






MONTGOMERY PLANNING'S STRATEGIC PLAN FY 2025-2030



Description

Montgomery Planning's new Strategic Plan FY 2025 – 2030 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.

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SUMMARY

- Informed by insights gathered over the last seven months from nearly 700 stakeholders, including staff, partner organizations, and community members, Montgomery Planning’s five-year strategic plan is an actionable roadmap for how the Department will move our work forward with the greatest positive impact on Montgomery County’s residents.
- At the center of the plan is our refreshed mission – **to collaboratively plan equitable, sustainable, and economically healthy communities** – and our refined vision – **thriving, resilient communities for everyone, today and in the future.**
- The plan identifies five priority areas aligned with our values that will help us advance our mission and achieve our vision. These are:
 - **Employees** – Increasing our impact starts with investing in the development and advancement of our current and future teams.
 - **Communities and Partners** – Collaborating with intention, transparency, and integrity to increase our impact and overcome historic inequities.
 - **Efficiency** – Improving processes to deliver clear and consistent planning and development operations.
 - **Innovation** – Support for staff to envision and develop strategies and tools to advance planning initiatives.

ABOUT MONTGOMERY PLANNING'S STRATEGIC PLAN

Why is a strategic plan important now?

The world is constantly changing, and it's easy to get pulled in different directions as new opportunities arise and mired down when there are unexpected challenges. To be most effective, Montgomery Planning needs a guide that clearly articulates goals, areas of focus, and strategies for advancing our work. Just like the Department approaches our planning projects, we need a framework for decision-making, developing timelines, and resource allocation. *Thrive Montgomery 2050* and new leadership at Montgomery Planning provide an opportunity for the Department to reflect and develop a strategic plan that would chart our new path.

The five-year strategic plan is the near-term roadmap for how the department will advance the recommendations in *Thrive Montgomery 2050*, the newly updated Montgomery County General Plan. The strategic plan defines the values, priorities, and strategies that will guide our organization. This internal plan has external impacts because it includes suggestions for the department's work program including direction for strengthening internal capacity and identifying activities to focus on to advance the recommendations in *Thrive*.

Our Strategic Planning Process

Led by our Strategic Planning Committee, with robust participation from our staff through a series of visioning, strategy, and feedback sessions, we began by listening to and learning from our constituencies 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 gained clarity 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 seven-month process, we engaged with nearly 700 stakeholders, including Board members, Department staff, members of partner organizations and agencies, and county residents:

- 68 staff members through internal survey
- 525 community members through external survey
- 105 external constituents through interviews (6), focus groups (24), and feedback sessions (75)

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

The Strategic Plan was informed by many policies, studies, and recommendations:



The Strategic Plan Elements

Montgomery Planning's Strategic Plan includes the following elements:

Vision (the ultimate good that we are working together to achieve): *Thriving, resilient communities for everyone, today and in the future.*

Mission (our unique role working in partnership to achieve our future vision): *We collaboratively plan for equitable, sustainable, and economically healthy communities.*

Results (measurable, long-term impact we will achieve working in partnership with others toward a shared vision):

- *Accessible options for housing, employment, recreation, and services.*
- *Engaged residents who have a shared sense of belonging and purpose.*
- *Healthy economy benefiting businesses and individuals.*
- *Environmental health and resilience enhanced through land use, development and improved infrastructure.*

Values (shared beliefs about how we will execute our mission and achieve our vision):

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

Priorities (the most important areas of focus to advance our vision over a period of years):

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

Strategies and Actions (a cohesive set of planned actions and functional tasks in pursuit of measurable impact): Over 150 potential actions that will inform the department's work program requests, budget requests, and organizational changes.

Key Takeaways on the Strategic Plan

Our new strategic plan is that framework, serving as our collective strategy for delivering a brighter, more resilient future for our community. The plan sets our shared vision, reaffirms our commitment to our core values, defines our unique mission, and outlines the strategies that will guide our work for the next five years. The multiyear strategic plan will not only define and prioritize our work but will also help us anticipate budgetary needs for future fiscal years.

At the center of the plan is our refreshed mission—to collaboratively plan equitable, sustainable, and economically healthy communities—and our refined vision— thriving, resilient communities for everyone, today and in the future.

These updated mission and vision statements are framed by our core values of transparency and integrity; diversity and inclusion; people and the environment; objective, data-driven decision-making; and equitable outcomes. Together, our mission, vision, and values serve as the foundation of our work.

The plan identifies five priority areas aligned with our values that will help us advance our mission and achieve our vision. These are:

- **Employees** – Increasing our impact starts with investing in the development and advancement of our current and future teams.
- **Communities and Partners** – Collaborating with intention, transparency, and integrity to increase our impact and overcome historic inequities.
- **Efficiency** – Improving process to deliver clear and consistent planning and development operations.
- **Innovation** – Support for staff to envision and develop strategies and tools to advance planning initiatives.
- **Leadership** – Advancing departmental excellence.

Within each priority area are specific strategies and key actions with measurable outcomes. When implemented, this work will lead to:

- Accessible options for housing, employment, recreation, transportation, and services.
- Engaged residents with a shared sense of belonging and purpose.
- A healthy economy benefiting businesses and individuals.
- Environmental health and resilience enhanced through land use, development, and improved infrastructure.

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.

Next steps

The Strategic Plan has informed the Department's FY26 Budget request. For actions that do not require funding, staff will be working to implement near-term goals and focusing on tracking metrics and progress.