



*THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
Office of the Chairman, Montgomery County Planning Board*

January 17, 2006

TO: George Leventhal
President, Montgomery County Council

FROM: Derick Berlage
Chairman, Montgomery County Planning Board

SUBJECT: Management Improvement Plan for Development Review

I am pleased to transmit to you our Management Improvement Plan (MIP) for the Montgomery County Development Review process. This Plan has been prepared under the direction of Ms. Hamer, our Acting Director of Park and Planning, to provide a framework for our continuing work to return the Development Review process to high performance and strong public confidence.

As you are aware, the Planning Board and professional staff at Park and Planning have taken the Development Review process situation very, very seriously, and we have, over the past six months and more, acted on a number of fronts to respond. We have contained the problem, moved resources internally to cope with the development review caseload, launched immediate process remedies, hired a nationally recognized firm to evaluate the development review process in detail, and reached out to both residents and developers for their advice on additional improvements. This MIP is the latest of our initiatives to manage the array of necessary actions with sharp focus, adequate resources, and a high sense of urgency.

The contents of this Plan have come from many people, and we thank them all for their contributions. Because the challenges before us will take time to address, and because we are committed to continuous improvement, we will be updating this MIP periodically. We also intend to broaden the scope of this Plan in future versions, beyond Development Review, to include all the programs of our agency. Finally, we expect to work actively with our sister agencies in the County, as well as with residents and developers, to seize the full potential for improvement in our public processes.

On January 24, 2006, we are scheduled to discuss this Plan with the Planning, Housing and Economic Development (PHED) Committee of the County Council. We are looking forward to that work session as another opportunity to share what we have done and to gain the perspectives of the Committee on this MIP.

DPB:RK:dsk

Attachment: Management Improvement Plan for Development Review

Management Improvement Plan for **Development Review**



January 2006

The Maryland-National Capital Park & Planning Commission
Montgomery County Department of Park and Planning

8787 Georgia Avenue, Silver Spring, Maryland 20910-3760

Management Improvement Plan for Development Review

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THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

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THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

The Maryland-National Capital Park and Planning Commission is a bi-county agency created by the General Assembly of Maryland in 1927. The Commission's geographic authority covers most of Montgomery and Prince George's counties. The Commission's planning jurisdiction, the Maryland-Washington Regional District, comprises 1,001 square miles; its parks jurisdiction, the Metropolitan District, comprises 919 miles.

The Commission has three major functions:

- (1) The preparation, adoption, and from time to time, amendment or extension of The General Plan (On Wedges and Corridors) for the Physical Development of the Maryland-Washington Regional District Within Montgomery and Prince George's Counties.
- (2) The acquisition, development, operation, and maintenance of a public park system.
- (3) In Prince George's County only, the operation of the entire County public recreation program.

The Commission operates in each county through a Planning Board appointed by and responsible to the county government. The Planning Boards are responsible for preparation of all local master plans, recommendations on Zoning amendments, administration of subdivision regulations, and general administration of parks.

The Maryland-National Capital Park and Planning Commission encourages the involvement and participation of individuals with disabilities, and its facilities are accessible. For assistance with special needs (e.g., large print materials, listening devices, sign language interpretation, etc.), please contact the Community Relations Office, 301-495-4600 or TDD 301-495-1331.

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Management Improvement Plan

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MONTGOMERY COUNTY DEPARTMENT OF PARK AND PLANNING

THE MARYLAND-NATIONAL CAPITAL
PARK AND PLANNING COMMISSION

8787 Georgia Avenue
Silver Spring, Maryland 20910-3760
301-495-4500, www.mncppc.org

January 17, 2006

TO: Montgomery County Planning Board
FROM: Faroll Hamer, Acting Director, Department of Park and Planning
SUBJECT: Management Improvement Plan (MIP) for Development Review

Mr. Chairman and Members of the Board:

I am pleased to submit to you a Management Improvement Plan (MIP) for the Development Review process in Montgomery County. This submission is prompted by recent events alerting us to a need for significant actions to restore high performance to the review process and by the specific recommendation of the Office of Legislative Oversight in its report on the Clarksburg Town Center.

The development review process is fundamentally important to the long-term quality of life in all communities. It is the means by which the public and private sectors work together to maximize the achievement of the residents' goals and values expressed through community planning and other policy actions. Development review seeks to ensure that the plans that receive approval meet the highest standards and the developers then execute these plans in compliance with all required conditions. Equally important, the development review process should perform in ways that inspire continuing public confidence.

For decades, the Montgomery County Department of Park and Planning has enjoyed a richly deserved reputation for contributing significantly to the outstanding quality of life in the county and for doing so in partnership with residents. Over the past year or so, however, we have learned that this agency has not been performing to its historical standards. Compliance with plans and policies has not been adequately assured, and some of the agency's practices have fallen short of what is required to sustain the public's confidence.

The Planning Board and staff have begun to act already, on a number of fronts, to address these shortcomings. The County Council has acted as well, through its oversight role and through its introduction of legislation. DPS, DHCA, and the Fire/Rescue Services from the Executive Branch have contributed improvements in their program areas. Together, we have contained the problem, begun to strengthen the process, launched a detailed examination of the process by a nationally recognized firm, reassigned staff to cope with caseload, and actively sought the advice of residents and developers on further changes. We must build on these first steps to finish the job of returning to excellence and public trust.

This Management Improvement Plan is the framework for decisions and actions that will secure a strong and continually refreshed development review process. Its contents address the urgent need to stabilize our development review operations and to make important course corrections in policy and practice. It is a map, not a destination; it specifies actions that we must take to achieve the development review process that Montgomery County should have. The Plan also reflects our commitment to continuous improvement as essential for minimizing future performance problems.

As recommended by OLO and as dictated by the urgency of the situation, this MIP is focused largely on the development review activities of Park and Planning. Development review takes place, however, within the full mission of the agency. The answers to agency-wide structural, policy, procedural and resource questions are equally important—and we are beginning to examine such matters even now—but for the most part these matters must wait until the immediate needs of development review have been met.

Similarly, in the coming year, we should challenge our colleagues in other County agencies to join with us in exploiting the full potential for improving the inter-agency dimensions of development review.

It is important to note as well that implementation of this MIP should be recognized by all parties as necessary to address current conditions. The concentration of Board and senior management attention, the re-setting of priorities, the shifting of internal resources, and similar initiatives are the actions we must take at this time. They should not be construed as making fundamental changes to the long-term relative emphasis on master planning versus development review. Such changes, if appropriate, would need to be preceded by adequate debate by the Planning Board and the Council.

This MIP presents a focused and logical framework for actions we must take. Major components of this structure are:

- A description of features that development review should have in Montgomery County;
- A set of *First Principles* of organizational culture that will guide the actions we take;
- Four specific strategy areas;
- Short term goals for the next six months (June 30, 2006), and a year from then (June 30, 2007); and,
- An *Action Plan* of specific objectives, with priorities and target dates, aimed at reaching the short-term goals.

A special note about our strategies is warranted here. While future MIPs may appropriately emphasize other areas, we are persuaded that we must concentrate our energy now on four main categories:

- **Management:** returning to fundamentals: work planning (setting and enforcing priorities), clarifying the chain of command (duties and decision-making discretion), setting standards for work products and assuring quality control, shifting resources to highest priorities, revising how work is arranged among staff with different skills, examining our business processes, applying smarter

methods and technology, providing more support to staff, and creating and exploiting management information.

- **Resident Participation:** expanding opportunities for residents to know what we are doing, to participate in a timely and meaningful way, and to be satisfied that we are meeting high stewardship standards.
- **Workload/Capacity Balance:** shifting current resources, improving staff productivity, and acquiring new resources to perform at the level of service implied by law, regulation and policy.
- **Development Review Policy and Process:** implementing a variety of actions aimed at the specifics of development review.

You are aware that we have launched a comprehensive examination of the County's development review process by a nationally recognized firm, Management Partners. This initiative is within, and a significant component of, this MIP. We expect the findings of the comprehensive study to be a major influence on the next updated version of the MIP, to be prepared this spring for FY07.

The imperative for improvement is urgent. However, we must implement this Plan at a time of serious imbalance between workload and staff capacity. This imbalance flows, on the "demand" side, from continuing development submissions (some of which are large and complex) and from the larger workload implied by some of the process changes already put in place. On the "supply" side, we have vacancies we are working to fill (plus some personnel on temporary leave) as well as a shortage in authorized positions required for a "full performance" level of development review.

This workload/capacity imbalance is exacerbated when we add in the workload associated with implementation of the Management Improvement Plan. This means that we must be realistic regarding the pace of improvement.

In the fall, the Planning Board requested a supplemental appropriation for FY06 to obtain funding for more staff and other resources to deal with our current development review caseload and to support reinvestment/improvement. I have directed the staff to coordinate the details of that Supplemental with this later-arriving MIP in order that we can assist the Council in their review of both matters. Those objectives in the MIP requiring additional funds are clearly marked. I have also instructed the staff to reduce our request for additional funds because we have found alternative ways of meeting some of our requirements. Finally, I have directed that we provide to the Planning Board and the Council a "first-cut" at a program budget for development review when we go to Rockville for the FY07 budget sessions.

Beyond resources are other factors that will govern the pace of improvement implementation. For example, it simply takes time to draft, critique, amend, approve and launch some kinds of changes. In addition, as noted above, one of the major sources of input on desired changes will be the detailed process examination currently underway by Management Partners. We expect their findings in April, after which we will, with others, debate and decide which recommendations to implement.

Considerations such as these have prompted us to construct a Management Improvement Plan in "phases". Phase One is underway and will last through June 30,

2006. We will update the Plan this spring as part of the preparation for Phase Two covering Fiscal Year 07. Because we are intent on continuous improvement, there will be future phases as well.

Management of this Plan's implementation will be important just as it is for successful "production" work. I have named a staff team to oversee this Plan and to lead its implementation. And, we will report to the Board and to the Council on our progress on a regular basis.

The ideas in this Management Improvement Plan come from a number of sources, and we look forward to additional comments from all interested parties.

RECOMMENDATION:

We are, I believe, successfully taking charge of actions required, within the current mission and structure of Park and Planning, to restore high performance and public confidence in development review. This Management Improvement Plan is evidence of the dedication of the Board, Management and staff to the importance of quality development and the role that development review plays in achieving it.

I recommend that you authorize the transmittal of this Plan to the County Council as consistent with the spirit of actions the Planning Board and staff have taken to date and as a foundation for a strong development implementation partnership with the community.

On behalf of the staff, I thank you for your leadership and support as we join with you, the County Executive, the County Council, developers and residents to achieve a development review process that serves the high expectations of our people.

Management Improvement Plan Introduction

This Management Improvement Plan, or MIP, is a program of specific actions aimed at improving the Development Review process in Montgomery County. It sets forth a logical framework for those actions so that the reader can understand how long-range goals, strategies, and objectives relate to each other. The MIP also identifies guiding "first principles" of organizational culture which will guide the implementation of the Plan and its subsequent refinements.

This MIP has been prepared by the Montgomery County Department of Park and Planning in response to recent events that have demonstrated the need for actions that will restore the Development Review process to high performance and to a condition that will inspire public confidence. More specifically, this MIP has been developed pursuant to a recommendation by the County Council's Office of Legislative Oversight in their recent report on the Clarksburg Town Center.

The reader is encouraged to review this document in its entirety in order to see both the logical framework (how the parts fit together) as well as the action details scheduled for Phase One (the current fiscal year FY06) and Phase Two (FY07). This MIP is a road map, not a portrayal of recommended solutions to improvement needs. Those will come as a result of the implementation of the specific Objectives in the Plan.

Later this spring, the staff will prepare an update of this MIP for FY07. A major influence on the content of that updated version will be the results of the comprehensive review being conducted by Management Partners, a nationally recognized firm with expertise in process analysis. Over the coming months, the scope of this MIP will be broadened to cover the full mission of Park and Planning (beginning with all planning programs), so that agency-wide issues can be addressed in their full context.

Many people have contributed ideas to this MIP, and their work is greatly appreciated. Comments are welcome on this product as a way to improve it further or to identify ideas that can be considered for the FY07 MIP. Such comments should be emailed to one of the following persons:

Faroll Hamer, Acting Director at Faroll.Hamer@mncppc-mc.org

William Mooney, Acting Deputy Director at William.Mooney@mncppc-mc.org

Management Improvement Plan **Background**

What happened?

In August, 2004 residents of the new Clarksburg Town Center development brought to the attention of Park and Planning their concerns regarding compliance of the emerging development with approved site plans. Since that time, research by the residents, and follow-up actions by staff of Park and Planning and other agencies, have resulted in official findings of violations. Applicable investigatory and hearing processes are underway on these violations with the intent to resolve them in a manner that is consistent with the public interest.

The past six to eight months have also included reviews by both the Park and Planning staff and by the Office of Legislative Oversight to learn more about the causes of the problems. These reviews have revealed systemic practices that have called into serious question the tools and methods being used to implement development in Clarksburg and in other places where newer zones are being employed. In particular, these systemic practices have meant that Park and Planning has been ill-equipped to detect site plan violations in a timely way, should they occur.

Why?

The problems revealed over the past year and more have been caused, in general, by a significant underperformance of the development review process. A major portion of the public sector's role in that process is administered by Park and Planning. As examinations have progressed, it has become clear that the adverse effects of specific development review practices at Park and Planning have been the major cause of trouble.

Management Deficiencies

- Insufficient quality control because of non-existent or uneven performance standards, too little supervisory or peer review of products, and insufficient performance data.
- Unclear chain of command regarding decision authority and boundaries of discretion.
- Poor organization of work, resulting in overloaded planners and supervisors.
- Very little information available for managing the Development Review program.
- Too few written policies and procedures to guide staff and ensure consistency in performance.
- Crowded working conditions for Development Review planners.
- Too little use made of available information technology resources.
- Inadequate standards and training regarding decision documents and other work products.
- Positions vacant too long.

- Insufficient communication among staff and between Management and staff.
- No culture of continuous improvement.

Insufficient Response to Residents

- Insufficient attention to residents' needs for information and responsiveness to know what is going on and to allow timely participation in decisions.
- No system for recording, tracking and expediting responses to resident complaints.
- Insufficient policy, systems and priority for maintenance of files at a high level of accountability.

Imbalance of Workload and Capacity to Produce

- Insufficient resources to meet the workload demands implied by current law, regulation, and policy.

Inadequate Development Review Policies and Processes

- Insufficient standards and procedures for ensuring consistency with Planning Board approvals.
- Insufficient systems, procedures, and staff guidelines for tracking and displaying amendments.
- Policy gaps and inconsistencies.
- Insufficient practices regarding "policy maintenance" (i.e., identifying problems, proposing solutions)

What Has Been the Agency's Response to Date?

In response to development review deficiencies, the Board and the staff of Park and Planning have taken the following major actions:

- Acted promptly to minimize additional compliance issues by issuing "Stop Work" orders and Notices of Violation at selected developments. Began immediate investigation into known violations. Completed assigned tasks in an audit of site plans approved since 2003.
- Launched a series of immediate process remedies, aimed especially at ensuring compliance with Planning Board approvals (including amendments), accuracy and consistency in official documents, transparency for the public, and staff efficiency.
- Worked with DPS, DHCA, and Fire/Rescue Services to apply several immediate process improvements and to begin bi-weekly discussions of further improvements.
- Developed recommendations on Council-initiated Zoning Text Amendments.
- Cooperated fully with, and contributed to, the investigation of the Clarksburg Town Center situation by the Council's Office of Legislative Oversight.

- Expanded information flowing to the Council for their newly-instituted bi-weekly oversight sessions by the PHED Committee.
- Hired a nationally recognized firm to evaluate the County's development review process. Findings are expected in April, 2006.
- Reassigned staff from other divisions to assist Development Review personnel with backlog of cases. Moved selected vacancies in other divisions to Development Review.
- Submitted an FY06 supplemental budget request to Council to obtain sufficient funds for unbudgeted workload and for making improvements. Also included proposals in the FY07 budget, with associated fee increases, to continue FY06 budget improvements.
- Invited testimony from the public on ways to improve the Planning Board's public hearing process.
- Met with Clarksburg residents to obtain input on achieving the goals of the Clarksburg Master Plan and the Clarksburg community.
- Met with development industry representatives to gather ideas for process improvements.

The Next Step: A Management Improvement Plan (MIP)

The remainder of this document describes a focused and logical framework for additional actions that management at Park and Planning has chosen to restore high performance and public confidence to the development review process. This Plan is organized as follows:

- Description of desirable characteristics that Montgomery County should expect in a development review process that meets high performance standards.
- *First Principles* of organizational culture that will guide Park and Planning in its development review improvement actions.
- *Four Strategies* for concentrating attention on critical needs.
- Short term goals for June 30, 2006 and June 30, 2007.
- An *Action Plan* of specific objectives for achieving the short-term goals. These objectives are assigned priorities and target dates.

Management Improvement Plan

Features of the Development Review Process

Montgomery County should have a Development Review process that...

- ensures that development and the processes used to achieve it comply with law, regulation, and policy;
- effectively complements and implements the master planning that creates the vision;
- produces decisions and supporting documentation that are timely, accurate, and predictable;
- is open to reasonably balanced, timely participation by all interested parties;
- is transparent and permits all parties to ask for and be fully satisfied with the accountability of government decision-makers;
- is sufficiently resourced to deliver the level of performance called for in law, regulation, and policy;
- is highly efficient, given the nature of the work involved, in the use of public resources;
- is continuously examined for improvements to policy and practice; and,
- aims, through effective management, for the highest possible standards of public stewardship.

Management Improvement Plan

First Principles of Organizational Culture

As we work to restore excellence and high public confidence in the development review process, we will be guided by the following:

- We are passionate about public service and the right of the people to open, orderly, fair, effective, and efficient government.
- We serve the public interest while working enthusiastically with all parties to an issue. We are accountable to the public, and we must be able to display the full record of our decisions.
- We are focused intensely on the results that matter: quality development out in all of our communities.
- Collaboration is crucial. We are partners with many others, and we work hard for our mutual success.
- Our job is not done when planning work is finished; effective execution is vital to the success of all we seek to achieve.
- We are committed to continuous improvement, a job that is never done. We know we must allocate time and energy to re-investing in our organization and in our professional abilities.
- We know that a strong Planning Board is vital to the achievement of quality development. Our professional responsibility is to help make the Board effective in its mission. We will do that best by seeking all relevant input, collaborating with others, thinking carefully, communicating well, and taking a well-reasoned stand on each issue.
- We are constructive problem-solvers. We look first for the opportunity that an issue presents, and we seek to add value wherever we can.
- We persist in what we do, despite obstacles, because quality development is so important. To seize opportunities, we add urgency to our energy.
- We owe applicants, residents, and other agencies our timely and thoughtful response to their inquiries.
- We understand the master planning and development review processes and our roles within both. We evaluate our performance, and we report regularly on it to others.
- We champion integrity, ethical conduct, and stewardship, without personal gain in the use of power, confidential information, public time or public assets.
- We take pride in our initiative, resourcefulness, and personal assumption of responsibility.
- We know we must complement our professional expertise with excellence in management, including, in particular, our continuing self-assessment of our performance against the standards we are expected to meet. We will regularly compare where we stand with what we stand for.

- We know we cannot do everything; we must choose. We will participate actively in shaping the agency's work program and then stick fiercely to priorities.
- We will speak up for the resources we believe are required to meet the standards implied by current law, regulation, and policy. Once the Planning Board and Council have decided on the level of available funding, we will strive to maximize the effective and efficient use of those resources.
- We acknowledge the reality of changing circumstances. Externally, we monitor changes in our community and its demography. Internally, we value flexibility and responsiveness to changing priorities.
- We are part of a valuable organization. We take pride in our work and in our agency, not in our position. We enthusiastically embrace our responsibility for each other's concerns and successes as we plan for and help to implement quality development.

Management Improvement Plan

Strategies for Action: Where We Need to Focus Our Energies for Highest Achievement

Management

Concentrate intense effort to establish effective, state-of-the-art management as standard practice in Development Review (and Park and Planning generally).

Resident Participation

Expand opportunities for residents to be aware of and follow the decision-making process for all new development, to participate in this process in a timely and meaningful way, and to obtain persuasive evidence of strong stewardship of the public interest by Park and Planning personnel.

Workload/Capacity Balance

Establish a solid foundation for satisfactory performance throughout the agency by obtaining resources sufficient to meet the Development Review and other of the agency's mission requirements implied by law, regulation and policy.

DR Policy and Process

Examine the Development Review process from top to bottom, with the help of all interested parties, to identify, prioritize, and implement improvements to both policy and practice.

Management Improvement Plan

Short Term Goals

Phase One (FY06) Goals:

Where We Want To Be at June 30, 2006

Management

Objectives and priorities have been refocused.
Chain of command has been clarified.
Work tasks have been aligned with skills.
Quality standards have been refreshed.
Adequate FY06 and 07 resources have been obtained.
Positions have been filled.
Employee performance expectations have been aligned with program standards.
Support for staff has been expanded.
Information needed by Management is flowing.

Resident Participation

Relationships are being repaired and restored.
Transparency and opportunities for participation have been expanded.
Accountability improvements have been started.

Workload/Capacity Balance

Staff have been moved to handle larger, unbudgeted workload (both peak and on-going).
Supplemental resources have been identified and obtained.

DR Policy and Process

Numerous, immediate policy and procedural remedies have been applied.
Intra-and inter-agency coordinations enhancements are underway.
Findings from an external comprehensive process exam are under review by staff and residents.

Phase Two (FY07) Goals:

Where We Want To Be at June 30, 2007

Management

Phase One gains have been solidified and are being extended to the rest of the agency.
Progress is being made on improved integration of master planning and development review.

Resident Participation

Relationships have been significantly improved.
Status of DR cases is clearly visible.
Timely opportunities for participation are available.
The agency can demonstrate accountability for decisions and actions.

Workload/Capacity Balance

Balance has been restored through productivity improvement, agency-wide internal restructurings, and additional FY07 resources.

DR Policy and Process

Policy framework has been strengthened beyond initial remedies.
Significant re-engineering has been achieved.
Work is continuing...

Management Improvement Plan Action Plan

Boldfaced objectives are to be completed in Phase One (by June 30, 2006); completed objectives excluded.

Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
1	Management: Initial Triage		2.110						
2	Done	Triage current conditions; evaluate staff and resources needed; shift staff promptly to DR (interim basis); take other immediate actions.	2.111	x		Done	Dir		
3	Management: Work Planning		2.120						
4	A	Evaluate the FY 06 workload requirements for DR. Affirm or change priorities.	2.121	x		1/31/06	Dir		
5	A	Prepare DR Management Improvement Plan for Phase I.	2.122	x		1/17/06	Dep Dir		
6	C	Prepare DR Management Improvement Plan for Phase II.	2.123	x		6/15/06	Dep Dir		
7	C	Evaluate the projected DR workload for FY 07. Affirm or change priorities.	2.124	x		3/31/06	Dir		
8		Prepare DR Management Improvement Plan for Phase III.	2.125		x				
9	Management: Organization		2.130						
10	A	Clarify chain of command (responsibilities and level of discretion in decisions for staff, Supervisors, Chiefs, Deputy and Director, and Planning Board).	2.131	x		3/31/06	Strike Team		
11	B	Improve DR quality control, resolution of issues, expediting, and other first-line management work by Supervisors by adding three senior planners (direct: one new, two transfers; indirect: other staff additions).	2.132	x		6/30/06	Dep Dir	\$6,450	\$64,500
12	B	Improve DR quality control by implementing peer reviews of DR staff reports.	2.133	x		3/31/06	Strike Team		
13	B	Improve DR staff productivity by diverting technical and administrative work (including improved file management) to new Tech Team.	2.134	x		6/30/06	Dep Dir	\$52,000	\$196,000
14	B	Improve DR staff productivity by consolidating selected aide positions into single unit.	2.135	x		3/31/06	Dep Dir		
15		Right-size management-to-staff ratios.	2.136		x		Dir		

Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
16		Complete review of organization and resource requirements of all planning programs (following Comp Process Review).	2.137		x				
17	Management: Budgeting		2.140						
18	A	Develop and present to Council an initial version of a DR program budget for FY07.	2.141	x		3/31/06	Dep Dir		
19	B	Implement improved labor usage tracking across all agency programs to help with budgeting and workload management.	2.142	x	x	6/30/06	Dep Dir		
20		Develop and present to the CE and Council a program budget for all planning activities for FY08.	2.143		x				
21	Management: Standards and Skills		2.150						
22	A	Ensure DR clarity and consistency by creating standard format, cover sheet, findings, conditions, geo maps, and quality control processes for staff reports, opinions, signature sets, and enforcement agreements.	2.151	x		3/31/06	Strike Team		
23	B	Provide guidance to staff on when issues must be raised to higher level (including PB) for timely review.	2.152	x		3/31/06	Strike Team		
24	A	Increase staff productivity by setting procedures for assembly of weekly PB packets.	2.153	x		2/28/06	Strike Team		
25	C	Clarify essential job functions and revise performance standards for DR staff and managers.	2.154	x		6/30/06	Dep Dir		
26	Done	Provide refresher ethics training for managers and supervisors.	2.155	x	x	Done	Dep Dir		
27		Improve staff productivity through expanded, continual training for staff.	2.156		x				
28		Enhance staff productivity by implementing improved performance planning and evaluation.	2.157		x				
29	Management: Work Space and Equipment		2.160						
30	B	Enhance DR staff productivity by providing workspace that meets OSHA/MOSHA requirements and minimum standards for productivity and equity by leasing and equipping additional space.	2.161	x	x	6/30/06	Dep Dir	\$250,000	\$240,000
31	B	Enhance DR staff productivity by upgrading computer workstations and providing technology training.	2.162	x	x	6/30/06	R and T	\$50,000	\$20,000
32	C	Expand DR staff productivity by retraining on the capabilities of the Hansen and other IT resources for processing and tracking development plans. (New IT Specialist)	2.163	x	x	6/30/06	R and T	\$7,220	\$72,200

Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
33	Management: Management Information		2.170						
34	B	Strengthen management of the DR process through better data collection and analysis on DR workload, case progress, and quality control.	2.171	x	x	6/30/06	Strike Team		
35		Create development activity map connected to GIS.	2.172		x				
36		Implement automated tracking of the status of applications from receipt through all post-approval steps.	2.173		x				
37		Implement automated tracking of building permits to ensure timely compliance of site plan conditions..	2.174		x				
38	Resident Participation: Information to Citizens		3.110						
39	B	Add a Community Liaison Officer to assist the public with access, information, and obtaining timely and consistent agency responses on pending or approved DR cases.	3.111	x	x	6/30/06	Dep Dir	\$9,000	\$90,000
40	A	Set and implement policy and systems to record, investigate, and respond timely to all resident complaints.	3.112	x		2/28/06	Strike Team		
41	B	Set and implement policy regarding response to residents for documents and information.	3.113	x		6/30/06	Strike Team		
42	A	Create and implement a log, for the Internet, of staff meetings with applicants, residents, and others.	3.114	x		2/28/06	Strike Team		
43	B	Publish a summary and the DR staff report on each application on the Internet.	3.115	x		6/30/06	R and T		
44	Done	Revise policy to double the time--from 5 to 10 days--for citizens to review staff reports before Planning Board action.	3.116	x					
45	C	Publish development applications on the Internet for projects, initially from July 2004 to the present.	3.117	x	x	6/30/06	R and T	\$45,000	\$20,000
46	C	Publish opinions, drawings, and other project documents, the DRC agenda, and other DR information on the Internet (via new Web position).	3.118	x	x	6/30/06	R and T	\$7,220	\$72,200
47		Recommend legislation to require developers to a) post notification of a development application on site, b) send notice to the community 30 days before application is submitted, and c) meet with residents prior to DRC meeting.	3.119		x	Done			

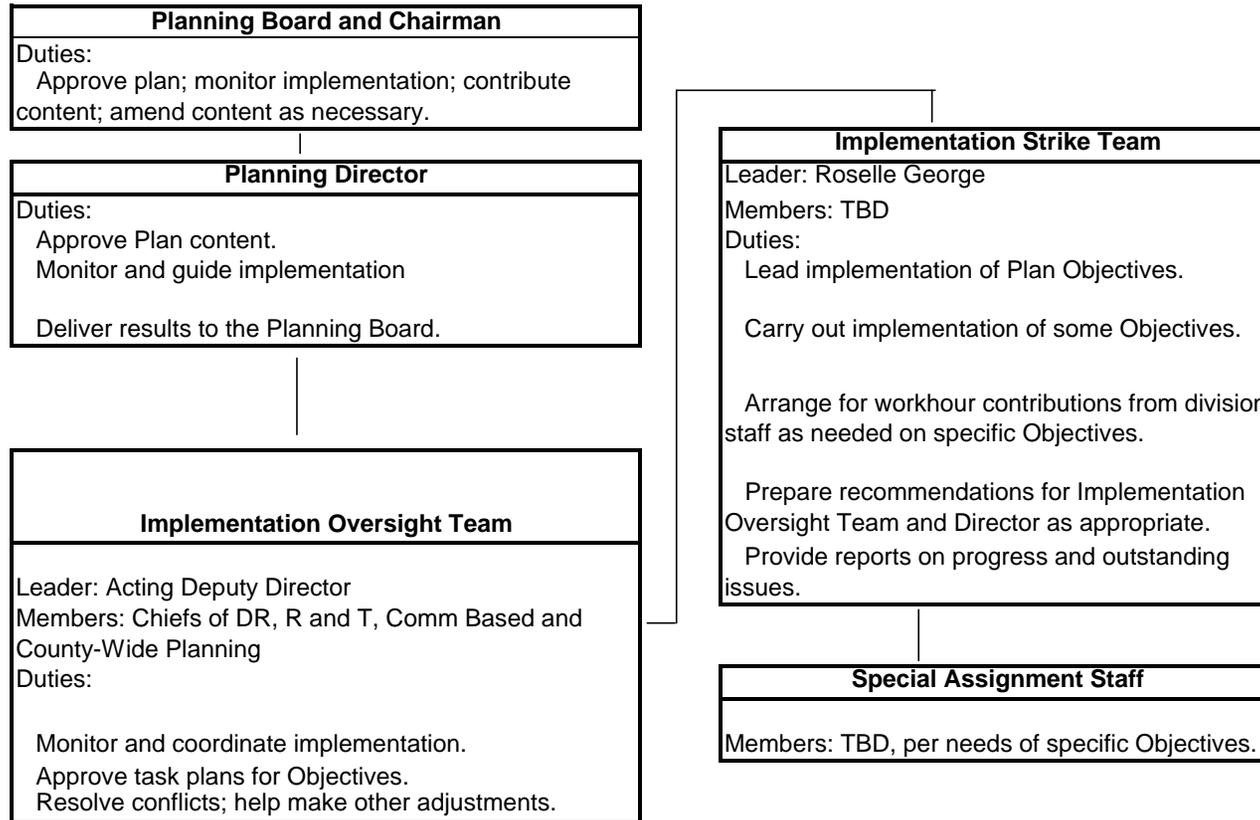
Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
48		Set and implement policy for documenting meetings between staff and residents, applicants and other agencies.	3.120		x				
49	Resident Part: Accountability, Transparency		3.130						
50	A	Establish protocol to ensure a complete and secure file for each DR case; triage files for compliance with protocol; transfer file duties from professional staff to new Tech Team.	3.131	x		6/30/06	Strike Team		
51	A	Improve file management and hearing management by implementing a protocol for numbering exhibits.	3.132	x		3/31/06	Strike Team		
52	Done	Bring 100% of priority files up to standards for completeness and security.	3.133		x		Tech Team		
53		Require submission of photo identification by public users while documents are being reviewed at MRO.	3.134	x		Done			
54		Create a reading area for residents to review documents.	3.135		x				
55		Develop transition plan to digitize files (document imaging).	3.136		x				
56	Workload/Capacity Balance		4.110						
57	A	Fill 100% of FY 06 DR vacancies.	4.111	x		6/30/06	Dep Dir		
58	A	Reduce DR backlog by reassigning staff from other divisions temporarily.	4.112	x	x	1/31/06	Dir		
59	A	Rebalance DR workload/capacity by reviewing vacancies in all divisions, moving lower-priority vacancies to DR.	4.113	x		1/31/06	Dir		
60	B	Rebalance DR workload/capacity by adding Building Permit Reviewer.	4.114	x	x	6/30/06	Dep Dir	\$5,690	\$56,900
61	B	Rebalance DR workload/capacity by adding Attorney and re-designing Opinions.	4.115	x	x	6/30/06	Dep Dir	\$36,000	\$90,000
62	B	Rebalance DR workload/capacity by converting one part time plans reviewer and one part time zoning analyst to full time.	4.116	x	x	6/30/06	Dep Dir	\$24,600	\$68,900
63	B	Expedite the acceleration of recruitment by tracking progress on individual recruitments.	4.117	x		3/31/06	Mgmt Svcs		
64		Fill 100% of FY07 DR vacancies.	4.118		x				
65	DR Policy and Process: Amendments		5.110						

Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
66	C	Revise policies on "major" vs. "minor" amendments as needed. Submit report to PB in March, 2006 detailing all minor amendments approved.	5.111	x	x				
67	Done	Revise policy on minor amendments to require public notice and a 15-day comment period.	5.112	x		Done			
68	Done	Require applicants to outline the specific nature of each change effected by minor amendments and to include such information in public notice. Set policy that PB and/or staff must find that the changes do not alter the intent of the PB's previous approvals.	5.113	x		Done			
69		Provide written guidance to staff to ensure consistent practice in accepting applications for amendments, conducting staff reviews, and documenting the regulatory outcome.	5.114		x				
70		Set policy that only those "amendment" changes specifically identified by the developer will be considered valid.	5.115		x				
71		Require that all minor amendments be reviewed by the DR Division Chief and approved by the Director.	5.116		x				
72		Develop proposals for PB use of a consent calendar for minor amendments.	5.117		x				
73		Provide written guidance to staff processing amendments to applications for amendments to an approved plan	5.118		x				
74		Track changes to plans (and post online) by creating central electronic file for data tables.	5.119		x				
75	DR Policy and Process: Comp.Process Review		5.120						
76	A	Obtain findings of Comprehensive Review by Management Partners; invite internal, resident, developer and other agency comments; begin review of findings.	5.121	x	x	4/30/06	Strike Team		
77	C	Complete research of DR Best Practices to complement Comp Review findings.	5.122	x		6/30/06	Strike Team		
78	Done	Launch a Comprehensive Review of the Development Review process by a national expert (Management Partners, Inc.).	5.123	x		Done			
79		Complete internal and external critique of Comprehensive Review findings; develop proposals for changes; begin implementation.	5.124		x				
80	DR Policy and Process: Compliance		5.130						
81	Done	Implement a protocol form for building permit reviews.	5.131	x		Done			

Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
82	Done	Implement a protocol form for record plat reviews.	5.132	x		Done			
83	Done	Implement protocol forms to assure consistency in development standards: height, setback, green space, etc.	5.133	x		Done			
84	Done	Require that every plan include a data table that compares proposed dimensions with standards and PB conditions.	5.134	x		Done			
85	Done	With DPS, revise the building permit application to require applicants to show the precise height and setback of proposed structures.	5.135	x		Done			
86	Done	Establish procedures to ensure that data tables and drawings are consistent.	5.136	x		Done			
87		Require all site plan features such as lighting and landscaping to be included with building permit applications.	5.137		x				
88		Require a Maryland-certified design professional to certify on all building permit applications that the height and setbacks in proposed development are in compliance with applicable law and plans.	5.138		x				
89		Implement a protocol form for signature set reviews.	5.139		x				
90		Require each applicant's engineer to certify that all the sheets of the signature set reflect the actions of the PB and that no dimensions on the drawing violate the minimum or maximum standards established in the data table.	5.140		x				
91		Provide written guidance to staff when conducting on-site inspections for compliance with an approved plan.	5.141		x				
92		Provide written guidance for staff when reviewing building permit applications and record plats to ensure compliance with site plans.	5.142		x				
93	DR Policy and Process: Law		5.150						
94	A	Complete work on DR ZTA's currently before Council; implement as required	5.151	x		6/30/06	Dir		
95		Initiate revisions to Zoning Ordinance and Subdivision Regulations for clarity, consistency, currency and ease of use.	5.152		x				
96		Devise plans for revising the Zoning Ordinance and Subdivision Regulations to more effectively implement land-use policy.	5.153		x				
97		Devise plans to update all strategic policies into a comprehensive growth management framework.	5.154		x				
98	DR Policy and Process: Inter-Agency Coordination		5.160						

Row	Phase One Priority	Objectives	Objective #	Phase One	Phase Two	Target Date	Leader	FY06 Supp	FY07 Budget
99	Done	Clarify policy and responsibility for MPDU locations and agreements.	5.161	x		Done			
100	Done	Request County agencies (DHCA, DPS, DEP, DPWT, DFRS) to put their positions on proposed development in writing before PB hearings.	5.162	x		Done			
101	Done	Require developers to provide two more signed signature sets (total of five) for DHCA and DPS.	5.163	x		Done			
102	Done	Launch and continue regular inter-agency policy and process discussions.	5.164	x	x	Done			
103		Integrate the M-NCPPC and DPS Hansen systems to improve inter-agency coordination.	5.165		x				
104		Seek significant enhancement of inter-agency collaboration on DR for quality control, efficiency, and timeliness, following Comprehensive Review of DR process.	5.166		x				
105	DR Policy and Process: Other		5.170						
106	Done	Implement a protocol form for preliminary plans.	5.171	x		Done			
107	Done	Change policy to require that all opinions must be drafted by Commission staff (rather than some by applicants).	5.172	x		Done			
108		Re-write Planning Board's rules of procedure.	5.173		x				
109		Improve DR process clarity and consistency (and file management quality control) by creating a single point of entry and "sufficiency for filing" standards for all application documents.	5.174		x				
110		Improve DR process clarity and consistency by implementing improved "sufficiency for review" standards for applications.	5.175		x				
111		Set and implement policy requiring applicants to submit plans and amendments electronically.	5.176		x				
112		Prepare a Development Review policies and procedures manual.	5.177		x				
113		Professional Services: [MIP & non-MIP -- See Supplemental]	8.000	x	x			\$405,000	\$150,000
114		MIP Total						\$898,180	\$1,140,700

Management Improvement Plan
Organization for Plan Management and Implementation



Management Improvement Plan Periodic Report Format (illustrative)

Row	Phase One Priority	Strategy Area	Objective #	Objective	Target	Status	New Target	Notes
1	B	Management	2.161	Objective: Enhance staff productivity by providing workspace at standards for DR staff by leasing and equipping additional space.	6/30/06	Green	6/30/06	xxxxxxxxxxxxxxxx
2	A	Resident Participation	3.131	Objective: Establish protocol to ensure a complete and secure file for each DR case; triage files for compliance with protocol; transfer file duties from professional staff to new Tech Team.	6/30/06	Yellow	7/15/06	xxxxxxxxxxxxxxxx
3	A	Workload / Capacity Balance	4.111	Objective: Fill 100% of FY 06 DR vacancies.	6/30/06	Red	7/31/06	xxxxxxxxxxxxxxxx

Green Green means task is on schedule, with no significant troubles.
Yellow Yellow means task is encountering some difficulties; target date may be at risk.
Red Red means task is hitting significant difficulty; target date will likely slip.