

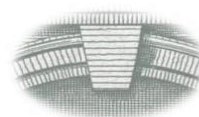


# Strategic Plan

## Monmouth County, New Jersey

May 2009

Presented by



**JANUS Solutions**  
*...for a changing society*



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## Acknowledgements

The development of the Monmouth County Strategic Plan has been a unique privilege of great challenge and opportunity. Since this is not only a first for Monmouth County but also the first comprehensive plan for county government in the entire state of New Jersey, we have felt a strong obligation to deliver a useful and credible product.

Our approach to strategic planning emphasizes the notion that the plan itself is a tool and is only as valuable as the positive changes that result. We do hope that this plan can be put to good use. What we can say with certainty is that a large number of people threw themselves into this process with a vigor that we will not soon forget. I would like to thank our key partners in this work.

First, I would like to thank the members of the Monmouth County Board of Chosen Freeholders; Freeholder Director Barbara McMorrow and Freeholder Rob Clifton who sat on the Planning Committee, Deputy Director John D'Amico, Freeholder and former Director Lillian Burry, and Freeholder Amy Mallet. The time and attention that you have given to this effort has been inspiring and unprecedented in our experience. Your active participation, encouragement, insights, and suggestions have been invaluable and we hope that we have met your expectations.

I would like to thank County Administrator Robert Czech, Deputy County Administrator Teri O'Connor, Assistant to the County Administrator Gabrielle Lehne, and to the administrative support staff Susan Brodsky and Betty Orcutt. From day one of the process you have been with us on all matters large and small. Your ability to guide a process that involves so many people from so many perspectives in a positive and constructive manner is tremendous. We thank you for the time and effort you afforded us during a time of extreme challenge for all in government and we hope that this plan is helpful to you in the future.

Thank you to all the members of the Strategic Planning Committee who took up the challenge with openness and good spirit and whose hard work and deliberations brought our process to life.

I would like to offer special thanks to two parties. First, thank you to Chairman Glenn Cashion and the members of the Budget Task Force for your vision in recommending that the plan be done, your participation in the community forums, and for taking the time to critique our work in such a incisive and lively manner. Second, thank you to Patrick Murray Director of the Monmouth University Polling Institute for conducting the community survey. Not only have the results been important, but also your graceful competence has added credibility to the process.

I offer my gratitude to our JANUS Team, Gena Haranis, our Senior Vice President, our super consultants David Holmes (aka Dr. SWOT) and Lou Paparozzi, and our Office Manager, Karen Monahan. Quite simply, you are great and did an amazing job.

Finally, I would like to thank the over 550 residents who participated in the process. This plan is for you and your future.

Tom Blatner  
President, JANUS Solutions

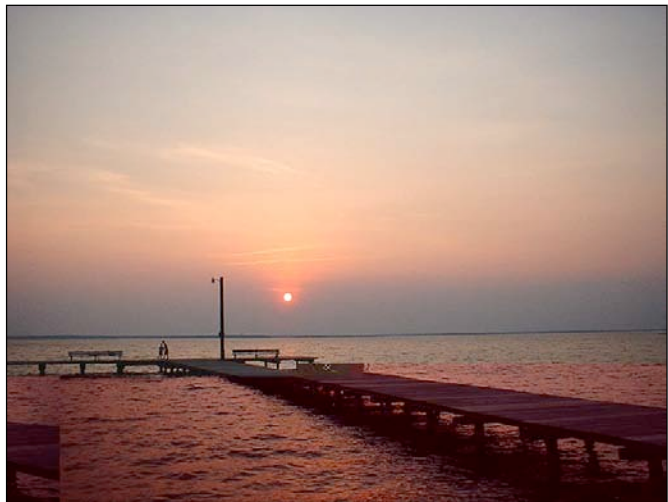


# Introduction & Purpose

Monmouth County is home to 659,353 residents located within 471 square miles of rural, suburban and urban/industrial communities on the Atlantic shore of New Jersey. Monmouth County is a destination place for vacations, and a highly desirable place for people to live, due greatly to its natural resources, history, and culture. Like many jurisdictions, Monmouth County faces the challenge of preserving its many natural and human resources and high quality of life, while confronting the many traits of modern life - traffic congestion, high taxes, and uncertain financial times.

In March 2007, the Monmouth County Board of Chosen Freeholders commissioned a non-partisan Budget Task Force to conduct an independent review of county policies and finances as they affect the long-term fiscal health of Monmouth County government. Their findings were released in July 2007 and included a strong recommendation that a strategic plan be developed by the Freeholders to guide the direction of county government and to maximize its financial and human resources for the coming years.

In response, the County issued a Request for Proposals on February 6, 2008 to retain a consulting firm to facilitate a strategic planning process and complete a strategic plan that could serve as a blueprint for the future of Monmouth County government. After an open, competitive process, JANUS Solutions, a New Jersey-based consulting firm, was awarded a 12-month contract by the Freeholder Board to perform this work. The engagement was to begin in May of 2008 and be completed by the end of May 2009.



The decision by the Monmouth County Freeholders to act on the Budget Task Force recommendation to undertake this effort represents the first time that a county government has undertaken the work of completing a comprehensive strategic plan specific to county government in the State of New Jersey. The strategic planning began prior to the economic

downturn of late 2008 and 2009 and by necessity has had to account for the dramatically shifting economic climate. For example, during the time period of this strategic planning effort (May, 2008 to May, 2009), the Dow Jones average fell from 13,010 to 8,212. Nationally and in NJ, the unemployment rate also increased dramatically, with the New Jersey unemployment rate rising from 5.1% to 8.3%. Also, the value of rateable properties in Monmouth County grew by only 1% during this time period, after having risen an average of over 11.7% during the previous ten years.

The primary purpose of this strategic planning document is to provide the Freeholders of Monmouth County with a set of recommendations for action that will assist the County government in moving into the future with a clear sense of vision and purpose, a measurable set of strategic objectives, and a method of sustaining positive change.

### Primary Sections of Monmouth County Strategic Plan

Section I	Approach, Process, and Information Gathering
Section II	Analysis and Identification of Emerging Themes and Issues
Section III	Strategic Formulation and Identification of Five Strategic Areas, Goals, and Objectives
Section IV	Recommendations for Action
Section V	Implementation, Evaluation, and Updating the Plan

## SECTION I

# Approach, Process, and Information Gathering

### Approach

The challenge of creating an inaugural strategic plan for Monmouth County was considerable. The County Government includes some 60 Departments, 3,664 (full time, part time and seasonal) employees, and a budget of \$490,216,000. The County government does not operate in isolation. County government interacts and is impacted by local, state, and federal governments on a routine basis. County government interacts with a wide variety of private organizations, businesses, civic groups, and non-profit organizations on a regular basis. Most importantly, County government interacts and exists to serve the residents of the county. While this strategic plan is focused on Monmouth County government, it must take into account the many stakeholders that affect and are affected by County government.



JANUS Solutions is a professional consulting firm with over 20 years of professional experience working throughout the state of New Jersey and other areas of the country.

### Our Strategic Work Is Rooted In Three (3) Principles:

- |             |  |
|-------------|--|
| Principle 1 | Our work is resident and customer-centered and inclusive of a wide variety of interests and stakeholders.                |
| Principle 2 | Our work is mission and vision-driven and builds upon organizational assets and opportunities.                           |
| Principle 3 | Our work is strategic and action-oriented, geared toward bringing about successful results and positive visible outcomes |

The JANUS Solutions’ approach revolves around the belief that planning is a strategy for positive change, not simply a process and the production of a document to grace a shelf.

JANUS Solutions has developed a methodology for progressive change management that builds on our “Strategic Leadership Cycle” (see Appendix I). This cycle includes Assessment, Planning, Intentional Decision-Making, Implementation, and Evaluation and Feedback. Simply put, this cycle requires that leaders come together with stakeholders and residents not only to plan, but also to make decisions about recommendations, implement approved recommendations, measure progress, and update and adjust thinking and action on a regular basis. To succeed, this cycle must take into account a comprehensive view of the external environment, internal organizational capacity and resources, and all the elements related to the endeavor - budget and finance, programs and services, information management, human resources, organizational structure and management capacity, research and evaluation, internal and public communications, and other critical functions.

While this engagement has addressed the planning phase of the strategic leadership cycle and will hopefully result in intentional decision-making by the Freeholders by acting on the recommendations herein, the plan includes a section on implementation, evaluation, and updating the plan so that the Freeholders have the full benefit of the JANUS approach and thinking.

## The Planning Process

The planning process was designed to ensure that the Freeholders and senior leadership and management would be involved at every stage of the decision-making process, and that the process utilizes the organizational structure to support its findings. The intent was to create a process that was inclusive, transparent, effectively managed the time and resources of the county, and garnered input from multiple avenues throughout the community at large, as well as county employees. The input and synthesis of information was paramount to the design of a specifically tailored strategic plan that would guide decision-making in the future. The planning process included:

- the establishment of a **Strategic Planning Committee**,
- the formulation of a draft **vision, mission, values and principles**,
- the identification to structure information gathering, discussion, and analysis,
- the **gathering of information through a five-pronged approach**,
- analysis and the identification of **emerging strategic themes and issues**,
- the establishment of **strategic areas, goals and objectives**,

- the designation of **Goal Attainment Team leaders**,
- the preparation of a detailed **strategic action plan**.

The remainder of this section will address the process through information gathering and the following sections will address the themes and issues, strategic areas, goals and objectives, and the strategic action plan.

### *The Strategic Planning Committee*

A Strategic Planning Committee was established at the outset of the engagement to guide and inform the process. The Committee was comprised of Freeholder Director Barbara McMorrow, Freeholder Rob Clifton, County Administrator Robert Czech, senior leadership of the administration, and select members of the public (see Appendix II for the Strategic Planning Committee Membership). This 16-member committee served as the focal point for the design, synthesis and communication of the plan. The JANUS Team worked closely with the Strategic Planning Committee from the beginning to the end of the engagement and communicated regularly with the County Administrator's Office to resolve implementation and technical issues. The full Strategic Planning Committee met as a group six times during the planning process with numerous sub-groups meeting frequently between the full Committee meetings.

### *Mission, Vision, and Guiding Principles*

The JANUS approach to strategic leadership emphasizes the use of organizational visions and missions as vibrant tools to guide and inspire planning and implementation activities. The Strategic Planning Committee began its work by developing a draft vision and mission statement with values and principles. These drafts were intended to provide a conceptual framework for practical actions, and were reviewed throughout the process for revisions and improvements. These draft statements were also used as a filter in the formulation of the strategic action plan. Extensive dialogue and several meetings of the Strategic Planning Committee were held in order to develop a mission statement, a vision statement, and guiding principles. The resulting documents were revisited throughout the planning process and adjustments made to include further clarification and purpose. It should be noted that this is the first time that Monmouth County government has undertaken this visioning effort, which should facilitate the process of decision-making in the future. The final drafts, for consideration by the Freeholders, appear in the Recommendations for Action section of this report.

## *Focus Areas*

The Strategic Planning Committee identified nine (9) Focus Areas to organize the assessment and analysis process. This structure was utilized in an effort to gather critical information and data from the stakeholders throughout the existing county service delivery system. The Focus Areas were inclusive of the 60+ departments and divisions throughout the county organizational structure. Key middle and senior administrators were identified to participate in the analysis of each Focus Area.

### Area of Focus

Focus Area #1	Administration/Financial Impact
Focus Area #2	Citizen Services
Focus Area #3	Education
Focus Area #4	Health and Human Services
Focus Area #5	Municipalities
Focus Area #6	Planning and Economic Development
Focus Area #7	Public Safety
Focus Area #8	Recreation, Parks and Libraries
Focus Area #9	Transportation, Engineering and Public Works

## *Information Gathering*

One of the keystones to good planning is the gathering and evaluation of data and information relevant to the endeavor. Since this extensive information gathering process had never been tried previously by Monmouth County government, the JANUS team established a variety of methods to gather baseline data, information, and opinions about the many aspects of Monmouth County government.

These five methods included: 1) Collection and review of relevant county plans, studies, and other documents related to County government operations, 2) An objective Community Survey of Monmouth County residents, 3) Intensive discussion, analysis, and priority-setting through S.W.O.T. groups for each of the nine Focus Areas, 4) Community Forums, and 5) Website Input

## **Document/Critical Data Collection and Review**

The JANUS Team was provided copies of numerous county planning documents and related data that were critical to understanding the current status of many issues facing county government and its constituency. In addition, planning documents and critical data were also received from many of the individuals participating in the nine S.W.O.T. meetings. See Appendix III for an abbreviated listing of the primary documents reviewed.

## **Community Survey (Monmouth University Polling Institute)**

In order to obtain scientifically valid and representative information concerning the views of Monmouth County residents, JANUS Solutions commissioned the Monmouth University Polling Institute (MUPI) to conduct a public opinion survey of residents' attitudes and priorities. The survey was designed to identify key issues for the strategic plan and also serve as a benchmark for tracking progress in ensuing years. The information in this section is excerpted from the full survey report, which can be found in Appendix IV.

The survey was conducted by telephone with a scientific random sample of 501 adult Monmouth County residents in November 2008. The survey has a +4.4% margin of sampling error.

Each working phone number was called a minimum of three times, at different times of the week, in an effort to reach people who were infrequently at home. The interviews were conducted by experienced professional interviewers and monitored by the MUPI research staff. The interview protocol was available in both English and Spanish, with five respondents completing the interview in Spanish. The percentages obtained in a survey sample are estimates of what the distribution of responses would be if the entire population had been surveyed.

For sampling purposes, the county was divided into ten geographic areas to ensure a proportional representation of the entire county. While those interviewed in a survey ideally will have the same characteristics as the population they represent, samples may under-represent groups that are more difficult to interview, such as younger adults or minority residents. To correct for any potential imbalance, a statistical technique known as "weighting" was used. The weighting procedure for this study compared 2007 U.S. Census population estimates for Monmouth County adults' age, education, and race with the survey sample's demographics.

For purposes of this report, the ten sample areas were grouped into two regions. The East region, accounting for approximately 53% of the county's population, is comprised of: Allenhurst, Asbury Park, Atlantic Highlands, Avon-by-the-Sea, Belmar, Bradley Beach, Brielle, Deal, Eatontown, Highlands, Fair Haven, Interlaken, Lake Como, Little Silver, Loch Arbour,

Long Branch, Manasquan, Middletown, Monmouth Beach, Neptune City, Neptune Township, Ocean Township, Oceanport, Red Bank, Rumson, Sea Bright, Sea Girt, Shrewsbury Borough, Shrewsbury Township, Spring Lake, Spring Lake Heights, Tinton Falls, Wall, and West Long Branch.

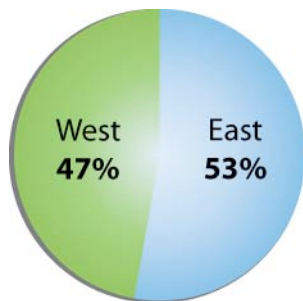
The West region, accounting for 47% of the population, is comprised of: Aberdeen, Allentown, Colts Neck, Englishtown, Farmingdale, Freehold Borough, Freehold Township, Hazlet, Holmdel, Howell, Keansburg, Keyport, Manalapan, Marlboro, Matawan, Millstone, Roosevelt, Union Beach, and Upper Freehold.

It's worth noting that Eastern region residents are more likely to be age 55 and older and have lived in the county for at least 25 years.

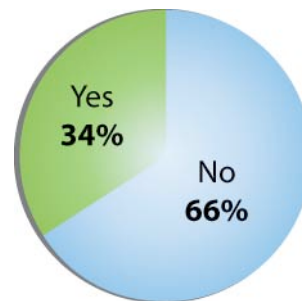
Other demographic groups mentioned in the study include homeowners (80%) and renters (20%); white non-Latino residents (79%) and racial or ethnic minority residents (21%); and residents whose family income is either above (52%) or below (48%) Monmouth County's median income level, which is approximately \$75,000 according to recent census reports.

## Survey Demographics

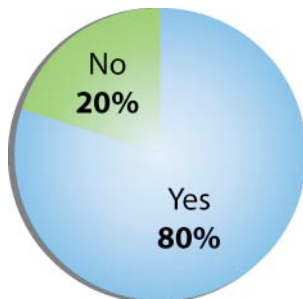
Region



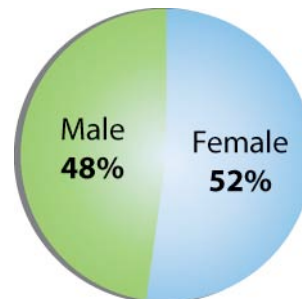
Children in home



Homeowner

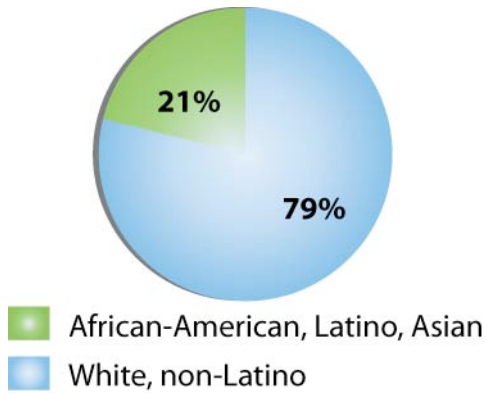


Gender

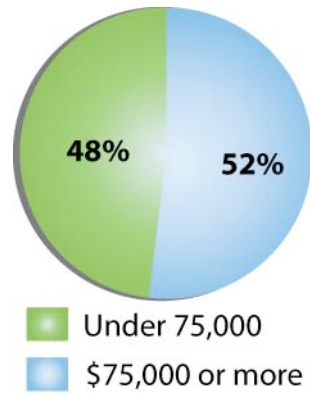


## Survey Demographics *(continued)*

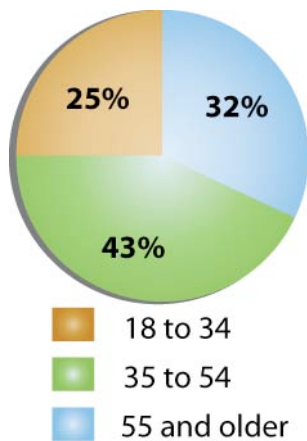
Race



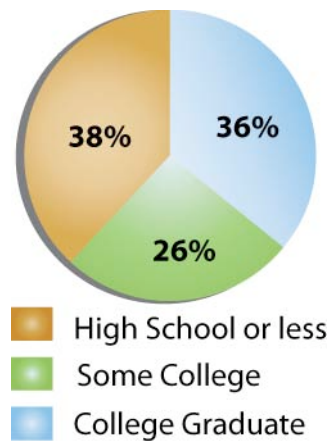
Family Income



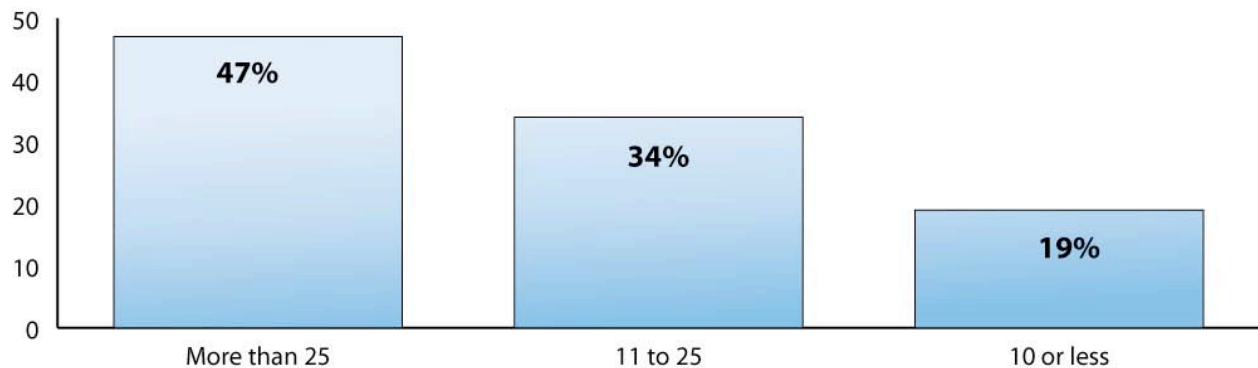
Age



Education



Years in Monmouth County



## **Strengths, Weaknesses, Opportunities, & Threats (S.W.O.T.) Analysis**

A S.W.O.T analysis was conducted on each of the nine (9) Focus Areas. Each S.W.O.T. session was facilitated by the JANUS Team and lasted 2.5 to 3.5 hours in duration. There were members of the senior leadership team present at each of the S.W.O.T. discussions, along with 9 to 15 hand-selected individuals. An effort was made to select participants who had a unique knowledge of the Focus Area topic and representative of the numerous job titles within the targeted departments. A total of 130 individuals participated in the S.W.O.T. process.

## **Community Forums**

Two community forums were held in an effort to obtain additional resident input into the Strategic Plan. The two events were held on November 6, 2008 at the Eastern Branch Library in Shrewsbury and on November 17, 2008 at the Western Branch Library in Manalapan. Both public forums were two hours in duration and also offered an educational presentation of the numerous services provided by the county.



The forums were advertised in the Asbury Park Press, the County website, through the County Newsletter, in the public libraries, and by county staff. During each session, the purpose and approach to strategic planning for Monmouth County was explained by the JANUS team, residents were provided specific information about the structure and function of County services

(to inform their comments), and residents were asked to: provide feedback or input related to any aspect of County operations, structure or services (focus areas of the strategic plan); and to include concrete and/or specific recommendations in their remarks.

## **County Website Input**

The Monmouth County website was made available to support communication and information gathering during the strategic planning process. A visible icon on the home page allowed residents to access current information regarding the planning process and more importantly, provide an opportunity to submit comments and/or suggestions for consideration. All information submitted through the website was presented to the Strategic Planning Committee for consideration.

## ***Consultation with Freeholders***

The Freeholders kept county residents apprised of the progress of the strategic planning process and activities through a television show on the local cable TV network, highlighting of the process in the County newsletter, and periodic updates provided at Freeholder meetings.

As noted previously, the design of the Strategic Planning Committee included two members of the Board of Chosen Freeholders on a bi-partisan basis. In addition to their involvement, the JANUS team met with each Freeholder on two separate occasions in order to allow them an opportunity to digest the documentation and provide feedback into the process and conclusions. The JANUS team has been impressed with the participation, attention, enthusiasm, and active input from each of the Monmouth County Freeholders at multiple points in the process, based upon our twenty years of providing extensive consulting services to two thirds of the 21 county governments in New Jersey.





## SECTION II

# Analysis and Identification of Emerging Themes and Issues

### Analysis

As data, information, and opinions were collected through the five sources of information gathering, the information was analyzed and summarized by source. The highlights of this analysis by information source follow.

### *Document Review-Demographics and County Operations*

Monmouth County is a dynamic, growing area of the state, with a population that has increased by 7.2% since 2000, with 10 towns contributing to 77% of population increase (Manalapan, Marlboro, Freehold Township, Tinton Falls, Howell, Upper Freehold, Holmdel, Aberdeen, Wall and Middletown). By 2010, it is projected that the population will be 664,561. Monmouth County has 53 Municipalities - 2 cities, 15 townships, 1 village and 35 boroughs – all contained within 471 square miles.

The median age of a county resident is 40.2 years, the average household size in the county is 2.7 persons, and there are 238,667 households in the county, with a median household income of \$78,274. Monmouth County is an expensive place to live, with a median housing value of \$445,000, median new housing value of \$752,500, and median rent of \$1,080/month (this data may have changed as of the preparation of this report). The population of Monmouth County is relatively well educated, with 7% of the population having Associates degrees, 23% with Bachelor's degrees, and 14% with Masters Degrees. The four major employers of the county are Meridian Health Care (7,500 employees), US Army CECOM (5,500 Employees, but phasing out), Monmouth County government (3,607 employees), and CentraState Medical Center (2,250 employees).

The budget for Monmouth County in 2008 was \$481,000,000 (\$490,216,000 in 2009). There was no county tax levy increase in 2008. The County also has a financial rating of “AAA” (highest) by all 3 major rating agencies. The county is home to 844 miles of county roads, and operates a ferry under contract with NY Waterways, Inc. that has 1,100 daily riders, for which the County receives \$.25 per rider in rent and 1% on all concessions and valet service. The

County is responsible for mowing 524 acres of roadside grass, 2,000 tons of garbage daily, collects 1,000 tons of recyclables daily, and is currently working on projects to turn methane gas into power, recycle glass to use as sand, recycle computers, and dispose of household hazardous waste.



Monmouth County has other amenities and natural and man-made resources that make it an attractive place to live. The park system in Monmouth County is large and renowned, and is comprised of 38 parks, open space, and recreation areas, including: 6 golf courses, 110 miles of trails, 2 historic sites, 2 environmental centers, a marina, 2 off-leash dog areas, gardens, a skateplex, and a scenic overlook. In total, the County operates over 4000 recreation programs, many operated by some of the county's 1000+ volunteers. Monmouth also has the largest circulating library system in NJ, with 9 Branch Locations, 16 member locations, and an annual circulation of over 3.5 million items.

The county vocational school system in Monmouth is extensive, and includes Career Academies, alternative secondary education (GED), shared time high school to career programs, traditional vocational programs, distance learning, and adult education. Brookdale Community College is another educational asset of the County; it is rated as one of the top 50 community colleges in US. Its main campus is located in Lincroft and also has sites at strategically located Higher Education Centers, and through its Coastal Communiversity. In total, Brookdale serves approximately 14,000 students annually.

The Department of Human Services provides services to 1 of 5 county residents. The services include those provided by the Office on Aging, Disabilities and Veteran's Interment, Mental Health and Addiction Services, Employment & Training, Social Services, Transportation, and Planning & Contracting.

## Survey

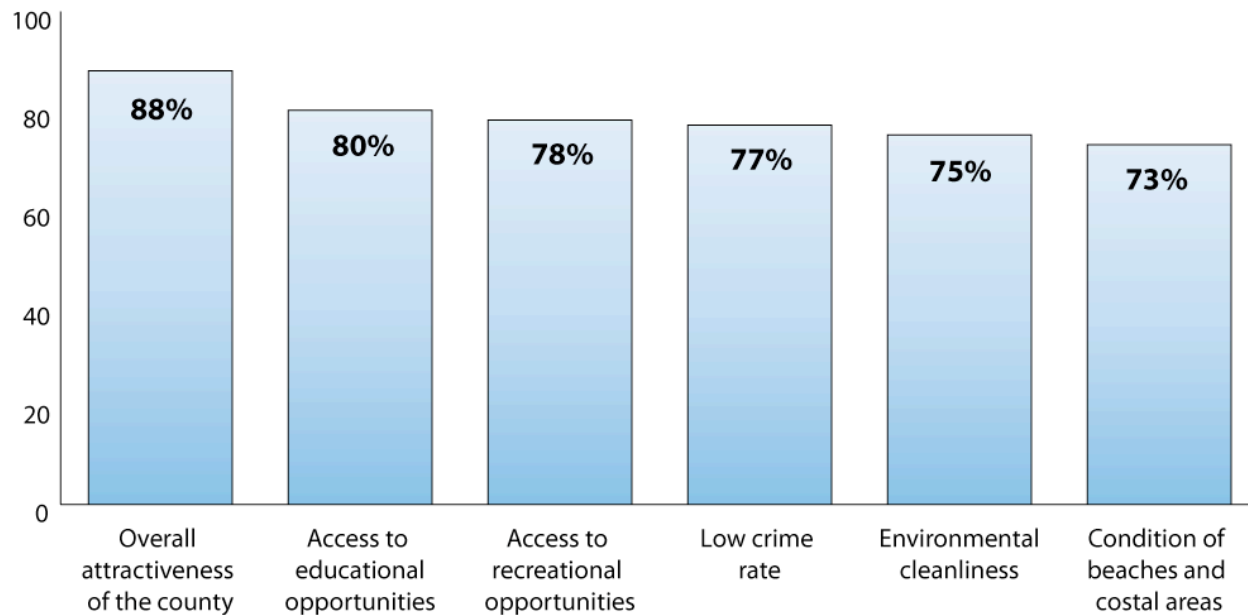
The information in this section has been excerpted from the full survey report, which can be found in Appendix IV.

### Monmouth County Overview

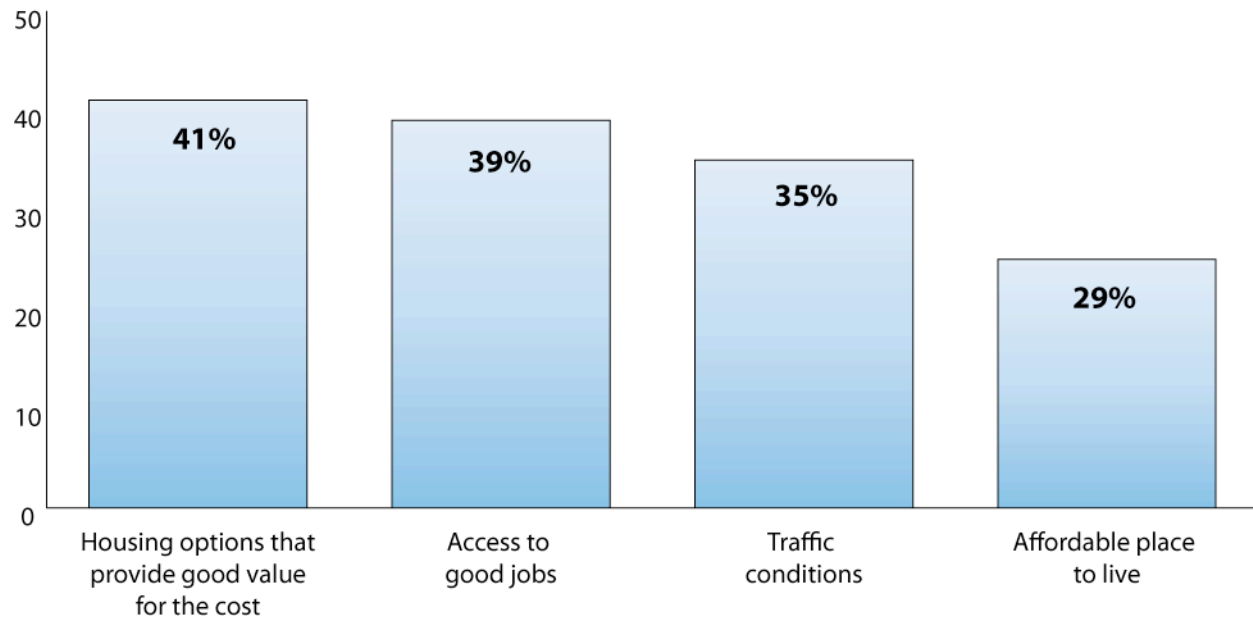
Nearly all (91%) Monmouth County residents view their home county positively. Nearly half (44%) give the top rating of excellent and another 47% say it is a good place to live. A clear majority (57%) also say that Monmouth County is a better place to live than other counties in New Jersey.

The survey asked residents to rate 14 different facets of Monmouth County life. The environment, recreation, education and controlling crime are generally considered to be among the county's top qualities. Culture, open space, and transportation infrastructure are also generally considered to be good by most residents. However, most residents rate the cost of living, access to good jobs, and traffic congestion negatively.

#### Monmouth County Residents: Positive Ratings



## Monmouth County Residents: Less Than Half Gave Positive Ratings



When asked to name two or three things that would make Monmouth County a better place to live, residents' top three suggestions are lowering taxes (39%), improving roads and traffic (18%), and controlling development and preserving open space (14%).

### Monmouth County Services

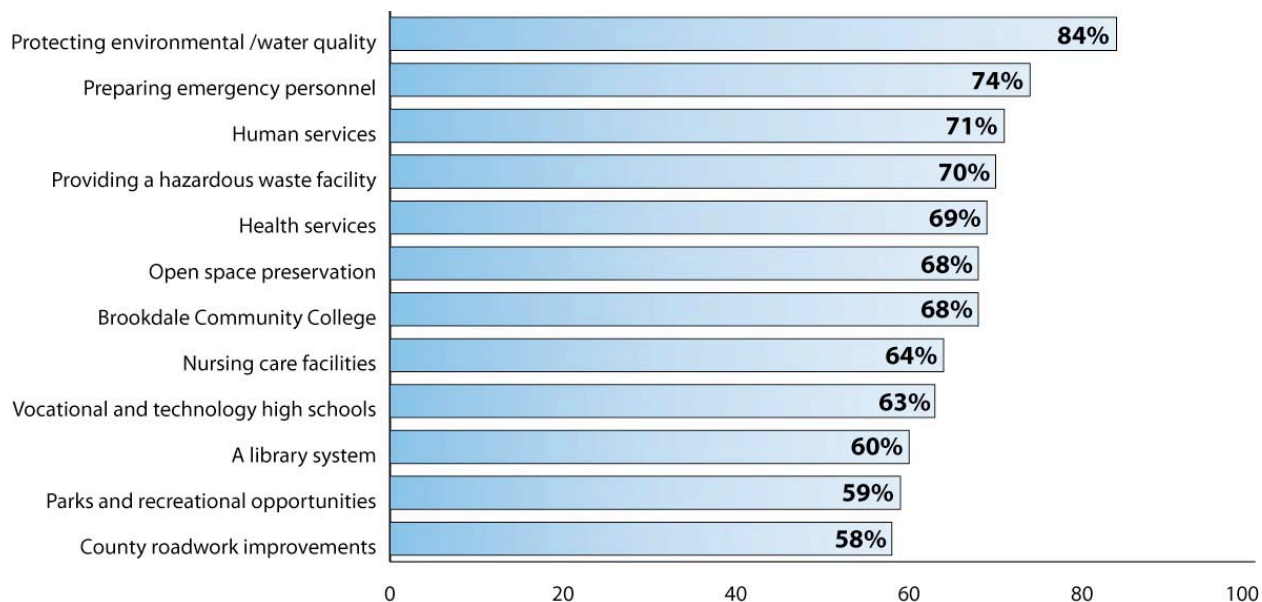
A majority (57%) of Monmouth residents give positive ratings to the overall quality of their county government. As a point of comparison, a statewide poll of New Jersey residents conducted in October 2007 found that just 29% gave the quality of their state government a positive rating.

Just under half (42%) of Monmouth County residents report that they or someone in their family have used a county service or facility in the past year. The most commonly used services are the county park system (21%) and library (13%). Ninety-three percent (93%) of residents who used a Monmouth County service or facility in the past year report being satisfied with the experience, including fully 68% who were very satisfied.

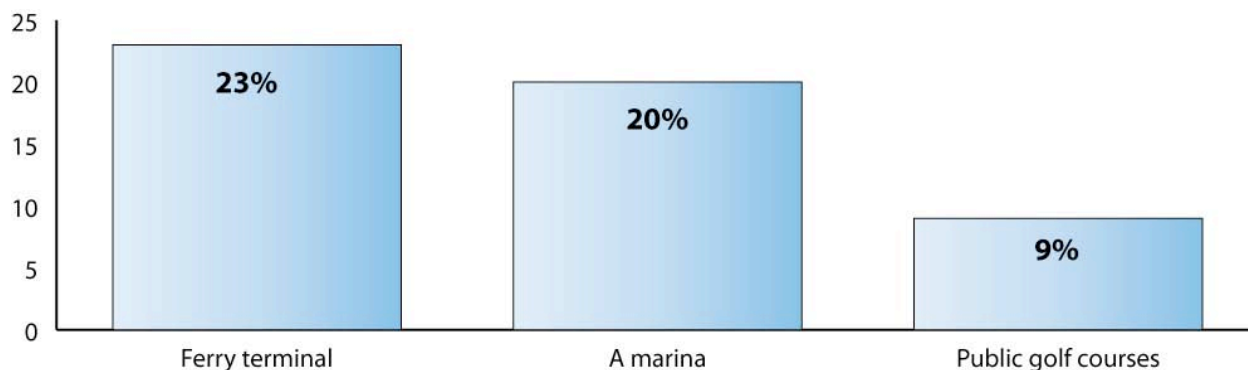


The survey asked residents to assess the importance of 18 different services that county tax dollars support.

### Monmouth County Residents: Top Priorities for Funding



### Monmouth County Residents : Lowest Priorities for Funding



## Monmouth County Information Sources

The survey found that Monmouth residents tend to be largely unaware of the actions of their county government. For example, only 9% of residents know the county's total property tax levy remained the same in 2008. Another 36% believe it went up and 53% volunteer that they do not know if the levy changed last year.

The survey also found that just 18% of residents feel they are very informed about Monmouth County government and its services. Another 47% feel somewhat informed.

About half of residents report that they turn to the Asbury Park Press (49%) or other local or weekly newspapers (49%) to find out about county services. About 1-in-4 say they visit the county website (28%) for information about Monmouth. Twenty-two percent turn to the county newsletter, and 14% report getting information from television, including the county government's cable access program.

## **Survey Conclusions**

Nearly all Monmouth County residents express positive views about the county in general and most see it as a better place to live than other counties in New Jersey. Residents who have had direct contact with county services or used county facilities in the past year – mainly for recreational services and the library system – are largely very satisfied with their experience.

Key features that make Monmouth a good place to live include its overall attractiveness and the state of the environment; access to good schools and educational opportunities; the variety of recreational and cultural activities, including the beaches and coastline; and low crime rates.

The county receives mixed reviews on open space preservation and transportation infrastructure. While a majority gives positive marks to the current amount of open space in Monmouth County, the maintenance of roads and bridges, and access to public transportation, a sizeable number of residents express negative views about these areas. Moreover, nearly 2-in-3 residents rate traffic conditions in the county negatively. Improving traffic and controlling development are among the top suggestions residents give for enhancing the county's quality of life.

The lowest ratings given by residents pertain to the cost of living in Monmouth, including the cost of housing, as well as the perceived lack of good job opportunities in the county. The most common suggestion offered by residents for improving the county is to lower taxes, particularly property taxes. The Director of the Monmouth County Polling Institute has informed JANUS Solutions that this is a fairly common issue throughout New Jersey, regularly topping lists of concerns expressed by residents in statewide polls.

Minority residents also express lower satisfaction with the crime rate, as well as recreational and cultural opportunities in Monmouth.

Overall, the survey results suggest that residents understand that the county plays a key role in maintaining the environmental quality of the county along with providing needed health, human, and educational services. Large majorities of Monmouth residents say these are very important services for county tax dollars to support.

As the county moves forward with its strategic plan, a key challenge will be to increase residents' awareness of both specific county services and the actions of Monmouth County government as a whole.

## S.W.O.T.s

Nine (9) S.W.O.T. sessions were held during which a total of approximately 125 people gave input.

S.W.O.T. sessions were used as a strategic planning management tool, focusing on the identification and analysis of:

- Strengths and Weaknesses - Internal
- Opportunities and Threats - External
- Identification of “Strategic Issues”



Each session included discussion about organizational mandates, trends, the mission statement and guiding principles/values, as well as the identification of priority items for each focus area.

It should be noted that there were three (3) very unique S.W.O.T. Analysis meetings that took place that represented more “external” representatives than internal county employees. The S.W.O.T. involving “Education” focused much of its effort on the relationship of education to county government as viewed as a funding source and/or an entity to advocate for educational issues. The S.W.O.T. involving “Municipalities” focused on the current topic of “shared services” between county government and the 53 municipal governments, as well as “county-to-county” shared services relationships. The S.W.O.T. focused on “Public Safety” involved a number of municipal police chiefs/captains and was intended to address both strategic and cost saving issues that would enhance Monmouth County.