

Developing a Montgomery County Government Racial Equity Action Plan

September 16, 2025

PRESENTED BY THE MONTGOMERY COUNTY

OFFICE OF RACIAL EQUITY AND SOCIAL JUSTICE (ORESJ)



Agenda

- ▶ What are Racial Equity Action Plans (REAPs)?
- ▶ Why Are You Developing a REAP?
- ▶ Who is Involved in Developing a REAP?
- ▶ Key Definitions
- ▶ Components of a REAP
- ▶ MCG REAP Template
- ▶ Sample ORESJ REAP
- ▶ Examples of REAPs from Sister Jurisdictions
- ▶ What to Expect
- ▶ Where to Find Help
- ▶ Contact Us
- ▶ Questions

What are Racial Equity Action Plans (REAPs)?

- ▶ REAPs are multi-year strategic plans detailing how a department will work to advance equitable outcomes in their core work (service-delivery, policy, programs, finance, HR, etc.).
- ▶ The goal of a REAP is to bring about institutional change within government aimed at eliminating racial disparities both internally and within the community.
- ▶ Through targeted investments such as time, money, skills, and effort, REAPs can drive institutional and structural change by making clear departmental commitments to reducing inequitable outcomes.

Why is your Department/Office Developing a REAP?

- ▶ AS MANDATED BY THE RACIAL EQUITY AND SOCIAL JUSTICE ACT OF 2019, EACH MONTGOMERY COUNTY GOVERNMENT OFFICE AND DEPARTMENT IS REQUIRED TO DEVELOP A REAP.
- ▶ EXECUTIVE REGULATION 15-21 SPECIFICALLY, PROVIDES COUNTY DEPARTMENTS AND OFFICES WITH GUIDELINES IN DEVELOPING THEIR OWN SPECIFIC REAP, REQUIRING THE FOLLOWING:
 - ▶ EACH COUNTY DEPARTMENT AND OFFICE MUST DEVELOP AN EQUITY ACTION PLAN BY 2025.
 - ▶ GOALS MUST ARTICULATE THE INTENDED IMPACT OF EACH STRATEGY.
 - ▶ COMMUNITY INPUT MUST BE SOUGHT BY EACH DEPARTMENT AND OFFICE.
 - ▶ THE ACTION PLAN MUST EVALUATE AND ANALYZE DATA RELATED TO EQUITY.
 - ▶ THE ACTION PLAN MUST ADDRESS PARTICULAR POLICIES AND PRACTICES.
 - ▶ REAPS MUST BE UPDATED EVERY TWO YEARS.

Who is Involved in Developing a REAP?

As with most strategic planning efforts, developing a REAP will require the leadership and management of a point-person or committee as well as input from multiple stakeholders. **REAPs must be approved by Department Directors** and as such should be included in the process. Additional REAP stakeholders include, but are not limited to:

- ▶ department Racial Equity Core Team members and Team Leads,
- ▶ division or unit heads,
- ▶ budget staff,
- ▶ data and performance management staff,
- ▶ other county agency partners,
- ▶ frontline staff or non-profit partners working directly with residents, and
- ▶ residents (particularly current or prospective clients or beneficiaries).

Key Definitions

Outcomes are a future state of being resulting from a change at the jurisdiction, department/office, or program level. Strong outcomes articulate a clear improvement or define how much improvement will take place.

Racial equity is the condition that would be achieved if one's racial identity no longer predicts one's life outcomes.

Racial inequity establishes race as the number one predictor of life outcomes – e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), life expectancy, etc.

Racial disparity is an unequal outcome one or more racial or ethnic group experiences as compared to the outcome for another racial or ethnic group and their population relative to the overall population.

Racial Equity Action Teams are small groups comprised of participants representing varying levels of departmental/office leadership charged with guiding a department/office through the entire process of developing their racial equity action plan.

Components of a Racial Equity Action Plan

- ▶ Equity Guiding Statement
- ▶ Departmental Context
- ▶ Goals
- ▶ Actions
- ▶ Stakeholders/Community Input
- ▶ Resources
- ▶ Responsible Parties
- ▶ Timeline
- ▶ Measuring Progress
- ▶ Impact
- ▶ Next Steps/Accountability

Montgomery County Government Racial Equity Action Plan Template

Racial Equity Action Plan (REAP) Template

Montgomery County Department/Office of XYZ Racial Equity Action Plan

Bill #27-19 established the Racial Equity and Social Justice (RESJ) Act, which, in addition to systemically applying an equity lens to government decision-making to advance RESJ in the County, requires each Montgomery County Government office and department to develop a Racial Equity Action Plan (REAP). Executive Regulation 15-21 articulates the nature of the work required for the County and its departments to meaningfully develop the capacities and processes necessary for applying a racial equity and social justice lens to the development and implementation of its policies, practices, and procedures in part through the development of office- and department-specific REAPs. Initial iterations of office and departmental REAPs are to be completed by the end of the 2025 calendar year and are to be updated every two years going forward. This document details the [office or department name] plan to align with the County's objective of reducing and eliminating racial disparities and inequities in Montgomery County through a strategic racial equity action plan.

Department:
Department Director:
CORE Team Leads:
REAP Author(s):
Departmental Equity Guiding Statement:
Departmental Context:
Date:

Actions: Symptoms and/or Root Causes	Goal 1:						
	Stakeholders/ Community Input: What external and internal partners will be engaged to develop and implement the action?	Resources: What's available and what is needed to carry out this action?	Responsible Parties: Who will be responsible for moving the work forward? (Should identify departmental titles, not just individuals)	Timeline: Feasible timeframe for carrying out the action (beginning and end dates)	Measuring Progress: What Performance Measures will you use to track progress on this action?	Impact: What is the desired outcome of this action?	Next Steps/Accountability: Where are you in the process, what's the plan to course correct, what is your plan of succession (to ensure the work continues)?
	1a.						
	1b.						
	1c.						

Actions:	Goal 2:						
	Stakeholders/ Community Input:	Resources:	Responsible Parties:	Timeline:	Measuring Progress:	Impact:	Next Steps/Accountability:
	2a.						
	2b.						
	2c.						

Actions:	Goal 3:						
	Stakeholders/ Community Input:	Resources:	Responsible Parties:	Timeline:	Measuring Progress:	Impact:	Next Steps/Accountability:
	3a.						
	3b.						
3c.							

X

Department Director

Setting a Foundation

Equity Guiding Statement

- ▶ Similar to a vision or mission statement, an equity guiding statement serves as a department's North Star as it relates to its objectives in advancing equitable outcomes.
- ▶ It's a simple statement responding to a department's historical context and population-level data.

Departmental Context

- ▶ Providing historical context at the outset of a REAP enables departments and offices to define a problem specific to them and ultimately identify targeted goals they'd like to address, to be outlined in their REAP.

Goal Setting & Strategic Action Steps

Goals

Departments should establish three to five feasible short- and/or long-term goals seeking to address a specific policy, practice, or process in the form of a goal statement in the following areas:

- ▶ Workforce Development
- ▶ Community Engagement
- ▶ Policy/Program Development and/or Use of Data

Actions

- ▶ The specific steps departments will take to get closer to their goal.
- ▶ Actions should address the root causes of an issue and/or their resulting symptoms.
- ▶ Departments should develop a clear action or set of actions to achieve each goal.

Identifying Stakeholders & Resources

Stakeholders/Community Input

Departments should identify individuals, organizations, partners, and community members who need to be engaged to implement their stated actions. Some examples would include:

- ▶ Departmental leadership
- ▶ Frontline workers
- ▶ Local nonprofits

Resources

Departments should identify both existing and desired supports needed to take/implement the identified action. Examples could include:

- ▶ Finances
- ▶ Additional staff
- ▶ Dedicated staff time
- ▶ Tools (new software, trainings, etc.)

Who Is Responsible? And By When?

Responsible Parties

- ▶ Actions identified in your REAP should be delegated to a position or body, not a particular individual, and embedded into departmental workplans.
- ▶ Those assigned to specific actions will be responsible for initiating stated actions and reporting on progress.

Timeline

Each action should have a start date and completion date (month/quarter/year).

Measuring Progress

- ▶ Each action should have a performance measure (or racial equity metric measuring either internal and/or external outcomes) enabling the department to track progress over time using disaggregated data.
- ▶ Departments should also be able to use performance measures to determine if there are any disparities or gaps in service provision for different stakeholders or disparities in department operations and procedures.

Performance Measures

What are Performance Measures?

A quantifiable measure of how well an action is working. Different types of measures include:

- Quantity—How much did you do?
- Quality—How well did you do it?
- Impact—Is anyone better off?

Examples of Performance Measures:

- Program attendance rate by race, gender, and age
- Staff morale disaggregated by race, age, gender, tenure, position
- Percent of customers seen in their preferred language

Impact

Based on the proposed actions and subsequent outcomes captured through performance measures, departments should be able to speak to the intended or actual long-term effects that their actions have had.

Examples:

Process and Policy Changes

Community and Stakeholder Feedback

Organizational Culture Shifts

Service Delivery Improvements

Next Steps/Accountability

Departments should use their performance measures to identify progress in meeting their stated goals and deciding what to do next.



If a goal has been met, how does your department/office intend to sustain this effort?



If there is more work to be done in order to achieve the stated objective, how do you intend to course correct?



Detail any barriers that have precluded the department thus far or any additional resources needed to achieve the stated goal or sustain efforts.

Office of Racial Equity and Social Justice Sample REAP

Sample ORESJ REAP

Montgomery County Office of Racial Equity and Social Justice Racial Equity Action Plan

Bill #27-19 established the Racial Equity and Social Justice (RESJ) Act, which, in addition to systemically applying an equity lens to government decision-making to advance RESJ in the County, requires each Montgomery County Government office and department to develop a Racial Equity Action Plan (REAP). Executive Regulation 15-21 articulates the nature of the work required for the County and its departments to meaningfully develop the capacities and processes necessary for applying a racial equity and social justice lens to the development and implementation of its policies, practices, and procedures in part through the development of office- and department-specific REAPs. Initial iterations of office and departmental REAPs are to be completed by the end of the 2025 calendar year and are to be updated every two years going forward. This document details the Office of Racial Equity and Social Justice's (ORESJ) plan to align with the County's objective of reducing and eliminating racial disparities and inequities in Montgomery County through a strategic racial equity action plan.

Department: Office of Racial Equity and Social Justice							
Department Director: Tiffany Ward							
CORE Team Leads: Jeanette Rojas							
REAP Author(s): Rhiannon Reeves, Colette Tano							
Departmental Equity Guiding Statement: The Mission of the Office of Racial Equity and Social Justice is to reduce and eliminate racial disparities and inequities in Montgomery County.							
Departmental Context: The Office of Racial Equity and Social Justice (ORESJ) is a county-wide office focused on advancing racial equity and dismantling structural racism within County Government. After years of addressing disproportionate outcomes in a piecemeal way, the Montgomery County Council decided to look at disproportionate outcomes across county government with a racial equity lens. The ORESJ was created in December of 2019 by the Racial Equity and Social Justice Act to help reduce and ultimately eliminate racial and other disparities experienced by residents of color across Montgomery County. Informed by the Racial Equity in Decision Making: Lessons from the Field report, the County Council passed a resolution and eventually passed legislation that was informed by a community input process that asked members to tell County officials what they thought the most pressing issues of disproportionality were. The community also organized to influence the legislation itself. The MORE coalition, made up of several local non-profit organizations, including Impact Silver Spring, Jews United for Justice, and CASA, recommended amendments to the bill that would make the ORESJ and elected officials accountable to the community. ORESJ recognizes that it will take transformational shifts within government to truly address disparities experienced by communities of color and low-income communities, and therefore, we focus our efforts on building capacity within the government to understand what it takes to advance racial equity within every County Department. Specifically, ORESJ does this work by supporting County Departments in normalizing conversations on race and other equity issues, organizing staff to work together for transformational change, and operationalizing new practices, policies, and procedures that are equity centered. We believe that equity is everyone's job, and our office provides training, technical assistance, and tools to all of our County Departments and the staff.							
Date: XX/XX/2025							

Goal 1: Foster a culture of learning around RESJ to better serve MCG employees							
Actions:	Stakeholders/Community Input:	Resources:	Responsible Parties:	Timeline:	Measuring Progress:	Impact:	Next Steps/Accountability:
1a. Hold a monthly meeting where ORESJ staff share resources	Full Staff	Staff Time allowing for: <ul style="list-style-type: none">the conversation;researching articles, podcasts/mixed mediaattending conferences, convenings, webinars	All ORESJ staff	Monthly in perpetuity beginning the start of calendar year 2026 (January 2026)	Amount of articles, resources shared and utilized	More informed, highly skilled and trained staff	Core team lead follows up with staff and sets office expectations Report out what was attended and learned noting what was accomplished

Goal 2: Conduct full RESJ budget reviews for each County Department							
Actions:	Stakeholders/Community Input:	Resources:	Responsible Parties:	Timeline:	Measuring Progress:	Impact:	Next Steps/Accountability:
2a. Developing a schedule to complete the review	MCG Departments OMB RESIAC	Time (Appropriate ORESJ staff, OMB staff, departmental /office staff)	Policy team	On-going – would be conducted quarterly beginning FY27 (July 1, 2026)	How many departmental reviews conducted annually	Better understanding of how RESJ Act is being implemented by departments and how it's affecting them Reveals how the budget is being used to address RESJ within every department	Policy team will develop a timeline, seeking input from stakeholders

Goal 3: Increase the number of active Core teams							
Actions:	Stakeholders/Community Input:	Resources:	Responsible Parties:	Timeline:	Measuring Progress:	Impact:	Progress Report/Next Steps:
3a. Define what it means to be an "active" Core team	ORESJ Core teams throughout MCG	Staff time Trainings specifically for Core teams that count towards annual RESJ training requirements In-person meeting opportunities (which would entail acquiring a physical space and providing participants with food)	ORESJ MCG Core teams	A full calendar year (January 2026 to December 2026)	Attendance keeping of Core teams Core team feedback Hours spent doing ORESJ activities	More involvement in budget equity tool participation Increased training numbers Greater knowledge base Increased involvement in leadership decisions	ORESJ will check-in with Core teams annually to gauge how many teams have been created and how many hours have been spent on Core team activities. This information will be shared with MCG Leadership (CEX and County Council)

Examples of REAPs from Sister Jurisdictions

The template for Montgomery County Government REAPs is similar to that of varying jurisdictions from across the country (modeling best practice set forth by GARE). As such, we encourage departments to view the REAPs of comparable departments in jurisdictions with similar racial equity and social justice initiatives. This includes:

- [One Fairfax: Equity Impact Plans](#)
- [Portland's Bureau Racial Equity Plans](#)
- [Chicago's Racial Equity Action Plans](#)

What to Expect

- ▶ Departments should expect to send the ORESJ Policy Team a working draft of their REAP by end of year (December 2025).
- ▶ ORESJ will review REAP drafts and be in touch with departments regarding any revisions or outstanding questions.
- ▶ Departments will then be expected to submit their finalized REAP to ORESJ.

Where To Find Help

- ▶ Departments are encouraged to reach out to their ORESJ Policy Point of Contact for immediate/pressing concerns.
- ▶ ORESJ will be offering TA/Office Hours/Workshops in the near future with dates to be announced soon.
 - ▶ Please complete the survey following this training to help us gauge what topics would be of most interest to you.

Contact Us

- ▶ Tiffany Ward, Director Tiffany.Ward@montgomerycountymd.gov
- ▶ Sarah Alvarez, Program Manager, Policy Analysis
Sarah.Alvarez@montgomerycountymd.gov
- ▶ Linda Price, Program Manager, Policy Analysis
Linda.Price@montgomerycountymd.gov
- ▶ Rhiannon Reeves, Program Manager, Policy Analysis
Rhiannon.Reeves@montgomerycountymd.gov
- ▶ Colette Tano, Performance Management and Data Analyst III
Colette.Tano@montgomerycountymd.gov
- ▶ Andrea Gardner, Administrative Specialist
Andrea.Gardner@montgomerycountymd.gov

Questions



Thank You!



MONTGOMERY COUNTY
OFFICE OF RACIAL EQUITY
& SOCIAL JUSTICE