

**Montgomery County**  
**Office of Racial Equity**  
**and Social Justice**



**FY24 – 25**  
**Annual Report**

### ***Our Mission:***

*To reduce and eliminate racial disparities and inequities in Montgomery County.*



### ***Our Purpose:***

*The Office of Racial Equity and Social Justice (ORESJ) is a county-wide office dedicated to advancing racial equity and dismantling structural racism within the County Government. The ORESJ was created in December 2019 by the Racial Equity and Social Justice Act.*

## Director's Introduction

Dear County Executive Elrich and County Council President Stewart,

I am proud to present the FY24-25 Annual Report for the Office of Racial Equity and Social Justice (ORESJ). The Office of Racial Equity and Social Justice continues to implement the Racial Equity and Social Justice law. In this annual report, you will find the details of how our training program continues to educate and enlighten employees as we expand our offerings and delivery methods. You will read about how our policy team works with departments to deepen their understanding of what it means to create programs, policies, and processes with a racial equity lens. You will become familiar with how our community engagement manager and our department's plans to develop a community engagement framework that centers on racial equity and establishes a communication model that fosters two-way communication on program and policy development. Since last year, we have brought on new team members to support the department's data and training needs.

As we approach the upcoming fiscal year, we will continue to implement the law and take the time to evaluate the successes, challenges, and opportunities of the past five years. We look forward to a continued partnership with you as we work to build a more equitable county.

Sincerely,

A handwritten signature in cursive script that reads "Tiffany Ward".

Tiffany Ward, Director  
Office of Racial Equity and Social Justice

## RESJ Staff:

### DIRECTOR

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*Tiffany Ward, Director, and Chief Equity Officer*

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**Tiffany Ward** is the Chief Equity Officer (CEO) in Montgomery County, MD. As the CEO, she is responsible for training county staff on the core tenets of racial equity and evaluating county policies and practices for their short- and long-term effects on racial disparities. Tiffany has dedicated her 20-plus-year career to creating a fairer and more equitable world for people of color. During her 15-year career in local government, she focused on education, health and human services, and housing policy. She spent the early years of her career working with youth-serving organizations to bring resources and opportunities to young people who were capable and talented but who lacked the financial resources needed to create good lives for themselves. Before her career in local government, she worked in the labor movement on voting rights issues, including campaigns for felon re-enfranchisement and voter protection. Throughout her life, the values of justice, fairness, and community building have guided her. Tiffany is a graduate of Tufts University.

### POLICY ANALYSTS

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*Sarah Alvarez, Program Manager, Policy Analyst*

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**Sarah Alvarez** is a Program Manager of Policy Analysis in the Office of Racial Equity and Social Justice. In this role, Sarah collaborates with ORESJ and county leaders to develop and evaluate departmental policies, procedures, and practices through a lens of racial equity. Before joining the County, Sarah was a Senior Program Associate at the Aspen Institute, working for six years at the intersection of racial equity and economic opportunity. She is a skilled researcher, analyst, and facilitator with experience in developing and managing applied research projects, as well as facilitating peer-learning experiences that focus on advancing equitable outcomes for workers, job seekers, and entrepreneurs facing structural barriers to opportunity. Sarah is a Certified Public Manager and holds a Bachelor of Arts in International Affairs from the University of Maryland. She is a recent graduate of the Associated Black Charities Board Pipeline Leadership Development Program. Outside of work, Sarah enjoys spending time with her family and taking long walks with her dog, Henry.

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*Linda Price, Program Manager, Policy Analyst*

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**Linda Price** serves as a Program Manager and Policy Analyst in the Office of Racial Equity and Social Justice. She has over 20 years of experience in city and county government, specializing in budget, legislative, and policy analysis. Linda received a Bachelor's degree in Organizational Communications and a Master's degree in Management with a focus on the Public Sector. Her commitment to advancing racial equity and social justice continues as she develops and implements evidence-based policies and programs to address disparities within communities of color. Linda excels in team building and resource management, creating inclusive work environments, and driving positive change. Outside of her professional pursuits, she enjoys spending quality time with family and friends and has a deep appreciation for live music, whether attending concerts or enjoying performances online.

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*Rhiannon Reeves, Program Manager, Policy Analyst*

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Rhiannon Reeves is a Program Manager for Policy Analysis at the Montgomery County Office of Racial Equity and Social Justice. In her role, she helps advance Montgomery County's aim of reducing and eliminating racial disparities and inequities by working with ORESJ staff and departmental leaders to develop and assess policies, procedures, and practices through a racial equity lens. Before joining ORESJ, Rhiannon managed programs for the New Jersey Division of Medical Assistance and Health Services, analyzed policies at the Center for the Study of Social Policy (CSSP), supported research at the Center for Law and Social Policy (CLASP), and served as a Membership Program Assistant and Advocacy Coordinator at SisterSong. Thanks to these experiences, Rhiannon is well-prepared to promote equitable outcomes through public policy, especially for those facing the greatest systemic barriers. She earned a B.A. in African American Studies with a minor in Sociology from Georgia State University and an MSSW focused on children and families from Columbia University School of Social Work. Outside of work, she enjoys cooking comforting meals for her family and taking long scenic walks.

## TRAINING:

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### *Jeanette Rojas, Program Manager, Training*

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**Jeanette Rojas** is a Program Manager for Training in the Office of Racial Equity and Social Justice. Jeanette has over 20 years of experience in education program management and social justice advocacy that began in her role as one of the founders of the first Latina Sorority at the University of Maryland, College Park (UMCP). After receiving her bachelor's degree in psychology from UMCP, she worked in advocacy organizations such as the National Council of La Raza (now known as UnidosUs as a senior resource development specialist, the Congressional Hispanic Caucus Institute as a programs manager, and the Parent Institute for Quality Education as the director. After receiving her master's degree in education and human development from George Washington University, she became passionate about working with first-generation college graduates at Montgomery College. While at Montgomery College, she created the Social Justice Inclusive Leadership Institute (SJILI), which helped students understand the foundations of social justice work while also receiving a stipend and a micro-credential. Working in education and advocacy has helped her understand the importance of racial equity and inclusion in educational institutions and throughout the broader community. During her free time, she enjoys biking, meditating, and spending time with her family.

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### *Jenai Bell, Administrative Specialist, Training*

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**Jenai Bell** is the Part-Time Administrative Specialist II (Training Support Specialist) within the Training unit of the Office of Racial Equity and Social Justice (ORESJ). In this role, Jenai assists with the operations of the unit, including, but not limited to, curating a quarterly newsletter, facilitating trainings, and working with the departmental Equity Leads and Core Team Members. Jenai obtained a bachelor's degree in psychology from The Catholic University of America and brings over 10 years of administrative skills and 8 years of facilitation skills acquired in both the private academic and public government sectors. Before joining ORESJ, Jenai worked in Montgomery County's Department of Health and Human Services as the Executive Administrative Aide to the Chief and Social Services Officer within the Children, Youth, and Family Services (CYFS) unit, Sandy Spring Friends School (SSFS) as the Cross Divisional Administrative Assistant to the Learning Specialists, Upper School Testing Coordinator, and K-2 Distance Learning

Coordinator, and The Catholic University of America's Center for Cultural Engagement (CCE) as the Intercultural Programs Student Coordinator (as an undergraduate student). Throughout her career, Jenai's dedication to racial equity and social justice has remained steadfast, as can be seen through her participation in Leadership Montgomery's REAL Inclusion Cohort to co-develop the first iteration of CYFS' Racial Equity Action Plan as part of a wider strategic planning effort, the founding and facilitation of a cross-divisional affinity group for Black faculty and staff at SSFS, and through the coordination and facilitation of the Intercultural Student Leadership Council within the CCE to name a few initiatives/projects. Jenai is an avid reader and tea drinker; she enjoys singing/karaoke, craft journaling, and spending time with her loved ones.

## COMMUNITY ENGAGEMENT:

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*Harriet Shangarai, Community Engagement, Program Manager*

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**Harriet Shangarai** joined the Office of Racial Equity and Social Justice in April 2024 as a Community Engagement Manager II, bringing a decade of hands-on experience in grassroots community organizing, engagement, and collaboration with community stakeholders and Government agencies. Prior to joining ORE, Ms. Shangarai held the position of Community Engagement & Outreach Manager with the county's Office of Community Partnerships' Community Engagement Cluster (CEC). In this role, she worked to promote community engagement, address communication barriers, and promote community involvement in shaping county policies. Her collaborative work with the Regional Services Center, County Departments, Advisory Boards, Nonprofits, Faith Communities, Businesses, Education Institutions, Sister Cities, African American, Latino, Asian, Caribbean, Middle Eastern, and LGBTQ+ liaisons played a pivotal role in supporting the needs of the county's diverse populations. Additionally, her efforts contributed to a high self-response rate in the 2020 Census among historically undercounted Black and Brown populations, as well as the mitigation of the COVID-19 pandemic's spread in communities of color through COVID-19 vaccine distribution campaigns. Before joining CEC, she worked with the Department of Health & Human Services and the African American Health Program, promoting the county's public school health initiatives and supporting the general public in combating the spread of the COVID-19 pandemic, as well as addressing Maternal and Infant mortality among people of African descent in Montgomery County. Ms. Shangarai has lived in the county for more than 25 years. In her leisure time, she enjoys reading & writing, creating art, singing, listening to jazz, and exploring new ideas. These traits highlight her creativity, which she carries into her professional work.

## PERFORMANCE MANAGEMENT:

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*Colette Tano, Performance Management, Program Manager*

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**Colette Tano** is a Performance Management and Data Analyst II in the Office of Racial Equity and Social Justice, where she leads data collection and analysis efforts to measure and advance racial equity across Montgomery County. Previously at Abt Global, she conducted interviews and focus groups, synthesized qualitative data using tools like NVivo, and developed actionable recommendations for federal agencies and nonprofits on initiatives addressing financial education accessibility, economic mobility for vulnerable populations, family and child well-being, housing and homelessness, and healthcare quality. She also advanced equity by embedding inclusive practices into proposal development and piloting a mentoring program for underrepresented staff. In her free time, she enjoys running with the Montgomery County Road Runners Club, reading sci-fi and fantasy novels with her husband, and indulging in bad reality TV.

## ADMINISTRATION:

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*Andrea Gardner, Administrative Specialist / Human Resources Liaison*

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**Andrea Gardner** serves as the Administrative Specialist and HR Liaison for the Office of Racial Equity and Social Justice. With over 20 years of extensive administrative experience, much of which she gained while working in the private sector and supporting Montgomery County departments and agencies, including DTS (now TEBS), DOCR, DGS, CEX, and ORESJ, she is a seasoned administrative professional. She provides support to Director Tiffany. Ward is an expert in coordinating and planning across the office's project portfolio, in addition to her role as a Human Resources Liaison. Her passion for her work and her dedication to service are essential for maintaining the office's operational effectiveness. Andrea is committed to supporting her spiritual activities, enjoying the benefits of being a grandparent to her two granddaughters, vacationing by the water, and caring for her extensive collection of plants and orchids.



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## FY24 - 25 Community Engagement Section

### I. Overview:

The Office of Racial Equity and Social Justice—Community Engagement Section supports the ORESJ Director in implementing Bill# 44-20 of Montgomery County’s Racial Equity and Social Justice Act. The act recognizes the need for equitable community engagement and requires county agencies to incorporate and embed “racial equity and social justice principles and strategies into community engagement practices.”

In addition, the Community Engagement Division facilitates the implementation of the 2024 Eight Office of Legislative Oversight report's recommendations and supports the County’s efforts to align with best practices for equitable community engagement that advance racial equity and social justice in government decision-making processes.

“As the Black Indigenous People of Color (BIPOC) community increasingly becomes a larger share of the County’s population, equitable community engagement practices will be necessary for the County’s sustainability to ensure that County policies, programs, and practices are adequately responding to the needs of all community members”. (2024-Eight OLO report)

### II. Objective:

ORESJ Community Engagement Division Objectives for FY 2024-25 include, but are not limited to;

- **Developing a framework and guidance manual for Equitable Community Engagement, as mandated by the County's Racial Equity Law**

Developing and implementing methodologies for an equitable engagement framework, including literature reviews, reports, and designing surveys that incorporate inputs from various County departments, community stakeholders, key informant interviews, the 2024-8 OLO Report, public meetings, observations, and community feedback data.

- **Support and guide the implementation of the 2024-8 OLO report recommendation #I:**

Convening the Equitable Community Engagement (ECE) Task Force to include representatives from the County Council, County departments, and BIPOC community stakeholders for the purpose of developing, implementing, and evaluating a framework for equitable community engagement that builds upon the County’s existing processes.

### III. Accomplishments

The ORESJ Community Engagement Division, in collaboration with other County agencies and Community Stakeholders, made significant progress from May 2024 to September 2025. These efforts successfully achieved the immediate goal of laying the groundwork for the Guidance Manual, which contributes to the long-term objective of establishing an Equitable Community Engagement Framework as required by RE law. The following activities have been successfully completed;

#### Community Engagement Surveys:

The Community Engagement Survey was launched in June 2024 to evaluate the effectiveness of the County's community engagement practices, identify gaps, gather feedback, and establish a baseline in terms of knowledge, perspectives, and practices in engaging with Black, Indigenous, and People of Color (BIPOC) within the County. Fifty-six participants from thirty-three departments completed the survey. These participants held various roles, including Executive/Leadership, Manager/Supervisor, Equity Lead, and CORE Team members, many of whom are frontline staff responsible for planning and implementing community engagement activities.

#### BIPOC Individual Survey:

The BIPOC Individual Survey was launched in October 2023 in the seven most spoken languages in the County, including French, English, Korean, Amharic, Vietnamese, Spanish, and Chinese. The primary objective of this survey was to collect feedback, insights, and recommendations from members of the BIPOC community regarding effective engagement strategies. Ninety-four individuals from the BIPOC community participated in the survey, providing valuable perspectives that contributed to identifying preferred communication methods for enhancing both one-way and two-way communication and engagement platforms.

#### BIPOC Providers' Surveys:

In October 2024, the BIPOC Providers' survey was initiated, gathering responses from twenty-four individuals with extensive experience in delivering services to the BIPOC community. The survey aimed to collect valuable feedback, identify key concerns, and evaluate access to information and resources within this community. The insights obtained will be instrumental in shaping an equitable framework for community engagement.

## BIPOC Community Voice

### Key Informant Interviews:

In May and June 2025, the ORESJ Community Engagement Division launched the Equitable Community Engagement (ECE) Interviews to promote open dialogue and prioritize community members' insights and experiences in shaping the engagement framework.

These interviews focused on key themes derived from survey results and accompanying reports. Participants shared their perspectives on equitable community engagement, their experiences navigating County resources, and the barriers to participation. Additionally, discussions encompassed several critical areas, including the development of tailored community engagement strategies, identifying key community stakeholders and partnerships, and navigating complex racial, ethnic, and cultural dynamics. Emphasis was placed on the importance of relationship-building and trust, understanding of historical contexts, feedback mechanisms, and accountability.

The ECE interviews concluded on June 15, 2025, with fifteen participants representing a diverse range of racial, cultural, ethnic, and socioeconomic backgrounds. The participants' ages spanned from twenty to eighty-five, reflecting a wide spectrum of experiences and perspectives. The insights obtained from these interviews, combined with the ORESJ surveys, the 2024-2028 OLO report, the Office of Community Partnerships Liaisons, Public Meetings, and the ECE Task Force, will provide a strong foundation for developing an equitable engagement framework.

### Convening the Equitable Community Engagement Task Force:

The ECE Task Force began its meetings early in 2025 and is scheduled to conclude in October 2025. Its purpose is to create a shared understanding of equitable engagement processes. The Task Force aims to address recommendations from the 2024-2028 OLO report, as well as insights gathered from surveys, interviews, and public meetings. Additionally, it will provide guidelines for community engagement processes as outlined in Section 02.64A.01.02 of the RESJ Act.

## IV. Future Outlook

### Key Deliverables of the Guidance Manual

The guidance manual will include valuable information derived from demographic and community feedback data and reports. This will encompass insights from Surveys, Key Informant Interviews, the 2024-8 OLO Report Recommendations, Public Meetings, Observations, and best practices from various jurisdictions.

In addition, the manual will incorporate the ECE task force's shared values and recommendations, emphasizing effective community engagement practices proven successful within Montgomery County's diverse population.

This manual will also provide a toolkit containing templates for developing Community Engagement Plans and incorporating the Spectrum of Community Engagement to Ownership (E20). This will facilitate a shared understanding of the different levels of community engagement and offer departments a framework to evaluate their progress along the engagement spectrum.

Lastly, the Guidance Manual will include resources on the County's population distribution and demographic trends, along with insights into racial, ethnic, and cultural dynamics. These are essential for creating tailored engagement plans for historically underserved communities and identifying effective communication and engagement channels commonly employed by various racial and ethnic groups.

## FY24 - 25 Performance Management and Data Analysis Section

### I. Overview:

The Office of Racial Equity and Social Justice (ORESJ) continues to lead Montgomery County's efforts to embed racial equity into government culture, operations, and programs/services. Over the past year, our office has focused on operationalizing racial equity by developing an internal data system to track racial equity metrics, creating tools for data-driven decision-making, and promoting equitable community engagement.

As part of the office's growth, we are expanding our capacity in performance management and data analytics. This expansion supports a more rigorous, transparent, and consistent approach to measuring how departments are integrating racial equity and social justice principles into their work.

### II. Objective:

The key objectives of the Performance Management and Data function within ORESJ this year include:

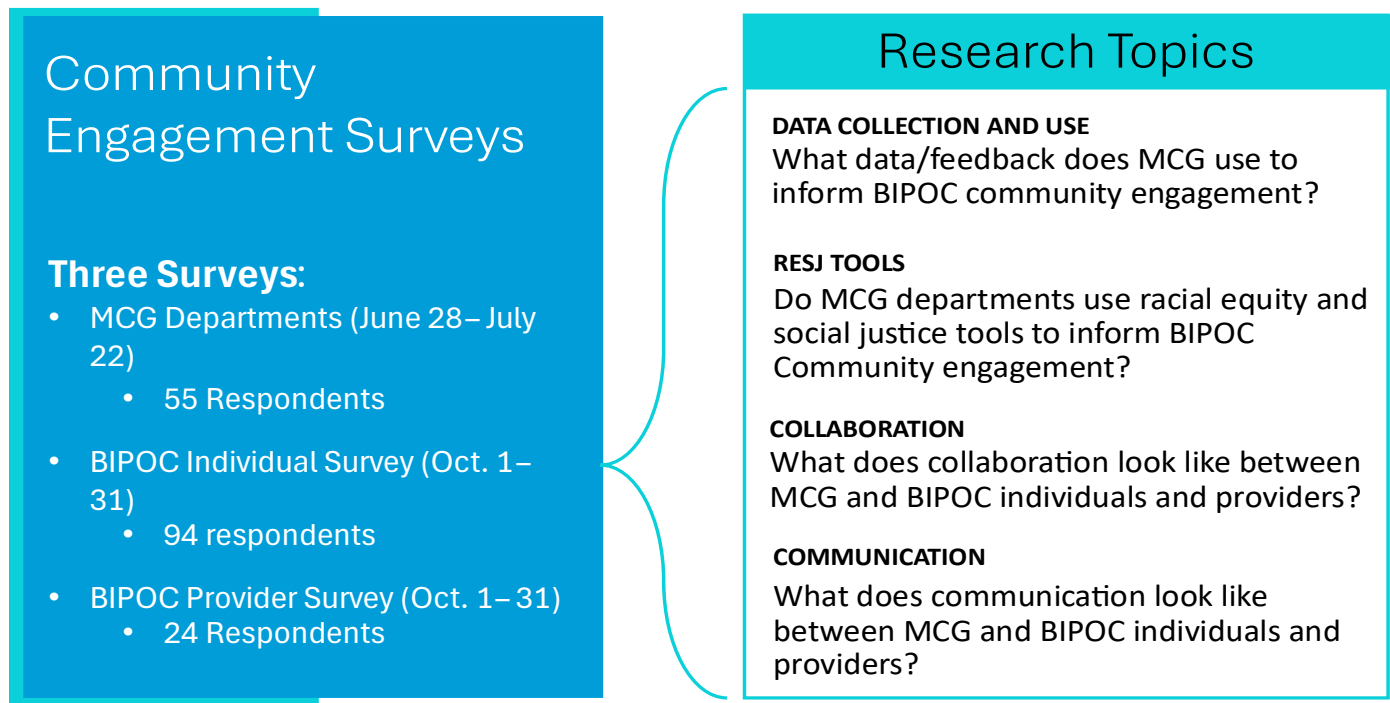
- **Centering Community Voice:** Analyzing quantitative and qualitative data from community surveys and interviews to identify how residents perceive their interactions with County government and ensure their feedback informs County practices. ORESJ has convened an Equitable Community Engagement task force to develop a community engagement toolkit, incorporating analysis from surveys and interviews into the Toolkit.
- **Establishing Baseline Capacity:** Through interviews with Department leadership and staff, we are working to develop a foundational understanding of how Montgomery County departments currently incorporate racial equity and social justice principles into their planning, programming, and policies. Part of this baseline assessment also focuses on what data Departments are using, if any, to track the impact of their racial equity work.
- **Enabling Data-Driven Equity:** Supporting departments in developing racial equity metrics, identifying potential data sources, and using the data to identify disparities, determining if there are gaps in existing services or needs for new services, evaluating program impacts, and refining racial equity-centered strategies.
- **Building a Long-Term Data System:** Creating a system for collecting and reporting data that will assess racial equity progress at the departmental level. This system will also allow departments to publicly report on the racial equity initiatives they are implementing and their impacts.

### III. Performance Management and Data Analysis:

In the past six months, significant groundwork has been laid to ensure the long-term success of ORESJ's data and performance management goals. Highlights include:

- **Equitable Community Engagement Survey Analysis:** ORESJ conducted three surveys to gain insights into how Black, Indigenous, and People of Color (BIPOC) community members in the county perceive interactions with the County government and to better understand how County departments engage with BIPOC communities in the County.

ORESJ administered surveys to BIPOC community members, providers who served BIPOC communities, and Montgomery County department staff. The surveys focused on four main research topics, as shown in the graphic below:



Through an analysis of the three surveys, we identified several key themes that helped surface barriers to equitable service delivery and informed the development of recommendations focused on racial equity. For example, we heard from Montgomery County staff that there were five key barriers that prevented them from collaborating and communicating with BIPOC communities:



#### Department Constraints

There were challenges around staff capacity, knowledge, and skill in collaborating with BIPOC communities. Lack of buy-in from leadership and staff was also a department constraint.



#### Identifying Key Stakeholders

Challenges in identifying and reaching key BIPOC Organizations and communities.





### **Generating Interest**

Challenges include generating interest, engagement, and consistent involvement in MCG projects and programs.



### **MCG and Department Reputation**

Negative reputation of the County government as a whole and certain departments, specifically.



### **Communication Barriers**

Department and staff challenges in communicating with non-English speaking BIPOC communities and individuals.



### **More Meetings and Lowering the Barrier to Participate**

BIPOC individuals shared that virtual and in-person meetings were one of the best ways to reach their communities to engage with their communities but there were barriers to participation that the County had not addressed.



### **Inclusion in MCG Engagement Activities**

BIPOC individuals shared that they were interested in participating in County committees, advisory groups, and/or small community groups that represent their communities' interests and concerns.



### **Improved Access through Tailored Outreach**

BIPOC individuals suggested that the County needs to do more to tailor outreach to their community. These respondents specifically called for outreach to be more culturally tailored.

On the Community side, we heard from BIPOC community members that there were several key things that the County government could do to better engage with their communities:

ORESJ is utilizing these findings, along with additional insights from community engagement surveys and interviews, to inform the development of the Equitable Community Engagement toolkit.

➤ **Departmental Racial Equity Baseline Assessment:**

ORESJ initiated the development of a system to collect and analyze departmental data on racial equity. As a first step in the development of this system, starting in July, we will conduct interviews with eleven of the largest departments to gain a better understanding of how they are operationalizing racial equity and social justice concepts in their work and how they are tracking the impacts of their racial equity work in the community. This baseline will serve as the foundation for a recurring three-year data collection and evaluation cycle, enabling the County to track impact on racial equity metrics and identify areas that need additional support and/or resources.

➤ **Data System Design and Alignment:**

Once we have completed the baseline assessment, we will continue the next phase of the work on the data system by helping departments develop racial equity measures if they need them, developing a centralized, equity-focused data infrastructure that ensures consistency, comparability, and clarity in how equity data is defined, collected, and used across the County.

This performance and data management work is vital for embedding racial equity into the County's strategic decision-making processes. By aligning department-level racial equity metrics with equity goals and work, ORESJ is creating mechanisms for transparency, learning, and continuous improvement.

## FY24 - 25 Policy Team Section

### I. Overview

The Office of Racial Equity and Social Justice (ORESJ) supports the County in applying a racial equity lens to its policies, practices, and procedures to reduce and eliminate racial disparities and inequities. Using a racial equity lens brings conscious attention to the potential racial equity impacts of government decisions by providing insights into historical and current structural inequities that are likely to produce disparate or disproportionate racialized outcomes. Often, we describe using a racial equity lens as the “how?” of intentionally doing two things:

- first, centering the experiences of Black, Indigenous, and People of Color (BIPOC) residents and other groups facing systemic oppression in policy and decision-making spaces; and
- second, bringing the history of structural racism and its cumulative impacts into the present.

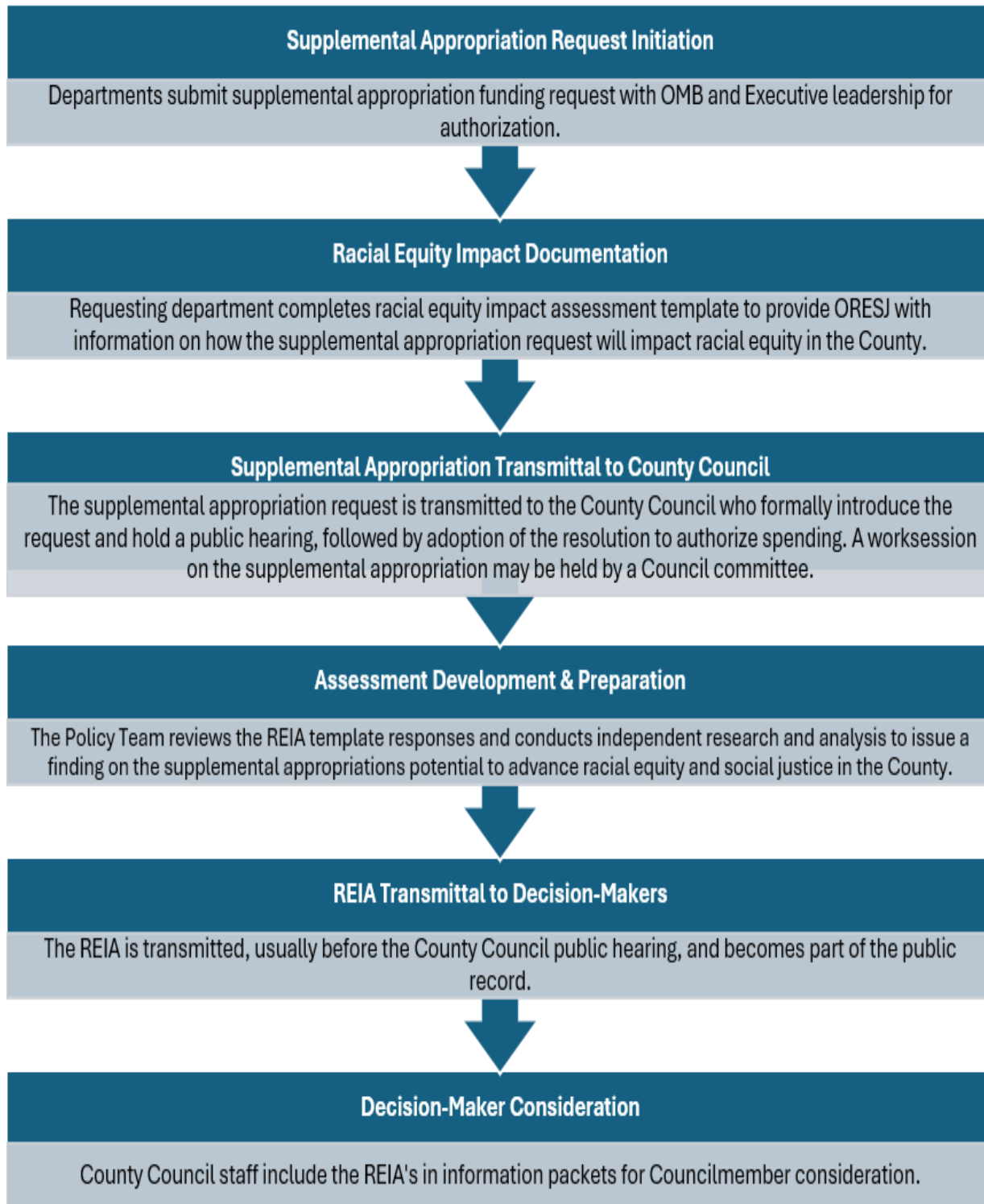
ORESJ utilizes a racial equity lens to analyze Supplemental and Special Appropriations through Racial Equity Impact Assessments (REIAs) and evaluates Capital and Operating Budgets. ORESJ uses REIAs and Budget Equity Tools (BETs) to conduct these analyses. Additionally, in an effort to support departments and offices in meeting County requirements to develop a Racial Equity Action Plan (REAP) by the end of 2025, ORESJ initiated the process of developing guidance materials, including a manual, template, and training. The following sections describe ORESJ’s work in developing and utilizing these tools while supporting County departments and agencies in applying a racial equity lens to reduce and eliminate racial disparities and inequities.

### II. Racial Equity Impact Assessments

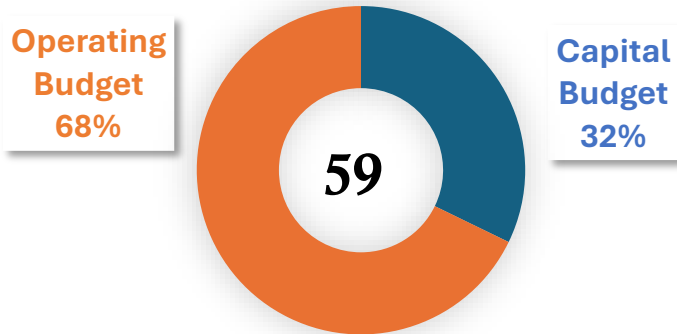
The passage of Bill 44-20 requires the completion of a Racial Equity Impact Assessment (REIA) for all supplemental appropriations. REIAs are intended to help Montgomery County gain valuable insights into the impact and outcomes of supplemental budget funding and the County’s ongoing journey toward reducing and eliminating racial disparities and inequities. The first REIA was written in April 2021, and over 230 REIAs have followed. Through our work, ORESJ continues to examine the intersection of racial equity and the County’s key service areas, which include public safety, health and human services, education, general government and capital projects, transportation, environment, housing, and additional topics as needed.

The REIA process itself is a systemic framework for evaluating the potential impacts of funding decisions across the County. Its goal is to integrate racial equity

considerations into the decision-making process. The following graphic illustrates the current lifecycle of a REIA.



### FY25 REIAs by Budget Type

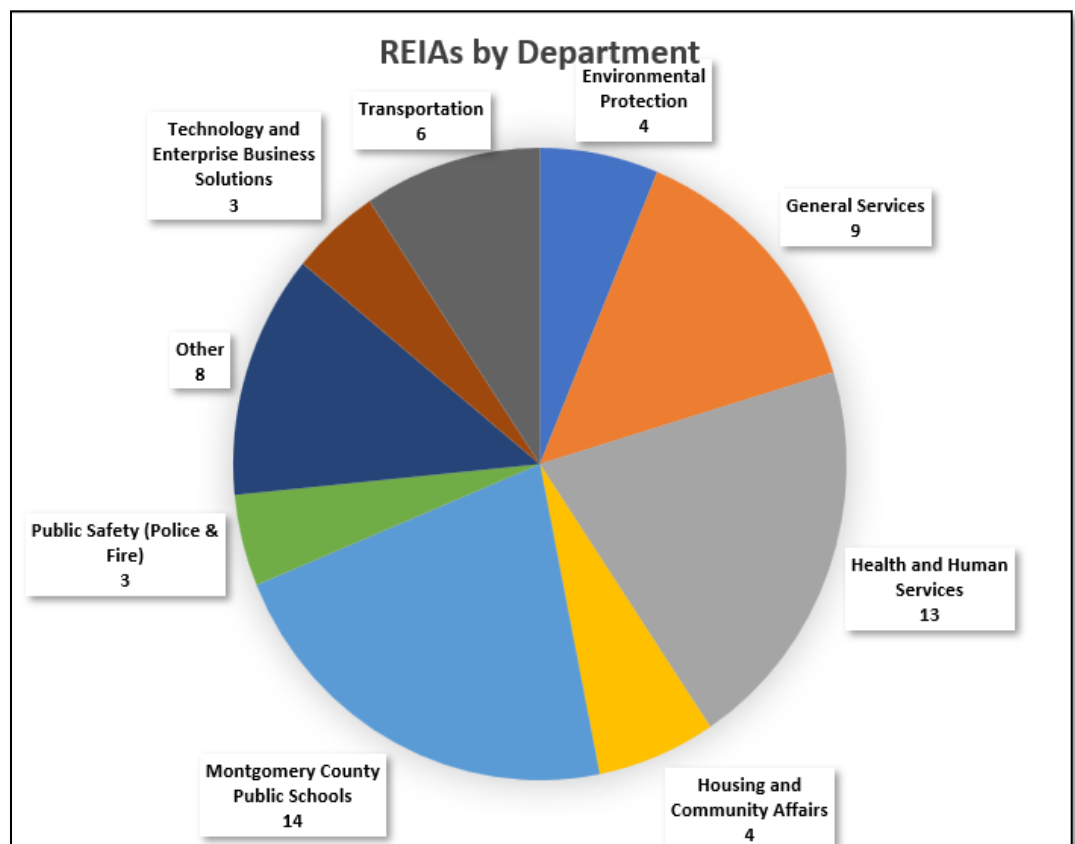


**In FY25**, ORESJ completed 59 REIAs on Supplemental Appropriations, accounting for approximately \$164 million in investments in County-wide initiatives and projects. In total, 40 REIAs, or 68% of assessments, were for operating budget funding requests, and 19, or 32%, were related to Capital Budget projects. As in previous years, over half

of the supplemental appropriations reviewed by ORESJ were funded by non-county sources, such as Federal, State, and Intergovernmental dollars (15, 18, and 1, respectively). A smaller percentage of supplemental appropriations reviewed by ORESJ was funded using tax-supported resources.

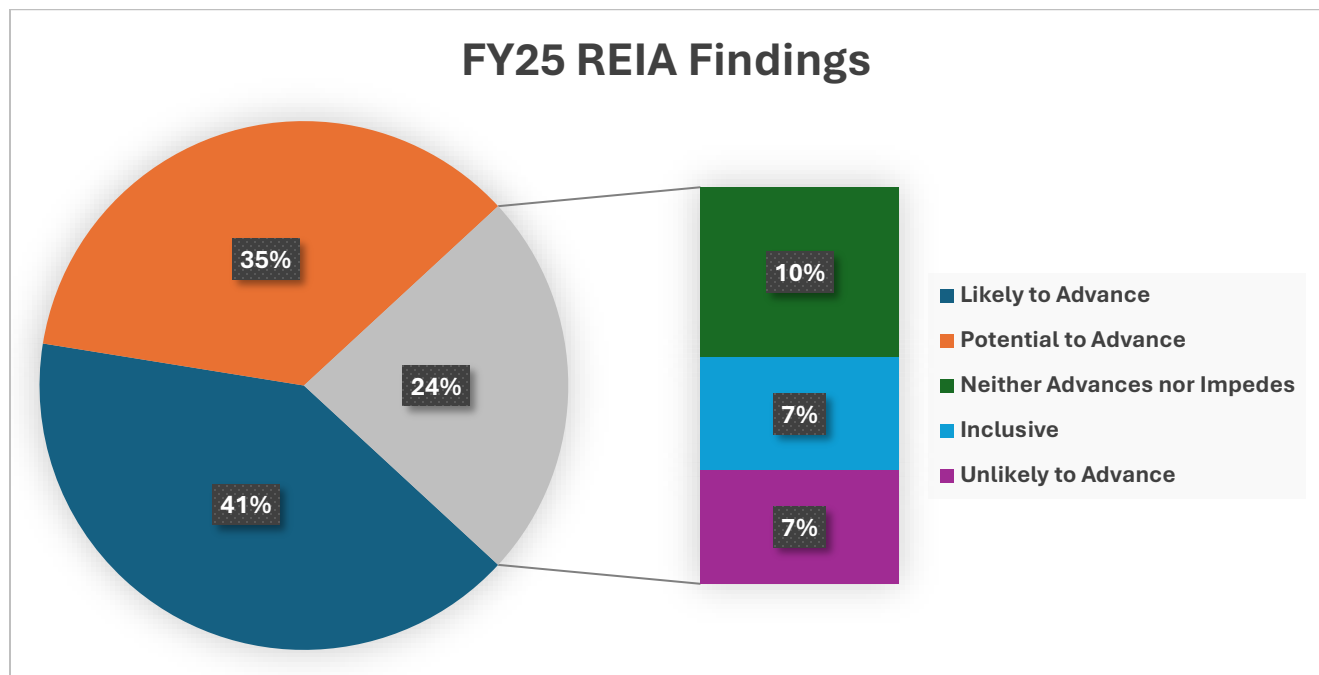
The number of supplemental appropriations funded by General Fund Reserves dropped by 50 percent from the previous fiscal year, with 11 being completed in FY25. In contrast, 18 capital budget supplemental appropriations were supported by GO Bonds or Current Revenue, double the nine reviewed in FY24.

The distribution of REIAs conducted across departments demonstrates the County's diverse priorities. Over 55% of the REIAs completed were for Transportation, Health and Human Services, and Public Schools, due in



large part to intergovernmental sources of funding (20 of 33 of these supplemental appropriations were funded by State/Federal/ Intergovernmental resources). The following graphic provides additional details on the departments receiving the most supplemental funding requests. Please note that several REIAs involved a single supplemental appropriation with multiple requesting departments.

The following graphic shows the distribution of findings for the 59 REIAs conducted in FY25.



The REIA findings reveal a varying degree to which funding could impact racial equity and social justice (RESJ) in the County. While the vast majority of assessments indicate the potential or likelihood of funding to advance racial equity and social justice, about a quarter of supplemental appropriations had limited or uncertain potential to positively impact racial equity and social justice due to the findings being inconclusive, neither advancing nor impeding RESJ efforts, or having a negative impact on advancing racial equity and social justice efforts in the County.

Notably for FY25, several REIAs were built upon subjects that had been previously reviewed or involved recurring funding requests that come through annually. For instance, the 988 Crisis Services Hotline, Senator Amoss, and Snow Removal and Storm Cleanup have been submitted for review annually. In reviewing these familiar requests, the REIA often references our prior reviews and updates the analysis if new information is included in the funding request. This streamlined approach enables us to allocate time more effectively and focus on topics that have not yet been considered, which require deeper analysis, in addition to ongoing OBET, CBET, and Racial Equity Action Plan-related work. For

instance, REIAs on resources to address vaping,<sup>1</sup> as well as Juul settlement funds<sup>2</sup>, and opioid addiction<sup>3</sup> were standouts, requiring additional research, which helped build a strong foundation on the issues as they relate to County residents.

As Montgomery County continues its journey toward racial equity and social justice, the REIA process serves as both a mirror and a roadmap. It reflects our current efforts while illuminating paths for improvement. As we move forward, the challenge—and opportunity—lies in translating these insights into actionable policies and practices. The REIA process has laid the groundwork for a systemic approach to advancing racial equity and social justice across various sectors in the County. The next step is to build upon this foundation, addressing data gaps, refining the opportunity for impact, and deepening community engagement to create a more equitable and inclusive Montgomery County for all residents.

### III. Budget Equity Tools

Budget Equity Tools (BETs) make applying a racial equity lens to budget development and decision-making concrete by providing a structured approach for identifying, analyzing, and interpreting data about historical and current racial disparities and inequities in the County. From departments' completion of BETs and ORESJ's analysis of them, departments gain insight into how they can adjust their budget proposals to better address racial inequities. At the same time, BETs support decision-makers in assessing budget proposals based on their ability to advance priority initiatives such as racial equity and social justice.

ORESJ strongly believes in continuous learning and growth, while seeking to foster an organizational culture that recognizes the time and commitment required to effect change. Based on this belief, each fiscal year, ORESJ assesses the quality of BET responses, collects feedback from BET users in surveys and focus groups, and revisits updated iterations of similar tools in other jurisdictions. This assessment allows ORESJ to identify racial equity knowledge and capacity gaps, as well as parts of the tool and budget development process that can be strengthened. Over time, ORESJ's growth mindset and assessments have steadily improved BET response quality, and an updated version of both Operating and Capital Budget Equity Tools has been released each year since FY21.

### IV. Operating Budget Equity Tool

In FY25, ORESJ continued to refine the Operating Budget Equity Tool (OBET) and piloted a new assessment framework for the FY26 budget development season.

#### Departments that responded to FY26 program-level questions

Alcohol Beverage Services  
Correction and Rehabilitation  
Environmental Protection  
Fire and Rescue Services  
Health and Human Services  
Housing and Community Development  
Police  
Recreation  
Technology and Enterprise  
Business Solutions  
Transportation

<sup>1</sup> <https://www.montgomerycountymd.gov/ore/Resources/Files/25-30.pdf>

<sup>2</sup> <https://www.montgomerycountymd.gov/ore/Resources/Files/25-17.pdf>

<sup>3</sup> <https://www.montgomerycountymd.gov/ore/Resources/Files/25-33.pdf>



Like the FY25 budget cycle, departments and offices within the Executive and Legislative Branches were required to answer department-level questions. The ten departments whose budgets comprise the largest share of the County's overall budget were required to answer an additional set of program-level questions. For department-level questions, respondents were prompted to utilize the [Government Alliance on Race and Equity \(GARE\)](#) Normalize, Organize, Operationalize framework to describe how their overall budget would enable the department's FY26 commitments to advancing racial equity and social justice. For program-level questions, respondents were provided with a list of questions about program goals, racial disparities and inequities the program responds to, and how unintended consequences or potential reductions to the program budget could be mitigated. While much of the tool and process remained the same as in previous years, ORESJ decided—in response to observations and feedback from FY25—that a new way of reviewing and analyzing departmental responses, focused on departments' strengths and opportunities, would drive more nuanced conversations and actionable insights about departments' commitments to advancing racial equity and social justice. So, instead of providing departments with a numerical rating and narrative justification, ORESJ provided an Abbreviated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment—focused primarily on strengths and opportunities.

ORESJ provided an updated guidance manual, training, and technical assistance office hours to help explain the Abbreviated SWOT Assessment, as well as assist departments in applying a racial equity lens to budget development at both departmental and program levels. Below is an excerpt from the Guidance Manual that illustrates ORESJ's analytic approach:

### **Summary**

*ORESJ will provide a summary of its findings here. The summary will include information about how the department's overall FY26 proposed budget supports its commitments to advancing racial equity and social justice. It will also highlight areas of strength, opportunities for improvement, and questions and recommendations that may be useful for departments and decision-makers to consider.*



GARE Framework Category	Example Strengths	Example Opportunities
<p><b><u>Normalize</u></b></p> <p>The goal of normalizing is to establish racial equity as a key value by developing a shared understanding of key concepts across the department and creating a sense of urgency to make changes.</p>	<p><i>FY26 Resource allocations are linked to specific activities that establish RESJ as a key value in the department, for example, creating and sustaining an active CORE team or including RESJ topics (and allocating time) in department-wide planning meetings or communications. Evidence is that FY26 resources will be used to support CORE team members and their work.</i></p> <p><i>Resource allocations reflect the urgency and prioritization of RESJ as an overarching department value, principle, or mission.</i></p>	<p><i>Lack of specificity/ clarity/ evidence to support how the FY26 budget will enable activities/ actions in this area of the GARE framework</i></p> <p><i>Comments about what the department can do to strengthen its commitment or make it clearer</i></p>
<p><b><u>Organize</u></b></p> <p>The goal of organizing is to build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, such as internal organizational change teams and external partnerships with other institutions and the community.</p>	<p><i>Evidence for how FY26 resources will support sustained leadership for RESJ in your department.</i></p> <p><i>Evidence of how department-specific RESJ professional development for staff and leadership (not including the County's eight-hour RESJ training requirement) will be supported with FY26 resources.</i></p>	<p><i>Lack of specificity/ clarity/ evidence to support how the FY26 budget will enable activities/ actions in this area of the GARE framework</i></p> <p><i>Comments about what the department can do to strengthen its commitment or make it clearer</i></p>
<p><b><u>Operationalize</u></b></p> <p>The goal of operationalizing is to put theory into action by implementing new tools for decision-making, measurement, and accountability, such as a Racial Equity Tool, and developing a Racial Equity Action Plan.</p>	<p><i>Evidence of how the FY26 budget will enable the development of an organizational culture that supports workforce equity initiatives, including but not limited to recruitment, retention, and advancement of a diverse and representative workforce.</i></p> <p><i>Evidence of how the FY26 budget request will enable the department to track program access and service outcomes by race, ethnicity, and other relevant demographic or socioeconomic characteristics.</i></p>	<p><i>Lack of specificity/ clarity/ evidence to support how the FY26 budget enables activities/ actions in this area of the GARE framework</i></p> <p><i>Comments about what the department can do to strengthen its commitment or make it clearer</i></p>

ORESJ received submissions from 44 departments and reviewed a total of 19 programs. For each department, ORESJ provided an abbreviated SWOT assessment, which included a combination of recommendations, reference information, and/or examples of where responses could have been strengthened. Each program-level response received a numerical rating based on an established rubric that focused on the program's likelihood of reducing racial disparities and other inequities. ORESJ's analysis was submitted through BASIS (the County's budgeting system) and transmitted to department directors, the County Executive, and the Office of Management and Budget (OMB). Scores and analyses were also transmitted to County Council members, analysts, and staff.

## V. Capital Improvements Program Budget Equity Tool

In FY25, ORESJ developed a Capital Improvements Program (CIP) Budget Equity Tool (CBET), rubric, training, and guidance manual to support project managers and decision-makers in applying a racial equity lens to the FY26-31 CIP. In addition, ORESJ provided technical assistance to department users, helping them identify data sources and consider their project within the context of racial disparities and inequities in the County. ORESJ analyzed CBET responses for projects, assessing specifically whether the project is likely to reduce or expand racial disparities and inequities in the County. Unlike in previous years, the outcome of ORESJ's CBET analysis was a *findings statement* about the project, rather than a numerical rating and narrative justification. ORESJ transmitted its analysis, findings statement, and justification to OMB, the County Executive, and other relevant decision-makers via a memo that synthesized our observations, overarching patterns, and recommended next steps.

Late in FY25, ORESJ began developing a new iteration of the CBET and guidance manual for use in the FY27 CIP budget. This version of the CBET included a revised set of questions for project amendments (i.e., changes to an existing project) and new projects. Responses to both sets of questions will enable ORESJ to assess the likelihood of a project reducing or expanding racial disparities and inequities in the County. The outcome of ORESJ's CBET analysis will result in a *findings statement* about the project. At the time of this report, departments were completing CBET responses for 30 projects. ORESJ collaborated with OMB to identify the subset of projects that required review. The criteria included all new projects submitted during the prescreening process that were not maintenance or level-of-effort-related projects, nor life safety projects, as well as projects in the design phase. ORESJ looks forward to analyzing and applying its new assessment framework, which it believes will encourage learning, improvement, and ultimately decision-making that centers on racial equity and social justice.

## VI. Racial Equity Action Plans

A Racial Equity Action Plan (REAP)<sup>4</sup> is a key tool for operationalizing racial equity and social justice. It is a comprehensive plan that incorporates and embeds racial equity and social justice principles and strategies into operations, programs, service policies, and community engagement. Montgomery County Executive Regulation [No. 15-21](#) requires County departments and offices to develop a REAP by the end of 2025. To aid departments and offices in this work, ORESJ has developed a Guidance Manual and Template to assist them in completing their REAP. In addition to the guidance manual and template, ORESJ will be offering additional learning opportunities throughout the Fall of 2025, enabling departments and offices to engage with staff throughout the REAP development process.

REAPs create opportunities for reflection and learning while also striving to be ambitious and aspirational. The goal of REAP is to effect institutional change and eliminate racial disparities within government and the community. REAPs will include clear outcomes and measurable actions to achieve them, with effective actions being specific, measurable, attainable, relevant, and timely. Successful completion of a REAP sets out a clear vision for how a department/office intends to work towards improving equitable outcomes in their core work (service delivery, policy, programs, finance, HR, etc.) through targeted investments, such as time, money, skills, and effort. REAPS are living documents designed to adapt to the evolving needs and priorities of departments, offices, communities, and governments. Plans are scheduled to be updated every two years, enabling reflection and course corrections as needed.

## VII. Continual Learning

ORESJ welcomes opportunities to learn from and with racial equity practitioners across the region and country and looks forward to future sharing and collaboration to advance racial equity and social justice. In FY25, ORESJ had the opportunity to engage with experts and peers in the settings below.

### 2024 GARE National Conference

In November 2024, a contingent of ORESJ staff and Core team members from various MCG departments attended GARE's bi-annual national, multiracial, intergenerational, and racial justice conference in St. Louis, Missouri. Participants had the opportunity to engage with community organizers, activists, and movement

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<sup>4</sup> Racial Equity Action Plans are not unique to a single jurisdiction but are reflective of common principles and practices observed across multiple local and regional governmental systems. ORESJ closely models its work after original content generated by the Government Alliance on Race and Equity (GARE) which has broad alignment with and applicability to various jurisdictions. For greater detail on REAPs, please reference: Curren R., Nelson, J., Marsh, D.S., Noor, S., Liu, N. "Racial Equity Action Plans, A How-to Manual." Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2016.

makers from across the country to build power and strategies to advance racial justice. Attendees were provided with unprecedented access to resources, information, and collaborative opportunities designed to advance racial equity for all.

## GARE Jurisdiction Evaluation Learning Exchange

Colleagues participated in a 12-month GARE learning cohort focused on developing and implementing jurisdictional racial equity evaluation plans and frameworks. Facilitated sessions led by Ubuntu Research & Evaluation, Clear Impact, and Equal Measure provided ORESJ staff insights about evaluation plans and frameworks in the context of local government racial equity work, as well as an introduction to Results-Based Accountability (RBA). Participation in the cohort enabled ORESJ staff to connect with and learn from the successes and challenges of peer jurisdictions, as well as explore RBA and best practices for developing racial equity performance measures to evaluate a jurisdiction's racial equity theory of change.

## VIII. Policy Team Portfolios

To assist departments in fulfilling their commitment to reducing and eliminating racial disparities and other inequities for community members of Montgomery County, ORESJ Policy Analysts have been assigned as the policy point of contact for the following departments, providing them with targeted support, including, but not limited to, the following items.

- Using a racial equity lens in resource decisions via our budget equity tools,
- Sharing best practices from current research and data related to the intersection of racial equity and the department's issue areas,
- Sharing insights from sister departments in neighboring jurisdictions, and
- Connecting departments to networks of racial equity experts in their specific issue area(s).

## IX. ORESJ Policy Analyst Department Portfolios

Updated 9/16/2025

<b>Sarah</b>	<b>Rhiannon</b>	<b>Linda</b>	<b>Tiffany</b>
Office of Food Security (OFSR)	Dept. of Health and Human Services (HHS)	Community Use of Public Facilities (CUPF)	Human Resources (OHR)
Dept. of Housing and Community Affairs (DHCA)	Alcohol and Beverage Services (ABS)	Dept. of Finance (DOF)	Office of Management and Budget (OMB)
Dept. of Transportation (DOT)	Office of Grants Management (OGM)	Dept. of General Services (DGS)	County Executive (CEX)
Office of Agriculture (OAG)	Recreation (REC)	MC Police Dept. (MCPD)	Office of the County Attorney (OCA)
Technology Enterprise Business Solutions (TEBS)	Homeland Security (OEHMS)	Dept. of Environmental Protection (DEP)	County Council & Legislative Branch (CCL)
Procurement (PRO)	MC Public Libraries (MCPL)	Office of Community Partnerships (OCP)	Office of Labor Relations (OLR)
Dept. Permitting Services (DPS)	Office of Human Rights (OHR)	Dept. Corrections & Rehabilitation (DOCR)	Public Information Office (PIO)
Fire & Rescue Services (FRS)	Animal Services and Adoption Center	Board of Elections (BOE)	Office of the Inspector General (OIG)
Montgomery County Retirement Plans (MCERP)	Montgomery County Public Schools (MCPS)	Office of Consumer Protection (OCP)	Ethics Commission
	Intergovernmental Relations (OIR)	Community Engagement Cluster (CEC)	

## FY24 - 25 Training Section

### I. Overview:

Our office has embraced the beautiful diversity of our County by providing training and programming that reflect the diversity of our staff. Our office is continually seeking ways to be more inclusive, including exploring opportunities to accommodate staff who may not have a traditional work schedule or work during standard working hours.

We have provided Advancing Racial Equity: The Role of Government in Spanish, developed self-guided modules for most of our trainings, scheduled trainings at various times and dates, and continued working with Equity Leads and Core Teams. One of our primary goals has been to create more opportunities for discussing racial equity and social justice topics, where new concepts related to RESJ can be revisited, reflected on, or analyzed from different perspectives. With support from County leadership and our Equity Leads, we have been able to offer additional training through various methods.

### II. Accomplishments:

Partnerships & Additional Offerings:

Our partnership with Montgomery College, the Montgomery County Public Libraries, the Office of Human Rights, and our Core Teams and Equity Leads has enabled us to offer valuable programming that reflects our county's rich diversity and history. Some examples of these programs are:

- Four (4) Lunch & Learns: Hispanic Heritage Month Panel, National Day of Racial Healing, Women's History Month, Asian American & Pacific Islander Month Celebration for a total of approximately four hundred (400) participants.
- Partnership with Libraries: Native American Special Event on November 14, 2024, and the Hispanic Heritage Month celebration event in 2024.
- Racial Healing Circle was held on October 8, 2024.

### III. Previous Lunch & Learns held:

- Celebrating AAPI Community Leaders (May 2024)
- Finding Fellowship with Jason Green & Dr. Kisha Davis (February 2024)
- Beyond Land-Acknowledgements, Honoring People's Rights (November 2023)

## IV. Feedback from Staff on Special Programming:

- ✳ 'Please continue with the lunch and learns; we gain so much more knowledge and understanding of others using this avenue for training. I also encourage you to continue the virtual trainings, as many more employees can attend.' (**Mai Khuu**, *Montgomery County Public Libraries*)
- ✳ 'Great Lunch & Learn! I really enjoyed the videos, breakout sessions, and time to discuss with colleagues.' (**Ana Arriaza**, *Department of Environmental Protection*)
- ✳ 'Great job to the panelists and everyone involved in planning and executing the event!' (**Joan Nwelih-Cole**, *Technology Enterprise and Business Solutions*)
- ✳ 'This presentation was the right amount of material, videos, and interactive sessions.' (**Lily Lee**, *Montgomery County Public Libraries*)
- ✳ 'I really appreciated the energy and camaraderie among the panelists AND the participants. The chat was so lively and supportive.' (**Susanne Brunhart-Wiggins**, *Technology Enterprise and Business Solutions*)

## V. New Training (Heart Leadership)

**Heart Leadership** is our newest training. It discusses research on the heart's electromagnetic field and the impact of heart-based emotions. Participants practice calming techniques focused on their heart space and experience firsthand how leading from the heart can help them make important decisions with clarity and confidence. Debuted in January 2025, 158 staff members have already completed the training.

- ✳ 'Great job; love the videos and variety of participation modes - menti, polls, etc!' (**Melissa Boone-Miller**, *Office of Labor Relations*)

## VI. Mandatory Trainings

As of July 2024, our two mandatory trainings, Advancing Racial Equity: The Role of Government and Understanding Structural Racism in Montgomery County, are now required every other fiscal year. Staff are still required to take 8 hours of RESJ training, but they can now choose from our other programming and departmental RESJ-approved programming/training that is available.

**Advancing Racial Equity: The Role of Government** – a four-hour introductory training on how we can begin to understand racial inequity in government and in our County through biases, systemic racism, psychology, and history.



- ✳️ ‘Great training, very eye-opening! Facilitators were knowledgeable and passionate about the topic of racial equity.’ (**Debi Edick**, *Health and Human Services*)

*Eighteen hundred and eighty-seven (1887) people completed this course! Two hundred thirty-five (235) of these people took the self-guided version through GARE, and twenty-two (22) took the course in Spanish.*

Understanding Structural Racism in Montgomery County (in partnership with Montgomery College)- Our four-hour training (3 hours via Zoom and 1 hour doing a reflection form) launched in October 2023. It helps us understand how racial inequities in our country and in our own County impact our daily lives. We examine our history, County data, and examples of how structural inequities are evident in all aspects of modern-day life. Delving into the various layers of racism allows us to have uncomfortable conversations in a safe space. Through interactive activities, small group discussions, videos, and learning exercises, employees can engage in meaningful conversations about race.

- ✳️ ‘It was very enlightening. This course made me rethink racial equity & equality, in general. As long as we keep improving on a constant basis, then there will be more diversity, equality & awareness on various forms of racial equity.’ (**Andrew Webster-Bell**, *Montgomery County Public Libraries*)

*Fifteen hundred and thirty-two (1532) people completed this course, four hundred and eighty-four (484) of whom completed self-guided modules through our County’s training system.*

*Eight hundred and ninety-four (894) staff completed BOTH mandatory courses.*

## VII. Additional Trainings Offered:

- Inclusive Language 101:

A two-hour training course that covers how we can use language to bring people together and have meaningful conversations with one another by helping to create a safe space.

- ✳️ ‘Wonderful class. Makes you think about how the feelings of others before you respond and/or react.’ (**Anjanette Ballard**, *Alcohol Beverage Services*)

*Three Hundred and Eighty Six (386) staff took this training*

- Biases, Empathy & Inclusion—Creating an Environment of Belonging



This two-hour training examines how biases influence our day-to-day actions and how we present ourselves in the workplace. The goal is to unpack the deeper meaning of empathy and its relationship to inclusive practices. Additionally, we examine examples of how to create an environment where staff can thrive through authentic relationships.

✳ 'My favorite RESJ course I've taken thus far. Very thoughtful and constructive class that helps attendees think introspectively.' (**Michael Zanfardino**, *Technology Enterprise and Business Solutions*)

*Two hundred and thirty (230) staff took this training*

- ORESJ Self-guided Training:  
Modules on history, biases, inclusive language, and more!

*Five hundred and twenty-two (522) staff took this training*

## VIII. Training Summary

Future Outlook & Equity Leads/Core Teams:

Our training department is leading the charge to increase opportunities for additional RESJ-approved trainings by facilitating inclusive and alternative methods for reaching staff through self-guided trainings, online trainings, webinars, field trips, book clubs, departmental RESJ trainings, and Core team RESJ programming.

The creation of a RESJ dashboard, in partnership with TEBS and HR, will enable the County to streamline all RESJ trainings in the department, for leadership, and for individuals. Data will be easier to analyze and gather, allowing us to obtain the most accurate numbers for all training across departments. HR Liaisons, Supervisors, and Equity Leads will have access to important RESJ training data for reporting and communication purposes.

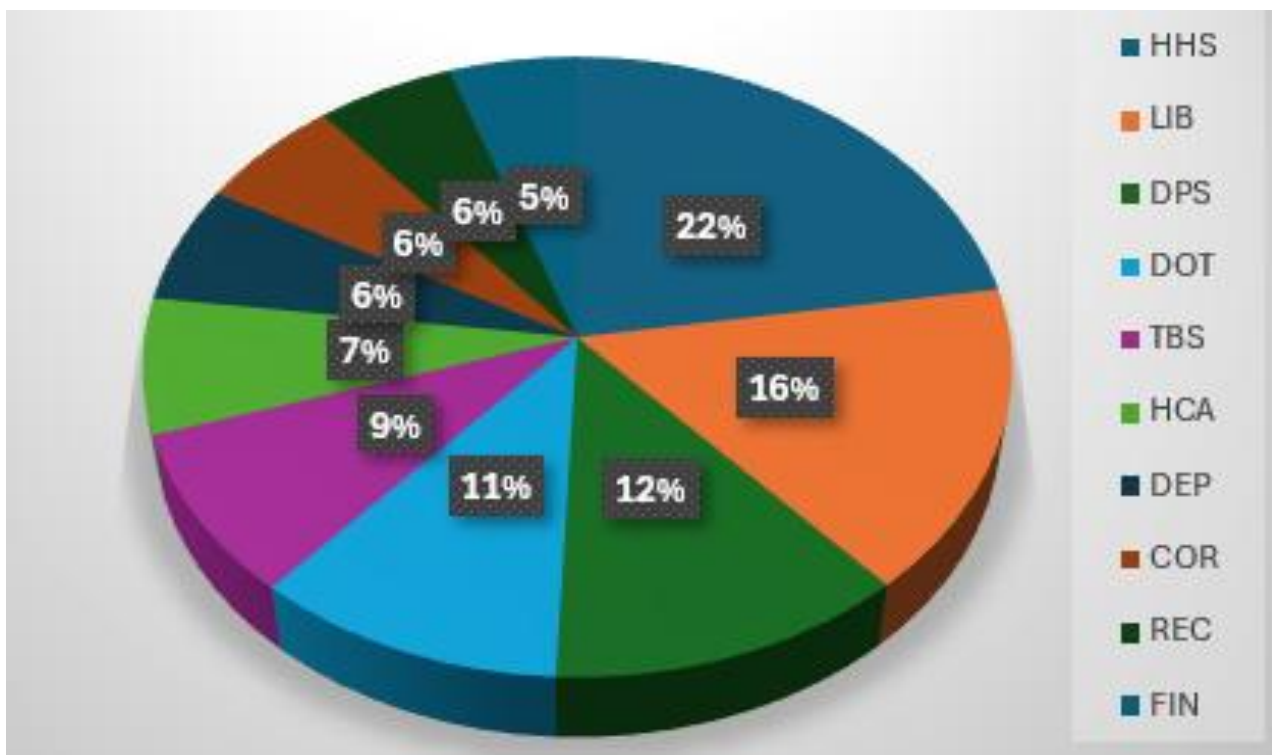
Our Core Teams and Equity Leads continue to lead the way with RESJ programming, policy, and budgeting infrastructure that prioritizes racial equity and social justice in all County-wide projects. We support our Core Teams and Equity Leads through department-specific presentations, trainings, and an Equity Lead/Core Team Newsletter that showcases their RESJ activities. Some of the trainings/professional development opportunities that happened during the fiscal year were:

- ✓ July 2024 – Equity in Data Presentation by Sarah Dickinson, Senior CountyStat Analyst

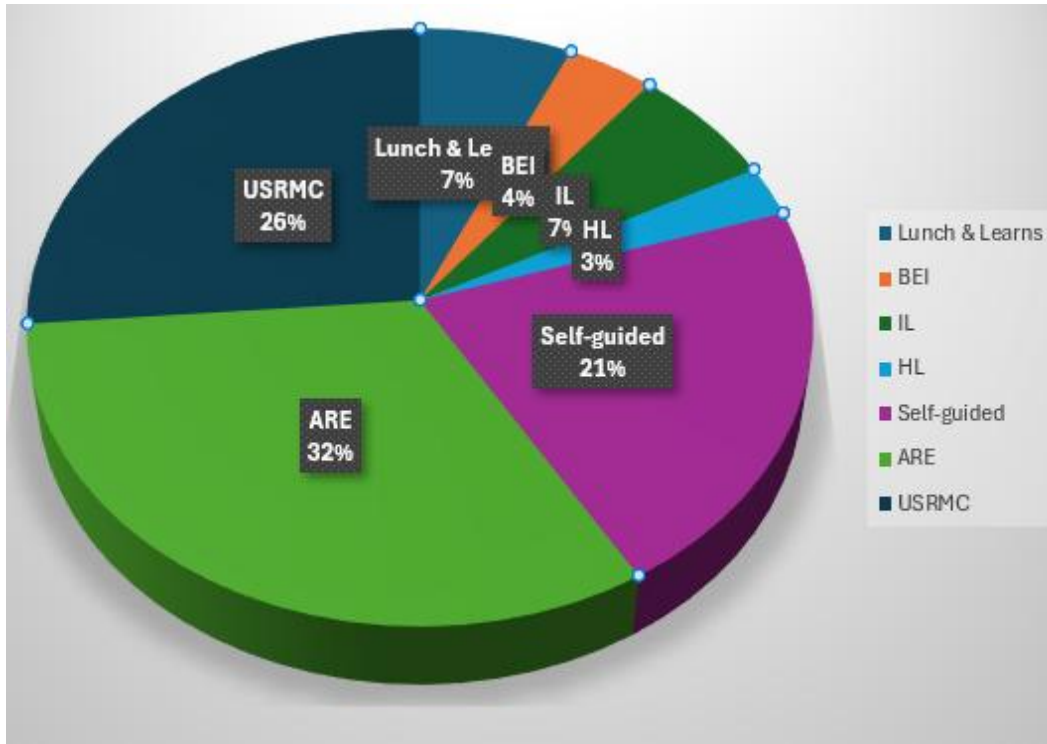
- ✓ September 2024 – Dr. Tricia Rose, internationally respected speaker, award-winning writer, and scholar of African American culture, racial inequality, and gender, presented on Metaracism and Diversity, Equity, and Inclusion efforts.
- ✓ October 2025 – Community Engagement Presentation
- ✓ February 2025 – Equity Lead Meeting with the County Executive
- ✓ May 2025 – Heart Leadership for Equity Leads

## IX. Special training/meetings for Core Teams:

- OPI on July 30, 2024 - *Inclusive Language 101*
  - Two *Inclusive Language 101* with Office of Animal Services (one in the morning and then one in the afternoon) on February 11, 2025
  - One with finance on April 30, 2025 - *Bias, Empathy & Inclusion: Creating an Environment of Belonging*
  - Information meetings on Core Teams for the Department of Housing & Community Affairs, Alcohol Beverage Services (ABS), Montgomery County Police Department (MCPD)
- Training by Departments with Highest Participation



➤ Training by Attendance:



**A total of thirty-nine (39) live RESJ trainings!**

➤ Self-guided Trainings

Most of our trainings are now available through our self-guided modules. By January 2026, all of our trainings will be available as self-guided trainings. Staff can take our training at their convenience. Here is a list of all of the trainings that will be available as self-guided modules:

1. Inclusive Language 101
2. Heart Leadership
3. ORESJ self-guided
4. Understanding Structural Racism in Montgomery County
5. Advancing Racial Equity: The Role of Government
6. Bias, Empathy & Inclusion: Creating an Environment of Belonging

➤ New Staff:

A part-time training specialist has joined the training team! This additional staff member will directly result in additional training options and opportunities.

➤ Train the Trainer (TTT):

Two TTT sessions were conducted in fiscal year 2024, helping seventeen (17) additional staff become co-facilitators for Advancing Racial Equity: The Role of Government. This allows Equity Leads to conduct their own training for their Core Teams and departmental staff.

X. FY24 - 25 Racial Equity Lead (REL) Department Representation:

- Office of Agricultural Services (OAS)
- Department of Finance
- Office of Legislative Oversight/County Council (OLO)
- Office of Food Systems Resilience (OFSR)
- Department of Recreation
- Office of Management & Budget (OMB)
- Department of Permitting Services (DPS)
- Office of Community Use of Public Facilities (CUPF)
- Technology and Enterprise Business Solutions (TEBS)
- Montgomery County Police Department (MCPD)
- Department of General Services (DGS)
- Department of Alcohol Beverage Services (ABS)
- Department of Environmental Protection (DEP)
- Montgomery County Employee Retirement Plans
- Office of Human Resources (OHR)
- Department of Correction and Rehabilitation (DOCR)
- Office of the County Attorney (OCA)
- Office of Labor Relations (OLR)
- Office of Procurement
- Office of Emergency Management and Homeland Security (OEHMS)
- Animal Services Division (ASD)
- Office of Intergovernmental Relations (OIR)
- Department of Housing and Community Affairs (DHCA)

- Ethics Commission
- Office of the County Executive (CEX)
- Fire and Rescue Services (FRS)
- Department of Transportation (DOT)
- Montgomery County Public Libraries (MCPL)
- County Council (CC)
- Department of Health and Human Services (DHHS)
- Office of Consumer Protection (OCP)
- Office of Public Information (PIO)
- Office of Inspector General (OIG)
- Board of Elections (BOE)