

# JEDI Strategic Plan Process & Approach

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## Outline

- I. Background, Purpose & Objectives
- II. Requested Feedback
- III. Project Methodology & Approach
- IV. Project Timeline
- V. Review of Deliverables
- VI. Next Steps and Future Mayor and Council meetings
- VII. Requested Feedback

## Background



The Mayor and Council recognized that inequities can be embedded in government policies and practices, creating disproportionate barriers for many residents.

On July 12, 2021, the Mayor and Council adopted Resolution 10-21, committing the City to establish policies and practices that reduce implicit bias and advance fairness, inclusion, cultural competency, and equity across all areas of municipal government.

Additional resolutions to address inequity include:

- Resolution 12-21 Hate Has No Place
- Resolution 16-23 Resolution Against Anti-Semitism
- Resolution 17-23 Rejecting Anti-Palestinian, Anti-Israel, Anti-Arab Anti-Semitism, Anti-Jewish, Anti-Muslim Hate in the City of Rockville

## **Background:** Justice, Equity, Diversity and Inclusion (JEDI)



The Office of Justice, Equity, Diversity and Inclusion (JEDI) was established to

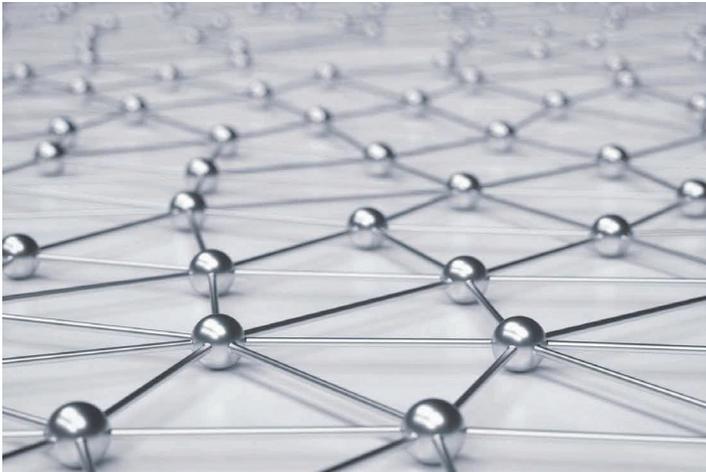
- promote justice,
- ensure inclusion and
- support belonging

Programming is expected to serve all identities, specifically people with varying abilities, ethnicities, sexual orientations and gender expressions, religious affiliations, ages and more.





# Strategic Plan RFP



- Request For Proposal (RFP) published July 2025
  - Seeking a firm to conduct a comprehensive assessment and analysis of Justice, Equity, Diversity, and Inclusion, and to develop a comprehensive strategic plan.
- October 2025, The Executive Learning Lab (TELL) was selected.
- In January 2026, a kickoff meeting was held.



## Requested Feedback

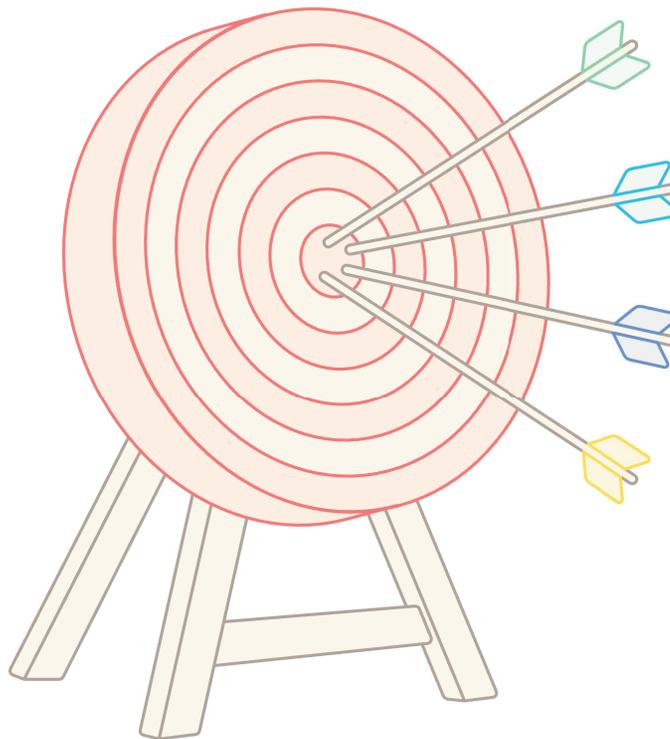


- 1) **Engagement Strategy:** Do you support the proposed assessment and engagement framework?
- 2) **Community Involvement:** Do you support the proposed community sectors?
- 3) **Engagement Focus Areas:** Do you support the proposed JEDI engagement focus areas?





# JEDI Strategic Planning: Methodology



## Structured Facilitation

Guided process for strategy development



## Data-Driven Insights

Data analysis for informed decisions



## Collaborative Engagement

Stakeholder involvement for consensus



## Comprehensive Assessment

Evaluation of current JEDI state



## Project Purpose & Outcomes

### Why This Matters:

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

### Desired Outcomes:

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



## Key Personnel & Governance

### Project Leadership

- JEDI Office: Jeanne Booth, JEDI Director, Strategic oversight and final approval, and Delores Scott, ADA Compliance Manager, Core planning and decision making
- JEDI Equity Champion Team: Core planning and decision making
- Lead Consultant: Dr. Patricia Morgan, The Executive Learning Lab, Assessment design, facilitation, analysis, and strategic plan development

### Stakeholder Engagement

- Mayor and Council, all City departments, employees at all levels, including directors
- External Partners: Community-based organizations, residents, business owners, youth/family advocates, civic groups



# Project Timeline

## Plan-Do-Check-Act Model



### **PLAN** (January – February 2026)

- Contract award & project initiation
- February 17: Kick-off meeting with JEDI Equity Champion team
- February 25: Assessment framework finalized

### **DO** (March 2026)

- March 16: Internal staff survey launch
- Conduct focus groups & listening sessions (internal & external)
- Community partner interviews

### **CHECK** (Late March – May 2026)

- March 30: Initial assessment report
- April: Initial findings presentation & feedback
- April – May: Strategic planning sessions with JEDI Equity Champions

### **ACT** (June 2026 & Beyond)

- June: Final strategic plan presentation
- July 2026: Implementation launch



# Assessment & Engagement Framework



## Internal Workforce Assessment

- Online survey (all staff)
- Employee focus groups by department, role, tenure
- Individual meetings with department heads
- Race-disaggregated data analysis to identify disparities

## External Community Assessment

- Stakeholder interviews with partner organizations
- Listening sessions with diverse community groups
- Input on service access, gaps, and partnership opportunities

## Data Collection Standards

- Confidential and voluntary participation
- Diverse representation ensured across all engagement activities
- Multiple formats to accommodate different communication preferences
- Analysis by demographics to identify equity gaps



# Focus Group Structure

Based on Equity Champions Kick-Off Recommendations



INTERNAL STAKEHOLDERS	EXTERNAL & OTHER STAKEHOLDERS
<b>Group 1:</b> Public Works Frontline Staff	<b>Group 7:</b> Mayor & Council
<b>Group 2:</b> Recreation & Parks Frontline Staff	<b>Group 8:</b> Housing & Economic Development Partners
<b>Group 3:</b> Police Department Staff	<b>Group 9:</b> Faith-Based & Community Service Organizations
<b>Group 4:</b> Internal/Administrative Support Staff	<b>Group 10:</b> Education & Youth/Senior Services
<b>Group 5:</b> Supervisory Staff & Team Leaders	<b>Group 11:</b> Specific Population Representatives (Residents representing diverse demographics and neighborhoods)
<b>Group 6:</b> Department Heads & Senior Leadership	<b>Group 12:</b> Business & Civic Organizations

Total Estimated Participants: 110-132



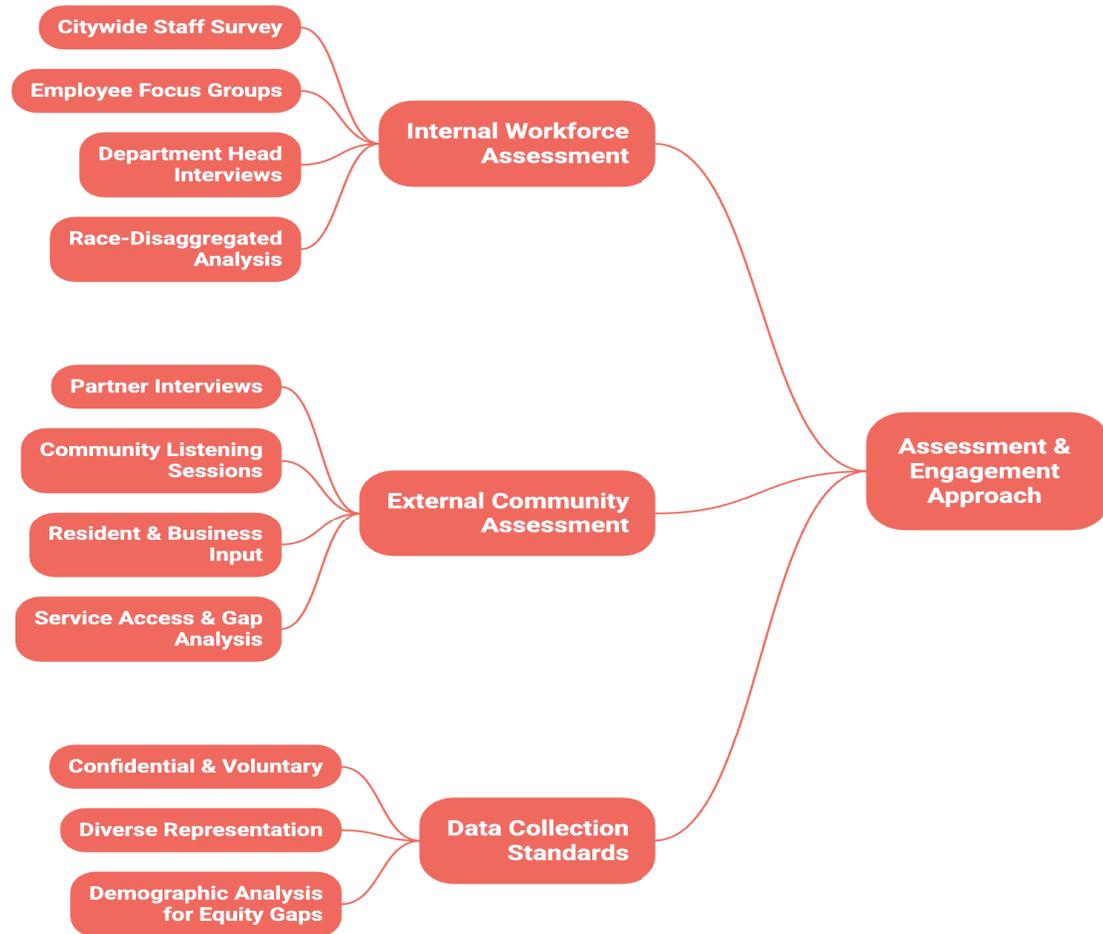
## Engagement Focus Areas

- Understanding & awareness of JEDI principles and practices
- Effectiveness & impact of existing JEDI practices
- Confidence & preparedness
- Personal feedback on experience(s)





# Assessment & Engagement Framework





## Next Steps:

- Finalize the engagement plan
- Launch internal staff survey
- Conduct focus groups & listening sessions (internal & external)
- Community partner interviews
- Analyze feedback
- Draft initial findings





# Mayor and Council Meetings



Date	Deliverable	Purpose
March 2 <sup>nd</sup>	Mayor & Council Work Session	Share project approach and receive feedback
May 11 <sup>th</sup>	Mayor & Council Work Session	Share progress on project and preliminary findings
Mid-June	Strategic Plan and Final Presentation to Mayor & Council	Initial 5-year plan with Year 1 roadmap Present the strategic plan for consideration and adoption



## Requested Feedback

- 1) **Engagement Strategy:** Do you support the proposed assessment and engagement framework?
- 2) **Community Involvement:** Do you support the proposed community sectors?
  - ✓ Community-based nonprofit organizations focused on justice and equity
  - ✓ Residents representing diverse demographics and neighborhoods
  - ✓ Local business owners and civic groups
  - ✓ Youth and family advocacy organizations
- 3) **Engagement Focus Areas:** Do you support the proposed JEDI engagement focus areas?
  - ✓ Understanding & awareness of JEDI principles and practices
  - ✓ Effectiveness & impact of existing JEDI practices
  - ✓ Confidence & preparedness
  - ✓ Personal feedback on experience(s)

