

**Monmouth County Strategic Plan Implementation
2009- 3rd Quarter Status Update**

	Strategic Goal	Objectives	Actions	Lead Department	Budget Impact	Status
1st Qtr - 2009	II-B Identify and alleviate structural barriers to business development.	2. Develop a coordinated approach to attract and stimulate business development	1) Reassign the WIB and the Division of Employment and Training from Human Services to the Department of Economic Development.	Administration	Neutral	This realignment was accomplished. It allows the County to continue the provision of services to its traditional base while improving the communication and interaction with the business community. An outcome of the realignment is an informational program initiative called "Bizconnect".
2nd Qtr-2009	II-E Develop partnerships with municipalities and other stakeholders to promote sustainable, well-planned communities	1. Undertake activities to promote sustainable, well-planned communities	1) Work with involved municipalities to prepare regional plans to address cross-municipality issues such as infra-structure, transportation, economic development, housing and resource protection, for the following area: f) Monmouth County Preservation Plan	Planning Board	\$46,594 reimbursement for plan	As of this date, three (3) Scenic Byway Plan project workshops with 18 participating municipalities have been held. Development of the byway route is in progress.

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2nd Qtr - 2009	III-D 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 pursue efficiency measures while addressing resident needs.	1. Develop an emergency response plan to address the current changing economic conditions.	1) Convene a Task Force of relevant human services stakeholders to increase public/private partnerships to maximize existing resources and to generate additional revenue and resources for the County, while shifting resources and responsibilities to others when they can act with greater efficiency and/or productivity.	DHS/HSAC/United Way	Neutral	A seminar was held May 5th, 2009 entitled "Adaption to a Changing Economic Environment. More then 100 representatives from Monmouth County agencies attended. A major purpose was to encourage collaboration among social services agencies. The Seminar was successful in highlighting that there are many opportunities to find efficiencies as economic resources diminish. Based upon the response of participants at the initial event a 2nd seminar has been scheduled for October 30, 2009 at Brookdale Community College.
3rd Qtr. - 2009	I-A Improve public communication and information about County services and how to access them. In addition, conduct ongoing feedback strategies with County residents.	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 website	Public Info/ITS	Neutral	A Web Action Group (WAG) Committee has been formed between Public Information and Information Technology Services (ITS) and meets once a month. It is reviewing all Department Web pages for content and design and making improvements. The committee is also exploring additional ways to present videos on the Web, including the insertion of audio bytes into the press releases online. As a result of these discussions, the county has expanded its interactions with residents through Twitter and Facebook.

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3rd Qtr. - 2009	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.	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.			See Below
			a) Designate a shared services coordinator, reporting to the County Administrator, as the lead person on "shared solutions"	Admin/Shared Services	Neutral	Monmouth County was successful in extending its share grant to support the salary of a Shared Services Coordinator (SSC) on staff as of September, 2009.
			b) Identify existing efforts and opportunities for expansion of shared solutions			Three county municipal fire departments were assisted in obtaining Shared Services Feasibility Study funding to identify and evaluate opportunities to share training and equipment. Five county municipal police departments were assisted in obtaining a Shared Services Feasibility Study funding to identify and evaluate opportunities to share law enforcement functions and emergency dispatch and communication services.
3rd Qtr - 2009			i) Develop an inventory of all county-wide shared services activities	Shared Services/Public Works/Purchasing	Neutral	Initiated by 3rd Quarter, but still in process of identifying county shared services with municipalities. Inventory will be continually updated.
			2) Develop formal action agenda for shared services			Working with New Jersey Department of Community Affairs (NJDCA) on priority list of action items with newly hired S.S.C.

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3rd Qtr - 2009			f) Extend county record retention services to towns	County Clerk/Finance/ORM	Cost	Currently , the county provides data storage services for 26 municipalities. Office of Records Management (ORM) has initiated the expansion of services to 13 additional municipalities. This initiative will be completed during the 4th Quarter 2009.
3rd Qtr- 2009		2. Develop a coordinated marketing plan to engage and educate the public regarding the benefits and issues of sharing services and resources	4) Increase county representative(s) at meetings of local town governing bodies to discuss shared services	Admin/Shared Services	Neutral	Priorities of SSC are to educate the public on the benefits of shared services using the county's website and a cohesive marketing plan.
3rd Qtr - 2009	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.	1. Establish the capacity and function within county government for planning, quality management, and program integrity of county operations	c) Annually integrate strategic plan into the county budget process	Appropriate Department	Neutral	2010 budget applications have been distributed to all departments. The County Administrator evaluates requests with Administrative Department Directors (ADDs). The department heads have been tasked, as part of the 2010 budget process, to respond to their obligations as outlined in the Strategic Plan.
3rd Qtr-2009		2. Centralize, consolidate and standardize administrative functions and procedures within county government.	3) Develop a resource inventory of employees with expertise that can support projects across county government	Personnel	Neutral	This recommendation is being piloted in the Information Technology Department with job descriptions and job responsibilities which go beyond civil service and provides greater detail towards personnel functions within the Departments and their applicability to meeting county wide service needs.
			5) Develop and implement a county-wide employee evaluation system			Several evaluation models have been reviewed by the Personnel Department. One of these models is currently being implemented in IT.

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3rd Qtr-2009			g) Develop a process to annually verify necessary employee certifications where applicable	Personnel/ Appropriate Department	Neutral	Department Heads will be required to submit confirmation that they have verified any licensing and professional certifications for their staff to Personnel.
3rd Qtr-2009		3. Improve employee communication and understanding of county functions	3) Develop a structure and process for Department Head interaction with Public Information through meetings and other means	Administration/ All Departments	Neutral	The Public Information Officer is advised of Division Head meetings convened by the Administrative Department Directors and attends on a regular basis. There has been improved use of the employee intranet to post forms and information relevant to employees.
3rd Qtr-2009		4. Maximize business process technology for all departments	1) Develop and implement an Information Technology Plan for operations, including:			See Below
			a) Implement the recommendations of the IT payroll study	ITS	Neutral	See Below
			b) Establish a Payroll Action Group	ITS	Neutral	A Payroll Action Group (PAG) has been convened and has reviewed the IT payroll study. The PAG further refined the study into an action plan for a comprehensive payroll system.
			f) Establish a primary email address for county government	Public Information	Neutral	An e-mail account has been established on the county website that enables visitors to make inquiries regarding county services and Public Information will be providing timely responses. The address is: contact@co.monmouth.nj.us .
3rd Qtr-2009	II-B Identify and alleviate structural barriers to business development.	2. Develop a coordinated approach to attract and stimulate business development	1) Seek input from businesses regarding barriers to business development	Economic Development	Neutral	Meetings have been held with business and academic leaders resulting in initiatives targeting economic and work force retention and development in the county.

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3rd Qtr-2009	II-E Develop partnerships with municipalities and other stakeholders to promote sustainable, well-planned communities	1. Undertake activities to promote sustainable, well-planned communities	2) Prepare countywide plans to serve as a guide for the future development of the county, including: c) Solid Waste Plan	Planning Board	Neutral	The Solid Waste Management Plan has been completed. The 117 page document is available in its entirety on the Planning Board website.
3rd Qtr-2009	III-A Improve emergency response system and readiness for natural and man-made disasters.	2. Improve communication and public awareness	1) Review all emergency management communication materials and link into the County communication plan	Office of Emergency Management and Public Information Office	Neutral	Public Information has participated in several drills conducted by OEM to identify weaknesses and areas for improvement. IT is anticipates that a plan will be developed by the end of the year. OEM is taking an inventory of the methods municipalities use to notify residents of emergencies.
3rd Qtr-2009	IV-A Undertake environmentally safe measures and practices in all aspects of county operations and policies.	1. Assess, develop and implement a comprehensive plan to protect the environment and its resources	1) Identify a senior-level county employee to coordinate and oversee all "green" initiatives	Administration	Neutral	Administration has designated the Planning Board as the lead agency on the "Greenhouse Gas Initiative." The Planning Board has coordinated submission of a stimulus funding application for Energy Efficiency Block Grant funds in the amount of \$4,225,800.
3rd Qtr-2009	V-A 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.	1. Advocate for changes in law/regulation which will result in cost savings and budget stability	2. Advocate for the flexible and practical application of state procurement regulations such as elimination of non-substantive bidding requirements	Administration/ Purchasing	Savings	Through professional associations, the Purchasing Agent has consistently advocated for continuity and simplicity in procurement legislation. Savings can be achieved if counties were not required to advertise in newspapers and were allowed to announce public bids on line.
		3. Advocate for programs and services for county residents	5) Advocate for a New County Planning Act to realistically depict the County Planning Board's added responsibilities	Planning Board	Neutral	Continually works with other county representatives to advance a new Act. This is an ongoing effort. The New Jersey Planners Association meets on a regular basis.