

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 is 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 | Facebook and Twitter accounts are frequently updated, efforts underway to complete this goal. Freeholder meeting agendas and resolutions are available on line prior to the meeting, and emails reminding residents of meeting times is sent to those on the subscription list. |

| 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 report on activities at weekly meetings and 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 | | | | This appears on the Tourism website |
| | c) Develop and publicize a Speakers' Bureau to inform the public about available county services | Public Info | 3 rd Qtr. 2010 | Neutral | Every Department within the County has been notified that the Speaker's Bureau has been developed and is being managed by Public Info. The process will work this way: Inquiries for a speaker will come through us and we will contact an appropriate speaker and introduce the speaker to a representative requesting the speaker. Responses from department and division heads with speakers and their topics are trickling in now, and I expect to have them all by the end of the month. In the meantime, ITS will be asked to create a web page where the |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|------------------|------------------------|--|--|
| | | | | | speakers and topics will be listed. Finally, the Department of Public Information will issue a press release announcing the speaker's program to the public. |
| | 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. Additionally, as a media aid, Public Information has begun work on a Monmouth County PowerPoint that can be custom-tailored for any speaker in the Speaker's Bureau if they wish to use it. |
| | 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. |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|---|---------------------------|------------------------|--|---|
| | 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. |
| | 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) | Signs up at all work zones, starting this quarter, also conducting informational meetings in municipalities where work will take place with both public and elected officials |
| | 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 | The Health Dept. evaluates coastal water quality at 61 sites for 16 weeks, May 10-Sept. 10. Those sites that fail are investigated to find sources of contamination. Also, dept. conducts sanitation and safety program at 198 public recreational bathing sites, pools-lakes, rivers and ocean bathing places. The dept. conducts a sanitation and safety program at 26 youth camps. The Registered Environmental Health specialists approve plans and make inspections at temporary retail food establishments, such as seafood festivals, fairs, etc. "Choose your cover" a free skin cancer screening program was offered at 10 beaches on July 17, 2010. |

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 | | | | 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 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 | | | | |
| | 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 departments. |
| | 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 | A fixed asset inventory was 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. Construction on the truck wash facility at Reclamation Center has started. 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 | Direct outreach performed to Monmouth municipalities. Studied Ocean County Model. Met with two main county control and shelter providers to explore shared services initiatives. Facilitated RFP, proposals for control and shelter and submitted application to the NJ DCA for |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|-----------------------|------------------------|---------------|---|
| | | | | | review. Application pending DCA approval. |
| | 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 |
| | 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. |
| | 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 | The Sheriff's Office has delayed further study of this initiative due to budget constraints and a reduction in department staff. |
| | h) Offer 911 and police dispatch to all municipalities | Sheriff | 4th Qtr. 2014 | Cost | The agency continues to be instrumental in promoting and implementing shared services with towns through the Monmouth County 9-1-1 Communications Center, at a cost savings to taxpayers. |
| | i) Explore regional shared services solutions with other counties | Shared Services | 2nd Qtr. 2010 | Neutral | Explored regional shared services solutions with surrounding counties. County has entered into shared agreements in the fields of youth detention (Middlesex) and Wellness Discount Program (Bergen), reducing expenditures for Monmouth County residents |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|--|--|-----------------------------|------------------------|------------------------|--|
| | 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 | The Library Commission has reviewed the master plan for programs and publicity. It is possible that future considerations will address matters of efficiency. This institution however remains the most efficient large public library system in New Jersey by several accepted objectives. Shared Services' assessment is ongoing in correlation with the Library Master Plan. County to continue to explore the cost feasibility of adding additional member branches to the county library system while maximizing and maintaining future services to the community measures, and operational efficiency is reviewed annually by a report following the release of annual library statistics by the NJ State Library. |
| | 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 | This objective will be deferred until the newly appointed Prosecutor has had the opportunity to review it. |
| 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 |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|-----------------------|------------------------|---------------|--|
| | | | | | 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 will be included in the 2011 budget submission. |
| | 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. This is on going in the 2011 budget process. |
| | 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 | A communications plan is being developed and will include public relation's recommendations. A review of the technology function within the Division of Social Services has been conducted by the Information Technology Dept and recommendations are forthcoming. Some aspects of the Parks System and Fleet Management have been consolidated into the county's Fleet Services Division. |
| | 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 | Currently grants are completed by individual departments that have expertise in the field. The grants manual is under review and will provide a standard application and approval process. |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|---|---|---|---------------|--|
| | 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 |
| | 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 | Personnel, working with Finance and Administration, is reviewing procedures to improve efficiency and consistency in the hiring / vacancy review /approval process |
| | 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 | Personnel is examining compensation systems towards this goal. |
| | c) Develop and pilot a merit system for non-bargaining employees tied to employee raises | Personnel | 3rd Qtr. 2012 | Neutral | |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|--|------------------------|-----------------------|---|
| | d) Develop and implement procedures and standards for employee evaluations | Personnel | 3rd Qtr. 2011 | Neutral | |
| | e) Standardize a consistent work day/week with approved variances based on the nature of the work. Assure standard hours of office coverage for all departments | Personnel | 2nd Qtr. 2010 | Neutral | Most County departments have standardized work weeks, and those that do not will have this area addressed during contract negotiations. |
| | 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-\$150 annual fee | Project completed and submitted to county departments and implemented. |
| | 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 | This has been accomplished through the state legislature. |
| | 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 | Ongoing. Training classes planned. |

| 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 | Ongoing within departments. |
| | 2) Develop an electronic employee newsletter | Public Info/ Personnel | 2nd Qtr. 2010 | Neutral | A regular monthly online newsletter is ongoing with first issue July 2010. |
| | 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 | On hold for the present time |
| | 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 | The system is up and running and is proving to be an extremely useful tool. All county bridges, roads, signs, catch basins, parking lots, and significant trees are indexed for maintenance. The system provides a summary for each project and tracks associated costs. All Public Works and Engineering projects use this system. |

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. The Department has conducted personal outreach to existing businesses to discuss retention and expansion of those businesses currently operating within the County. The Department has been supporting the formation of the New Jersey Technology Solutions Center (NJTSC) that is designed to expand and attract high tech communications, homeland security and renewable energy businesses to the area to take advantage of the highly skilled Ft. Monmouth workers who chose not to move with the mission. |
| | 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 | The Department has requested to purchase a suite of subscriptions that will give value added services to the County business community. These tools will include data and market research, business specific lead generation, webpage assessments and customer satisfaction surveys. These tools are being purchased with our current operating budget and reflect no additional capital outlay |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|--|------------------------|---|---|
| | 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. |
| | 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 | <p>Using a grant that Ec. Dev received from the NJ State Division of Travel and Tourism, have contracted for an ad campaign with Millennium Radio. The ads run once every weekday at 6:05 pm for 5 weeks beginning the first week in July and will highlight a different activity in Monmouth County. Millennium Radio is 101.5 which broadcasts statewide as well as 5 other regional stations.</p> <p>Our department with assistance from Public Information worked with Information Technology to develop and deploy a new Tourism website</p> |

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 | Economic and Workforce Development has put together a team of business outreach professionals. The team is currently meeting with County businesses to assist businesses to remain and grow. Focus is currently on meeting with those businesses affected by the closing of Ft. Monmouth to see what can be done to help them retool and remain viable. The Planning Board is currently preparing the annual Economic Profile for the County. This document identifies growth trends, the real estate market, fastest growing occupations, and where development and redevelopment is taking place. |
| | 3) Develop a marketing/education plan to support economic development initiatives | Economic Development | 4th Qtr. 2010 | Neutral | Economic Development and Employment and Training have begun marketing/education program to the business community. The first phase is to market county programs and services to Ft. Monmouth Contractors. |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|--|--|--|------------------------|---------------|--|
| | 4) Create a public/private partnership to formalize funding support for economic development initiatives | Economic Development | 4th Qtr. 2010 | Neutral | Evaluation of potential partnerships is ongoing. |
| | 5) Explore the creation of a clearinghouse to promote private business cooperation for shared services opportunities | Economic Development | 4th Qtr. 2010 | Neutral | On hold |
| | 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". |
| 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 | On going investigation of avenues to develop a loan program. |
| | 2) Support proposed incubator tech Center at Fort Monmouth | State Dept. of Labor & Workforce Development, Economic Development Employment & Training | 4th Qtr. 2010 | Neutral | Monmouth County Economic and Workforce Development continues to support the New Jersey Technology Solutions Center (NJTSC) that was created to take advantage of the high skilled Ft Monmouth employees who choose not to move when the fort closes. When the NJTSC has successfully competed for business and its member companies are looking for employees, these jobs will be posted with Monmouth County's One Stop Career Center. The BRAC Employment Counselors will match registered Ft. Monmouth workers with the jobs. |

| 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 | 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. 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> | <p>Skills gap is being defined by Economic Development, WIB and Planning Board through meetings with employers. Once that is completed, Brookdale will focus their efforts on coordinating curriculum to address student needs.</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 | This action is covered by Goal II-C, 1.3 |

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 | Brookdale and the MCVCD have an ongoing series of contracts between them which include partnerships for the Culinary Arts School in Asbury Park, the High Tech High School (shared facilities at the Lincroft campus) and the 2+2 Program in Technologies. |
| | 2) Assess need for career programs in areas of employer demand | Brookdale, MCVSD, County Superintendent of Schools | Annually, by year's end | Neutral | <p>This continues to be an ongoing process between Brookdale and the MCVSD. Brookdale conducts a Community Needs Assessment along with a number of Labor Needs Assessments which inform the College's Educational Strategic Master Plan (ESMP) annually. These studies guide the College in curriculum design for new programs. This year the College added a new Auto-Tech facility. Several new programs have been added or are in the approval process as a result of these assessments:</p> <ul style="list-style-type: none"> (1) Veterinary Technician (2) Ultrasound (3) Sports Management (4) Hospitality (5) Environmental Studies (6) Digital Media (7) Legal Nurse Consultant (8) Sustainable Energy <p>The College is also coordinating its Community Needs Assessment efforts with County WIB staff.</p> |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|--|------------------------|------------------|---|
| | | | | | |
| | 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 | <p>The College annually convenes a conference of county high school educators focused on the requisite level of skilled attainment needed by students for a successful college experience.</p> <p>The College has also developed a pilot pre-college program with Asbury Park and Neptune High Schools at its Eastern Monmouth Higher Education Center located in Neptune, where high school seniors are enrolled in a credit granting basic skills class. The class employs learning strategies where students are introduced to college-level academic expectations well ahead of actual college acceptance and subsequent testing.</p> <p>Educators from the alternative program, MCVSD CLASS Academy attended the BBC conference to become acquainted with the necessary skills students need to enter college. As a result, students are enrolled in basic skills math advantage classes to bolster their basic skills in preparation for the HSPA and accu-placer</p> |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|-----------------|------------------------|---------------|--|
| | | | | | exam used by Brookdale as their entrance exam. |
| | 5) Assess the feasibility and cost of making MCVSD Shared Time program full time | MCVSD | 2nd Qtr. 2010 | Neutral | This is on hold due to budgetary constraints, but is in ongoing discussions. |

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. An Environmental Roundtable was held on June 3, 2010 on Community Gardens. |
| | d) Organize workshops on pertinent state initiatives | | 2nd Qtr. 2010 | Minor Cost | Working with the New Jersey County Planners Association on creating position papers on state initiatives. These issues |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|---------|-----------------|------------------------|---------------|--|
| | | | | | are discussed at our monthly Planning Board meetings which are open to the public. Letters are sent to municipalities on pertinent issues. |

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 | The County signed 2 MOU's allowing approx. 18 AM-FM radio stations to be used for Local Emergency notifications. The Sheriff's Department, OEM and the parent companies are currently working out a policy which would be used to notify the Radio stations. This added to Current "Code Red" system which is updated yearly and notifies, Police Chiefs, OEM Coordinators, Fire Chiefs, EMS and residents along with the New Jersey Emergency Alert Plan which notifies Radio Station and TV(Cable included) of natural and manmade disasters. |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|--|---|--|------------------------|--|--|
| | | | | | Additional, County OEM has promoted through Public Information NJ Alert which notifies participants of Alerts as they are happening. |
| 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 | Discussions have been initiated. The indirect cost allocation plan is based on prior years' history. Currently the plan for 2008 is in process. Guidance will be sought from the consultant with a goal of configuring staffing and services to enhance revenues and efficiencies for 2010. |

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 | With reduced government funding and declining charitable donations, the broadening of access is indeed challenging. At this time the priority has been to maintain services through increased interagency cooperation. This action step will be deferred until the 1 st quarter of 2011 |

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 |
|--|---|----------------------------|------------------------|----------------|--|
| <p>1. Develop an emergency response plan to address the current changing economic conditions</p> | <p>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.</p> | <p>DHS/HSAC/United Way</p> | <p>2nd Qtr. 2009</p> | <p>Neutral</p> | <p>A seminar was held May 5th, 2009 entitled "Adaptation to a Changing Economic Environment. More than 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</p> |

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 | The Goals and Objectives for the <i>Energy Action Plan</i> have been approved by the Greenhouse Gas Reduction Committee and the first two sections of the plan have been drafted and will be forwarded to the Committee for their review. |

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 | Board of Recreation Commissioners adopted a new Recreation Services Plan on July 19, 2010 |

| 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 shuttle in shore area in conjunction with Economic Dev and Meadowlink. GHG Reduction Plan is in progress. |
| | 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. |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|------------|--|--|----------------------------------|-----------------------|---|
| | j) Support increased pedestrian and bicycle access | Planning Board/Engineering | Trails Master Plan 3rd Qtr. 2013 | Cost To Be Determined | The Monmouth County Transportation Council has begun to work on a Trails non-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 has complied with 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 | This is on going as all Departments that interface with State agencies for approval have been working towards this goal. The County will continue to advocate to the State for more timely responses to requests for approvals. |
| 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 | A countywide task force has been established through the County Superintendent of Schools and has met for the past two years, exploring the possibilities of opening a countywide school for students with autism. Monmouth Ocean Educational Services Commission is now taking the lead on developing a county-wide program for middle school age students with autism |

| 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 | Ongoing |
| | 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 was 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. | 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 funding to continue NJDOT's \$25 |

| Objectives | Actions | Lead Department | Target Completion Date | Budget Impact | Comments |
|---|---|-------------------------------|---|---------------|---|
| | | | | | 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 |
| 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 |