

Community Forums



Fifteen people attended the first Forum. Remarks were made about the strategic planning process, expressing pleasure that the process was taking place, requesting an update on the planning process as it progressed, and recommending that steps be taken to ensure that the Spanish-speaking population in the county has an opportunity to provide input into the planning process. Issues raised included traffic congestion, the importance of the human service “safety net” and transparency of County government.

The second Forum was attended by 26 people, and a broad range of issues and positions were raised, including green technology, the role and size of county government, and recommendations were made related to traffic, rail line, and parks.

County Website and Written Feedback

A total of 21 comments were received through the County Website. A wide variety of issues were raised, including open space, libraries, parks, transportation/traffic, green technology, and a lack of services in the western part of County.

Three (3) written comments were received regarding the preservation of established bike paths and a particular recreation project.

Emerging Themes and Issues

In total, approximately 640 people provided input during the strategic planning process. Input from all sources was used to identify emerging strategic themes and issues in each of the Focus Areas.

Focus Area	Emerging Themes
Administrative/ Financial Impact	<ul style="list-style-type: none">• An integrated financial strategy is needed for costs, revenues, mandates and taxes. This is particularly important in view of the vastly decreased growth in the ratables during the past year.• Upgrades are needed in technology, and in human resource functions.• There is a need for administrative efficiencies/consolidation of administrative functions.• Every administrative unit should consider opportunities for outsourcing and shared services.• Marketing and communications with the public, and internal communication and collaboration across government need to be improved.
Citizen Services	<ul style="list-style-type: none">• Resident access and interface with County government needs to be improved (e.g., a single coordinated County telephone number and updated telephone system).• Increased marketing and branding of County services, coordination of volunteer efforts, and outreaching targeted resident populations (seniors, disabled, youth) is needed.• Standardization of hours of work.• Internal improvements are needed related to technology, information management, and resident-friendly buildings.

Focus Area	Emerging Themes
Education	<ul style="list-style-type: none"> • County sponsored educational services are highly valued and utilized, and there is increased resident demand for programming. • The potential exists for educational, business and governmental alliances for economic growth and workforce development. • The County should advocate for in-county options for serving children and youth with special needs, such as autism. • Targeted strategies with local school districts should be developed to reduce drop-out rates and needs for remediation in secondary education.
Health and Human Services	<ul style="list-style-type: none"> • Needs are increasing while funding is decreasing. • Disparities exist within the county related to economic status and ethnic background. • Public access to resource information is difficult. • There is a limited ability to perform grants management functions.
Municipalities	<ul style="list-style-type: none"> • Shared services, facilities, purchasing, functions, should be considered, including: <ul style="list-style-type: none"> ○ Formal strategy and process ○ Marketing / Communication /Public Strategy ○ Municipalities with County / County-to-County / State ○ Regional economic development and open space planning ○ Legislative strategies
Planning and Economic Development	<ul style="list-style-type: none"> • Competing themes exist between economic growth and development and the preservation and reclamation of open space / farmland / historic sites. • Challenges exist in the areas of business development, workforce housing, local and mass transit, education and workforce development, tourism and hospitality, and greening the county.

Focus Area	Emerging Themes
Public Safety and Regulation	<ul style="list-style-type: none"> • While there is a general satisfaction with degree of public safety and freedom from crime, there is concern about gangs and juvenile crime, drugs, and cyber crime. • Major public safety concerns exist related to terrorism and natural disasters. • There is potential for shared services / regional cooperation.
Parks, Recreation & Library	<ul style="list-style-type: none"> • There is strong resident use and support of libraries, parks and recreation programs. Legislative/regulatory changes are needed to enhance hiring and operations. • Additional public education about parks, recreation and libraries is desirable to further maximize their usage.
Transportation, Engineering & Public Works	<ul style="list-style-type: none"> • Traffic congestion is a huge issue for the public. • There are opportunities to further “green the County” through recycling and composting, greening the county fleet, and increasing safe walking and biking throughout the county. • The MIS for maintenance management needs upgrading.
Cross-Cutting Areas	<ul style="list-style-type: none"> • There is a concern about taxes, return on investment, and understanding of county government. • More marketing and communication with the public about county services is needed. • Internal communication, technology and information management need to be addressed across the departments. • There is an opportunity to consolidate administration and some functions (public relations, media, purchasing, etc.) • There are also opportunities for shared services / consolidation within County government, and with the state/municipalities.

Identifying strategic issues is the heart of the strategic planning process. The fundamental policy questions or critical challenges affecting an organization creates a unique opportunity to utilize the synthesis of material in a manner that frames the creation of strategic action and a blue print of concerted effort for the future.

SECTION III

Strategy Formulation and the Establishment of Strategic Areas, Goals, Objectives, and Action Steps

The JANUS team utilized several different formal strategies to identify strategic direction. The *direct approach* allowed the team to identify strategic issues after review of the organizational mandates, mission statement, and S.W.O.T. meetings. The *goals approach* allowed for a continuous focus on the critical issues facing the County that were clearly articulated early in the planning process and further examined during the S.W.O.T. meetings and reinforced by public opinion. The *oval mapping* approach was also utilized in an effort to identify the potential actions that the County might take, given the cause and effect or influence relationships that are present throughout the system. By using these three approaches, the JANUS Solutions team was able to identify critical areas in need of focused and strategic intervention.

This synthesis led to the establishment of five primary strategic areas of recommendations. The strategic areas are purposely organized to cut across Departments, Divisions, and other organizational units to promote a unified government-wide effort. With input and advice from the Freeholders, the County Administrator, and the Planning Committee, the five identified Strategic Areas were broken down into goals and objectives. These five strategic areas, with accompanying goals and objectives form the heart of the strategic recommendations for Monmouth County government.

The first four strategic areas are related directly to issues over which the county has some degree of control. The last area involves areas for which the county elected and administrative officials can advocate for change. The five identified Strategic Areas and accompanying goals for each area, along with highlights of specific objectives within the Strategic Action Plan, are as follows:



Monmouth County Government will:

Provide leadership with regard to spending, taxes, and return on investment through smart, effective, efficient, and responsive resident centered county government.

Goals

- Improve public communication and information about county services and how to access them. In addition, conduct ongoing feedback strategies with county residents.
- Promote shared solutions (shared planning, shared services, shared financing, shared strategies, public dialogue about same) within county government; with municipalities; with other counties; and with the state and federal governments.
- Improve and modernize county government operations – including internal communication, technology and information management, consolidation of select administrative functions, outsourcing, and consistent human resource management.

Highlights

- Designate a senior level management and budget official within the Office of the County Administrator to manage, monitor, and update the strategic plan, measure the effectiveness and efficiency of county services and operations based on quality performance measurement standards, resident satisfaction, and ensure the integrity of all of county government operations.
- Integrate the strategic planning and management process into the annual budget process. Doing so would provide a framework within which decisions can be made, in view of economic conditions, declining growth of ratables, etc.
- Consolidate the communication, media, PR, advertising, and publication functions for the county.
- Establish enhanced capability for effecting shared services through a county-wide shared services network (e.g., designate a shared services coordinator, develop inventory, offer 911 and police dispatch to all municipalities, etc.)

Monmouth County Government will:

Promote responsible and sustainable development and economic growth through quality planning, education, workforce development, and business development.

Goals

- Support the retention of existing businesses, and identify and support potential growth businesses and sectors (tourism, healthcare, service industry, green businesses, modernization of infrastructure, etc.).
- Identify and alleviate structural barriers to business development.
- Form partnerships among education, workforce development and business leaders to develop a cutting-edge workforce.
- Maintain the county commitment to affordable, high quality education.
- Develop partnerships with municipalities and other stakeholders to promote sustainable, well-planned communities.

Highlights

- Develop a comprehensive marketing plan for all county assets such as beaches, bays, cultural, historical, restaurants, parks (particularly as a low cost vacation option, recreation programs and libraries).
- Reassign the Workforce Investment Board (WIB) and the Division of Employment and Training from Human Services to the Department of Economic Development, to assure that business and economic growth opportunities are maximized.
- Continue County scholarship fund at Monmouth University for Brookdale graduates, to retain students in-county and encourage students to remain in Monmouth County after graduation.

Monmouth County Government will:

Promote the safety, security, and well-being of all county residents in a manner which is responsive to demographic, social, and community trends.

Goals

- Improve emergency response system and readiness for natural and man-made disasters.
- Target services and focus on vulnerable, under-served, and growing populations of need (e.g., youth, children and adults with developmental disabilities, seniors).
- Reduce economic, social, and ethnic disparities among County residents.
- Take action to mitigate the impact of economic downturns on county residents, including increased emergency mobilization of county services, proactive coordination to maximize participation in federal and state economic recovery efforts, and consistently pursuing efficiency measures while addressing resident needs.

Highlights

- Assess and improve methods of informing County residents (e.g., News 12, cable television, email, text messages) about emergencies; coordinate with municipalities and school districts where applicable.
- Upgrade communication/radio system and equipment to comply with federal mandate (switch to new bandwidth).
- Review distribution of County funding sources specific to economic, social, ethnic, and vulnerable populations, and develop a strategy for investment and/or the divestiture of resources to reflect an appropriate focus on prevention, early intervention and family support services.



Monmouth County Government will:

Steward the preservation and enhancement of natural resources, respect for local history, and quality of community life.

Goals

- Undertake environmentally safe measures and practices in all aspects of county operations and policies.
- Preserve open space, farmland, and scenic by-ways, and provide quality parks, recreation, and cultural opportunities and programs.
- Reduce traffic congestion through smart routing and public transportation

Highlights

- Identify a senior-level county employee to coordinate and oversee all “green” initiatives
- Conduct an energy audit on all County owned and operated facilities
- Continue to investigate options to promote, market, and adjust products and fees to increase utilization of the county golf courses and to explore continued reductions in operating costs.
- Identify opportunities and resources to expand transportation system (e.g., additional “park and rides,” pedestrian crossings near bus stops, funding for bridge safety).

Monmouth County Government will:

Impact public policy, statutes, and regulations that impede county goals.

Goals

- Advocate for changes in policy, procedures, regulations and legislation, and for funding to support the achievement of the goals and objectives of the strategic plan.

Highlights

- Address liability of \$22M to fund future retiree health benefits by advocating for legislation allowing the establishment and gradual funding of a trust fund for future post employment benefits, as well as other contractual changes.
- Advocate for additional mass transit, such as the MOM line, to provide rail service for high growth areas such as Western Monmouth.
- Advocate for an improved East/West bus transportation network to improve cross county travel and travel to New York City.



A full copy of the Strategic Action Plan, including detail on action items, is included in Section IV B below.

A typical strategic plan sets broad direction. In this case, the establishment of five broad strategic areas of initiative, with goals and objectives for each, in a sense concluded the strategic aspects of the plan. However, in light of the recommendations from the Budget Task Force to establish concrete measurable goals, the chaotic financial environment, the forward momentum of all the key participants, and the JANUS mantra that strategic planning is a tool to get things done, the planning process moved from a purely strategic to a strategic operational mode. After concluding the strategic plan development process with the Freeholders and the Strategic Planning Committee on the five strategic areas, goals, and objectives, the County Administrator identified Goal Attainment Leaders for each Strategic Area. Each Goal Attainment Leader, working closely with County Administration, key internal staff, and the JANUS team developed action steps, lead Department or Departments, target completion dates, and projected budget impact for each objective related to each goal under each of the five strategic areas. Where possible, actual budget impact was quantified.



In other areas, budget impact will be determined as implementation proceeds. In addition, the initiatives designed in the strategic action plan were filtered by the criteria established by the federal government related to the “American Recovery and Reinvestment Act” stimulus package. The integration of the implementation of the Strategic Plan into the annual budget cycle as recommended will be critical to reconcile the aspirations and intentions of the Strategic Action Plan with the realities of available revenue.

SECTION IV

Recommendations for Action

The JANUS Strategic Leadership Cycle includes a simple, but quintessential element called Intentional Decision-making. All too often strategic plans are completed but never acted upon. This section of the Monmouth County Strategic Plan presents concrete recommendations for Freeholder consideration and action. These Recommendations for Action include two sections: (A) the recommendation for the adoption of the proposed Vision, Values, Mission, and Guiding Principles as developed by the Strategic Planning Committee. If adopted, these statements will provide the inspiration, guidance, standards, and expectations for Monmouth County government. And (B) the recommendation for approval of the Monmouth County Strategic Action Plan, that embodies the Strategic Areas, Goals, Objectives, and Operational Action Steps required to move the agenda of Monmouth County government into the future.

Recommended Action: Adoption of Vision, Values, Mission, and Guiding Principles

VISION

Monmouth County will be the best place to live, work and raise a family by honoring its past and embracing its future while preserving and enhancing the quality of life for current and future residents.

VALUES

Monmouth County:

- Demonstrates sensitivity to the impact of taxes on our residents
- Promotes the economic health of the County
- Champions strong stewardship of the natural, cultural and educational resources of the county

- Promotes well-planned communities with a balance between development and conservation
- Promotes safe and secure communities and the health of our residents
- Honors the historical heritage of the county while planning for the future
- Promotes a balance between development and conservation
- Welcomes local input while fostering regional solutions
- Celebrates and respects the diversity of our residents
- Partners with community and civic organizations to meet the needs of our residents

MISSION

The mission of the Monmouth County Board of Chosen Freeholders is to provide trusted leadership in partnership with our residents, the business community, and all levels of government to achieve our vision.

GUIDING PRINCIPLES

Monmouth County government:

- Demonstrates optimum stewardship in the use of county tax dollars
- Is committed to the highest standards of ethical and professional conduct and accountability
- Provides quality services that are caring, compassionate and responsive to the changing needs of our residents
- Demonstrates flexible, proactive approaches to changing situations and environments
- Creates opportunities for open and effective communication and connection with our communities, residents and taxpayers
- Is committed to comprehensive, information-based decision making
- Encourages employee growth, development and advancement, and provides our employees with the tools to do their jobs
- Encourages creativity and problem solving, and recognizes the contributions of employees, volunteers and residents

Recommended Action: Adoption of Strategic Action Plan

As part of the strategic leadership cycle, intentional decision-making will continue to transform the Strategic Action Plan into an operational guide. The Strategic Action Plan is a living document, and as implementation proceeds, the elements contained in the action steps, as well as completion dates and budget impact, will be adjusted based upon changing conditions, new information, etc. Implicit in all of the goals, objectives, and actions of the Monmouth County Strategic Plan is the intent that cost savings, productivity gains, or service enhancements will ultimately result.

Strategic Area I

Provide leadership with regard to spending, taxes, and return on investment through smart, effective, efficient, and responsive resident-centered county government.

Strategic Goal I-A: Improve public communication and information about county services and how to access them. In addition, conduct ongoing feedback strategies with county residents.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Develop and implement a plan for improving communication and interaction among Freeholders, county government, and the public	1) Consolidate the communication, media, PR, advertising, and publication functions for the county, including:			
	a) Create a committee to enhance on-line access to services provided by the county via the website	Public Info/ ITS	3 rd Qtr. 2009	Neutral
	i) Identify areas to be analyzed	Public Info/ ITS	Ongoing	Neutral
	ii) Establish a pilot	Public Info/ ITS	1 st Qtr. 2010	
	iii) Identify and implement ways to direct residents to the website (e.g., include web address on all emails, business cards, letters)	Public Info/ Appropriate Departments	1 st Qtr. 2010	Minor Cost
	b) Implement mechanisms for the public to access county services via the website	Public Info/ ITS	4 th Qtr. 2011	Initial invest. of HW/SW & maintenance costs may be required.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	c) Develop and implement a county-wide resident-friendly strategy to achieve enhanced telephone access, including:	Public Info	1 st Qtr. 2011	Cost
	i) Train operators on county services	Public Info	1 st Qtr. 2010	Neutral
	ii) Improve resident access to county offices and services through modifications to the county telephone system	B&G phone services	1 st Qtr. 2011	\$550,000
	iii) Ensure the needs of the aging population and those with hearing disabilities, in need of emergency services, or in need of an operator in a language other than English are met by publicizing available services	Public Info/ITS/OOA	4 th Qtr. 2009	Neutral
	d) Maximize the use of technology (cell phone alerts, texting, emails) as mechanisms to better communicate with the public. Explore and incorporate opportunities for “social media” and other emerging technologies.	Public Info/ITS	4 th Qtr. 2010	Cost to be determined based on available technology
	e) Expand the use of email to distribute County newsletter and updates on county activities	Public Info/ITS	4 th Qtr. 2009	Neutral
	2) Convene a county government-wide working group to develop a marketing plan to promote activities, accomplishments, and cost savings measures of each county department. The work of the group will include:			

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	a) Develop guidelines to ensure prior notification to Public Information on a regular basis of newsworthy issues, events and programs by each department	Public Info	4 th Qtr. 2009	Neutral
	b) Publish a schedule of county departmental activities	Public Info	1 st Qtr. 2010	Neutral
	i) Include links to other resources available			
	c) Develop and publicize a Speakers' Bureau to inform the public about available county services	Public Info	1 st Qtr. 2011	Neutral
	i) Create an updated PowerPoint presentation on county services	Public Info/ ITS	1 st Qtr. 2010	Neutral
	d) Develop or update material that can serve to educate the public about county services, tax structure, and amenities, including a citizens' guide to the County budget	Public Info	1 st Qtr. 2010	Cost to produce, print, and distribute if hard copies are made available
	e) Enhance and achieve a consistent and professional look for informational materials produced by county print shop; and standardize branding of the county image on publications and letterhead	Public Info	1 st Qtr. 2010	Neutral
	f) Conduct periodic surveys of stakeholders (residents & county employees) regarding customer satisfaction with county government	Public Info/ ITS	1 st Qtr. 2010	Neutral if done through county website on limited basis
	g) Identify & improve upon existing outreach efforts to underserved populations through "county stores" at the malls, "mobile county stores", libraries			

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	h) Expand and improve upon existing outreach at Monmouth Mall kiosk	Public Info	4 th Qtr. 2009	Neutral unless demand for printed material and staff time is significantly increased
	i) Identify additional outreach opportunities	Public Info	1 st Qtr. 2010	Neutral
	i) Increase opportunities to inform the public when the county is doing work in a local community (Your County At Work signage)	Public Info/ PW&E	2 nd Qtr. 2010	Cost (minor)
	j) Publicize the county's role in supporting summer business community (Health Department's role in monitoring beaches throughout the county, etc.)	Public Info/ Health Dept.	2 nd Qtr. 2010	Neutral

Strategic Goal I-B: Promote shared solutions (shared planning, shared services, shared financing, shared strategies, public dialogue about same) within county government; with municipalities; with other counties; and with the state and federal governments.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Develop and implement a proactive, coordinated and comprehensive plan to identify and effect shared solutions across all departments and levels of government	1) Establish enhanced capability for effecting shared services through a county-wide shared services network			
	a) Designate a shared services coordinator, reporting to the County Administrator, as the lead person on "shared solutions"	Admin/ Shared Services	3 rd Qtr. 2009	Neutral
	b) Identify existing efforts and opportunities for expansion of shared solutions			
	i) Develop an inventory of all county-wide shared services activities	Shared Services/ Public Works/ Purchasing	3 rd Qtr. 2009	Neutral
	ii) Develop a master list of all county-owned equipment by department, location, purpose, etc., including all resources, locations and purpose served.	All departments	4 th Qtr. 2009	Neutral
	iii) Convene staff roundtables to coordinate and evaluate shared services on a regular basis	Admin/ Shared Services	4 th Qtr. 2009	Neutral
	2) Develop formal action agenda for shared services			
	a) Identify opportunities for shared services which will enhance county services in a cost-effective way	Shared Services Coordinator	1 st Qtr. 2010	Savings

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	b) Encourage municipalities to use county bid specs for equipment and vehicles; expand county purchasing co-op commodities list; and continue to encourage municipal participation in co-op program.	Shared Services Coordinator	1 st Qtr. 2010	Savings
	c) Expand regional truck wash facilities and fuel dispensing facilities	Public Works	4 th Qtr. 2009	Cost: \$1.5 million each (seeking grant)
	d) Facilitate development of a regional animal shelter	Shared Services	2 nd Qtr. 2010	Grant
	e) Shared Services Coordinator will meet with superintendents of schools to discuss shared services	Admin/ Shared Services	4 th Qtr. 2009	Neutral
	f) Extend county record retention services to towns	County Clerk/ Finance	3 rd Qtr. 2009	Cost
	g) Explore the county taking a larger role in prisoner transport to alleviate local staffing issues during summer months, including the feasibility of a pilot	Sheriff	3 rd Qtr. 2010	Neutral
	h) Offer 911 and police dispatch to all municipalities	Sheriff	4 th Qtr. 2014	Cost
	i) Explore regional shared services solutions with other counties	Shared Services	2 nd Qtr. 2010	Neutral
	j) Assess existing county library branch operations for efficiency and cost effectiveness in conjunction with the next update of the library master plan	Library	2 nd Qtr. 2010	Neutral
	3) Identify funding options to mitigate municipal costs for municipal participation in prosecutor task force			

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	a) Utilize the Prosecutor's Office to assist in making the case for municipal assignment to law enforcement task forces	Admin/ Prosecutor	4 th Qtr. 2010	May be Cost or Neutral
2. Develop a coordinated marketing plan to engage and educate the public regarding the benefits and issues of sharing services and resources	1) Proactively work with the media, municipalities and public to create awareness and support for shared services issues	Public Info/ Shared Services	1 st Qtr. 2010	Neutral
	2) Sponsor a half day public forum on shared solutions	Shared Services	4 th Qtr. 2009	Cost (Minor)
	3) Report annually on the progress of shared solutions	Shared Services	1 st Qtr. 2010	Neutral
	4) Increase county representative(s) at meetings of local town governing bodies to discuss shared services	Admin/ Shared Services	3 rd Qtr. 2009	Neutral

Strategic Goal I-C: Improve and modernize county government operations – including internal communication, technology and information management, consolidation of select administrative functions, outsourcing, and consistent human resource management.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Establish the capacity and function within county government for planning, quality management, and program integrity of county operations	1) Designate a senior level management and budget official within the Office of the County Administrator to manage, monitor, and update the strategic plan, measure the effectiveness and efficiency of county services and operations based on quality performance measurement standards, resident satisfaction, and ensure the integrity of all of county government operations	Admin	1 st Qtr. 2010	To Be Determined

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	a) Ensure that each department has established or updated their vision, mission statements, objectives, and performance measurement standards for consistency with the county strategic plan	Admin	1 st Qtr. 2010	Neutral
	b) Conduct periodic analyses, with technical assistance, related to compliance with performance measurement standards, recommendations and corrective action, related to the cost-benefit of, and resident satisfaction with each department and program across county government	Public Info/ Finance/ Admin	1 st Qtr. 2011	Cost
	c) Annually integrate strategic plan into the county budget process	Appropriate Department	3 rd Qtr. 2009	Neutral
	d) Pursue accreditation in departments where doing so leads to improvements in efficiency and customer satisfaction	Appropriate Department	3 rd Qtr. 2012	Cost based on application fees of accrediting agency
2. Centralize, consolidate and standardize administrative functions and procedures within county government.	1) Develop and implement a plan regarding consolidation of select functions within county government, e.g., human resources, contracting, revenue development, public relations, media/marketing, grants management, technology, and fleet management where doing so will improve efficiency and effectiveness	Admin	3 rd Qtr. 2010	Savings

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	2) Establish a cohesive process for grants management that would include a pro-active identification of grant opportunities, grant writing, and grants management	All Departments	3 rd Qtr. 2010	May result in savings
	3) Develop a resource inventory of employees with expertise that can support projects across county government	Personnel	3 rd Qtr. 2009	Neutral
	4) Standardize and formalize process and procedures to assure prior consultation and approval with Purchasing, Finance, and Personnel departments with respect to public works, collective bargaining, and other projects to assure consistency, uniformity, and efficiency	Finance/ Personnel/ Purchasing/ Labor Counsel	2 nd Qtr. 2010	Neutral
	5) Develop and implement a county-wide employee evaluation system			
	a) Develop functional job descriptions and performance standards for each position in county government	Supervising Department with Assistance of Personnel	4 th Qtr. 2010	Neutral
	b) Develop and adopt salary resolution with salary ranges for county positions	Personnel	In accordance with contract renewal dates	Neutral
	c) Develop and pilot a merit system for non-bargaining employees tied to employee raises	Personnel	3 rd Qtr. 2012	Neutral
	d) Develop and implement procedures and standards for employee evaluations	Personnel	3 rd Qtr. 2011	Neutral
	e) Standardize a consistent work day/week with approved variances based on the nature of the work. Assure standard hours of office coverage for all departments	Personnel	2 nd Qtr. 2010	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	f) Develop a policy and process for annually checking employees' driver's licenses with the Division of Motor Vehicles and through employee declaration	Personnel/ Insurance Office	2 nd Qtr. 2010	Cost-\$14 per employee
	g) Develop a process to annually verify necessary employee certifications where applicable	Personnel/ Appropriate Department	3 rd Qtr. 2009	Neutral
	h) Pursue increased employee contributions towards health benefits through collective bargaining	Personnel	At contract renewal	Neutral
	6) Develop and implement a training plan for all county employees			
	a) Identify additional means to use technology to support training needs	ITS	3 rd Qtr. 2011	Neutral
	b) Pilot a mentoring system for employees in high turnover areas	Personnel	3 rd Qtr. 2011	Neutral
	c) Identify and train all front line staff on customer service and ensure it is part of training for new staff. Develop and implement a customer satisfaction plan that is phased-in to include targeted areas	Personnel, with Support of Appropriate Departments	3 rd Qtr. 2010	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
3. Improve employee communication and understanding of county functions	1) Develop a mechanism to ensure cross training of staff on county functions	Personnel	2 nd Qtr. 2010	Neutral
	2) Develop an electronic employee newsletter	Public Info/ Personnel	2 nd Qtr. 2010	Neutral
	3) Develop a structure and process for Department Head interaction with Public Information through meetings and other means.	Admin/All Departments	3 rd Qtr. 2009	Neutral
4. Maximize business process technology for all departments	1) Develop and implement an Information Technology Plan for operations, including:			
	a) Implement the recommendations of the IT payroll study	ITS	3 rd Qtr. 2009	Neutral
	b) Establish a Payroll Action Group	ITS	3 rd Qtr. 2009	Neutral
	c) Implement the Microsoft Exchange initiative in order to create a common platform for county information users and applications	ITS	4 th Qtr. 2009	\$2.8 M
	d) Computerize county personnel records	ITS/ Personnel	4 th Qtr. 2009	Neutral
	e) Computerize medical records at care centers	ITS	4 th Qtr. 2010	Neutral
	f) Establish a primary email address for county government	Public info	3 rd Qtr. 2009	Neutral
	g) Develop wireless capability for designated field workers	ITS	4 th Qtr. 2011	Cost dependent upon technology available and number of workers
	h) Develop or purchase a computerized maintenance system that includes work order management system to cost out jobs; scheduling; prediction of maintenance needs; provides management capability for all county assets	Public Works	3 rd Qtr. 2010	Cost \$60,000

Strategic Area II

Promote responsible and sustainable development and economic growth through quality planning, education, workforce development, and business development.

Strategic Goal II-A: Support the retention of existing businesses, and identify and support potential growth businesses and sectors (tourism, healthcare, service industry, green businesses, modernization of infrastructure, etc.).

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Formally identify potential growth businesses and develop a strategy to attract businesses to Monmouth County	1) Identify top ten potential growth industries or employment sectors	WIB & Economic Development, Planning	4 th Qtr. 2009	Neutral
	2) Develop and implement a proactive plan with incentives to identify, engage, and support new business development and job development	WIB & Economic Development, Planning	3 rd Qtr. 2010	Neutral
	3) Raise visibility of all county assets (cultural, tourism, etc.)	Admin, PI, Parks, Planning, Economic Development	2 nd Qtr. 2010	Neutral
	a) Develop a comprehensive marketing plan for all county assets such as beaches, bays, cultural, historical, restaurants, parks (particularly as a low cost vacation option), recreation programs, and library	Public Info/ Economic Development & Tourism	2 nd Qtr. 2010	Cost contingent upon method of distribution

Strategic Goal II-B: Identify and alleviate structural barriers to business development

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Enhance transportation options to support economic viability	1) Investigate methods to promote public transit to major employment destinations	PI, Planning, Economic Development	4 th Qtr. 2010	Neutral
2. Develop a coordinated approach to attract and stimulate business development	1) Seek input from businesses regarding barriers to business development	Economic Development	3 rd Qtr. 2009	Neutral
	2) Identify growth options that increase tax ratable throughout the county	Economic Development, Planning	2 nd Qtr. 2010	Neutral
	3) Develop a marketing/education plan to support economic development initiatives	Economic Development	4 th Qtr. 2010	Neutral
	4) Create a public/private partnership to formalize funding support for economic development initiatives	Economic Development	4 th Qtr. 2010	Neutral
	5) Explore the creation of a clearinghouse to promote private business cooperation for shared services opportunities	Economic Development	4 th Qtr. 2010	Neutral
	6) Reassign the WIB and the Division of Employment and Training from Human Services to the Department of Economic Development	Administration	1 st Qtr. 2009	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
3. Facilitate small business development	1) Explore a guaranteed loan program to stabilize existing small businesses and establish new ones (e.g., partnering with community banks)	Economic Development, MCIA, Finance	1 st Qtr. 2011	Neutral
	2) Support proposed incubator tech Center at Fort Monmouth	State Dept. of Labor & Workforce Development, Economic Development Employment & Training	4 th Qtr. 2010	Neutral
4. Improve information availability regarding land and facilities throughout the county	1) Create a centralized data base of available land and buildings suitable for businesses, including Brownfields (contaminated areas, gas stations)	Planning Board and Economic Development	4 th Qtr. 2009	Cost of Database Subscription

Strategic Goal II-C: Form partnerships among education, workforce development and business leaders to develop a cutting-edge workforce.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Develop partnerships and collaborations among government, education, and the business community to develop work force skills to meet the labor needs of current and future employers	1) Assess workforce needs and expectations of employment community.	WIB & Monmouth County Department of Economic Development	1 st Qtr. 2010	Neutral
	2) Identify future employment needs of business and industry. Conduct "gap analysis" to determine employer/employee skill set needs	Brookdale Community College, Economic Development, WIB and Monmouth County Vocational School District	1 st Qtr. 2010	Neutral
	3) Establish programs to develop anticipated skill needs to match job market	Community College, WIB and Monmouth County Vocational School District	4 th Qtr. 2010	Cost for Curriculum and Staff
	4) Feed gap analysis information into education system so that business needs drive training	Community College, WIB and Monmouth County Vocational School District	4 th Qtr. 2010	Neutral

Strategic Goal II-D: Maintain the county commitment to affordable, high quality education.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
1. Improve skills of students related to employment success	1) Develop skill training link between Brookdale and the Vocational School	Brookdale, MCVSD	2 nd Qtr. 2010	Neutral
	2) Assess need for career programs in areas of employer demand	Brookdale, MCVSD, County Superintendent of Schools	Annually, by year's end	Neutral
	3) Continue County scholarship fund at Monmouth University for Brookdale graduates to retain students in county.	Administration	Annually	Cost
	4) Assist in developing solutions to the remediation of high school students prior to college entrance in order to minimize impact on financial aid, decrease the high school dropout rate, and reduce remediation costs for Brookdale	Brookdale, MCVSD, County Superintendent of Schools	3 rd Qtr. 2010	To Be Determined
	5) Assess the feasibility and cost of making MCVSD Shared Time program full time	MCVSD	2 nd Qtr. 2010	Neutral
