

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:				
	a) Create a committee to enhance on-line access to services provided by the county via the website	Public Info/ITS	3rd Qtr. 2009	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 new ways to present videos on the Web, and inserting audio bytes into the press releases online. As a result of these discussions the county has expanded our interactions with residents through Twitter and Facebook
	i) Identify areas to be analyzed	Public Info/ITS	Ongoing	Neutral	Three functional areas have been evaluated for potential to consolidate
	ii) Establish a pilot	Public Info/ITS	1st Qtr. 2010		Residents will be able to conduct business with County, Consumer Affairs will be first department to test.
	iii) Identify and implement ways to direct residents to the website (e.g., include web address on all emails, business cards, letters)	Public Info/MCITS Appropriate Departments	1st Qtr. 2010	Minor Cost	Print Shop is sending all printed materials to Public Information for review for email address and website address inclusion, putting same on vehicles. Purchasing is also placing County web address on all materials ordered.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	b) Implement mechanisms for the public to access county services via the website	Public Info/ITS	4th Qtr. 2011	Initial invest. of HW/SW & maintenance costs may be required.	
	c) Develop and implement a county-wide resident-friendly strategy to achieve enhanced telephone access, including:	Public Info	1st Qtr. 2011	Cost	
	i) Train operators on county services	Public Info	1st Qtr. 2010	Neutral	A training module is in the process of being developed with input by Personnel and Human Services to train the operators.
	ii) Improve resident access to county offices and services through modifications to the county telephone system	B&G phone services	1st Qtr. 2011	\$550,000	In progress
	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 the Language Center that ensures translation services when needed.
	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	4th Qtr. 2010	Cost to be determined based on available technology	

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.
	b) Publish a schedule of county departmental activities	Public Info	1st Qtr. 2010	Neutral	This is on-going and is available on website.
	i) Include links to other resources available				
	c) Develop and publicize a Speakers' Bureau to inform the public about available county services	Public Info	3 rd Qtr. 2010	Neutral	
	i) Create an updated PowerPoint presentation on county services	Public Info/ ITS	1st Qtr. 2010	Neutral	This has been done for the Freeholders and will be expanded to include additional departments.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	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	1st Qtr. 2010	Cost to produce, print, and distribute if hard copies are made available	Budget Advisory Group has been deployed. These guides are in process.
	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	1st Qtr. 2010	Neutral	This has begun as Public Information is reviewing all printed material for consistency.
	f) Conduct periodic surveys of stakeholders (residents & county employees) regarding customer satisfaction with county government	Public Info/ ITS	1st Qtr. 2010	Neutral if done through county website on limited basis	Several departments including Library and Public Works have begun using Customer Satisfaction surveys.
	g) Identify & improve upon existing outreach efforts to underserved populations through "county stores" at the malls, "mobile county stores", libraries				Permanent kiosk at Monmouth Mall and tourism area in Hall of Records Annex. Sheriff, Office on Aging and Hazmat utilize mobile information. Some of these recommendations are cost prohibitive.
	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.
	i) Identify additional outreach opportunities	Public Info	1st Qtr. 2010	Neutral	Public Information plans to address methods to maximize the website. Other outreach opportunities will continue to be investigated.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	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	2nd 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.	2nd 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	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.
	a) Designate a shared services coordinator, reporting to the County Administrator, as the lead person on "shared solutions"	Admin/ Shared Services	3rd Qtr. 2009	Neutral	Monmouth County was successful in extending their 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				
	i) Develop an inventory of all county-wide shared services activities	Shared Services/ Public Works/Purchasing	3rd Qtr. 2009	Neutral	Shared services coordinator has developed a complete database inventory of all shared services activities being performed and conducted throughout county department.
	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. PW 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

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
					regular basis to evaluate shared services opportunities and insure quality of delivery services to the community.
	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	1st Qtr. 2010	Savings	Working with New Jersey Department of Community Affairs (NJDCA) on priority list of action items with newly hired S.S.C.
	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	1st Qtr. 2010	Savings	Shared Services Coordinator has performed direct outreach to municipal administrators and local elected officials to encourage the use and highlight the cost saving benefit of utilizing existing county bid specs. Shared services outreach has been expanded to School Boards administrators in an effort to expand the usage of the county purchasing co-op commodities list. Ongoing efforts educational outreach to encourage increased participation in county co-op continues
	c) Expand regional truck wash facilities and fuel dispensing facilities	Public Works	4th Qtr. 2009	Cost: \$2.5 million each (seeking grant)	\$500K received on 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.
	d) Facilitate development of a regional animal shelter	Shared Services	2nd Qtr. 2010	Grant	
	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

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	f) Extend county record retention services to towns	County Clerk/ Finance	3rd Qtr. 2009	Cost	Currently , we provide data storage services for 26 municipalities. We have initiated the expansion of services to 13 additional municipalities. This initiative will be completed during the 4th Quarter 2009
	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	3rd Qtr. 2010	Neutral	
	h) Offer 911 and police dispatch to all municipalities	Sheriff	4th Qtr. 2014	Cost	
	i) Explore regional shared services solutions with other counties	Shared Services	2nd 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	2nd Qtr. 2010	Neutral	
	3) Identify funding options to mitigate municipal costs for municipal participation in prosecutor task force				
	a) Utilize the Prosecutor's Office to assist in making the case for municipal assignment to law enforcement task forces	Admin/ Prosecutor	4th Qtr. 2010	May be Cost or Neutral	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
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	1st Qtr. 2010	Neutral	The Shared Services Coordinator has proactively worked with the media, municipalities and the public to create awareness and support for shared services through direct outreach, creation of shared services website, engaging local and regional press and monthly magazine and consultation with municipal leaders, administrators and local citizenry.
	2) Sponsor a half day public forum on shared solutions	Shared Services	4th Qtr. 2009	Cost (Minor)	Shared services coordinator has conducted public forums at New Jersey Shared Services Association and at regional meetings with administrators and public officials throughout the County.
	3) Report annually on the progress of shared solutions	Shared Services	1st Qtr. 2010	Neutral	Shared Services Coordinator regularly reports to the Administrative Department Director on status of projects and continual progress pertaining to ongoing shared solutions throughout Monmouth County.
	4) Increase county representative(s) at meetings of local town governing bodies to discuss shared services	Admin/Shared Services	3rd Qtr. 2009	Neutral	Shared services coordinator has increased County representation at meetings of local governing bodies, statewide shared services association, and performs ongoing outreach and educational efforts directly to municipal administrators, school business administrators, local citizens, public works directors and other groups as required.

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. 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	1st Qtr. 2010	Neutral	Under the direction of the County Administrator, weekly meetings are held with senior staff to assess services and operations. As identified in the Plan, designated staff are responsible to ensure that actions in the plan are reported on a quarterly basis.
	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	1st Qtr. 2010	Neutral	Statements have been submitted and are in the process of being reviewed.
	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	1st Qtr. 2011	Cost	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	c) Annually integrate strategic plan into the county budget process	Appropriate Department	3rd Qtr. 2009	Neutral	2010 budget applications have been distributed to all departments. The County Administrator will be evaluating requests with 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.
	d) Pursue accreditation in departments where doing so leads to improvements in efficiency and customer satisfaction	Appropriate Department	3rd 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	3rd Qtr. 2010	Savings	
	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	3rd Qtr. 2010	May result in savings	
	3) Develop a resource inventory of employees with expertise that can support projects across county government	Personnel	3rd Qtr. 2009	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

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	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	2nd Qtr. 2010	Neutral	
	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
	a) Develop functional job descriptions and performance standards for each position in county government	Supervising Department with Assistance of Personnel	4th 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	3rd Qtr. 2012	Neutral	
	d) Develop and implement procedures and standards for employee evaluations	Personnel	3rd Qtr. 2011	Neutral	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	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	2nd Qtr. 2010	Neutral	
	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	2nd Qtr. 2010	Cost-\$14 per employee	
	g) Develop a process to annually verify necessary employee certifications where applicable	Personnel/ Appropriate Department	3rd Qtr. 2009	Neutral	Department Heads will be required to submit confirmation that they have verified any licensing and professional certifications for their staff to Personnel
	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	3rd Qtr. 2011	Neutral	
	b) Pilot a mentoring system for employees in high turnover areas	Personnel	3rd 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	3rd Qtr. 2010	Neutral	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
3. Improve employee communication and understanding of county functions	1) Develop a mechanism to ensure cross training of staff on county functions	Personnel	2nd Qtr. 2010	Neutral	
	2) Develop an electronic employee newsletter	Public Info/ Personnel	2nd Qtr. 2010	Neutral	
	3) Develop a structure and process for Department Head interaction with Public Information through meetings and other means.	Admin/All Departments	3rd Qtr. 2009	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.
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	3rd Qtr. 2009	Neutral	See below
	b) Establish a Payroll Action Group	ITS	3rd Qtr. 2009	Neutral	A Payroll Action Group (PAG) has been convened and reviewed the IT payroll study and has had ongoing meetings. The PAG further refined the study into an action plan for a comprehensive payroll system
	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

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	e) Computerize medical records at care centers	ITS	4th Qtr. 2010	Neutral	
	f) Establish a primary email address for county government	Public info	3rd Qtr. 2009	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
	g) Develop wireless capability for designated field workers	ITS	4th 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	3rd 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	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	Neutral	Growth industries and employment sectors are identified in the 2009 Profile report published by the Planning Board. This report is updated annually.
	2) Develop and implement a proactive plan with incentives to identify, engage, and support new business development and job development	WIB & Economic Development, Planning	3rd Qtr. 2010	Neutral	Bizconnect, a one stop destination on the web for business development was launched. Seminars for business owners are regularly conducted to discuss these areas and find solutions
	3) Raise visibility of all county assets (cultural, tourism, etc.)	Admin, PI, Parks, Planning, Economic Development	2nd Qtr. 2010	Neutral	Working with Meadowlink TMA to secure funds for a pilot program for a seasonal shuttle for the Shore-Belmar to Asbury, Published a new map of Monmouth County with Economic Dev funds in collaboration with Planning Board and Parks Dept, Redesign of Economic Development and Tourism website to promote County sponsored events.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	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	2nd 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	Comments
1. Enhance transportation options to support economic viability	1) Investigate methods to promote public transit to major employment destinations	PI, Planning, Economic Development	4th Qtr. 2010	Neutral	Conducted marketing efforts for the Dock & Roll/Route 35 Shuttle. Visited major employers along Route 35 with revised shuttle schedule.
2. Develop a coordinated approach to attract and stimulate business development	1) Seek input from businesses regarding barriers to business development	Economic Development	3rd Qtr. 2009	Neutral	Meetings have been held with business and academic leaders resulting in initiatives targeting economic and work force retention and development in the County
	2) Identify growth options that increase tax ratable throughout the county	Economic Development, Planning	2nd Qtr. 2010	Neutral	
	3) Develop a marketing/education plan to support economic development initiatives	Economic Development	4th Qtr. 2010	Neutral	
	4) Create a public/private partnership to formalize funding support for economic development initiatives	Economic Development	4th Qtr. 2010	Neutral	
	5) Explore the creation of a clearinghouse to promote private business cooperation for shared services opportunities	Economic Development	4th Qtr. 2010	Neutral	
	6) Reassign the WIB and the Division of Employment and Training from Human Services to the Department of Economic Development	Administration	1st Qtr. 2009	Neutral	This realignment was accomplished. It allows the County to continue the provision of services to its traditional base while increasing the communication and interaction with the business community. An outcome is an informational program initiative called "Bizconnect".

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
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	1st Qtr. 2011	Neutral	
	2) Support proposed incubator tech Center at Fort Monmouth	State Dept. of Labor & Workforce Development, Economic Development Employment & Training	4th 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	4th Qtr. 2009	Cost of Database Subscription	Intern acquired 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-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	Comments
<p>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</p>	<p>1) Assess workforce needs and expectations of employment community.</p>	<p>WIB & Monmouth County Department of Economic Development</p>	<p>1st Qtr. 2010</p>	<p>Neutral</p>	<p>Ongoing effort See below</p>
	<p>2) Identify future employment needs of business and industry. Conduct "gap analysis" to determine employer/employee skill set needs</p>	<p>Brookdale Community College, Economic Development, WIB and Monmouth County Vocational School District</p>	<p>1st Qtr. 2010</p>	<p>Neutral</p>	<p>Ec. Dev. held forum on addressing this issue with a presentation by Rutgers and participation of employers, municipal officials and chambers of commerce. Econ Dev along with staff from Employment and Training and Planning has partnered with Brookdale CC to develop a wide-ranging community needs assessment that will address the workforce needs and expectations of the business community and the skills gap that currently exists.</p> <p>The Monmouth County team is working with Brookdale to develop both an online and in person survey that will begin the assessment process.</p>
	<p>3) Establish programs to develop anticipated skill needs to match job market</p>	<p>Community College, WIB and Monmouth County Vocational School District</p>	<p>4th Qtr. 2010</p>	<p>Cost for Curriculum and Staff</p>	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	4) Feed gap analysis information into education system so that business needs drive training	Community College, WIB and Monmouth County Vocational School District	4th 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	Comments
1. Improve skills of students related to employment success	1) Develop skill training link between Brookdale and the Vocational School	Brookdale, MCVSD	2nd 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	\$100,000 budgeted in 2010
	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	3rd Qtr. 2010	To Be Determined	
	5) Assess the feasibility and cost of making MCVSD Shared Time program full time	MCVSD	2nd Qtr. 2010	Neutral	

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
	a) Route 9/Western Monmouth Development Plan		Ongoing Implementation	\$250,000 grant Mostly state funding	The plan is complete. Many of the transportation recommendations have been implemented
	b) Bayshore Region Strategic Plan		Ongoing Implementation	\$99,000 grant Mostly state funding	A Bayshore Implementation Committee has been established to implement the plan. Plan recommendations have been prioritized. Meetings have been held with some state agencies to discuss how to implement the recommendations
	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.
	e) Central Monmouth Plan		4th Qtr. 2011	Neutral	
	f) Monmouth County Farmland Preservation Plan		2nd Qtr. 2009	\$46,594 reimbursement for plan	Plan is completed, working on annual updates and implementation

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	2) Prepare countywide plans to serve as a guide for the future development of the county, including:	Planning Board			
	a) Wastewater Management Plan		2nd Qtr. 2010	Neutral	Received a \$50,000 grant to reimburse county for work done on plan. Received a \$109,091 ARRA grant for future tasks related to the Wastewater Management Plan as well as for a beneficial re-use plan.
	b) State Development and Redevelopment Plan		Ongoing	Received a \$35,000 Grant	Waiting for the state Planning Commission to adopt the Plan.
	c) Solid Waste Plan		3rd Qtr. 2009	Neutral	Completed 1st Qtr. 2009 (adopted by the Freeholders)
	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
	c) Organize several environmental forums per year on topics of interest to municipal officials and environmental commissions		2nd Qtr. 2010	Minor Cost	Monmouth County Environmental Council also involved in this project.
	d) Organize workshops on pertinent state initiatives		2nd Qtr. 2010	Minor Cost	

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

Strategic Goal III-A: Improve emergency response system and readiness for natural and man-made disasters

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
1. Establish an internal mechanism to coordinate all emergency response efforts.	1) Develop and implement a coordinated action plan that assesses strengths and weaknesses of the emergency readiness response system	Office of Emergency Management	Update current plan as required by State Police	Neutral	The updated plan is reviewed frequently and is submitted to the State Police every three years.
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	3rd Qtr. 2009	Neutral	Public Information has participated in several drills conducted by OEM to identify weaknesses and areas for improvement. We anticipate having a plan by the end of the year - OEM is taking an inventory of the methods municipalities use to notify residents of emergencies
	2) Assess and improve methods of informing County residents (i.e. News 12, cable television, email, text messages) about emergencies; coordinate with municipalities and school districts where applicable	Office of Emergency Management, Public Information, Information Technology	2nd Qtr. 2010	TBD closer to date of possible implementation	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
3. Upgrade communication /radio system and equipment to comply with federal mandate.	1) Determine cost implications and county funding alternatives to switch to new bandwidth	Sheriff, Buildings & Grounds, Administration	4th Qtr. 2011	Cost (approx. \$29,000,000)	Currently, according to B and G, the cost is \$34,000,000
	2) Identify funding options to support the purchase of radios by local municipalities	Sheriff	4th Qtr. 2013	Cost for towers through the County, and municipalities responsible for radios. County will help municipalities identify non-County funding for radios.	

Strategic Goal III-B: Target services and focus on vulnerable, under-served, and growing populations of need (e.g., youth, children and adults with developmental disabilities, seniors).

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
1. Maximize existing revenues by determining efficiency and effectiveness	1) Expand scope of current cost reimbursement professional to review all revenue streams and maximize reimbursement potential in Human Services and across all areas of county government	Finance/ Human Services	2nd Qtr. 2010	Consultant cost resulting in potential savings or on contingency basis	

Strategic Goal III-C: Reduce economic, social, and ethnic disparities among County residents.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
1. Expand prevention, early intervention, and family support services	1) 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	Human Services	3rd Qtr. 2011	Neutral	
	2) Identify and target specific communities that would receive priority financial support in the realignment of County resources	Human Services	4th Qtr. 2011	Neutral	
2. Identify ways to broaden access to all county services by underserved populations	3) Meet with representatives of underserved populations to solicit recommendations	Human Services/ Admin	2nd Qtr. 2010	Neutral	

Strategic Goal 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 consistent pursue efficiency measures while addressing resident needs

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
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	2nd Qtr. 2009	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 was held on October 30, 2009 at Brookdale

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

Strategic Goal IV-A: Undertake environmentally safe measures and practices in all aspects of county operations and policies.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
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	Admin	3rd Qtr. 2009	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
	2) Conduct an energy audit on all County owned and operated facilities	Planning Board	3rd Qtr. 2010	Cost: \$100,000, 75% reimburse, expend >25% on renovations & 25% will be reimbursed. Ultimate energy cost savings.	First round of audits (12 buildings) has begun. Draft report due 1 st qtr, finalized 2 nd qtr 2010 and improvements made 2 nd qtr 2011
	3) Explore the possibility of extending the energy audit capability and expertise to municipal facilities	Buildings & Grounds/Planning Board	1st Qtr. 2011	Neutral	
	4) Prepare a Greenhouse Gas Reduction Plan for the county.	Planning with GHR Committee	Inventory - 2nd Qtr. 2010 Plan - 2nd Qtr. 2011	Neutral	a) Inventory may be completed by 1st Qtr 2010; Modeling by 2nd Qtr 2010. Plan has been started; b) Received funding through NJTPA for an audit and plan for GHG reduction of transportation related facilities for Monmouth County. Target completion date: May 2011 - \$200,000; c) Preparing survey to assess commute/transportation - related GHG

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
					emissions. Consultant selected to work with the county and other stakeholders on the plan.

Strategic Goal IV-B: Preserve open space, farmland, and scenic by-ways, and provide quality parks, recreation, and cultural opportunities and programs.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
1. Expand open space	1) Support the expansion of the county Scenic By-way Program to showcase historical, cultural and scenic resources.	Planning	4th Qtr. 2011	Neutral	
	2) Support the County and Municipal Farmland Preservation Program	Planning	Ongoing	Spent \$54 million in 2008 (\$40.8 million from state & municipal partners); \$20 million 2009 budget (\$8.7 million county funds)	1st qtr. 2010 will spend \$3,328,386 (\$2,478,513 from state, municipal and federal partners) to preserve farmland.
	3) Support the implementation of the County Open Space Plan through the County Open Space Preservation Program	Parks	Ongoing	Neutral	The Monmouth County Park System continues to implement the <i>Monmouth County Open Space Plan</i> through the Monmouth County Open Space Preservation Program. In 2009, the County preserved a total of 845.802 acres of open space worth \$15,994,755 through conservation and public access easements and fee simple purchases. The total included 716.695 acres that were preserved through the acquisition of conservation and public access easements with a value of \$12,788,925 and 129.107 acres with a value of \$3,205,830 that were added to the Monmouth County Park System through fee simple purchases. The County continues to preserve public open space through its Open Space Preservation Program begun in 1960,
2. Enhance public use of County open space	1) Update the County Recreation Services Plan	Parks	3rd Qtr. 2010	Neutral	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
	2) Update the County Park Development and Maintenance Plan	Parks	4th Qtr. 2011	Neutral	
	3) Continue to investigate all 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	Parks	Ongoing	Neutral	An ongoing marketing and routine analysis of the golf operation is conducted to provide facilities, programs, and services that are affordable to the general public and meet or exceed both the paying customer's expectations and the revenue objectives to support the facilities.

Strategic Goal IV-C: Reduce traffic congestion through smart routing and public transportation.

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
1. Increase transportation capacity	1) Identify opportunities and resources to expand transportation system	Planning Board/ Engineering/MCDOT			
	a) Prepare and implement plans to relieve traffic congestion and facilitate ease of transportation on the East-West routes of county roads	Engineering	Ongoing	Sometimes requires county funds	Executed agreement to NJDOT for County prepared plans along County Route 537 E-W corridor in Colts Neck. Awarded design contracts for County Route 524 E-W route improvements in Howell/Wall Townships.
	b) Maintain safe travel on county roads and bridges	Engineering	Ongoing	Sometimes requires county funds	Expand asset management initiatives by continuing existing annual inspection and maintenance programs, including road resurfacing , guide rail, signs and lines, and bridges and dams; and adding new energy efficient LED traffic signal, battery backup, and sign reflectivity programs.
	c) Support additional "park and rides" at bus stops and train stations	Planning Board	Ongoing	Usually requires matching funds	Staff keeps NJ Transit informed about the need for additional "park and rides".
	d) Support MOM rail line to alleviate congestion in western Monmouth	Planning Board	Ongoing	Neutral	Continuing to advocate for the Monmouth Junction passenger rail alternative. Applied for a federal appropriation for the necessary study to advance this rail project.
	e) Encourage safer pedestrian crossings near bus stops and train stations	Planning Board/ Engineering	Ongoing	Usually requires matching funds	Continue upgrading of pavement markings and signage to enhance demarcation and visibility of the pedestrian crossing near bus

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
					stops and trains stations; evaluating locations and NJ Transit funding sources for implementation of bus stop pull outs.
	f) Develop "traffic calming" solutions to reduce fatalities.	Planning Board/ Engineering	Ongoing	Usually requires matching funds	Continue efforts to develop "traffic calming" solution applicable on county roadways; included a roundabout option as one of the alternatives in developing concept improvements; continue considering roadway "diet" and boulevard concepts in the future safety improvement projects on CR 57, CR 10, Sharon Station Road and other roadways with increased multi-modal transportation; experiment the use of color and textured pavement to demarcate islands, x-walks, shoulders, and other geometrical features.
	g) Develop programs to reduce air pollution/Reduce carbon footprint (e.g., carpooling, mass transit, rapid transit lanes, etc.)	Planning Board/All County Departments	GHG Reduction Plan 2nd Qtr. 2011	Should result in savings	Working on a possible shuttle in shore area in conjunction with Economic Dev and Meadowlink.
	h) Promote corridor design that includes service roads, internal parking lots, and sidewalks.	Planning Board/Engineering	Ongoing	Neutral	Planning and Engineering are working together to include many of these design concepts into the new County Road Plan.
	i) Support better coordination of schedules between various transit modes	Planning Board/ MCDOT	Ongoing	If Federal funds are used, there is a requirement for matching funds	Staff continues to work with NJ Transit to coordinate the schedules of various transit modes.
	j) Support increased pedestrian and bicycle access	Planning Board/ Engineering	Trails Master Plan 3rd Qtr.	Cost To Be Determined	The Monmouth County Transportation Council has begun to work on a Trails non-

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
			2013		motorized transportation plan for the county collecting information of existing facilities.
	k) Address traffic congestion at particular locations including Route 9, Route 66 between Parkway and Asbury Circle, and panhandle section (see Section V. Advocacy)	Public Works & Engineering/Freeholders	Ongoing	Neutral	On-going meetings with NJDOT and NJTPA for concept development funding for the corridor and BRT funding for Route 9.
	l) Secure funding for Bridge Safety Replacement (see Section V. Advocacy)	Public Works & Engineering/Freeholders	Ongoing	Neutral	Serve as chairperson for NJSACE Transportation Funding Committee to advocate for funding to continue NJDOT's \$25 million annual Local Bridge Program and recommended new bridge formula for more equitable distribution of available funds

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.
	2) Advocate for the flexible and practical application of state procurement regulations such as elimination of non-substantive bidding requirements	Admin/ Purchasing	3rd Qtr. 2009	Savings	Through professional associations the Purchasing Agent has continually advocated for continuity and simplicity in procurement legislation. Savings could be achieved if counties were not required to advertise in newspapers and continued to announce public bids on line.
	3) Advocate for more expeditious review and approvals of permit processes that are controlled by the State (e.g., DEP regulations)	Admin/Effectuated Departments	2nd Qtr. 2010	Savings	
2. Assist local school districts to reduce the need for out of district special education placements.	1) Assist in the creation of county-wide program for children with autism and other special education needs as an alternative to high cost out of district placements	Brookdale, County Superintendent of Schools with input from Brookdale/ Monmouth County Educational Services Commission	4th Qtr. 2010	Savings	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
3. Advocate for programs and services for county residents	1) Support all County Parks & Recreation and other applications to preserve and utilize elements of Fort Monmouth for county purposes	Parks, Admin	Ongoing	Neutral	The Park System's efforts are on hold pending the Federal government's action on the FMERPA redevelopment plan. We have, however, been working with Public Works to review the personal property inventories that have been made available by the Fort and Parks has made a request for same through Public Works.
	2) Advocate for continuation of the STARS program (covering tuition at the community college for eligible students)	Brookdale and New Jersey Council of County Colleges	Annually	Neutral	
	3) 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.
	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.
	5) Advocate for a New County Planning Act to realistically depict the County Planning Board's added responsibilities	Planning Board	3rd Qtr. 2009	Neutral	New legislation proposed that will assist counties with development review. Comprehensive legislation is still needed. Continue to work with other counties to advance legislation.
	6) Advocate for a stable source of funding for transportation projects (e.g., Transportation Trust Fund)	Planning Board	4th Qtr. 2009	Neutral	Planning staff and its Transportation Council continues to advocate for a stable source of funding for transportation projects. Serve as chairperson for NJSACE Transportation Funding Committee to advocate for

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
					funding to continue NJDOT's \$25 million annual Local Bridge Program and recommended new bridge formula for more equitable distribution of available funds
	7) Advocate for an improved East/West bus transportation network to improve cross county travel and travel to New York City	Planning Board Freeholders	Ongoing	Neutral	Continue to work with NJ Transit and the NJTPA to promote east/ west bus service.
	8) Advocate against proposal to privatize military housing at Earle Naval Base	Freeholders	Ongoing	Neutral	Resolution #08-265
4. Advocate for more business friendly laws and regulations	1) Continue to support the County's Equine industry	Save the Horse Comm.	Ongoing	Neutral	Resolution #08-229 formed the committee, which has resumed activity.
	2) Advocate for the New Jersey higher education system to market County students to local businesses	Brookdale and WIB	1st Qtr. 2010	Cost	Ongoing. BCC works with the One Stop Career Center to provide needed training.
	3) Advocate for easing of State restrictions on boating and fishing industry (revenue & taxes)	Admin/Freeholders	1st Qtr. 2010	Neutral	Ongoing
	4) Advocate for lower State taxes on businesses (e.g., taxes on tour busses are causing tours to avoid NJ)	Admin/Freeholders	1st Qtr. 2010	Neutral	Ongoing

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact	Comments
5. Advocate for additional housing to accommodate the county resident workforce, especially for the fastest growing number of service employees	1) Work with municipalities to implement the Smart Housing Incentives Act (upon passage by the Legislature)	Planning	Begin upon passage by legislature 4th Qtr. 2012	Neutral	This bill has been introduced and referred to Committee and will start implementing this initiative upon passage of this Act