



2025 - 2030 STRATEGIC PLAN

 **Montgomery Planning**

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

# Message from Leadership

I am thrilled to present to you the Montgomery Planning Strategic Plan for 2025 to 2030. This plan is not just a document—it's our collective strategy for delivering a brighter, more resilient future for our community. As the organization responsible for shaping the built and natural environment for our shared community, we invest our time and resources into creating plans and policies that strengthen our county's economic competitiveness, sustain our environment, and support our commitment to equity. But to continue to effectively plan for the county's future, we must purposefully plan for our department's future.



Jason K. Sartori  
Planning Director

This strategic plan serves as a roadmap for how we will prioritize and execute our work over the next five years. It sets our shared vision, reaffirms our commitment to our core values, defines our unique mission, and outlines the strategies that will guide our work. Grounded in many of the elements in *Thrive Montgomery 2050*, this plan is a call to action for how the Department will move our work forward having the greatest positive impact on Montgomery County's residents.

This roadmap was developed with, for, and by planning stakeholders across our county, reflecting the voices of the many staff and community members who graciously contributed their insights throughout this process.

The strategic plan is the beginning of our work, not the end. With a path forward defined, we will take steps to transition ideas into concrete actions that will inform our budget requests, department structure, and more.

I am truly excited about what we will accomplish together for our county to achieve our vision of ***thriving, resilient communities for everyone, today and in the future.***

# Our people



# Our Strategic Planning Process

Led by our Strategic Planning Committee (right) with robust participation from our staff through a series of visioning, strategy, and feedback sessions, we began by listening to and learning from our constituency of board members, partners, residents, and county leaders. Through one-on-one interviews, group feedback sessions, and surveys conducted by our planning consultants at Due East Partners, we got clearer about our shared vision for the county, the Department's unique role in propelling it, and how we can better work together to achieve it. Over the six-month process, we engaged the following constituents to help shape our new Strategic Plan:



68

**STAFF MEMBERS**  
through internal survey



525

**COMMUNITY MEMBERS**  
through external survey



105

**EXTERNAL CONSTITUENTS**  
through interviews, focus  
groups, and feedback sessions

## The Strategic Planning Committee (SPC)

**Bridget Broullire**, Acting Deputy Director, Montgomery Planning

**Henry Coppola**, Planning Supervisor, Montgomery Parks

**Matthew Gordon**, Partner, Selzer Gurvich

**Robert Kronenberg**, Deputy Director, Montgomery Planning

**Carrie McCarthy**, Division Chief, Montgomery Planning

**Mondriahn Miller**, Human Resources Generalist, Montgomery Planning

**Livhu Ndou**, Senior Legislative Attorney, Montgomery County Council

**Chris Peifer**, Acting Division Chief, Montgomery Planning

**Jason Sartori**, Planning Director, Montgomery Planning

**Christina Sorrento**, Division Chief, Montgomery Planning

**Katie Wagner**, Principal, Gorove Slade

**Melissa Williams**, Planner III, Montgomery Planning

# How we got here



# How we got here



# Thrive Montgomery 2050 + Our Strategic Plan



• Long-term guide for county land use

• Implementation will occur over several decades



Near-term roadmap for the Department

Implementation will occur over next 5 years



Economic Competitiveness



Racial Equity + Social Justice



Environmental Health + Resilience

## VALUES



Transparency +  
integrity



Diversity +  
inclusion



People + the  
environment



Objective, data-driven  
decision-making



Equitable  
outcomes



### MISSION

We collaboratively plan for equitable, sustainable, and economically healthy communities.

**Engaged residents** have a shared sense of belonging and purpose

**Environmental health** and resilience enhanced through land use, development, and improved infrastructure

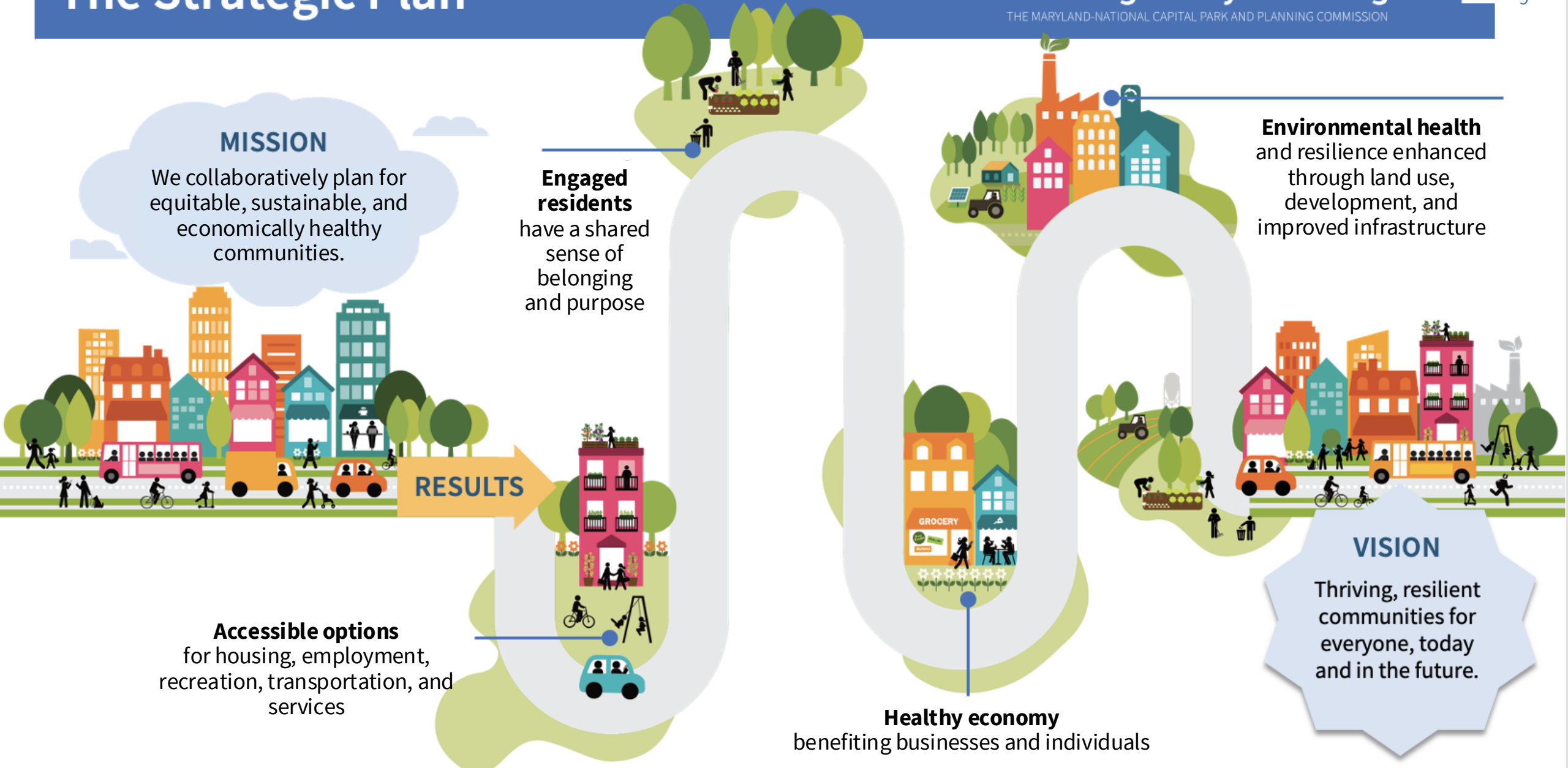
### RESULTS

**Accessible options** for housing, employment, recreation, transportation, and services

**Healthy economy** benefiting businesses and individuals

### VISION

Thriving, resilient communities for everyone, today and in the future.



## MISSION

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## VISION

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Thriving, resilient communities for everyone, today and in the future.

VISION



The creation of *thriving, resilient communities for everyone, today and in the future* will not be possible without the foundational work of our department.

**Montgomery Planning's Strategic Plan** provides cross-cutting priorities that will be enacted through our planning and development focus areas.



- Ag Reserve
- Equity Agenda for Planning
- Environment
- Community Engagement
- Design Excellence
- Development Review
- Forest Conservation and Replenishment
- Geospatial Analysis
- Historic Area Work Permits
- Historic Tax Credits
- Housing
- Master Planning
- Placemaking
- Research and Data Analysis
- Transportation
- Zoning

- **Employees**
- **Communities and Partners**
- **Efficiency**
- **Innovation**
- **Leadership**





## Employees

Increasing our impact starts with investing in the development and advancement of our current and future teams.

Our department must intentionally and thoughtfully create a welcoming environment for staff to learn, grow, and develop their talents. We recognize that when we create a healthy and inclusive workplace environment, we will attract and retain a more diverse workforce.



Through a focus on employee experience, we will create a stronger Montgomery Planning more reflective and with increased understanding of the communities with which and for which we plan.



### What we're going to do

- Foster a sense of belonging and joy in the workplace
- Increase staff capacity through training
- Create and promote pathways for professional growth, career advancement, and succession planning
- Build a diverse workforce at all levels of the Department
- Promote pride in public service





## Communities and Partners

**Collaborating with intention, transparency, and integrity to increase our impact and overcome historic inequities.**

Our work improves when we work well with residents and partner agencies. When we ensure stakeholders feel seen, heard, and supported, we build trust and a sense of belonging.

Focusing resources on priority geographies will expand access to well-designed communities and will result in economic integration of neighborhoods, increased social trust, and elevated economic opportunity.



### What we're going to do

- Increase transparency with residents throughout the planning process
- Intentionally engage residents in all planning efforts, with a focus on people who are underrepresented
- Prioritize corridor-focused planning efforts
- Focus on historically underinvested regions and vulnerable communities
- Strengthen collaboration with partner agencies
- Foster community capacity to participate in planning processes







## Efficiency

Improving process to deliver clear and consistent planning and development operations.

Our department must be able to meet the changing needs of our communities, today and in the future. We remain open to evolving internal structures, practices, and procedures to better serve our constituencies.

By streamlining internal and inter-agency processes, we will ensure that our development community navigates an efficient and consistent process when working in our county.

### What we're going to do

- Adapt Department structure and Strategic Plan as needed to ensure performance and efficiency
- Streamline and improve internal and core function processes
- Work with the development community, government agency partners, and other stakeholders to implement clear, efficient, and consistent processes for planning





## Innovation

Support for staff to envision and develop strategies and tools to advance planning.

New approaches are required to accommodate Montgomery County's continued growth to welcome new residents and improve quality of life, and improve public health and environmental quality. We are committed to examining and adapting our practices to better deliver high-quality plans.

By equipping staff with the resources and tools necessary to create and implement the best methods, we will be well-positioned to meet the needs of our residents.

### What we're going to do

- Advance use of cutting-edge technology to push and stay ahead of the industry
- Support opportunities for staff to propose, pilot and evaluate creative solutions to address critical issues
- Share and exchange information and best practices within the agency, regionally, and nationally





## Leadership

Advancing departmental excellence.

Well-planned places drive economic growth by creating areas that are desirable for businesses, workers, and residents. We support the creation of strong communities through policy and land use decisions and regulatory efforts. Sharing successes and telling the story of our approach builds public understanding of our work and elevates departmental excellence.

Through its unique position, Montgomery Planning will continue to advance a vision for the county that embraces economic growth, equity and social justice, and environmental health and resilience.



### What we're going to do

- Convene residents and government partners to support communities
- Serve as an independent advisor on land use decisions and policies to implement *Thrive Montgomery 2050*
- Pursue transformative change through legislation
- Advance the recommendations in *Thrive* for the environment, housing, transportation, design excellence and place-based planning
- Communicate the Department's unique role and impact throughout the county and region
- Elevate staff as recognized experts regionally and nationally





## RESULTS

1

Accessible options for housing, employment, recreation, transportation, and services

2

Engaged residents have a shared sense of belonging and purpose

3

Healthy economy benefiting businesses and individuals

4

Environmental health and resilience enhanced through land use, development, and improved infrastructure

## PRIORITIES & STRATEGIES

### Employees

- Foster a sense of belonging and joy in the workplace
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### Communities/Partners

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### Leadership

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## VISION

Thriving, resilient communities for everyone, today and in the future.

## MISSION

We collaboratively plan for equitable, sustainable, and economically healthy communities.

## VALUES

- Transparency + integrity
- Diversity + inclusion
- People + the environment
- Objective, data-driven decision-making
- Equitable outcomes



# STRATEGIC PLAN

## STRATEGIES + ACTIONS

<b>PRIORITY 1: EMPLOYEES</b>	
<b>1.1</b>	<b>Foster a sense of belonging and joy in the workplace</b>
<b>1.1.1</b>	Create employee resource groups to provide similarly situated employees with a natural support structure
<b>1.1.2</b>	Organize team, division, and department teambuilding activities
<b>1.1.3</b>	Recognize and celebrate individual and team accomplishments
<b>1.1.4</b>	Hold regularly scheduled staff meetings to keep staff informed and engaged in Department efforts
<b>1.2</b>	<b>Increase staff capacity through training</b>
<b>1.2.1</b>	Hire one FTE HR professional to manage training and learning
<b>1.2.2</b>	Complete an audit and assessment of all ongoing training
<b>1.2.3</b>	Revamp core competency video series
<b>1.2.4</b>	Develop annual calendar of trainings that includes internal and external trainings and conferences
<b>1.3</b>	<b>Create and promote pathways for professional growth, career advancement, and succession planning</b>
<b>1.3.1</b>	Stay connected to former interns and employees to support recruitment efforts as a source of referrals and returning employees
<b>1.3.2</b>	Standardize an approach to performance evaluations across the Department to make them more efficient, impactful, and useful as an ongoing professional development tool
<b>1.3.3</b>	Identify pathways for career advancement
<b>1.3.4</b>	Transfer institutional knowledge by documenting key processes and creating redundancies through job sharing
<b>1.3.5</b>	Revamp and launch mentoring program that engages staff at all levels
<b>1.3.6</b>	Create a staff exchange program to cross train staff in different planning functions

- Updating web content
- Elaborating on the actions
- Creating a dashboard of performance measures
- Advancing our FY26 Budget request
- Rolling out the plan by promoting it among staff and stakeholders

A large blue rectangular graphic containing the text 'Montgomery Planning STRATEGIC PLAN'. The word 'STRATEGIC' is in a light grey, bold, sans-serif font. The word 'PLAN' is in a darker grey, bold, sans-serif font, with a white silhouette of a river or path winding through the letter 'A'. Above 'STRATEGIC' is the text 'Montgomery Planning' in a white, sans-serif font, preceded by a small white square icon with a diagonal line.

Montgomery Planning  
**STRATEGIC**  
**PLAN**

# Montgomery Planning

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Learn more:

**[Montgomeryplanning.org/strategicplan](https://montgomeryplanning.org/strategicplan)**

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