

**Worksession**

**MEMORANDUM**

April 19, 2023

TO: Government Operations (GO) Committee  
FROM: Eunice Jeong, Legislative Analyst  
SUBJECT: Office of Management and Budget (OMB) FY24 Operating Budget  
PURPOSE: Make recommendations for Council consideration

**Expected Participants**

- Jennifer Bryant, Director, Office of Management and Budget (OMB)
- Josh Watters, Deputy Director, OMB
- Chris Mullin, Budget Manager, OMB

**Summary of CE Recommended FY24 Budget:**

<b>Management and Budget</b>	<b>FY23 Approved</b>	<b>FY24 CE Recommended</b>	<b>Change from FY23 Approved</b>
<b>Total Expenditures (General Fund)</b>	<b>\$ 6,880,700</b>	<b>\$ 7,243,698</b>	<b>5.3%</b>
Personnel Costs	\$ 6,598,670 43.25 FTEs	\$ 6,763,561 42.25 FTEs	2.5% -2.3%
Operating Costs	\$ 282,030	\$ 480,137	70.2 %

Council staff recommends approval of the full recommended FY24 budget for OMB (pending any changes to FY24 Compensation Adjustments). Based on the Council President's guidance for budget review, none of the recommended budget adjustments for OMB need to be placed on the reconciliation list.

## 1. Overview

The Office of Management and Budget (OMB) offers a broad-based, objective perspective on public policies, fiscal policies, and performance management to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options to make informed decisions and supports the goals of advancing racial equity and social justice as well as addressing climate change. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way and that performance objectives are achieved. OMB also ensures that County expenditures are made in accordance with Executive policies and Council appropriations, consistent with the County Charter.

The total recommended FY24 Operating Budget for the Office of Management and Budget is \$7,243,698, an increase of \$362,998 or 5.28 percent from the FY23 Approved Budget of \$6,880,700. Personnel Costs comprise 93.37 percent of the budget for 42 full-time position(s) and one part-time position(s), and a total of 42.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect a workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.63 percent of the FY24 budget.

The 70.2% increase in operating expenses is due to the contractual support shift from TEBS to OMB, which is offset slightly by the reduction in professional services. The increase in the personnel costs is mainly due to the annualization of FY23 compensation increases and the FY24 compensation adjustment. The increase is somewhat offset by the position shift to Recreation and the one-time budget adjustment for higher-than-expected vacant positions.

## 2. Expenditure Changes in FY24 Budget

Under the FY24 Operating Budget approach recommended by the Council President, all increases recommended by the Executive must be placed on the reconciliation list except for annualization of compensation and personnel costs, FY24 compensation adjustments, or other items the County is required to fund.

The following is a list of FY24 adjustments and recommended priority types to guide councilmembers' decisions. All of OMB's FY24 budget adjustments are cost-neutral shifts, compensation adjustments, or required increases for printing and mail. As a result, no OMB items need to be placed on the reconciliation list.

<b>Adjustments (no service impacts)</b>	<b>Expenditures</b>	<b>FTEs</b>	<b>Priority type</b>
Shift: Contractual IT Support from Technology and Enterprise Business Solutions [Fiscal, Policy, and Performance Analysis]	\$220,000	0.0	<b>Required</b>
Increase Cost: Annualization of FY23 Compensation Increases	\$213,298	0.0	<b>Required</b>

Increase Cost: Annualization of FY23 Lapsed Positions	\$16,200	0.0	<b>Required</b>
Increase Cost: Printing and Mail	\$2,138	0.0	<b>Required</b>
Increase Cost: FY24 Compensation Adjustment*	\$198,787	0.0	<i>Separate GO Committee decision</i>
Decrease Cost: Retirement Adjustment	\$(8,479)	0.0	<i>Reduction</i>
Decrease Cost: Reduction of Other Professional Services [Fiscal, Policy, and Performance Analysis]	\$(24,031)	0.0	<i>Reduction</i>
Decrease Cost: Shift One Administrative Specialist II Position to Department of Recreation [Fiscal, Policy, and Performance Analysis]	\$(122,483)	(1.0)	<i>Reduction</i>
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	\$(132,432)	0.0	<i>Reduction</i>
<b>Delta over FY23 Approved</b>	<b>\$362,998</b>	<b>(1.0)</b>	

\*Please note that FY24 Compensation Adjustments will be handled separately by the GO Committee.

All recommended changes are expected to have no service impact. Major changes include:

- **Shift in Contractual IT Support from Technology and Enterprise Business Solutions (TEBS) to OMB:** This IT support was originally budgeted in TEBS but has been used predominately to support the build out and implementation of OMB IT systems and is an integral component of the OMB IT team. This change is a dollar-for-dollar shift with no additions or reductions and is the reason for the 70.2% increase in FY24 recommended operating costs. This realignment is necessary to better reflect where the work is taking place.
- **Decrease: Reduction of Other Professional Services:** The reduction is predominantly related to contractual support services for an employee with disabilities who has since retired from County service.

### 3. Vacancy List

OMB has six vacant positions for FY24, with a total PC of \$1,149,479. There are no positions that have been vacant for over one year.

<b>Organization Department</b>	<b>Position</b>	<b>Number of Days Vacant (as of March 3, 2023)</b>	<b>FY24 Budgeted Cost</b>
Capital Budget Management	Senior/Lead Fiscal and Policy Analyst	110	\$204,576

Special Projects	Senior/Lead Fiscal and Policy Analyst	96	\$199,981
Administration	Manager III	96	\$205,361
County Stat	Manager II	54	\$215,226
Administration	Fiscal and Policy Analyst III	27	\$172,951
Process, Production and Technology	Fiscal and Policy Analyst III	0	\$151,383

<b>Years Vacant</b>	<b>Total FY24 Budgeted Cost</b>
Total – vacant 1+ years	\$0
Total – vacant 2+ years	\$0

**4. Operating Budget Equity Tool Rating and Justification**

OMB received a rating of “3: Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County” from the Office of Racial Equity and Social Justice. Per ORESJ:

“The department indicated commitments in each area of the GARE framework, indicating a strong commitment to advancing racial equity, however mixed evidence accompanying the responses--in two of the three GARE framework areas--make it difficult to confidently categorize the department in this way. It is unclear how resources will be allocated across a number of indicated activities (i.e., creating a vision statement, supporting core team activities, specific tools/maps to support analysis). Additionally, greater specificity is needed to understand how the department is applying a racial equity lens to its consideration of budget reductions and enhancements, as well as its outcomes-based budgeting pilot. Allocating resources to targeted community forums will help improve the department's outreach capabilities, especially as this activity expands to include more communities. As noted in their responses, OMB works closely with ORESJ to ensure departments can access budget equity tools and materials related to Racial Equity Impact Assessments (REIAs). OMB could strengthen its use of a racial equity lens in budget decisions by making its processes and procedures more transparent, continuing to review ORESJ's REIAs to build its knowledgebase, and seeking opportunities to meaningfully engage with and utilize ORESJ's budget analysis.”

For reference, the following staff report contains OMB’s answers to ORESJ questions in detail.

This packet contains:

CE Recommended FY24 OMB Budget

Department-level OBET Responses and ORESJ comments

Pages

© 1-4

© 5-8



# Management and Budget

## RECOMMENDED FY24 BUDGET

\$7,243,698

## FULL TIME EQUIVALENTS

42.25

JENNIFER R. BRYANT, DIRECTOR

## MISSION STATEMENT

The Office of Management and Budget (OMB) offers a broad-based, objective perspective on public policies, fiscal policies, and performance management to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options to make informed decisions and supports the goals of advancing racial equity and social justice as well as addressing climate change. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way and that performance objectives are achieved. OMB also ensures that County expenditures are made in accordance with Executive policies and Council appropriations, consistent with the County Charter.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Office of Management and Budget is \$7,243,698, an increase of \$362,998 or 5.28 percent from the FY23 Approved Budget of \$6,880,700. Personnel Costs comprise 93.37 percent of the budget for 42 full-time position(s) and one part-time position(s), and a total of 42.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.63 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following is emphasized:

**Effective, Sustainable Government**

## INITIATIVES

- During development of the FY24 County Executive's Recommended Budget, the Office of Management and Budget planned and executed eight operating budget forums to provide residents an opportunity to have their voices heard. Two of the budget forums were conducted in a language other than English (Spanish and Chinese).
- Along with the Office of Racial Equity and Social Justice (ORESJ), implemented the Operating Budget Equity Tool. The FY24 Operating Budget is the first one that fully integrates the use of this tool by departments, ORESJ, and OMB.

- ★ Worked with the Department of Finance and departments managing capital projects to improve management of capital project advances involving non-County funding.
- ★ Performed a survey of Executive Branch departments and offices to compile a comprehensive record of every resident and customer touchpoint, including incoming communication through digital platforms, paper documents and mail, calls, and walk-ins, as well as outgoing communication. This inventory will inform the work of the Customer Service Initiative in implementing organization-wide customer service standards.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Along with ORESJ, refined the Capital Budget Equity Tool, coordinated racial equity training for department staff, and incorporated ORESJ analysis into capital budget recommendations.

## PROGRAM CONTACTS

Contact Chris Mullin of the Office of Management and Budget at 240.777.2772 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

Measure	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
<b>Program Measures</b>					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient <sup>1</sup>	97.7%	97.5%	96.8%	96.8%	96.8%
Percent of the County Executive's Recommended Budget that is included in the Adopted Budget	99.6%	99.7%	99.0%	99.0%	99.0%

<sup>1</sup> The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g., FY20 GFOA ratings apply to FY21 budget document, which was prepared during FY20).

## PROGRAM DESCRIPTIONS

### ★ Fiscal, Policy, and Performance Analysis

The Fiscal, Policy, and Performance Analysis Program is comprised of three teams: the Fiscal and Policy Analysis Team, the Performance Analysis Team (CountyStat), and the Shared Services Team. Together, these teams ensure prudent management of County resources and services to achieve desired outcomes. Staff on the Fiscal and Policy Analysis Team prepare the County's Operating and Capital Budgets, Public Services Program, and Capital Improvement Program ensuring compliance with the County Charter and the decisions of elected officials. The Performance Analysis Team provides data analytics services to improve performance and support for ongoing monitoring the effectiveness of County government services to improve performance, reinforce accountability, and focus on results. The Shared Services Team promotes the efficient use of County resources by providing core administrative and business functions to smaller County departments and offices, thereby allowing those

departments and offices to focus their duties directly on their core missions and functions.

## BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,408,206	5,362,025	4,873,988	5,477,343	2.2 %
Employee Benefits	1,111,708	1,236,645	1,139,627	1,286,218	4.0 %
<b>County General Fund Personnel Costs</b>	<b>5,519,914</b>	<b>6,598,670</b>	<b>6,013,615</b>	<b>6,763,561</b>	<b>2.5 %</b>
Operating Expenses	114,798	282,030	221,284	480,137	70.2 %
<b>County General Fund Expenditures</b>	<b>5,634,712</b>	<b>6,880,700</b>	<b>6,234,899</b>	<b>7,243,698</b>	<b>5.3 %</b>
<b>PERSONNEL</b>					
Full-Time	41	43	43	42	-2.3 %
Part-Time	1	1	1	1	—
FTEs	41.25	43.25	43.25	42.25	-2.3 %

## FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY23 ORIGINAL APPROPRIATION</b>	<b>6,880,700</b>	<b>43.25</b>
<b>Other Adjustments (with no service impacts)</b>		
Shift: Contractual IT Support from Technology and Enterprise Business Solutions [Fiscal, Policy, and Performance Analysis]	220,000	0.00
Increase Cost: Annualization of FY23 Compensation Increases	213,298	0.00
Increase Cost: FY24 Compensation Adjustment	198,787	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	16,200	0.00
Increase Cost: Printing and Mail	2,138	0.00
Decrease Cost: Retirement Adjustment	(8,479)	0.00
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Decrease Cost: Shift One Administrative Specialist II Position to Department of Recreation [Fiscal, Policy, and Performance Analysis]	(122,483)	(1.00)
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	(132,432)	0.00
<b>FY24 RECOMMENDED</b>	<b>7,243,698</b>	<b>42.25</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	99,619	0.50	99,619	0.50



## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY24 Recommended</b>	<b>7,244</b>	<b>7,244</b>	<b>7,244</b>	<b>7,244</b>	<b>7,244</b>	<b>7,244</b>
No inflation or compensation change is included in outyear projections.						
<b>Restore One-Time Lapse Increase</b>	<b>0</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>
Restoration of one-time lapse adjustment in the budget development year						
<b>Labor Contracts</b>	<b>0</b>	<b>114</b>	<b>114</b>	<b>114</b>	<b>114</b>	<b>114</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>7,244</b>	<b>7,490</b>	<b>7,490</b>	<b>7,490</b>	<b>7,490</b>	<b>7,490</b>

websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable. Then, in the text box that follows, please describe how your budget targets resources towards these activities.

- ★ Ensuring accessibility for people with disabilities using Section 508 of the Rehabilitation Act; Web Content Accessibility Guidelines; and compliance with the Americans with Disabilities Act as a minimum standard.
- ★ We're doing something else and will use the text box to describe.

OLO has two fluent Spanish-speaking employees and one fluent Amharic-speaking employee to assist residents as needed. OLO is also making reports ADA accessible as they are released.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

In our draft RESJ action plan, we list the following as challenges to systemically considering racial equity and social justice in the development and execution of OLO work products (e.g., projects):

- Lack of data or knowledge about racial and social inequities in the County
- Absence of internal work processes to ensure a common understanding and application of RESJ lens to our work
- Lack of confidence in applying a RESJ lens to our project work
- A perception that Councilmembers may not be interested in RESJ reviews for every project
- Tight timelines for completing OLO projects

ORESJ Rating

3-Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County

ORESJ Justification

The department explained in specific detail how its budget would enable the department to implement commitments in each area of the GARE framework. (Can we expound on how they are incorporating RE into their work)

## Management and Budget



1. How will your overall budget support the department's commitment to advancing racial equity and social justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE



framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.

**Normalize** - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

- ★ Form a Racial Equity CORE Team.
- ★ Allocate or support the use of staff time for CORE team activities.
- ★ Develop a racial equity vision statement (and/or racial equity and social justice mission, values, or guiding principles).
- ★ We're doing something else and will use the text box to describe.

OMB's role is to offer a broad-based, objective perspective on public policies, fiscal policies, and performance management to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options to make informed decisions and supports the goals of advancing Racial Equity and Social Justice as well as addressing climate change. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way, and that performance objectives are achieved. OMB also ensures that County expenditures are made in accordance with Executive polices and Council appropriations, consistent with the County Charter. 1.OMB has established a CORE Team. For most of FY23, this team was led by one of our lead analysts, Veronica Jaua. Moving forward Seamus McNamara will be leading this effort. 2.OMB worked with ORESJ to develop the BET for CIP and PSP - including allocating staff time to build out the tool in BASIS. ORESJ provided the requirements to develop a Budget Equity Tool for Operating and Capital Budget Systems. It was a collaborative effort with OMB and RESJ to finalize the questions to departments. The BET development in Operating Budget System (PSP) took more than four weeks along with a report for departments to see their responses. A ORESJ Reporting module was developed for the ORESJ Team to input department & program level rating rubrics and explanations. OMB IT also developed a macro report that lists responses from all departments, ORESJ rating and recommendations. The OMB, DH and CE Packet module was also re-coded to display respective departments' OREJ rating and recommendations. OMB IT developed two different BETs for CIP Pre-screening and CIP Budget development. It took more than three weeks to develop Pre-screening BET along with a Category/Sub-Category report. The BET Budget development tool was developed in one week requiring both department and macro reports. An option was developed for ORESJ to input their recommendations for each CIP Project. Finally, a special user security role was developed in PSP and CIP for ORESJ to access all departments responses and to input their rating and recommendations. 3.Analysts were directed to examine budget requests through a racial equity lens by asking questions of departments about who is served by programs and who would be harmed if a reduction is made. Where additional funds or reductions are recommended, analysts are to identify potential impacts on racial and ethnic populations to decision makers. 4.In the development of the Executive's FY24 operating budget, we are implementing a pilot outcome-based budgeting approach for affordable and stable housing. The first step of this process is conducting a comprehensive program inventory of all services and interventions provided by the County and community partners funded with County dollars. As part of that inventory, departments must provide information about the targeted population of those programs as a way to get an understanding of who is benefiting from these programs. 5. Analysts also review the REIA's prepared



by ORESJ for supplemental and special appropriations to understand the impacts of County programs and services.

**Organize** - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.

- ★ Implement a plan or policy requiring all staff and leadership to complete "Advancing Racial Equity: the Role of Government" and "the Racial Equity Institute's Groundwater Approach: building practical understanding of structural racism" trainings.
- ★ Designate permanent and sustainable staff resources, with an FTE or similar investment, to organize and lead the department's commitment to racial equity and social justice.
- ★ Develop a strategy to engage communities in planning, design, or other decision-making processes.

1. Require new analysts to attend RESJ training sessions. When ORESJ was formed, we asked the ORESJ director to provide training specifically for OMB staff, as the work we do has far reaching policy implications. Following onto that training, we require new staff to attend the two training opportunities provided through ORESJ. 2. Spearheaded the development and implementation of budget forums targeting speakers of languages other than English - including dedicated forums in Spanish and Chinese, with other linguistic interpreters provided on an ad hoc basis. The two forums targeting Spanish and Chinese speakers were implemented with coordination with outside partners to ensure broad participation. Ultimately, these forums were the most well attended forums during the FY24 budget development season. Moving forward, these targeted forums will be expanded to include Amharic and French languages. 3. OMB has a designated CORE team lead. While designating a fulltime FTE to RESJ would be impractical given the size of our department, all analysts and management team members are expected to learn the concepts of racial equity and social justice and to implement those concepts in performing their analyses.

**Operationalize** - Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.

- ★ Using or creating department-specific racial equity tools or maps to support analysis (of policy, program, practice, procedure) or resource decisions.
- ★ We're doing something else and will use the text box to describe.

Given the broad reach of OMB's policy influence we are consciously recruiting staff that reflect the diversity of the County. To that end, we continued to build an inclusive and diverse team of analysts by working with a consultant to place job ads targeting racial and ethnic populations - including Saludos.com; Black Perspective; Minority Professional Network; and the National Association of Asian American Professionals. As stated previously, we've actively worked with ORESJ to develop and implement the BET used in the development of the FY24 Biennial CIP and FY24 CE's Recommended Operating Budget.

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable. Then, in the text box that follows, please describe how your budget targets resources towards these activities.



- ★ Translating documents and marketing material to relevant languages based on the project impact area. Completed in partnership or at the advisement of the Office of Community Partnerships.
- ★ Ensuring interpretation services (ASL and closed-captioning) are available to the public in all relevant places and programs (such as service desks, service phone lines, open houses, public meetings, etc.).
- ★ Ensuring accessibility for people with disabilities using Section 508 of the Rehabilitation Act; Web Content Accessibility Guidelines; and compliance with the Americans with Disabilities Act as a minimum standard.

OMB is adamant about implementing transparency in all of our public facing budget documents. The open budget portal for both the operating and capital budgets includes an option at the top right of the page to immediately translate the open budget portal into dozens of languages to ensure more equitable access of these documents. Furthermore, budget forum presentations for the forums targeting Spanish and Chinese speakers was translated and tailored to those languages - including making sure that idiomatic phrases and technical jargon were translate properly. OMB's presentation at those forums was conducted in Spanish (by an native Spanish speaking OMB employee) and Chinese (by a native Chinese speaking former OMB employee). For all of our public meetings, we actively advertise that those seeking ASL interpretation should notify us so that arrangements can be made. Our IT team has worked to ensure that our online budget portal is ADA compliant.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

The major gap impacting the work of OMB in advancing RESJ is the availability of consistent demographic and outcome data regarding the impacts of County programs. Departments have varying degrees of sophistication in tracking and analyzing this information in a way that is meaningful to policy makers.

ORESJ Rating

3-Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County

ORESJ Justification

The department indicated commitments in each area of the GARE framework, indicating a strong commitment to advancing racial equity, however mixed evidence accompanying the responses--in two of the three GARE framework areas--make it difficult to confidently categorize the department in this way. It is unclear how resources will be allocated across a number of indicated activities (i.e., creating a vision statement, supporting core team activities, specific tools/maps to support analysis). Additionally, greater specificity is needed to understand how the department is applying a racial equity lens to its consideration of budget reductions and enhancements, as well as its outcomes-based budgeting pilot. Allocating resources to targeted community forums will help improve the department's outreach capabilities, especially as this activity expands to include more communities. As noted in their responses, OMB works closely with ORESJ to ensure departments can access budget equity tools and materials related to Racial Equity Impact Assessments (REIAs). OMB could strengthen its use of a racial equity lens in budget decisions by making its processes and procedures more transparent, continuing to review ORESJ's REIAs to build its knowledgebase, and seeking opportunities to meaningfully engage with and utilize ORESJ's budget analysis.

