings presented to City leadership

Priority 5 | Embed Equity in Policies, Programs, Budgets, and Decisions

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Review and refine the 3E's Three-Part Impact Statement process	Strengthen use of equity analysis in agenda action items and City decision-making	City Manager's Office and JEDI Office	Department Directors, Legal, City Manager's Office	Aug-Oct 2026: review Nov-Dec 2026: improvements drafted	Current process reviewed; improvements identified; updated guidance or training drafted
Align the Budget Equity Toolkit with Year 1 JEDI priorities	Ensure budget decisions reflect JEDI priorities and that the toolkit is used consistently across departments	Finance and JEDI Office	Department Directors, City Manager's Office	Sept 2026	Toolkit use reviewed; alignment opportunities with JEDI priorities identified; Year 1 budget integration documented
Conduct a policy and program alignment review using the JEDI Analysis Memo baseline	Identify which existing policies and programs support the strategic priorities and where gaps remain	JEDI Office and Office of the City Attorney	Department Directors, Legal, HR, Finance	Apr - Jun 2027	Alignment matrix completed; priority gap areas identified; recommendations drafted for City leadership review
Develop JEDI orientation and guidance for boards and commissions	Support Mayor and Council feedback that boards and commissions need clearer JEDI expectations and learning	JEDI Office and Office of the City Clerk/Director of Council Operations	City Manager's Office, Department leads, Legal	Jan-Mar 2027: develop Apr-Jun 2027: pilot	Orientation outline or guidance document drafted; pilot group identified; session delivered

Priority 6 | Build Data, Accountability, and Governance for Implementation

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Establish a JEDI implementation governance structure	Clarify roles, coordination mechanisms, decision-making authority, and follow-through responsibilities across the organization	City Manager's Office and JEDI Office	Department Directors, HR, Finance, Equity Champions	Aug-Sep 2026: design Oct-Dec 2026: finalize and launch	Governance model drafted; roles defined; meeting cadence and reporting structure proposed; reviewed by City leadership
Develop a Year 1 JEDI progress report template and dashboard structure	Make implementation progress visible to staff, leadership, Mayor and Council, and the public, while also identifying broader community outcome indicators that can be tracked over time.	JEDI Office and Communications	IT, Finance, City Manager's Office	Oct-Dec 2026: draft template developed Apr-Jun 2027: first public report	Template created; initial measures identified by department; community outcome indicators identified for longer-term tracking; reporting cadence established; first public progress update delivered
Apply standardized demographic data guidance to priority JEDI-relevant programs and services	Improve consistency in demographic data collection and enable equity analysis across departments	JEDI Office and IT	Department leads, Finance, HR, Communications	Jan-Mar 2027: identify programs Apr-Jun 2027: begin implementation	Priority programs identified; current data collection practices reviewed; gaps documented; improvement steps proposed
Establish an annual JEDI plan review and update process	Ensure the plan remains active, responsive, and accountable year over year	City Manager's Office and JEDI Office	Department Directors, Mayor and Council, Equity Champions, community partners	Apr-Jun 2027	Annual review process documented; community and staff feedback mechanisms identified; Year 2 update schedule proposed

Priority 7 | Build Data, Accountability, and Governance for Implementation

Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress
Assess JEDI office capacity and implementation support needs	Ensure that what the City is asking the JEDI office to do matches available staffing, time, and resources	City Manager's Office	JEDI Office, HR, Finance, Department Directors	Aug-Sep 2026	Capacity assessment completed; current workload documented; support needs identified; options developed for City leadership review
Formalize the JEDI/Equity Champions structure, role expectations, and support model	Move Equity Champions from an ad hoc role to a defined, supported, and recognized function within the organization	JEDI Office and Human Resources	City Manager's Office, Department Directors, Finance	Aug-Oct 2026: develop structure Nov-Dec 2026: finalize and present to leadership	Role description drafted; department representation reviewed; meeting cadence proposed; training, protected time, and recognition options identified
Explore a public-facing naming and communication strategy for the JEDI initiative	Reinforce JEDI principles in language that is clear, inclusive, resident-centered, and practical for the current environment	JEDI Office and Communications	City Manager's Office, Equity Champions, Mayor and Council	Oct-Dec 2026: internal exploration Jan-Mar 2027: stakeholder feedback Apr-Jun 2027: recommendation to leadership	Naming options reviewed; communication principles drafted; stakeholder feedback gathered; recommendation developed for City leadership
Develop and begin implementing a plan launch and public awareness campaign	Help staff, residents, and community partners understand the plan, why it matters, and how to engage with its implementation	Communications and JEDI Office	City Manager's Office, Department Directors, Equity Champions	Aug-Sep 2026: develop materials Sep 2026: public launch	Launch messages drafted; materials prepared in plain language and accessible formats; internal and external channels activated; launch event or communication delivered

3. Resource and Capacity Considerations

The Year 1 roadmap is ambitious but achievable if capacity and ownership are addressed from the start. The JEDI office, currently staffed by the JEDI Director and ADA Compliance Program Manager, can guide, coordinate, and support the plan. **It cannot implement the full roadmap alone.** The work must be shared across departments, with clear roles for City leadership, department directors, Human Resources, Communications, Information Technology, Finance, supervisors, Equity Champions, boards and commissions, and community partners. Some Year 1 actions may require additional staffing, consultant support, dedicated budget, or formalized departmental roles. The capacity assessment in Priority 7 is designed to surface those needs before Year 1 is fully underway, so the City can make informed decisions about what is realistic given available resources.

Implementation Requires Shared Ownership

The JEDI office serves as guide, coordinator, and capacity builder. The office can guide the work, but the whole organization must help carry it. Training, language access, accessibility, community engagement, policy review, data, and governance all require active ownership from Human Resources, Communications, IT, Finance, Department Directors, supervisors, Equity Champions, and City leadership. Shared ownership is not optional. It is the prerequisite for the roadmap to work.

Equity Champions are a critical implementation resource. However, their current role is ad hoc and unpaid. Formalizing their structure, defining their expectations, providing protected time, and exploring a recognition or stipend model are themselves Year 1 actions. Until that formalization happens, the City should not expect Equity Champions to carry implementation work beyond what their current capacity can support. Additionally, language access work, including the stipend model review, centralized roster development, and system language preferences, may require budget decisions, IT resources, and HR policy changes.

VI. Measurement, Accountability, Governance, & Learning

The One-Year Roadmap describes what the City of Rockville is committing to do. This section describes how the City will stay accountable for those commitments, govern implementation, measure progress, learn from what it discovers, and sustain that work across five years. **Without these elements, a strategic plan is a statement of intention, not a commitment.** With them, it becomes an organizational commitment the City and the public can track together.

Accountability in this plan is not primarily an internal management function. It is a public commitment. Residents, staff, community members, and elected officials should be able to see what the City said it would do, what progress has been made, what has not yet been completed, and what the City plans to do about it. That kind of transparency is what builds trust between the government and the people it serves. This section establishes the accountability framework that will carry the work from 2026 through 2030. Year 1 builds the shared language, structures, tools, and relationships that make everything else possible. Years 2 and 3 deepen and expand that foundation across departments, services, and communities. Years 4 and 5 sustain the work at full organizational scale and demonstrate measurable progress toward equitable outcomes for all.

Accountable to the People of Rockville

This plan is accountable to the people of Rockville. Accountability means residents, staff, and community members can see what the City said it would do, what progress has been made, and where more work is needed. The goal is not measurement for its own sake. The goal is a City where people can live, work, learn, gather, serve, and participate with dignity, fairness, access, and belonging.

1. Proposed Governance Structure for Implementation

Governance is how the City keeps implementation organized, coordinated, and moving across five years. Without clear governance, responsibility for JEDI work becomes fragmented across departments and individuals, and follow-through becomes dependent on individual champions rather than organizational systems. The governance structure proposed below is designed to distribute ownership appropriately while giving the JEDI office a clear coordinating role. All roles and responsibilities should be confirmed by City leadership before the plan is finalized.

Role or Group	Purpose	Possible Responsibilities
Mayor and Council	Set direction, receive progress updates, and provide governance-level feedback	Receive mid-year and Year 1 progress reports; provide policy direction; support public accountability; align JEDI priorities with City budget and policy decisions
City Manager's Office	Coordinate cross-department	Confirm lead assignments; integrate JEDI actions into departmental work plans; ensure implementation stays

Role or Group	Purpose	Possible Responsibilities
	accountability and align City operations with the plan	connected to budget and planning cycles; convene cross-department check-ins
JEDI Office	Guide, coordinate, advise, build capacity, and support implementation across the organization	Coordinate roadmap tracking; develop training and tools; advise departments; support Equity Champions; prepare progress reports; build shared language and learning resources
Department Directors	Own implementation within their departments	Assign staff time to JEDI-connected actions; integrate JEDI into department work plans; report on department-level progress; model JEDI values in team leadership
Human Resources	Connect JEDI to workplace culture, supervisor expectations, training, accommodations, and workforce equity	Lead or co-lead supervisor training and tool development; oversee accommodation processes; integrate JEDI into performance expectations; support psychological safety work; assess and oversee language stipend model
Communications	Support public-facing language, accessibility, multilingual outreach, and plan visibility	Develop and support implementation of the plan launch; produce accessible and multilingual materials; oversee public progress reporting format; review City communications for accessibility; support naming and reframing strategy
Information Technology	Support data systems, digital accessibility, language preference fields, and reporting tools	Assess feasibility of language preference fields in service systems; review digital accessibility of City platforms; support dashboard and reporting infrastructure; advise on data collection capacity
Finance	Support budget alignment, resource planning and analysis where relevant	Align Budget Equity Toolkit with JEDI priorities; assess resource needs identified in the capacity assessment; advise on stipend and compensation options for Equity Champions and language staff
ADA Compliance Program	Provide technical expertise on accessibility and disability inclusion	Support additional research/planning related to disability, communications accessibility review; advise on accommodation processes; guide accessible event and meeting standards; advise on digital accessibility; support disability-related advisory structure review
Equity Champions	Help connect the plan to department-level learning, communication, and feedback.	Share JEDI resources and plain-language tools with colleagues; provide implementation feedback; identify department-level barriers; contribute to learning and adjustment; support community engagement and trusted messenger strategies where appropriate.
Boards and Commissions	Understand how JEDI connects to their civic service and advise accordingly	Receive JEDI orientation; apply equity thinking to their advisory work; provide community feedback to City leadership; reflect the diversity of Rockville residents and perspectives

Role or Group	Purpose	Possible Responsibilities
Community Partners and Residents	Help the City understand whether implementation is visible, accessible, and meaningful	Participate in ongoing engagement activities; provide feedback through trusted channels; hold the City accountable to public commitments; inform the continued listening process

2. The Accountability Cycle

The City's accountability approach follows a six-step annual cycle. This cycle repeats each year from 2026 through 2030, ensuring implementation does not drift, learning is captured, and the plan is updated based on evidence.

1 - Plan	At the start of each year, confirm the actions, leads, timelines, and measures for that year. Connect JEDI actions to departmental work plans and the City's budget cycle. Ensure that the year's focus is clear to all departments and Equity Champions.
2 - Implement	Departments, the JEDI office, HR, Communications, IT, Finance, and other partners carry out the year's actions according to the roadmap. Equity Champions support communication and learning at the department level. The JEDI office coordinates, advises, and tracks progress.
3 - Track	The JEDI office, with department input, tracks progress against each action using the measures identified in the roadmap. Tracking should be ongoing and captured in a consistent format, not conducted only at year-end. Barriers and delays should be documented as they arise.
4 - Report	Progress is reported to City leadership, Mayor and Council, staff, and the public at key intervals throughout the year. Reports should be written in plain language, available in accessible formats, and honest about what is working, what is not, and what has changed.
5 - Listen	Staff and community members should have structured opportunities to provide feedback on implementation throughout the year. That feedback should be gathered intentionally, documented, and used in the adjustment step. Listening is not passive. It is an active part of accountability.
6 - Adjust	Based on what is tracked, reported, and heard, the City adjusts the roadmap. Some actions may be accelerated. Some may need more time or resources. Some may be redesigned based on new information. Adjustment is not a sign that the plan failed. It is how the plan stays alive and useful.

3. Year 1 Reporting Rhythm

The following reporting rhythm is proposed for Year 1. It should be confirmed by City leadership, aligned with existing reporting structures, and adjusted based on Mayor and Council preferences and City planning cycles. This rhythm is a starting point, not a final schedule.

Timing	Audience	Purpose	Possible Format
August to September (Year launch)	Staff and department leaders	Introduce the plan and Year 1 actions; confirm implementation roles and assignments	Internal briefing to City Manager’s Office; department director meeting; all-staff communication in accessible formats
October to December (Early implementation)	City leadership, Equity Champions, department directors	Report on launch, pilots, and early barriers; confirm which actions are on track	Internal update memo or brief presentation to Department Directors; Equity Champions summary
January to March (Mid-year review)	Mayor and Council, City leadership, staff	Review progress, surface resource needs, adjust actions, confirm year-end targets	Brief to Mayor and Council; internal staff update; written mid-year summary
April to June (Annual progress report)	Mayor and Council, staff, residents, community partners	Report what was completed, what is in progress, what changed, and what carries into the next year; begin next-year planning	Public progress report in plain language; accessible and multilingual summary; presentation to Mayor and Council; community-facing summary available on City website

4. Community and Staff Pulse Checks

In addition to the annual reporting rhythm, the City conducts periodic pulse checks with staff and community members to assess how JEDI implementation is being experienced on the ground. Pulse checks are not formal surveys. They are structured conversations, brief questionnaires, or facilitated feedback sessions designed to capture what progress looks and feels like to the people closest to it.

A Year 1 end-of-year pulse check will be conducted with staff and community members in April through June 2027. This pulse check will assess awareness of JEDI work, staff confidence in applying JEDI principles, perceived changes in service delivery and workplace culture, and community awareness and trust. Results will inform Year 2 planning and will be included in the public Year 1 progress report.

Additional pulse checks will be conducted at the end of Year 3 and Year 5 to assess longer-term progress. The Year 5 pulse check will inform whether and how the plan should be renewed, expanded, or restructured for the next five-year cycle. All pulse checks will be conducted using the City’s standardized demographic data categories, will be offered in accessible and multilingual formats, and will include questions that capture both quantitative perceptions and qualitative experience.

5. Measures by Strategic Priority

The following table presents measures for each of the seven strategic priorities across Years 1 through 5. Year 1 measures focus on launching and establishing. Years 2 and 3 measures focus on expanding and deepening. Years 4 and 5 measures focus on sustaining and demonstrating durable change.

Priority	Year 1 Measures	Years 2 and 3 Measures	Years 4 and 5 Measures	Data Sources
Priority 1: Shared Understanding and JEDI Capacity	- Number of staff completing JEDI orientation, by department and role level - Number of role-specific learning tools developed and piloted - Number of supervisors receiving discussion guides or training - Staff feedback on clarity and usefulness of JEDI learning materials	- JEDI orientation in onboarding for all new staff - Training updated based on Year 1 feedback - Role-specific tools expanded to all departments - Supervisors assessed on JEDI in performance reviews	- JEDI literacy assessed organization-wide - Training completion sustained at target rate - Supervisor JEDI expectations normalized in all departments	HR tracking, JEDI office, department self-reporting
Priority 2: Inclusive Service Delivery and Language Access	- Language access review completed and gaps documented - Language access staff guide developed and distributed - Number of interpretation or translation requests tracked across departments - Language stipend model and centralized roster options assessed - Language preference fields reviewed or piloted in priority systems	- Language line use tracked across departments - Centralized multilingual roster operational - Language preference fields live in priority systems - Translation request tracking in place	- Resident self-reported service access improving - Language support equitable and compensated - Multilingual outreach reaching new audiences - Navigation barriers measurably reduced	JEDI office, HR, IT, department tracking
Priority 3: Accessibility, Disability Inclusion, and Inclusive Design	- Full research and planning process for disability completed via an ADA compliance plan - Accessibility review of priority communications completed - Accessibility checklist developed and applied to at least two events or meetings	- Digital accessibility standards applied to all new materials - Accommodation process routed through HR with clear timelines - Staff trained on non-apparent disabilities	- ADA compliance gaps from review closed - Residents with disabilities report improved access to City services and participation	Communications, ADA Compliance Program Manager, IT, JEDI office

Priority	Year 1 Measures	Years 2 and 3 Measures	Years 4 and 5 Measures	Data Sources
	- Priority website or communications fixes completed - Staff guidance on disability inclusion and accommodations developed - Disability Community Advisory Group listed and visible on City website	Event venues routinely assessed for accessibility	Disability inclusion embedded in facilities and event planning	
Priority 4: Community Engagement and Underrepresented Voices	- Trusted messenger partner map created - Number of trusted messenger relationships established - Continued listening plan developed - Number of outreach activities or listening sessions held with underrepresented groups - Demographic and geographic reach documented where data is collected	- Trusted messenger network active in east Rockville, community service organizations and faith communities - Continued listening informing Year 2 and 3 actions - Renter voice options developed - Geographic reach tracked by neighborhood	- Underrepresented residents engaging with City services at higher rates - Trusted messenger relationships sustained and expanded - Geographic equity tracked and publicly reported	JEDI office, community partners, department self-reporting
Priority 5: Equity in Policies, Programs, Budgets, and Decisions	3E's Three-Part Impact Statement process reviewed and improvements drafted - Budget Equity Toolkit alignment with JEDI priorities documented - Policy and program alignment matrix completed - Boards and commissions JEDI orientation drafted and piloted - Number of agenda items or programs reviewed with an equity lens in Year 1	3E's applied to all major agenda items - Budget equity toolkit used consistently across departments - Priority policy gaps addressed - Boards and commissions oriented annually	- Equity lens embedded in standard policy development - Procurement outcomes tracked for inclusive vendor participation - Boards and commissions reflect community diversity	City Manager's Office, Finance, Legal, JEDI office, City Clerk
Priority 6: Data, Accountability, and Governance	- JEDI governance structure drafted and confirmed by City leadership - Progress report or dashboard template developed	- Public dashboard or reporting structure operational - Demographic data collected consistently in priority programs	- JEDI outcomes publicly reported annually with trend data - Data equity gaps identified and addressed	City Manager's Office, JEDI office, IT, Finance

Priority	Year 1 Measures	Years 2 and 3 Measures	Years 4 and 5 Measures	Data Sources
	- Reporting cadence established and first report delivered - Priority programs identified for demographic data review - Annual review process documented	Annual review process embedded in City planning cycle	Staff and community feedback informing plan updates every year	
Priority 7: JEDI Infrastructure, Capacity, and Communication	- JEDI office capacity assessment completed and options presented to leadership - Equity Champions role structure and support model developed - Equity Champions recognition or stipend options proposed for leadership decision - Public-facing naming and communication strategy options developed - Plan launch and awareness campaign completed in accessible, multilingual formats	- Equity Champions role formalized with protected time and recognition - JEDI public communication strategy implemented - Resource gaps from Year 1 assessment addressed - Language stipend model operational	- JEDI infrastructure sustainable across leadership transitions - Equity Champions program self-sustaining with departmental support - City's JEDI communication recognized as clear, consistent, and trusted	City Manager's Office, HR, Communications, JEDI office

6. Data Equity, Responsible Use, and Public Transparency

Collecting and using data responsibly is itself a JEDI practice. How the City gathers information, whose experiences are captured, what is done with findings, and how data is communicated all carry equity implications. The following principles govern data use throughout all five years of implementation.

- **Use the City's standardized demographic categories:** The Demographic Data Collection Guidance establishes minimum categories for race, ethnicity, and gender response options that should be used consistently across JEDI-relevant programs, surveys, and service data where demographic information is collected. Respondents should self-identify.
- **Interpret small samples carefully:** Some demographic subgroups in staff or community data will have small sample sizes. Findings from small groups should be reported carefully to avoid statistical overstatement and to protect the privacy and dignity of individual respondents. Where sample sizes are too small to report reliably, that limitation should be acknowledged rather than hidden.
- **Use data to identify barriers, not stigmatize communities:** Demographic data should be used to ask where the City's programs, services, and outreach are not reaching certain populations, and why. It should not be used to characterize groups as inherently deficient, at-risk, or in need of special treatment. The framing should always center what the City needs to do differently, not what communities lack.
- **Recognize what data cannot capture:** Some of the most important equity information does not appear in spreadsheets. The experiences of residents who do not interact with City services, the fears of community members who do not attend public meetings, and the day-to-day texture of workplace culture are all relevant to JEDI outcomes. Qualitative feedback, lived experience, and community-facing listening must sit alongside quantitative measures in how the City understands its progress.
- **Make data collection accessible and transparent:** Residents and staff should understand why their demographic information is being collected, how it will be used, and how their privacy will be protected. Data collection tools should themselves be accessible, including screen-reader compatible and available in multiple languages where appropriate.

Public Reporting and Transparency

Public progress reporting is how the City keeps its commitment to accountability visible. A report that is only shared internally is not a public commitment. The City will make progress reporting available to residents, community partners, staff, and elected officials in plain language and accessible formats every year. A public progress update shows what has been completed, what is underway, what has been delayed or changed, and what has not yet started. When the City does not complete an action on schedule, the report explains why and describes what will

happen next. Public progress reports are written at a reading level accessible to a general community audience. They are available in formats accessible to people with visual impairments. The City produces brief multilingual summaries for key community audiences. And they connect directly to the seven strategic priorities and the roadmap so readers can see the full picture, not only individual updates. Starting in Year 1, the public Year 1 progress report will be available on the City's Engage Rockville website (<https://engagerockville.com/>) by June 2027. Annual reports will follow the same schedule each subsequent year.

Learning and Continuous Improvement

The JEDI Strategic Plan will be reviewed and adjusted as the City learns from implementation. Staff and community feedback, pulse checks, accessibility and language access findings, demographic data, and implementation barriers will inform annual updates. Each year, the City will ask: What did we do? What did we learn? What will we do differently next? The Year 1 progress review will establish this practice and inform Year 2 priorities. Sharing what worked, what did not, and what the City is changing is part of public accountability.

Learning Keeps the Plan Alive

A plan that is treated as fixed once adopted stops being useful. Learning is not a sign that the plan failed. It is how the City keeps the plan responsive to what staff, residents, and community partners are experiencing.

VII. Five-Year Implementation Plan (2026 to 2030)

The table below maps Year 1 through Year 5 actions across all seven strategic priorities. Year 1 (August 2026 through June 2027) builds the foundational structures. Years 2 and 3 (2027 to 2029) deepen and expand implementation across departments, services, and communities. Years 4 and 5 (2029 to 2031) sustain, refine, and institutionalize the work at full organizational scale. Actions and measures are adjusted annually based on what the City learns.

YEAR 1 — AUGUST 2026 TO JUNE 2027: Build the Foundation						
Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Develop plain-language JEDI orientation for all staff	Create shared baseline so every employee understands JEDI in their role	JEDI Office	HR, Equity Champions, Department Directors	Aug–Sep: develop and pilot Oct–Dec: initial rollout	Orientation developed and piloted; participation tracked by department and role	P1: Shared Understanding
Create role-specific JEDI learning tools for key staff groups	Help frontline, supervisory, police, planning, housing, and admin staff apply JEDI in their daily work	JEDI Office	Department leads, Equity Champions, HR	Oct–Dec: draft and pilot Jan–Mar: refine and expand	At least two role-specific tools drafted and piloted; feedback collected	P1: Shared Understanding
Equip supervisors with tools to address JEDI, microaggressions, and inclusive team culture	Reduce supervisor-by-supervisor variation; build consistent expectations	JEDI Office and HR	Department Directors, Legal, Equity Champions	Oct–Dec: toolkit development Jan–Mar: supervisor sessions	Supervisor toolkit completed; session delivered; feedback collected	P1: Shared Understanding
Conduct language access process review	Map how staff currently access interpretation, translation, and bilingual support; identify gaps	JEDI Office and ADA Compliance Program Manager	HR, IT, Department leads, bilingual staff	Aug–Sep: scope Oct–Dec: complete review	Current-state map completed; gaps documented; improvement options identified	P2: Language and Service Access
Develop and distribute language access guide for all City staff	Give staff clear instructions for serving residents who speak languages other than English	JEDI Office	HR, Communications, IT, bilingual staff	Oct–Dec: develop Jan–Mar: distribute and train	Guide completed; distributed to all departments; included in onboarding	P2: Language and Service Access
Assess language stipend model and explore centralized multilingual staff roster	Determine whether language compensation is equitable; reduce burden on same bilingual employees	JEDI Office and HR	Finance, Legal, Department Directors	Nov 2026–Mar 2027	Review completed; roster options identified; recommendation developed for City leadership	P2: Language and Service Access

YEAR 1 — AUGUST 2026 TO JUNE 2027: Build the Foundation						
Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Conduct accessibility review of priority resident-facing communications	Identify barriers in emails, websites, PDFs, flyers, and digital notices	ADA Compliance Program Manager and Communications	IT, JEDI Office, Department leads	Aug–Sep: scope Oct–Dec: review and recommendations	Review completed; accessibility standards documented; priority fixes assigned	P3: Accessibility
Develop accessibility checklist for public meetings and events	Enable residents with physical, sensory, cognitive, and non-apparent disabilities to participate	ADA Compliance Program Manager	JEDI Office, Communications, Facilities, Recreation and Parks	Oct–Dec: develop Jan–Mar: apply and train	Checklist developed; applied to at least two activities; staff briefed	P3: Accessibility
Review visibility and role of disability-related advisory structures	Ensure residents can find disability boards, commissions, and engagement opportunities	Communications and City Clerk	JEDI Office, ADA Compliance Program Manager	Oct–Dec 2026	Website review completed; Disability Community Advisory Group listed; update submitted	P3: Accessibility
Review and improve accessibility for public mayor/council and commission meetings, including captioning accuracy, live broadcast access, and translation support.	Expand access through accurate captions, live broadcast access, and translation support.	City Clerk and CCE	IT, JEDI Office, ADA Compliance Program Manager	Aug to Mar 2027	Captioning and broadcast review completed; improvements implemented; translation support option piloted	P3: Accessibility P4: Community Engagement
Develop trusted messenger engagement strategy	Establish relationships with faith leaders, community organizations, and neighborhood networks to reach residents not engaged with City government	JEDI Office	Community Services, Communications, Housing and Community Development, Equity Champions	Aug–Sep: scoping Oct–Dec: partner map and initial outreach	Partner map completed; at least five relationships established; outreach protocol drafted	P4: Community Engagement
Create continued listening plan for underrepresented groups	Continue engagement with groups not fully reached during planning	JEDI Office	Community Services, Communications, Department leads	Oct–Dec: plan developed Jan–Mar: first activities	Listening plan completed; at least two outreach activities held	P4: Community Engagement
Review and refine the 3E's Three-Part Impact Statement process	Strengthen use of equity analysis in agenda action items and City decision-making	City Manager's Office and JEDI Office	Department Directors, Legal, Finance	Aug–Oct: review Nov–Dec: improvements drafted	Current process reviewed; improvements identified; updated guidance drafted	P5: Equity in Policy and Decisions

YEAR 1 — AUGUST 2026 TO JUNE 2027: Build the Foundation						
Year 1 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Conduct policy and program alignment review using JEDI Analysis Memo baseline	Identify which existing policies support strategic priorities and where gaps remain	JEDI Office	Department Directors, Legal, HR, Finance	Jan–Mar 2027	Alignment matrix completed; priority gaps identified; recommendations drafted	P5: Equity in Policy and Decisions
Develop JEDI orientation for boards and commissions	Address Mayor and Council feedback that boards need JEDI training and expectations	JEDI Office and City Clerk	City Manager's Office, Legal	Jan–Mar: develop Apr–Jun: pilot	Orientation drafted; pilot group identified; session delivered	P5: Equity in Policy and Decisions
Establish JEDI implementation governance structure	Clarify roles, coordination, and follow-through across the organization	City Manager's Office and JEDI Office	Department Directors, HR, Finance, Equity Champions	Aug–Sep: design Oct–Dec: finalize and launch	Governance model drafted; roles defined; reporting structure reviewed by City leadership	P6: Data, Accountability, Governance
Develop Year 1 JEDI progress report template and dashboard structure	Make progress visible to staff, leadership, Mayor and Council, and the public	JEDI Office	IT, Communications, Finance, City Manager's Office	Oct–Dec: template developed Apr–Jun: first public report	Template created; measures identified; first public update delivered by June 2027	P6: Data, Accountability, Governance
Apply standardized demographic data guidance to priority programs	Improve consistency in demographic data collection and equity analysis	JEDI Office and IT	Department leads, Finance, HR, Communications	Jan–Mar: identify programs Apr–Jun: begin implementation	Priority programs identified; data practices reviewed; gaps documented	P6: Data, Accountability, Governance
Assess JEDI office capacity and implementation support needs	Ensure expectations match available staffing, time, and resources	City Manager's Office	JEDI Office, HR, Finance, Department Directors	Aug–Sep 2026	Capacity assessment completed; support needs identified; options developed for leadership review	P7: JEDI Infrastructure
Formalize Equity Champions structure, roles, and support model	Move Equity Champions from ad hoc to a defined, supported, recognized function	JEDI Office and HR	City Manager's Office, Department Directors, Finance	Aug–Oct: develop Nov–Dec: finalize and present	Role description drafted; meeting cadence proposed; recognition and time allocation options identified	P7: JEDI Infrastructure
Develop and execute plan launch and public awareness campaign	Help staff, residents, and community partners understand the plan and how to engage	Communications and JEDI Office	City Manager's Office, Department Directors, Equity Champions	Aug–Sep: develop materials Sep 2026: public launch	Launch messages drafted; materials in plain language and accessible formats; launch delivered	P7: JEDI Infrastructure

YEAR 2 — JULY 2027 TO JUNE 2028: Deepen and Expand						
Year 2 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Integrate JEDI orientation into formal onboarding for all new staff	Ensure every new employee begins with a shared JEDI foundation	HR and JEDI Office	Department Directors, Equity Champions	July–September 2027	JEDI orientation embedded in onboarding; all new staff receive orientation before 30-day mark	P1: Shared Understanding
Revise and expand role-specific tools based on Year 1 feedback	Make JEDI learning more responsive, specific, and practical based on what staff said worked	JEDI Office	Department leads, Equity Champions	Year 2 implementation period	Revised tools distributed to all departments; participation tracked	P1: Shared Understanding
Launch centralized language access roster and clarify compensation model	Move from informal bilingual support to a structured, equitable system	HR and JEDI Office	Finance, Legal, IT, bilingual staff	Year 2 implementation period	Roster operational; compensation model confirmed by City leadership; language hotline considered, staff notified	P2: Language and Service Access
Implement language preference fields in priority service systems	Allow residents to indicate language needs before interacting with City services	IT and JEDI Office	Department leads, Communications	Year 2 implementation period	Language preference available in at least two priority service systems	P2: Language and Service Access
Implement priority digital accessibility fixes from Year 1 review	Address screen reader gaps, image text, and digital kiosk barriers identified in Year 1	IT and Communications	ADA Compliance Program Manager, Department leads	Year 2 implementation period	Priority fixes completed; progress reported publicly	P3: Accessibility
Route disability accommodation process through HR with clear timelines	Reduce supervisor-by-supervisor variation; make accommodation requests consistent and supportive	HR and JEDI Office	Legal, ADA Compliance Program Manager, Department Directors	Year 2 implementation period	Revised process in place; staff and supervisors briefed; timeline standards applied	P3: Accessibility
Establish accessible meeting standards for public mayor/council and commission meetings, including captioning accuracy, live broadcast access, and translation support.	Make captioning, broadcast access, and translation support standard practice.	City Clerk and CCE	IT, JEDI Office, ADA Compliance Program Manager	Year 2 implementation period	Standards adopted; captioning and broadcast compliance tracked; translation support available by request	P3: Accessibility P4: Community Engagement
Activate trusted messenger network in east Rockville, community organizations and faith communities	Reach residents not connected to City civic networks through trusted relationship-based outreach	JEDI Office	Community Services, CCE, Housing and Community Development, Equity Champions	Year 2 implementation period	Active partnerships in east Rockville and faith communities; documented outreach activities	P4: Community Engagement

YEAR 2 — JULY 2027 TO JUNE 2028: Deepen and Expand						
Year 2 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Implement renter and neighborhood voice options based on Year 1 review	Give renters and underrepresented neighborhoods a structured civic voice	City Manager's Office	JEDI Office, City Clerk, Community Services	Year 2 implementation period	Pilot of renter or neighborhood engagement structure launched or underway	P4: Community Engagement
Apply equity impact analysis consistently to all major City agenda items	Make 3E's process a standard requirement, not an exception	City Manager's Office and JEDI Office	Department Directors, Legal	Year 2 implementation period	3E's applied to all agenda items meeting criteria; compliance tracked and reported	P5: Equity in Policy and Decisions
Address priority gaps identified in Year 1 policy alignment review	Translate alignment findings into concrete policy and program improvements	JEDI Office and Department leads	Legal, HR, Finance	Year 2 implementation period	At least two priority policy gaps addressed; action documented	P5: Equity in Policy and Decisions
Launch public JEDI accountability dashboard or reporting structure	Make annual progress visible and accessible to all residents	JEDI Office and IT	Communications, Finance	Year 2 implementation period	Dashboard or public tracking structure live on City website	P6: Data, Accountability, Governance
Collect demographic data consistently across all JEDI-relevant programs	Build a complete and comparable picture of who City programs are and are not reaching	JEDI Office and IT	Department leads, Finance, HR	Year 2 implementation period	Demographic data collected in all priority programs; first equity analysis completed	P6: Data, Accountability, Governance
Formalize Equity Champions recognition, time, and compensation model based on Year 1 recommendation	Sustain Champions program with defined support so it does not rely on individual goodwill	JEDI Office and HR	City Manager's Office, Finance	Year 2 first quarter	Recognition or stipend model approved and operational; Champions briefed	P7: JEDI Infrastructure
Implement public-facing JEDI communication strategy based on Year 1 naming and framing review	Ensure JEDI is communicated clearly, inclusively, and consistently to all residents	CCE and JEDI Office	City Manager's Office, Mayor and Council	Year 2 implementation period	Communication strategy approved and active; public materials updated	P7: JEDI Infrastructure

YEAR 3 — JULY 2028 TO JUNE 2029: Refine and Sustain						
Year 3 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Assess JEDI training effectiveness organization-wide and adjust	Determine whether training is producing measurable change in staff confidence and application	JEDI Office and HR	Department Directors, Equity Champions	Year 3 implementation period	Organization-wide training effectiveness assessment completed; Year 4 training plan updated based on findings	P1: Shared Understanding
Integrate JEDI expectations into supervisor performance evaluations	Institutionalize supervisor accountability for JEDI in the performance management system	HR and City Manager's Office	JEDI Office, Department Directors	Year 3 implementation period	JEDI expectations integrated into supervisor evaluation criteria across all departments	P1: Shared Understanding
Conduct Year 3 language access review and refine the language support model	Assess whether the language access system is equitable, sufficient, and well-used	JEDI Office and HR	IT, Department leads, bilingual staff	Year 3 implementation period	Review completed; adjustments made to roster, compensation, or protocols as needed	P2: Language and Service Access
Expand multilingual outreach to additional languages based on resident data	Extend language support beyond English and Spanish to additional languages present in Rockville	CCE and JEDI Office	IT, Community partners	Year 3 implementation period	Additional language options added to at least two outreach and communication channels	P2: Language and Service Access
Conduct ADA compliance gap closure review	Assess progress on Year 1 and 2 accessibility improvements and address remaining gaps	ADA Compliance Program Manager and IT	Communications, Facilities, Department leads	Year 3 implementation period	Updated gap inventory; remaining priority gaps assigned with Year 4 timelines	P3: Accessibility
Embed accessible design standards in all new City program and facility planning	Make accessibility a standard requirement in how the City designs and launches programs	ADA Compliance Program Manager and JEDI Office	Facilities, Communications, IT, City Manager's Office	Year 3 implementation period	Accessible design criteria included in project initiation checklists for new programs and facilities	P3: Accessibility
Conduct Year 3 pulse check with staff and community	Assess how JEDI implementation is being experienced at the mid-point of the five-year plan	JEDI Office	HR, CCE, Equity Champions, community partners	Year 3 implementation period	Pulse check completed; results published publicly; findings informing Year 4 actions	P4, P6: Engagement and Accountability

YEAR 3 — JULY 2028 TO JUNE 2029: Refine and Sustain						
Year 3 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Sustain and deepen trusted messenger network with documented community feedback loops	Move trusted messenger relationships from pilot to program	JEDI Office	CCE, Community Services, Housing and Community Development	Year 3 implementation period	Trusted messenger network operational; community feedback documented and integrated into plan updates	P4: Community Engagement
Conduct comprehensive policy equity audit using three years of data	Identify which City policies are producing equitable outcomes and which need revision	JEDI Office and City Manager's Office	Legal, Department Directors, Finance	Year 3 implementation period	Policy equity audit completed; findings published; revision priorities identified for Years 4 and 5	P5: Equity in Policy and Decisions
Report three-year JEDI progress publicly with trend data	Provide residents and Mayor and Council with a longitudinal picture of change	JEDI Office and CCE	IT, Finance, City Manager's Office	April–June 2029	Three-year public progress report published with trend data across all seven priorities	P6: Data, Accountability, Governance

YEARS 4 AND 5 — JULY 2029 TO JUNE 2031: Institutionalize and Demonstrate Durable Change						
Year 4&5 Action	Purpose	Suggested Lead	Key Partners	Timing	Evidence of Progress	Strategic Priority
Institutionalize JEDI literacy as an organizational standard; integrate into all department work plans	Make JEDI a permanent organizational expectation, not a periodic initiative	City Manager's Office and JEDI Office	All departments, HR, Equity Champions	Years 4 and 5	JEDI included in all departmental annual work plans; organizational literacy assessments sustained	P1: Shared Understanding
Assess and narrow remaining gaps in language access, with focus on communities still underserved	Ensure no major language community remains effectively excluded from City services	JEDI Office and HR	IT, CCE, Department leads, community partners	Years 4 and 5	Language access data shows narrowing gaps; service access improving for multilingual residents	P2: Language and Service Access
Close remaining ADA compliance gaps and embed accessibility review into all future City projects	Move from remediation to prevention as the primary accessibility strategy	ADA Compliance Program Manager and City Manager's Office	IT, Facilities, Department Directors	Years 4 and 5	Remaining compliance gaps closed; accessibility review embedded in project initiation standards	P3: Accessibility
Sustain trusted messenger network as a permanent community engagement infrastructure	Move community engagement from project to ongoing organizational practice	JEDI Office and CCE	Community Services, Housing and Community Development, community partners	Years 4 and 5	Trusted messenger network sustained; community feedback loops operational and publicly reported	P4: Community Engagement

Implement policy revisions identified in Year 3 equity audit	Translate audit findings into policy change	City Manager's Office, JEDI Office, and Legal	Department Directors, Finance	Years 4 and 5	Policy revisions adopted; progress on policy equity publicly reported	P5: Equity in Policy and Decisions
Demonstrate measurable progress toward equitable outcomes across all seven priorities with five-year trend data	Hold the City accountable to results, not only activities	JEDI Office and City Manager's Office	IT, Finance, CCE, Mayor and Council	Year 5 annual report	Five-year public progress report completed; trend data shows narrowing of identified equity gaps	P6: Data, Accountability, Governance
Conduct Year 5 pulse check; assess community and staff experience across five years; plan next cycle	Close the five-year plan with honest assessment and a clear path forward	JEDI Office	HR, CCE, Equity Champions, community partners, Mayor and Council	April–June 2031	Year 5 pulse check completed; results published; recommendation on Year 6 through 10 plan structure presented to Mayor and Council	P6 and P7: Governance and Infrastructure

VIII. Conclusion

Rockville's JEDI mission is **Equitable Outcomes for All**, and that mission is the standard against which this plan should be measured. Rockville is not starting from nothing. The City already has policies, resolutions, tools, programs, and, most importantly, staff, Equity Champions, and community partners who have spent years building the foundation for this work. The planning process did not reveal a City without a commitment to justice, equity, diversity, and inclusion. It revealed a City where that commitment is not yet consistently visible, measurable, or accessible in everyday practice. The central challenge is closing the distance between the City's stated values and what residents and staff experience day to day.

That is the gap staff and community members asked the City to address. Staff asked for clarity through plain-language definitions, role-specific tools, practical training, and leaders who treat JEDI as an organizational standard rather than an aspiration. Community members asked for greater access through language support, accessible communication, broader geographic and demographic representation, and continued listening beyond a single round of outreach. Closing these gaps cannot be the responsibility of the JEDI Office alone. The office can guide, coordinate, and build capacity, but implementation requires shared ownership across departments, supervisors, Human Resources, Communications, Equity Champions, Mayor and Council, community partners, and residents. Accountability must also remain public. Residents should be able to see what the City committed to, what has been completed, what remains underway, and what changes when barriers are identified. Pulse checks, trusted messenger relationships, community feedback, and annual public reporting will help sustain that accountability throughout the five years of this plan, particularly with residents and staff who were not fully reached during the initial planning process.

This work will not be completed through one training, one office, one report, or one year, and this plan does not suggest otherwise. Progress will come through sustained decisions, consistent leadership, shared responsibility, and continued learning over time. 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 cast a ballot without needing assistance to do so.

This plan gives Rockville a structure for moving from values to practice, from isolated efforts to shared ownership, and from promises to visible results. The next chapter of this work will be written through the choices Rockville makes every day, and through whether those choices produce equitable outcomes that residents and staff can see, feel, and trust.

Appendix A. References

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Appendix B. Key Terms and Shared Language

Words matter. When people use the same words in different ways, the work becomes harder to explain, harder to apply, and harder to measure. For Rockville’s JEDI Strategic Plan, shared language gives staff, residents, leaders, boards and commissions, and community partners a common starting point.

This section is not meant to be a textbook glossary. It is a practical guide for how key terms are used in this plan. These definitions help connect values to daily work, including City services, staff culture, communication, policy review, community engagement, and accountability.

Additional Terms That Shape the Work

The following terms also appear throughout this plan.

Term	Definition
Belonging	Belonging means feeling welcomed, valued, and genuinely included in a community, workplace, program, or public space. It goes beyond access. It asks whether people feel respected and able to participate as themselves.
Accessibility	Accessibility means designing programs, services, communications, facilities, technology, and processes so that people with disabilities and others who face access barriers can use them. Accessibility includes physical access, digital access, communication access, sensory access, and the ability to participate without unnecessary burden.
Intersectionality	The recognition that people hold multiple identities at the same time, and that those identities intersect in ways that shape their experiences of advantage and disadvantage. A person may face different treatment based on their race, gender, age, disability status, income, and other factors considered together, not separately.
Historically Excluded Populations	Groups who have been denied access and have experienced past institutional discrimination. It is used instead of 'minority' or 'marginalized population' because it is rooted in documented fact and avoids language that diminishes or minimizes the experiences of those affected.
Targeted Universalism	An approach to service and policy design in which systems are built to help those who need support the most, with the result that everyone benefits. When a curb cut is installed for a wheelchair user, it also helps people pushing strollers, carts, and bicycles. When language access is improved for non-English speakers, communication systems become clearer overall.
Equity Lens	A way of examining decisions, policies, programs, and services by asking how they affect different groups of people, particularly those who have historically experienced exclusion or unequal treatment. Applying an equity lens means asking: who benefits from this? Who is left out? What changes would make the outcome more equitable?

Term	Definition
Equity Impact Statement	A structured analysis completed before a decision, program, or policy is adopted, designed to assess how the proposed action may affect historically excluded populations and other groups. Rockville's Three-Part Impact Statement for Agenda Action Items, known as the 3E's, is an existing tool that functions as an equity impact mechanism.
Language Access	The availability of services, information, and communication in the languages spoken by residents, so that people who do not speak English as a primary language can access City services, participate in City processes, and understand their rights and options. Language access is both an equity value and a civil rights responsibility.
Accountability	The responsibility of the City to follow through on its JEDI commitments, report on its progress honestly and publicly, and make corrections when results fall short. Accountability in this plan means clear timelines, responsible parties, and public reporting rather than internal review only.

Terms to Use Carefully

Language shapes how people are seen and treated. The words the City uses in communications, program materials, policies, and public meetings send signals about who is valued and how the City thinks about the people it serves.

The language the City uses should reflect dignity, accuracy, and respect.

Use **Historically Excluded Populations** when referring to groups that have experienced institutional exclusion or discrimination.

Avoid using **minority** or **marginalized population** unless quoting a source or using a formal program term.

Use **people with disabilities** rather than “the disabled.” Recognize that disability is broad and includes physical, sensory, cognitive, intellectual, neurological, mental health, chronic illness, visible, non-apparent, and invisible disabilities. Many people with non-apparent disabilities do not disclose them at work or when accessing services, and they should not have to in order to receive fair treatment. Avoid the word 'special' as a standalone modifier for disability-related accommodations or needs.

Use **residents experiencing homelessness** or **unhoused residents** rather than labels that reduce people to their housing status.

Use **residents who speak languages other than English**, **multilingual residents**, or **non-English-speaking residents** rather than language that frames people as deficient. The City's community listening and staff focus group findings describe language access as one of the

most significant equity gaps in service delivery. The language the City uses to describe this population should reflect respect, not limitation.

Avoid using **vulnerable** or **at-risk** as a general label for people or communities. When possible, name the actual barrier, risk, or condition being discussed. The word can unintentionally frame people as passive recipients rather than as residents with rights, agency, and priorities of their own. When describing residents who face specific barriers or risks, name those barriers and risks specifically.

Data Language and Demographic Categories

Consistent data collection is part of JEDI accountability. Rockville has developed guidance for standardized demographic data collection to improve the City’s ability to compare information across programs and departments and support civil rights reporting.

The guidance states that race, ethnicity, and gender data should not be collected through visual observation. Respondents should be able to self-identify.

Minimum Race and Ethnicity Categories	Minimum Gender Categories
American Indian or Alaska Native Asian Black or African American Hispanic or Latino Middle Eastern or North African Native Hawaiian or Pacific Islander White	Male Female Prefer not to answer <i>Note: Additional sexual orientation identification options may be included where appropriate. Variations from the standard categories require approval from the City Manager's Office.</i>

These categories are not meant to define or limit people. They are tools for understanding who is being reached, who may be missing, and where the City may need to improve access, service delivery, and outcomes.

Appendix C. Year 1 Roadmap Gantt View

Rockville JEDI Strategic Plan — Year 1 Roadmap (Section V)

August 2026 – June 2027 | Gantt view of Year 1 actions by strategic priority

Year 1 Action	Suggested Lead	Timing	Aug 2026	Sep 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2027	Feb 2027	Mar 2027	Apr 2027	May 2027	Jun 2027
P1: Build Shared Understanding & JEDI Capacity													
Develop plain-language JEDI orientation for all staff	JEDI Office	Aug 2026 – Dec 2026											
Create role-specific JEDI learning tools for key staff groups	JEDI Office	Oct 2026 – Mar 2027											
Equip supervisors with tools to address JEDI, microaggressions & inclusive culture	JEDI Office & HR	Oct 2026 – Mar 2027											
P2: Strengthen Inclusive Service Delivery & Language Access													
Conduct language access process review	JEDI Office & ADA Compliance Mgr	Aug 2026 – Dec 2026											
Develop and distribute language access guide for all City staff	JEDI Office	Oct 2026 – Mar 2027											
Assess language stipend model & explore centralized multilingual roster	JEDI Office & HR	Nov 2026 – Mar 2027											
Add language preference fields to priority service systems where feasible	IT & JEDI Office	Jan 2027 – Jun 2027											
P3: Advance Accessibility, Disability Inclusion & Inclusive Design													
Conduct accessibility review of priority resident-facing communications	ADA Compliance Mgr & Communications	Aug 2026 – Dec 2026											
Develop and apply accessibility checklist for public meetings/events	ADA Compliance Program Manager	Oct 2026 – Mar 2027											
Strengthen staff guidance on disability inclusion & accommodation processes	JEDI Office & HR	Nov 2026 – Mar 2027											
Review website visibility of disability-related advisory structures	Communications & City Clerk	Oct 2026 – Dec 2026											
P4: Deepen Community Engagement to Reach Underrepresented Voices													
Develop a trusted messenger engagement strategy	JEDI Office	Aug 2026 – Dec 2026											
Create and begin implementing a continued listening plan	JEDI Office	Oct 2026 – Mar 2027											
Review engagement timing, locations, formats & communication channels	JEDI Office & Communications	Oct 2026 – Dec 2026											
Explore options for renter voice & neighborhood representation	City Manager's Office	Jan 2027 – Jun 2027											

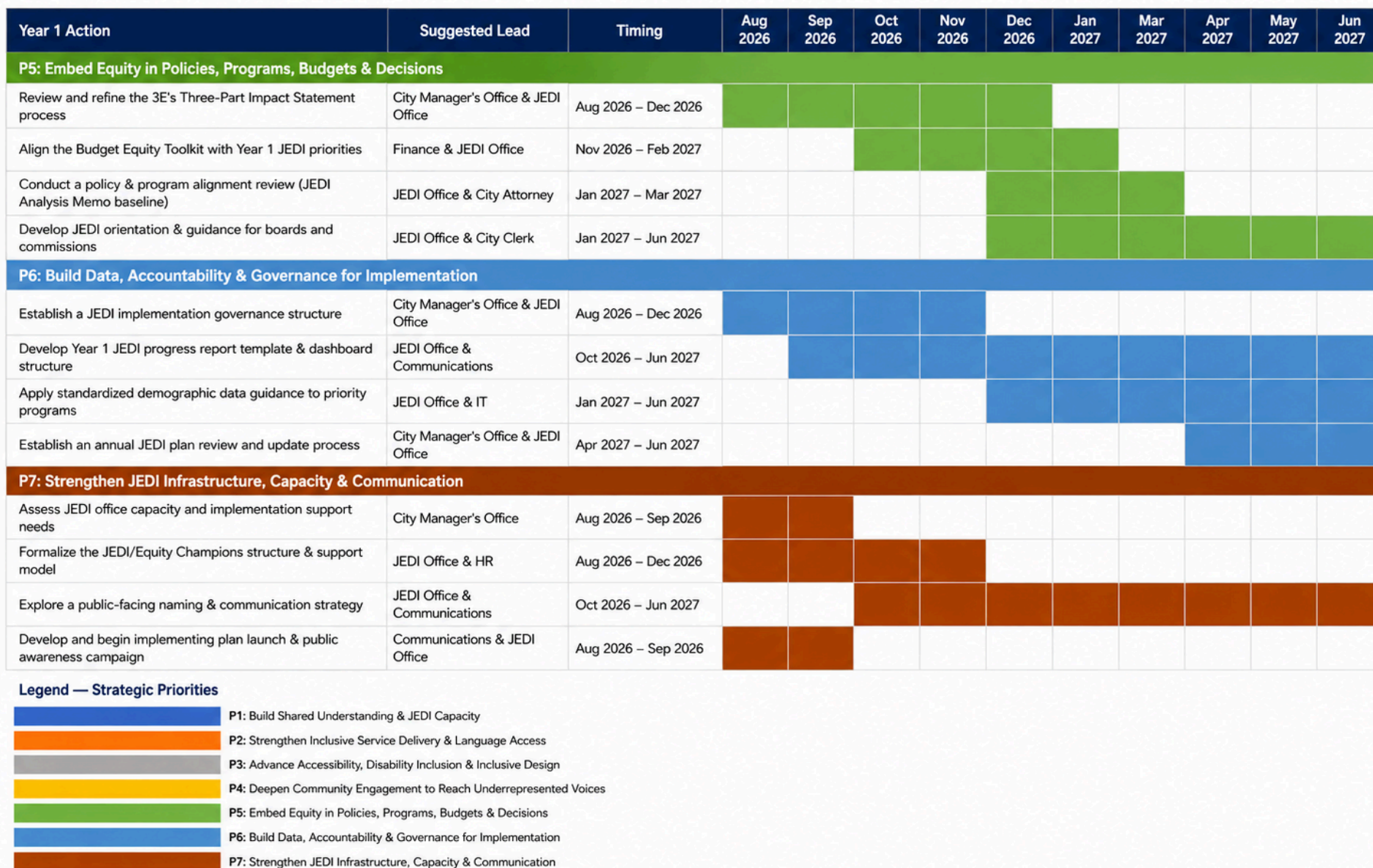


Figure 8. Year 1 Roadmap Gantt View