

4th Quarter 2009 Strategic Plan Update

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	Comments
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:				
	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	4th Qtr. 2009	Neutral	TRS 711 telephone system is in place to allow hearing disabled and voice impaired residents access to County information. In addition, the website is 508 compliant allowing greater access to elderly and disabled residents. A contract is in place with Language Center that ensures translation services when needed.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	e)Expand the use of email to distribute County newsletter and updates on county activities	Public Info/ITS	4th Qtr. 2009	Neutral	Established Face book and Twitter accounts. Transferred e-mail subscription service to Constant Contact at reduced cost and with greater flexibility in distribution.
	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:				Public Information officer is conducting meetings with Department and Division heads and Administration to ascertain how best to achieve this goal.
	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	4th Qtr. 2009	Neutral	Senior staff will report on activities at weekly meetings and will update the Public Information office of any events. Also, the Public Information Officer will attend staff meetings held by ADD and Department Heads. A county department will be highlighted monthly on the county website.
	h) Expand and improve upon existing outreach at Monmouth Mall kiosk	Public Info	4th Qtr. 2009	Neutral unless demand for printed material and staff time is significantly increased	Department of Tourism is maintaining a display of current materials that is updated based upon County activities. Information about the Wellness Discount Program was added in the fall.

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	Comments
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. County of Monmouth has designated a full time shared services coordinator, reporting to the County Administrator, as the lead person on "shared solutions." As part of the shared solutions plan, the Department of Public Works and Engineering meets with municipalities on a regular basis.
	ii) Develop a master list of all county-owned equipment by department, location, purpose, etc., including all resources, locations and purpose served.	All departments	4th Qtr. 2009	Neutral	fixed asset inventory conducted by Purchasing. Public Works and Engineering developed a vehicle and equipment asset management plan.

	iii)Convene staff roundtables to coordinate and evaluate shared services on a regular basis	Admin/ Shared Services	4th Qtr. 2009	Neutral	Shared services coordinator has convened staff roundtables and met with departmental leaders on a continuing and regular basis to evaluate shared services opportunities and insure quality of delivery services to the community.
	2.Develop formal action agenda for shared services				
	c)Expand regional truck wash facilities and fuel dispensing facilities	Public Works	4th Qtr. 2009	Cost: \$2.5 million each (seeking grant)	\$500K received of grant. The truck wash facility at Reclamation Center is out to bid. As soon as permit from DEP is granted, the truck wash facility at Center St. will be out to bid.
	e)Shared Services Coordinator will meet with superintendents of schools to discuss shared services	Admin/Shared Services	4th Qtr. 2009	Neutral	Shared services coordinator has met with Superintendent of schools, school business administrators, etc. to discuss and encourage their participation in shared services opportunities

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	Comments
1. Maximize business process technology for all departments	1) Develop and implement an Information Technology Plan for operations, including:				
	c)Implement the Microsoft Exchange initiative in order to create a common platform for county information users and applications	ITS	4th Qtr. 2009	\$2.8 M	This has been completed and personnel have been trained by ITS
	d)Computerize county personnel records	ITS/ Personnel	4th Qtr. 2009	Neutral	With IT as lead and input from several county departments, programs that will automate payroll and personnel records are being researched and tested

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	Comments
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	4th Qtr. 2009 and on-going annually	Neutral	Growth industries and employment sectors are identified in the 2009 Profile report published by the Planning Board. This report is updated annually and is on the County website.

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

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
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	4th Qtr. 2009	Minimal	Intern engaged by Planning Board to forward this objective. A draft brochure entitled "Ecotips on Brownfields" was produced 1 st Qtr 2010 by Planning Board

Strategic Goal II-E: Develop partnerships with municipalities and other stakeholders to promote sustainable, well-planned communities.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
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 areas:	Planning Board			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
	c)Coastal Monmouth Plan		4th Qtr. 2009	\$290,000 grant	Extensive outreach for comments on the plan delayed project.
	d)Panhandle Regional Plan		4th Qtr. 2009	\$75,000 grant	Many edits to draft plan delayed project.
	3)Provide educational forums for municipalities and residents on new state initiatives, including:	Planning Board	4th Qtr. 2009	Received grant for \$23,297	See below
	a) Ongoing Cosponsor of Monmouth County Greentable		4th Qtr. 2009	Neutral	Ongoing. The group holds about one Greentable per quarter.
	b) Solid Waste/Recycling Workshops - Ongoing for towns, Schools, businesses		4th Qtr. 2009	Neutral	Workshops held on regular basis

Strategic Area V: Impact public policy, statutes, and regulations that impede county goals.

Strategic Goal 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.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
1. Advocate for changes in law/regulation, which will result in cost savings and budget stability.	1) 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	Admin/ Finance	4th Qtr. 2009	Savings Goal	County supports proposed legislation which requires current and retired employees to contribute 1.5% of base pay to cost of benefits.
	1) Advocate with the State Civil Service system to permit seasonal employees to work 9 months	Personnel, along with the Board of Chosen Freeholders & County Administrator	4th Qtr. 2009	Neutral	This will be included in County's comments to the state regarding civil service reforms to be considered.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	4)Advocate for additional mass transit, such as the MOM line, to provide rail service for high growth areas such as Western Monmouth	Planning Board	4th Qtr. 2009	Use County transport consultants to assist with this project. Applied for and received federal funds for required federal studies.	Continue to take actions to reach consensus on the Monmouth Junction alignment. Applied for federal appropriation for necessary studies to advance the project.