

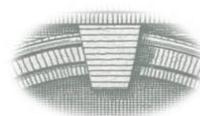


Strategic Plan

Monmouth County, New Jersey

May 2009

Presented by



JANUS Solutions
...for a changing society

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Acknowledgements

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

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

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

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

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

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

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

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

Tom Blatner
President, JANUS Solutions

Introduction & Purpose

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

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

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



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

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

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

Primary Sections of Monmouth County Strategic Plan

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

SECTION I

Approach, Process, and Information Gathering

Approach

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



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

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

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

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

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

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

The Planning Process

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

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

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

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

The Strategic Planning Committee

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

Mission, Vision, and Guiding Principles

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

Focus Areas

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

Area of Focus

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

Information Gathering

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

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

Document/Critical Data Collection and Review

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

Community Survey (Monmouth University Polling Institute)

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

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

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

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

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

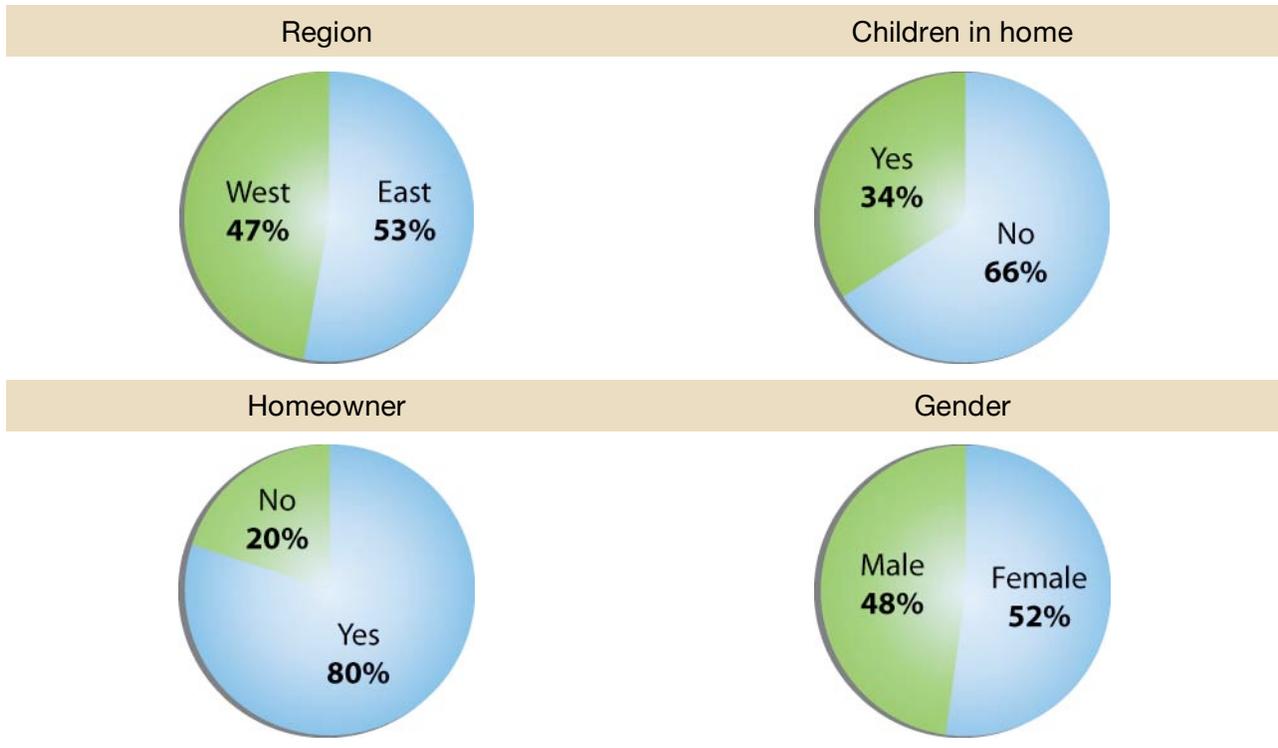
Long Branch, Manasquan, Middletown, Monmouth Beach, Neptune City, Neptune Township, Ocean Township, Oceanport, Red Bank, Rumson, Sea Bright, Sea Girt, Shrewsbury Borough, Shrewsbury Township, Spring Lake, Spring Lake Heights, Tinton Falls, Wall, and West Long Branch.

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

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

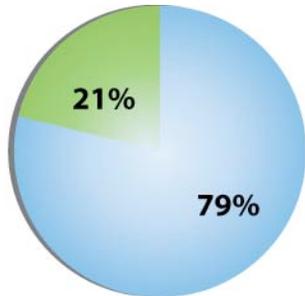
Other demographic groups mentioned in the study include homeowners (80%) and renters (20%); white non-Latino residents (79%) and racial or ethnic minority residents (21%); and residents whose family income is either above (52%) or below (48%) Monmouth County's median income level, which is approximately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

Survey Demographics



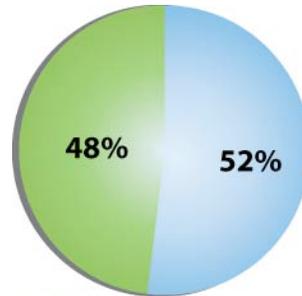
Survey Demographics (continued)

Race



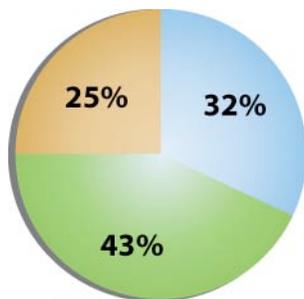
- African-American, Latino, Asian
- White, non-Latino

Family Income



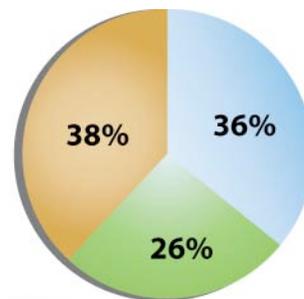
- Under 75,000
- \$75,000 or more

Age



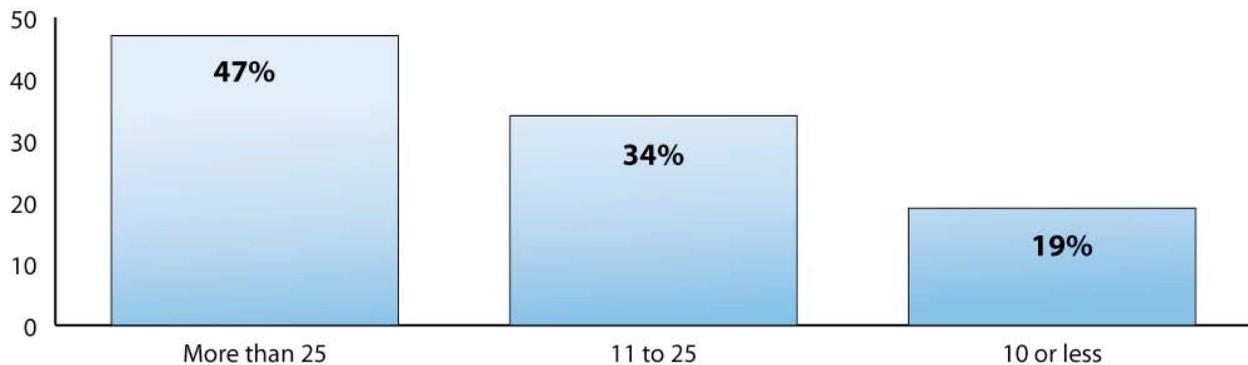
- 18 to 34
- 35 to 54
- 55 and older

Education



- High School or less
- Some College
- College Graduate

Years in Monmouth County



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

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

Community Forums

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



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

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

County Website Input

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

Consultation with Freeholders

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

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



SECTION II

Analysis and Identification of Emerging Themes and Issues

Analysis

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

Document Review-Demographics and County Operations

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

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

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

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



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

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

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

Survey

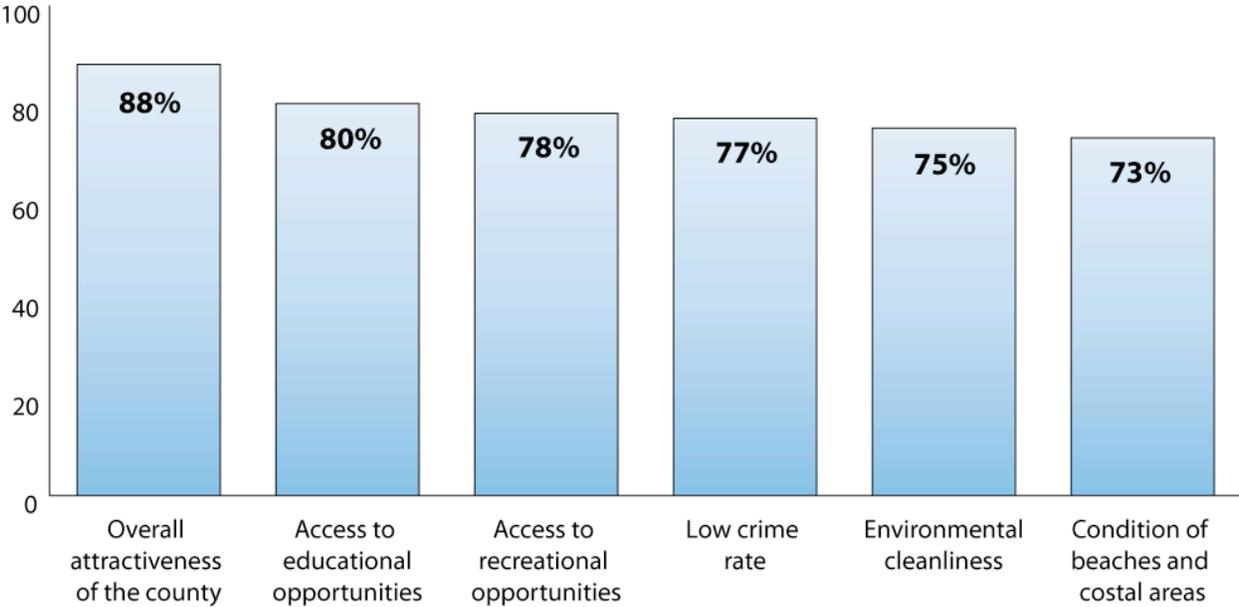
The information in this section has been excerpted from the full survey report, which can be found in Appendix IV.

Monmouth County Overview

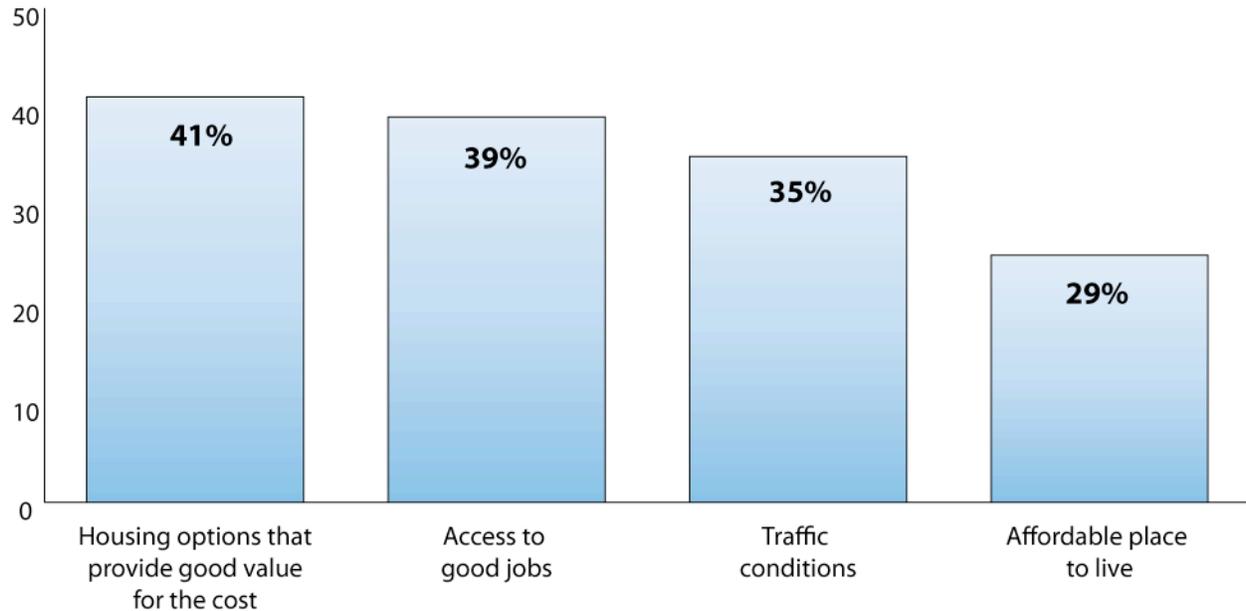
Nearly all (91%) Monmouth County residents view their home county positively. Nearly half (44%) give the top rating of excellent and another 47% say it is a good place to live. A clear majority (57%) also say that Monmouth County is a better place to live than other counties in New Jersey.

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

Monmouth County Residents: Positive Ratings



Monmouth County Residents: Less Than Half Gave Positive Ratings



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

Monmouth County Services

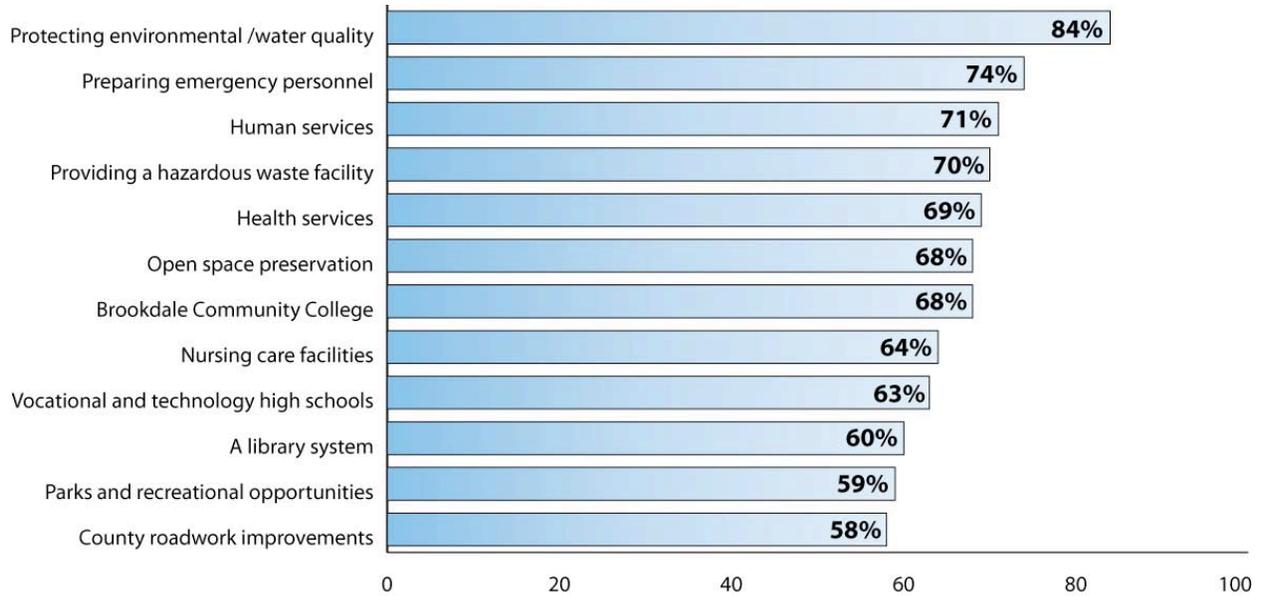
A majority (57%) of Monmouth residents give positive ratings to the overall quality of their county government. As a point of comparison, a statewide poll of New Jersey residents conducted in October 2007 found that just 29% gave the quality of their state government a positive rating.

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

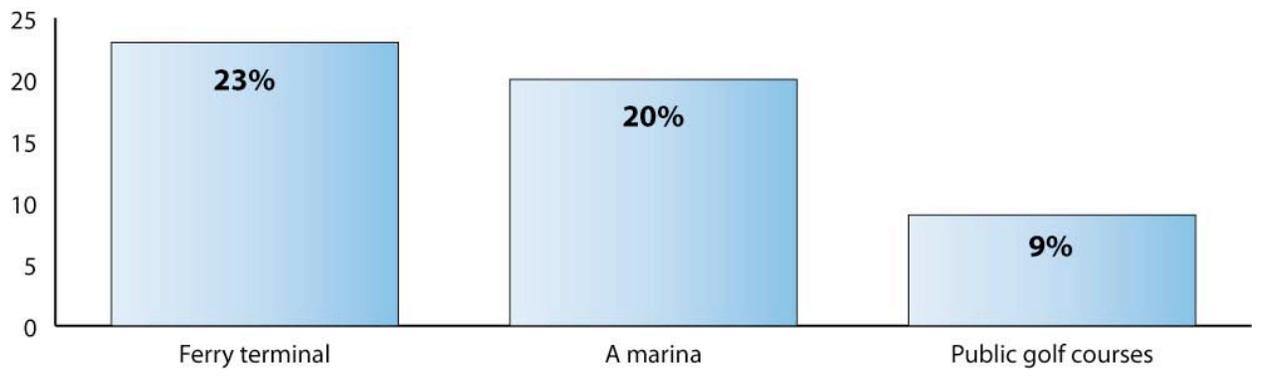


The survey asked residents to assess the importance of 18 different services that county tax dollars support.

Monmouth County Residents: Top Priorities for Funding



Monmouth County Residents : Lowest Priorities for Funding



Monmouth County Information Sources

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

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

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

Survey Conclusions

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

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

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

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

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

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

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

S.W.O.T.s

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

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

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



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

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

Community Forums



Fifteen people attended the first Forum. Remarks were made about the strategic planning process, expressing pleasure that the process was taking place, requesting an update on the planning process as it progressed, and recommending that steps be taken to ensure that the Spanish-speaking population in the county has an opportunity to provide input into the planning process. Issues raised included traffic congestion, the importance of the human service “safety net” and transparency of County government.

The second Forum was attended by 26 people, and a broad range of issues and positions were raised, including green technology, the role and size of county government, and recommendations were made related to traffic, rail line, and parks.

County Website and Written Feedback

A total of 21 comments were received through the County Website. A wide variety of issues were raised, including open space, libraries, parks, transportation/traffic, green technology, and a lack of services in the western part of County.

Three (3) written comments were received regarding the preservation of established bike paths and a particular recreation project.

Emerging Themes and Issues

In total, approximately 640 people provided input during the strategic planning process. Input from all sources was used to identify emerging strategic themes and issues in each of the Focus Areas.

Focus Area	Emerging Themes
Administrative/ Financial Impact	<ul style="list-style-type: none">• An integrated financial strategy is needed for costs, revenues, mandates and taxes. This is particularly important in view of the vastly decreased growth in the ratables during the past year.• Upgrades are needed in technology, and in human resource functions.• There is a need for administrative efficiencies/consolidation of administrative functions.• Every administrative unit should consider opportunities for outsourcing and shared services.• Marketing and communications with the public, and internal communication and collaboration across government need to be improved.
Citizen Services	<ul style="list-style-type: none">• Resident access and interface with County government needs to be improved (e.g., a single coordinated County telephone number and updated telephone system).• Increased marketing and branding of County services, coordination of volunteer efforts, and outreaching targeted resident populations (seniors, disabled, youth) is needed.• Standardization of hours of work.• Internal improvements are needed related to technology, information management, and resident-friendly buildings.

Education

- County sponsored educational services are highly valued and utilized, and there is increased resident demand for programming.
- The potential exists for educational, business and governmental alliances for economic growth and workforce development.
- The County should advocate for in-county options for serving children and youth with special needs, such as autism.
- Targeted strategies with local school districts should be developed to reduce drop-out rates and needs for remediation in secondary education.

Health and Human Services

- Needs are increasing while funding is decreasing.
- Disparities exist within the county related to economic status and ethnic background.
- Public access to resource information is difficult.
- There is a limited ability to perform grants management functions.

Municipalities

- Shared services, facilities, purchasing, functions, should be considered, including:
 - Formal strategy and process
 - Marketing / Communication /Public Strategy
 - Municipalities with County / County-to-County / State
 - Regional economic development and open space planning
 - Legislative strategies

Planning and Economic Development

- Competing themes exist between economic growth and development and the preservation and reclamation of open space / farmland / historic sites.
- Challenges exist in the areas of business development, workforce housing, local and mass transit, education and workforce development, tourism and hospitality, and greening the county.

Focus Area	Emerging Themes
Public Safety and Regulation	<ul style="list-style-type: none"> • While there is a general satisfaction with degree of public safety and freedom from crime, there is concern about gangs and juvenile crime, drugs, and cyber crime. • Major public safety concerns exist related to terrorism and natural disasters. • There is potential for shared services / regional cooperation.
Parks, Recreation & Library	<ul style="list-style-type: none"> • There is strong resident use and support of libraries, parks and recreation programs. Legislative/regulatory changes are needed to enhance hiring and operations. • Additional public education about parks, recreation and libraries is desirable to further maximize their usage.
Transportation, Engineering & Public Works	<ul style="list-style-type: none"> • Traffic congestion is a huge issue for the public. • There are opportunities to further “green the County” through recycling and composting, greening the county fleet, and increasing safe walking and biking throughout the county. • The MIS for maintenance management needs upgrading.
Cross-Cutting Areas	<ul style="list-style-type: none"> • There is a concern about taxes, return on investment, and understanding of county government. • More marketing and communication with the public about county services is needed. • Internal communication, technology and information management need to be addressed across the departments. • There is an opportunity to consolidate administration and some functions (public relations, media, purchasing, etc.) • There are also opportunities for shared services / consolidation within County government, and with the state/municipalities.

Identifying strategic issues is the heart of the strategic planning process. The fundamental policy questions or critical challenges affecting an organization creates a unique opportunity to utilize the synthesis of material in a manner that frames the creation of strategic action and a blue print of concerted effort for the future.

SECTION III

Strategy Formulation and the Establishment of Strategic Areas, Goals, Objectives, and Action Steps

The JANUS team utilized several different formal strategies to identify strategic direction. The *direct approach* allowed the team to identify strategic issues after review of the organizational mandates, mission statement, and S.W.O.T. meetings. The *goals approach* allowed for a continuous focus on the critical issues facing the County that were clearly articulated early in the planning process and further examined during the S.W.O.T. meetings and reinforced by public opinion. The *oval mapping* approach was also utilized in an effort to identify the potential actions that the County might take, given the cause and effect or influence relationships that are present throughout the system. By using these three approaches, the JANUS Solutions team was able to identify critical areas in need of focused and strategic intervention.

This synthesis led to the establishment of five primary strategic areas of recommendations. The strategic areas are purposely organized to cut across Departments, Divisions, and other organizational units to promote a unified government-wide effort. With input and advice from the Freeholders, the County Administrator, and the Planning Committee, the five identified Strategic Areas were broken down into goals and objectives. These five strategic areas, with accompanying goals and objectives form the heart of the strategic recommendations for Monmouth County government.

The first four strategic areas are related directly to issues over which the county has some degree of control. The last area involves areas for which the county elected and administrative officials can advocate for change. The five identified Strategic Areas and accompanying goals for each area, along with highlights of specific objectives within the Strategic Action Pan, are as follows:



Monmouth County Government will:

Provide leadership with regard to spending, taxes, and return on investment through smart, effective, efficient, and responsive resident centered county government.

Goals

- Improve public communication and information about county services and how to access them. In addition, conduct ongoing feedback strategies with county residents.
- 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.
- Improve and modernize county government operations – including internal communication, technology and information management, consolidation of select administrative functions, outsourcing, and consistent human resource management.

Highlights

- 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.
- Integrate the strategic planning and management process into the annual budget process. Doing so would provide a framework within which decisions can be made, in view of economic conditions, declining growth of ratables, etc.
- Consolidate the communication, media, PR, advertising, and publication functions for the county.
- Establish enhanced capability for effecting shared services through a county-wide shared services network (e.g., designate a shared services coordinator, develop inventory, offer 911 and police dispatch to all municipalities, etc.)

Monmouth County Government will:

Promote responsible and sustainable development and economic growth through quality planning, education, workforce development, and business development.

Goals

- 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.).
- Identify and alleviate structural barriers to business development.
- Form partnerships among education, workforce development and business leaders to develop a cutting-edge workforce.
- Maintain the county commitment to affordable, high quality education.
- Develop partnerships with municipalities and other stakeholders to promote sustainable, well-planned communities.

Highlights

- 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 libraries).
- Reassign the Workforce Investment Board (WIB) and the Division of Employment and Training from Human Services to the Department of Economic Development, to assure that business and economic growth opportunities are maximized.
- Continue County scholarship fund at Monmouth University for Brookdale graduates, to retain students in-county and encourage students to remain in Monmouth County after graduation.

Monmouth County Government will:

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

Goals

- Improve emergency response system and readiness for natural and man-made disasters.
- Target services and focus on vulnerable, under-served, and growing populations of need (e.g., youth, children and adults with developmental disabilities, seniors).
- Reduce economic, social, and ethnic disparities among County residents.
- Take action to mitigate the impact of economic downturns on county residents, including increased emergency mobilization of county services, proactive coordination to maximize participation in federal and state economic recovery efforts, and consistently pursuing efficiency measures while addressing resident needs.

Highlights

- Assess and improve methods of informing County residents (e.g., News 12, cable television, email, text messages) about emergencies; coordinate with municipalities and school districts where applicable.
- Upgrade communication/radio system and equipment to comply with federal mandate (switch to new bandwidth).
- 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.



Monmouth County Government will:

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

Goals

- Undertake environmentally safe measures and practices in all aspects of county operations and policies.
- Preserve open space, farmland, and scenic by-ways, and provide quality parks, recreation, and cultural opportunities and programs.
- Reduce traffic congestion through smart routing and public transportation

Highlights

- Identify a senior-level county employee to coordinate and oversee all “green” initiatives
- Conduct an energy audit on all County owned and operated facilities
- Continue to investigate 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.
- Identify opportunities and resources to expand transportation system (e.g., additional “park and rides,” pedestrian crossings near bus stops, funding for bridge safety).

Monmouth County Government will:

Impact public policy, statutes, and regulations that impede county goals.

Goals

- 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.

Highlights

- 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.
- Advocate for additional mass transit, such as the MOM line, to provide rail service for high growth areas such as Western Monmouth.
- Advocate for an improved East/West bus transportation network to improve cross county travel and travel to New York City.



A full copy of the Strategic Action Plan, including detail on action items, is included in Section IV B below.

A typical strategic plan sets broad direction. In this case, the establishment of five broad strategic areas of initiative, with goals and objectives for each, in a sense concluded the strategic aspects of the plan. However, in light of the recommendations from the Budget Task Force to establish concrete measurable goals, the chaotic financial environment, the forward momentum of all the key participants, and the JANUS mantra that strategic planning is a tool to get things done, the planning process moved from a purely strategic to a strategic operational mode.



After concluding the strategic plan development process with the Freeholders and the Strategic Planning Committee on the five strategic areas, goals, and objectives, the County Administrator identified Goal Attainment Leaders for each Strategic Area. Each Goal Attainment Leader, working closely with County Administration, key internal staff, and the JANUS team developed action steps, lead Department or Departments, target completion dates, and projected budget impact for each objective related to each goal under each of the five strategic areas. Where possible, actual budget impact was quantified.

In other areas, budget impact will be determined as implementation proceeds. In addition, the initiatives designed in the strategic action plan were filtered by the criteria established by the federal government related to the “American Recovery and Reinvestment Act” stimulus package. The integration of the implementation of the Strategic Plan into the annual budget cycle as recommended will be critical to reconcile the aspirations and intentions of the Strategic Action Plan with the realities of available revenue.

SECTION IV

Recommendations for Action

The JANUS Strategic Leadership Cycle includes a simple, but quintessential element called Intentional Decision-making. All too often strategic plans are completed but never acted upon. This section of the Monmouth County Strategic Plan presents concrete recommendations for Freeholder consideration and action. These Recommendations for Action include two sections: (A) the recommendation for the adoption of the proposed Vision, Values, Mission, and Guiding Principles as developed by the Strategic Planning Committee. If adopted, these statements will provide the inspiration, guidance, standards, and expectations for Monmouth County government. And (B) the recommendation for approval of the Monmouth County Strategic Action Plan, that embodies the Strategic Areas, Goals, Objectives, and Operational Action Steps required to move the agenda of Monmouth County government into the future.

Recommended Action: Adoption of Vision, Values, Mission, and Guiding Principles

VISION

Monmouth County will be the best place to live, work and raise a family by honoring its past and embracing its future while preserving and enhancing the quality of life for current and future residents.

VALUES

Monmouth County:

- Demonstrates sensitivity to the impact of taxes on our residents
- Promotes the economic health of the County
- Champions strong stewardship of the natural, cultural and educational resources of the county

- Promotes well-planned communities with a balance between development and conservation
- Promotes safe and secure communities and the health of our residents
- Honors the historical heritage of the county while planning for the future
- Promotes a balance between development and conservation
- Welcomes local input while fostering regional solutions
- Celebrates and respects the diversity of our residents
- Partners with community and civic organizations to meet the needs of our residents

MISSION

The mission of the Monmouth County Board of Chosen Freeholders is to provide trusted leadership in partnership with our residents, the business community, and all levels of government to achieve our vision.

GUIDING PRINCIPLES

Monmouth County government:

- Demonstrates optimum stewardship in the use of county tax dollars
- Is committed to the highest standards of ethical and professional conduct and accountability
- Provides quality services that are caring, compassionate and responsive to the changing needs of our residents
- Demonstrates flexible, proactive approaches to changing situations and environments
- Creates opportunities for open and effective communication and connection with our communities, residents and taxpayers
- Is committed to comprehensive, information-based decision making
- Encourages employee growth, development and advancement, and provides our employees with the tools to do their jobs
- Encourages creativity and problem solving, and recognizes the contributions of employees, volunteers and residents

Recommended Action: Adoption of Strategic Action Plan

As part of the strategic leadership cycle, intentional decision-making will continue to transform the Strategic Action Plan into an operational guide. The Strategic Action Plan is a living document, and as implementation proceeds, the elements contained in the action steps, as well as completion dates and budget impact, will be adjusted based upon changing conditions, new information, etc. Implicit in all of the goals, objectives, and actions of the Monmouth County Strategic Plan is the intent that cost savings, productivity gains, or service enhancements will ultimately result.

Strategic Area I

Provide leadership with regard to spending, taxes, and return on investment through smart, effective, efficient, and responsive resident-centered county government.

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
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	3 rd Qtr. 2009	Neutral
	i) Identify areas to be analyzed	Public Info/ ITS	Ongoing	Neutral
	ii) Establish a pilot	Public Info/ ITS	1 st Qtr. 2010	
	iii) Identify and implement ways to direct residents to the website (e.g., include web address on all emails, business cards, letters)	Public Info/ Appropriate Departments	1 st Qtr. 2010	Minor Cost
b) Implement mechanisms for the public to access county services via the website	Public Info/ ITS	4 th Qtr. 2011	Initial invest. of HW/SW & maintenance costs may be required.	

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	c) Develop and implement a county-wide resident-friendly strategy to achieve enhanced telephone access, including:	Public Info	1 st Qtr. 2011	Cost
	i) Train operators on county services	Public Info	1 st Qtr. 2010	Neutral
	ii) Improve resident access to county offices and services through modifications to the county telephone system	B&G phone services	1 st Qtr. 2011	\$550,000
	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	4 th Qtr. 2009	Neutral
	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	4 th Qtr. 2010	Cost to be determined based on available technology
	e) Expand the use of email to distribute County newsletter and updates on county activities	Public Info/ITS	4 th Qtr. 2009	Neutral
	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:			

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	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	4 th Qtr. 2009	Neutral
	b) Publish a schedule of county departmental activities	Public Info	1 st Qtr. 2010	Neutral
	i) Include links to other resources available			
	c) Develop and publicize a Speakers' Bureau to inform the public about available county services	Public Info	1 st Qtr. 2011	Neutral
	i) Create an updated PowerPoint presentation on county services	Public Info/ ITS	1 st Qtr. 2010	Neutral
	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	1 st Qtr. 2010	Cost to produce, print, and distribute if hard copies are made available
	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	1 st Qtr. 2010	Neutral
	f) Conduct periodic surveys of stakeholders (residents & county employees) regarding customer satisfaction with county government	Public Info/ ITS	1 st Qtr. 2010	Neutral if done through county website on limited basis
	g) Identify & improve upon existing outreach efforts to underserved populations through "county stores" at the malls, "mobile county stores", libraries			

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	h) Expand and improve upon existing outreach at Monmouth Mall kiosk	Public Info	4 th Qtr. 2009	Neutral unless demand for printed material and staff time is significantly increased
	i) Identify additional outreach opportunities	Public Info	1 st Qtr. 2010	Neutral
	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	2 nd 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.	2 nd 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
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) Designate a shared services coordinator, reporting to the County Administrator, as the lead person on "shared solutions"	Admin/ Shared Services	3 rd Qtr. 2009	Neutral
	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	3 rd Qtr. 2009	Neutral
	ii) Develop a master list of all county-owned equipment by department, location, purpose, etc., including all resources, locations and purpose served.	All departments	4 th Qtr. 2009	Neutral
	iii) Convene staff roundtables to coordinate and evaluate shared services on a regular basis	Admin/ Shared Services	4 th Qtr. 2009	Neutral
	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	1 st Qtr. 2010	Savings

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	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	1 st Qtr. 2010	Savings
	c) Expand regional truck wash facilities and fuel dispensing facilities	Public Works	4 th Qtr. 2009	Cost: \$1.5 million each (seeking grant)
	d) Facilitate development of a regional animal shelter	Shared Services	2 nd Qtr. 2010	Grant
	e) Shared Services Coordinator will meet with superintendents of schools to discuss shared services	Admin/ Shared Services	4 th Qtr. 2009	Neutral
	f) Extend county record retention services to towns	County Clerk/ Finance	3 rd Qtr. 2009	Cost
	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	3 rd Qtr. 2010	Neutral
	h) Offer 911 and police dispatch to all municipalities	Sheriff	4 th Qtr. 2014	Cost
	i) Explore regional shared services solutions with other counties	Shared Services	2 nd 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	2 nd Qtr. 2010	Neutral
	3) Identify funding options to mitigate municipal costs for municipal participation in prosecutor task force			

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	a) Utilize the Prosecutor's Office to assist in making the case for municipal assignment to law enforcement task forces	Admin/ Prosecutor	4 th Qtr. 2010	May be Cost or Neutral
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	1 st Qtr. 2010	Neutral
	2) Sponsor a half day public forum on shared solutions	Shared Services	4 th Qtr. 2009	Cost (Minor)
	3) Report annually on the progress of shared solutions	Shared Services	1 st Qtr. 2010	Neutral
	4) Increase county representative(s) at meetings of local town governing bodies to discuss shared services	Admin/ Shared Services	3 rd Qtr. 2009	Neutral

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
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	1 st Qtr. 2010	To Be Determined

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	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	1 st Qtr. 2010	Neutral
	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	1 st Qtr. 2011	Cost
	c) Annually integrate strategic plan into the county budget process	Appropriate Department	3 rd Qtr. 2009	Neutral
	d) Pursue accreditation in departments where doing so leads to improvements in efficiency and customer satisfaction	Appropriate Department	3 rd 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	3 rd Qtr. 2010	Savings

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	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	3 rd Qtr. 2010	May result in savings
	3) Develop a resource inventory of employees with expertise that can support projects across county government	Personnel	3 rd Qtr. 2009	Neutral
	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	2 nd Qtr. 2010	Neutral
	5) Develop and implement a county-wide employee evaluation system			
	a) Develop functional job descriptions and performance standards for each position in county government	Supervising Department with Assistance of Personnel	4 th 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	3 rd Qtr. 2012	Neutral
	d) Develop and implement procedures and standards for employee evaluations	Personnel	3 rd 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	2 nd Qtr. 2010	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	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	2 nd Qtr. 2010	Cost-\$14 per employee
	g) Develop a process to annually verify necessary employee certifications where applicable	Personnel/ Appropriate Department	3 rd Qtr. 2009	Neutral
	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	3 rd Qtr. 2011	Neutral
	b) Pilot a mentoring system for employees in high turnover areas	Personnel	3 rd 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	3 rd Qtr. 2010	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
3. Improve employee communication and understanding of county functions	1) Develop a mechanism to ensure cross training of staff on county functions	Personnel	2 nd Qtr. 2010	Neutral
	2) Develop an electronic employee newsletter	Public Info/ Personnel	2 nd Qtr. 2010	Neutral
	3) Develop a structure and process for Department Head interaction with Public Information through meetings and other means.	Admin/All Departments	3 rd Qtr. 2009	Neutral
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	3 rd Qtr. 2009	Neutral
	b) Establish a Payroll Action Group	ITS	3 rd Qtr. 2009	Neutral
	c) Implement the Microsoft Exchange initiative in order to create a common platform for county information users and applications	ITS	4 th Qtr. 2009	\$2.8 M
	d) Computerize county personnel records	ITS/ Personnel	4 th Qtr. 2009	Neutral
	e) Computerize medical records at care centers	ITS	4 th Qtr. 2010	Neutral
	f) Establish a primary email address for county government	Public info	3 rd Qtr. 2009	Neutral
	g) Develop wireless capability for designated field workers	ITS	4 th 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	3 rd 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
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	4 th Qtr. 2009	Neutral
	2) Develop and implement a proactive plan with incentives to identify, engage, and support new business development and job development	WIB & Economic Development, Planning	3 rd Qtr. 2010	Neutral
	3) Raise visibility of all county assets (cultural, tourism, etc.)	Admin, PI, Parks, Planning, Economic Development	2 nd Qtr. 2010	Neutral
	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	2 nd 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
1. Enhance transportation options to support economic viability	1) Investigate methods to promote public transit to major employment destinations	PI, Planning, Economic Development	4 th Qtr. 2010	Neutral
	2. Develop a coordinated approach to attract and stimulate business development			
	1) Seek input from businesses regarding barriers to business development	Economic Development	3 rd Qtr. 2009	Neutral
	2) Identify growth options that increase tax ratable throughout the county	Economic Development, Planning	2 nd Qtr. 2010	Neutral
	3) Develop a marketing/education plan to support economic development initiatives	Economic Development	4 th Qtr. 2010	Neutral
	4) Create a public/private partnership to formalize funding support for economic development initiatives	Economic Development	4 th Qtr. 2010	Neutral
	5) Explore the creation of a clearinghouse to promote private business cooperation for shared services opportunities	Economic Development	4 th Qtr. 2010	Neutral
	6) Reassign the WIB and the Division of Employment and Training from Human Services to the Department of Economic Development	Administration	1 st Qtr. 2009	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
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	1 st Qtr. 2011	Neutral
	2) Support proposed incubator tech Center at Fort Monmouth	State Dept. of Labor & Workforce Development, Economic Development Employment & Training	4 th 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	4 th Qtr. 2009	Cost of Database Subscription

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
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	1) Assess workforce needs and expectations of employment community.	WIB & Monmouth County Department of Economic Development	1 st Qtr. 2010	Neutral
	2) Identify future employment needs of business and industry. Conduct "gap analysis" to determine employer/employee skill set needs	Brookdale Community College, Economic Development, WIB and Monmouth County Vocational School District	1 st Qtr. 2010	Neutral
	3) Establish programs to develop anticipated skill needs to match job market	Community College, WIB and Monmouth County Vocational School District	4 th Qtr. 2010	Cost for Curriculum and Staff
	4) Feed gap analysis information into education system so that business needs drive training	Community College, WIB and Monmouth County Vocational School District	4 th 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
1. Improve skills of students related to employment success	1) Develop skill training link between Brookdale and the Vocational School	Brookdale, MCVSD	2 nd 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
	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	3 rd Qtr. 2010	To Be Determined
	5) Assess the feasibility and cost of making MCVSD Shared Time program full time	MCVSD	2 nd 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
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		
	a) Route 9/Western Monmouth Development Plan		Ongoing Implementation	\$250,000 grant Mostly state funding
	b) Bayshore Region Strategic Plan		Ongoing Implementation	\$99,000 grant Mostly state funding
	c) Coastal Monmouth Plan		4 th Qtr. 2009	\$290,000 grant
	d) Panhandle Regional Plan		4 th Qtr. 2009	\$75,000 grant
	e) Central Monmouth Plan		4 th Qtr. 2011	Neutral
	f) Monmouth County Farmland Preservation Plan	2 nd Qtr. 2009	\$46,594 reimbursement for plan	
	2) Prepare countywide plans to serve as a guide for the future development of the county, including:	Planning Board		
	a) Wastewater Management Plan		2 nd Qtr. 2010	Neutral
	b) State Development and Redevelopment Plan		Ongoing	Received a \$35,000 Grant
	c) Solid Waste Plan		3 rd Qtr. 2009	Neutral
	3) Provide educational forums for municipalities and residents on new state initiatives, including:	Planning Board		
	a) Ongoing Cosponsor of Monmouth County Greentable		4 th Qtr. 2009	Received grant for \$23,297 Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	b) Solid Waste/Recycling Workshops - Ongoing for towns, Schools, businesses		4 th Qtr. 2009	Neutral
	c) Organize several environmental forums per year on topics of interest to municipal officials and environmental commissions		2 nd Qtr. 2010	Minor Cost
	d) Organize workshops on pertinent state initiatives		2 nd 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
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
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	3 rd Qtr. 2009	Neutral
	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	2 nd Qtr. 2010	TBD closer to date of possible implementation

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
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	4 th Qtr. 2011	Cost (approx. \$29,000,000)
	2) Identify funding options to support the purchase of radios by local municipalities	Sheriff	4 th 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
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	2 nd 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
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	3 rd Qtr. 2011	Neutral
	2) Identify and target specific communities that would receive priority financial support in the realignment of County resources	Human Services	4 th Qtr. 2011	Neutral
2. Identify ways to broaden access to all county services by underserved populations	1) Meet with representatives of underserved populations to solicit recommendations	Human Services/ Admin	2 nd 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
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	2 nd Qtr. 2009	Neutral

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
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	3 rd Qtr. 2009	Neutral
	2) Conduct an energy audit on all County owned and operated facilities	Buildings & Grounds	3 rd Qtr. 2010	Cost: \$100,000, 75% reimburse, expend ≥25% on renovations & 25% will be reimbursed. Ultimate energy cost savings.
	3) Explore the possibility of extending the energy audit capability and expertise to municipal facilities	Buildings & Grounds	1 st Qtr. 2011	Neutral
	4) Prepare a Greenhouse Gas Reduction Plan for the county.	Planning with GHR Committee	Inventory – 2 nd Qtr. 2010 Plan - 2 nd Qtr. 2011	Neutral

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
1. Expand open space	1) Support the expansion of the county Scenic By-way Program to showcase historical, cultural and scenic resources.	Planning	4 th 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)
	3) Support the implementation of the County Open Space Plan through the County Open Space Preservation Program	Parks	Ongoing	Neutral
2. Enhance public use of County open space	1) Update the County Recreation Services Plan	Parks	3 rd Qtr. 2010	Neutral
	2) Update the County Park Development and Maintenance Plan	Parks	4 th 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

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

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
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
	b) Maintain safe travel on county roads and bridges	Engineering	Ongoing	Sometimes requires county funds
	c) Support additional “park and rides” at bus stops and train stations	Planning Board	Ongoing	Usually requires matching funds
	d) Support MOM rail line to alleviate congestion in western Monmouth	Planning Board	Ongoing	Neutral
	e) Encourage safer pedestrian crossings near bus stops and train stations	Planning Board/ Engineering	Ongoing	Usually requires matching funds
	f) Develop “traffic calming” solutions to reduce fatalities.	Planning Board/ Engineering	Ongoing	Usually requires matching funds
	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 2 nd Qtr. 2011	Should result in savings
	h) Promote corridor design that includes service roads, internal parking lots, and sidewalks.	Planning Board/ Engineering	Ongoing	Neutral
	i) Support better coordination of schedules between various transit modes	Planning Board/ MCDOT	Ongoing	If Federal funds are used, there is a requirement matching funds

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	j) Support increased pedestrian and bicycle access	Planning Board/ Engineering	Trails Master Plan 3 rd Qtr. 2013	Cost To Be Determined
	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
	l) Secure funding for Bridge Safety Replacement (see Section V. Advocacy)	Public Works & Engineering/ Freeholders	Ongoing	Neutral

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
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	4 th Qtr. 2009	Savings Goal
	2) Advocate for the flexible and practical application of state procurement regulations such as elimination of non-substantive bidding requirements	Admin/ Purchasing	3 rd Qtr. 2009	Savings

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	3) Advocate for more expeditious review and approvals of permit processes that are controlled by the State (e.g., DEP regulations)	Admin/Effectuated Departments	2 nd 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	4 th Qtr. 2010	Savings
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
	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	4 th Qtr. 2009	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
	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	4 th Qtr. 2009	Use County transprt. consultants to assist with this project. Applied for and received federal funds for required federal studies.
	5) Advocate for a New County Planning Act to realistically depict the County Planning Board's added responsibilities	Planning Board	3 rd Qtr. 2009	Neutral
	6) Advocate for a stable source of funding for transportation projects (e.g., Transportation Trust Fund)	Planning Board	4 th Qtr.	Neutral
	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
	8) Advocate against proposal to privatize military housing at Earle Naval Base	Resolution #08-265	Ongoing	Neutral
	9) Address traffic congestion at particular locations including Route 9, Route 66 between Parkway and Asbury Circle, and panhandle section	Public Works & Engineering/ Freeholders	Ongoing	Neutral
	10) Secure funding for Bridge Safety Replacement	Public Works & Eng/ Freeholders	Ongoing	Neutral

Objectives	Actions	Lead Department	Target Completion Date	Budget Impact
4. Advocate for more business friendly laws and regulations	1) Continue to support the County's Equine industry	Resolution #08-229 Save the Horse Comm.	Ongoing	Neutral
	2) Advocate for the New Jersey higher education system to market County students to local businesses	Brookdale and WIB	1 st Qtr. 2010	Cost
	3) Advocate for easing of State restrictions on boating and fishing industry (revenue & taxes)	Admin/Freeholders	1 st Qtr. 2010	Neutral
	4) Advocate for lower State taxes on businesses (e.g., taxes on tour busses are causing tours to avoid NJ)	Admin/Freeholders	1 st Qtr. 2010	Neutral
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 4 th Qtr. 2012	Neutral

SECTION V

Implementation, Evaluation, and Updating the Plan

Implementation

After action by the Freeholders, it will be important that County management move quickly and effectively from planning into implementation. The following recommendations are intended to facilitate a transition from planning to action that builds on the process and hard work undertaken to date.

Implementation and Evaluation recommendations follow:

- Establish and designate the Administration, Management and Planning (AMP) function in the Office of the County Administrator, as identified in Section I of the Strategic Action Plan, as the focal point for organizing, supporting, coordinating and tracking implementation - within 30 days of Plan adoption
- In conjunction with the AMP, reconstitute the Strategic Planning Committee as the Strategic Action Committee within 45 days of Plan adoption
- Designate the Goal Attainment Leaders and Teams for each strategic area and charge with the preparation of concrete implementation work plans to be completed within 75 days of Plan adoption
- Establish rolling schedule for review and approval of Implementation Work plans by County Administrator with initial round of approvals complete - within 90 days of Plan adoption
- Train all County employees on the new County mission, vision, and elements of the Strategic Action Plan - within 90 days of Plan adoption
- Conduct quarterly meetings of the Strategic Action Committee for information-sharing, reporting, problem-solving, brain-storm, and do ongoing environmental scanning and adjustment of implementation and ongoing liaison with Freeholders

- Set schedule of Goal Attainment Teams and Team Leaders meetings as required and integrate into ongoing management structure and processes
- AMP should prepare quarterly internal tracking report
- AMP should prepare Bi-Annual Reports to the Freeholders for public dissemination on the website, Freeholder meetings, etc.
- Integrate this implementation process into the budget process - next budget cycle
- Continue Implementation for three years

Updating of Strategic Plan

For the Strategic Plan to have a sustained, positive impact on county government operations, it must be part of a strategic planning cycle. That cycle includes implementation of the Plan after an intentional decision-making process and evaluation of the results this implementation – for use in additional planning/modification of the Plan, goals, objectives, etc. For the evaluation process, it is recommended that in three years Monmouth County repeat an information gathering process that includes:

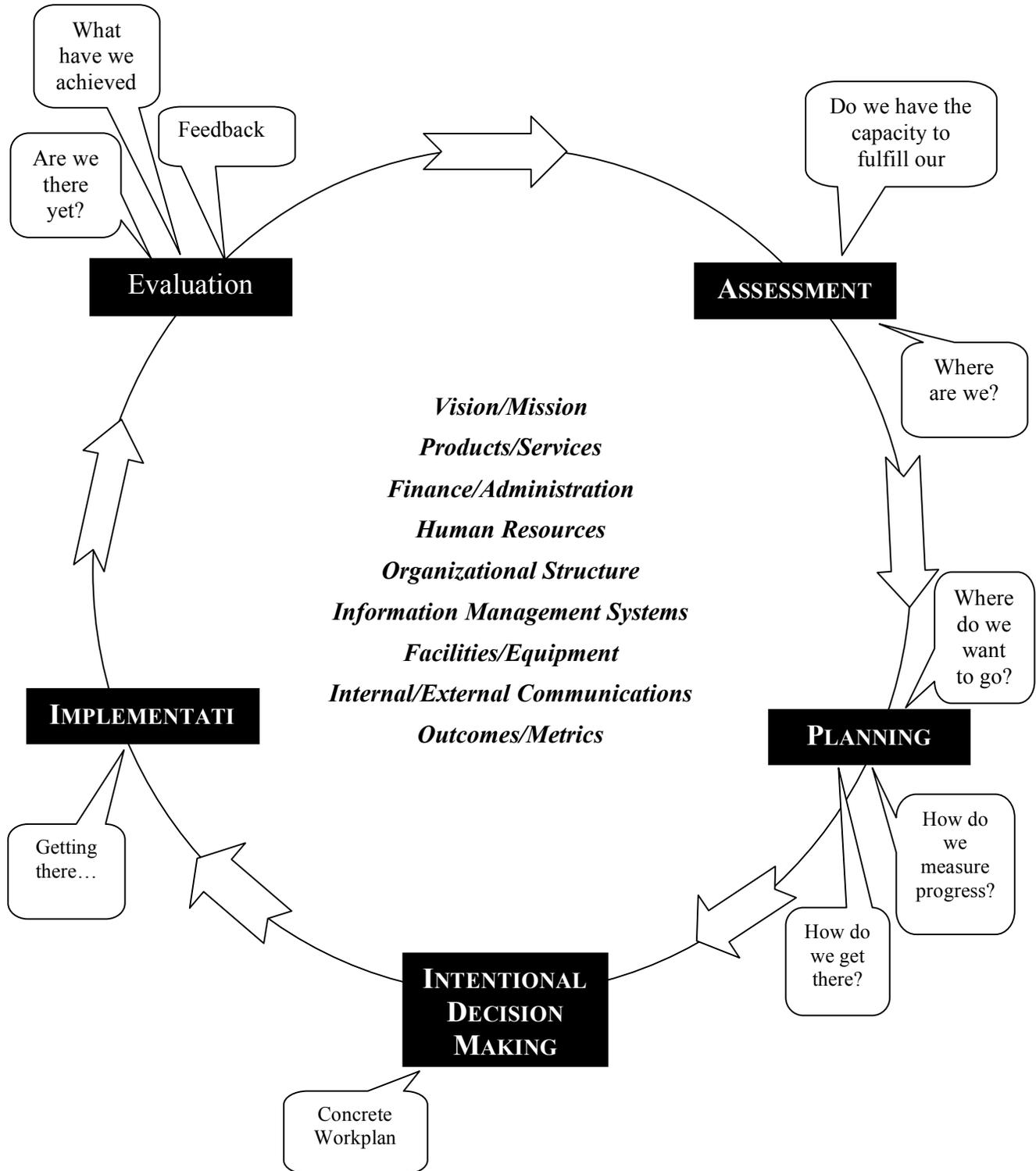
- Community Survey
- Community Forums
- S.W.O.T.s
- Website Input

This should result in an evaluation of the progress towards meeting the goals of the Plan, identifying the relevance of problems, and identification of emerging new strategy issues and trends. This will result in an update to the Strategic Plan, which should be presented for Freeholder approval during year four, and implementation during year five.

APPENDIX I

Strategic Cycle

Monmouth County Strategic Cycle



APPENDIX II

Planning Committee List

Barbara J. McMorrow, Freeholder Director
Board of Chosen Freeholders
Hall of Records, 1 East Main Street
Freehold, NJ 07728

Robert M. Czech, County Administrator
Hall of Records, 1 East Main Street
Freehold, NJ 07728

Mark E. Acker/Craig Marshall
Director of Finance/Treasurer
Special Services Complex, 300 Halls Mill Road
Freehold, NJ 07728

John W. Tobia, Administrative Department
Director – Public Works and Engineering
250 Center Street
Freehold, NJ 07728

Bonnie Goldschlag, Assistant Director
Monmouth County Planning Board
Hall of Records Annex, 1 East Main Street
Freehold, NJ 07728

Brian D. McAndrew, Ed.D., Superintendent
Monmouth County Vocational School District
4000 Kozloski Road
Freehold, NJ 07728

Lt. Craig Weber, Traffic Bureau Commander
Township of Middletown
1 Kings Highway
Middletown, NJ 07748
(Local Law Enforcement)

Webster Trammell, Psy.D, Vice President
Governmental & Community Relations
Brookdale Community College
765 Newman Springs Road
Lincroft, NJ 07738
(Community Member and Community College)

Robert D. Clifton, Freeholder
Board of Chosen Freeholders
Hall of Records, 1 East Main Street
Freehold, NJ 07728

Teri O'Connor, Deputy County Administrator
Hall of Records, 1 East Main Street
Freehold, NJ 07728

Lynn F. Miller/Charles Brown
Administrative Department
Director – Human Services
Human Services Building, 3000 Kozloski Road
Freehold, NJ 07728

William J. Wood, Administrative Department
Director – Public Services and Regulation
Hall of Records Annex, 1 East Main Street
Freehold, NJ 07728

James J. Truncer, Secretary-Director
Parks and Recreation Commission
805 Newman Springs Road
Lincroft, NJ 07738

Benjamin L. Waldron
Monmouth/Ocean Development Council
2520 Highway 35, Suite 205
Manasquan, NJ 08736

Celeste Carpiano, Executive Director
New Jersey Association of Counties
150 West State Street
Trenton, NJ 08608
(Community Member)

John Ciufu, Administrative Department Director –
Planning and Economic Development
Hall of Records Annex, 1 East Main Street
Freehold, NJ 07728

APPENDIX III

List of Documents Reviewed

Administrative/Financial Impact

- County of Monmouth 2008 Budget – March 6, 2008
- County Budget Review Task Force – Final Report – July 12, 2007

Education

- Community Perception of Brookdale Community College – June, 2008

Health and Human Services

- Monmouth County Youth Services Plan Update – January, 2008 –December, 2008
- 2008 Monmouth County Alcoholism and Drug Abuse Plan
- Monmouth County Comprehensive Alcoholism and Drug Abuse Plan – 2009–2011
- Substance Abuse Treatment Admission Records – Monmouth County Residents – 2006
- Monmouth County Comprehensive Youth Services Plan–January, 2009–December, 2011
- Community Health Improvement Plan – April, 2007
- Area Plan Contract – 2007–2009 (Department of Health and Senior Services)

Planning and Economic Development

- Route 9/Western Monmouth Development Plan – June, 2004 (Draft)
- Coastal Monmouth Regional Profile – February, 2007 (Draft)
- Bayshore Region Strategic Plan – September, 2006
- Monmouth County Farmland Preservation Plan – April, 2008 (Draft)
- New Residential Development – 2007
- 2008 MODC Business Outlook Survey (Summary of Research Findings)
- Monmouth County Growth Management Guide – December, 1995
- Monmouth County Growth Management Guide, January 13, 2008 (Draft)
- Department of Economic Development and Tourism – Major Employers List, 2008
- Economic Growth Report First Quarter, 2008
- Monmouth-Ocean Development Council, 2008 Business Outlook Survey
- Strategic Goals Matrix 2009
- Monmouth County Planning Board Mission Statement

Recreation and Library

- Monmouth County Park System Annual Report, 2007
- Park Development and Maintenance Plan – February, 2003
- Recreation Services Plan – June 27, 2001
- Monmouth County Open Space Plan – August 21, 2006

Transportation, Engineering and Public Works

- United We Ride Transportation Study, Monmouth County – October, 2007
- Department of Public Works and Engineering 2008 Goals

Municipalities, Citizen Services, Public Safety And Regulation, and Cross Cutting

- Monmouth County Profile – August, 2007
- Monmouth County at a Glance – April, 2008
- Monmouth Planning Indicators
- Demographic Update, Monmouth County – June, 2008
- Monmouth County Profile – 2008
- Quality of Life Survey – Monmouth County Planning Board – April, 1999
- 2008 Social and Demographic Report – United Way of Monmouth County
- Monmouth County Population Count Changes by Municipality, 2000–2008
- Household Count Estimates by Municipality, 2000–2008
- New Certificates of Occupancy by Municipality, April 1, 2000 – December 31, 2007

APPENDIX IV

Survey Report

Monmouth County Strategic Plan Survey

Conducted for:

Monmouth County Board of Chosen Freeholders
Monmouth County Strategic Plan Committee
and JANUS Solutions

Conducted by:

Patrick Murray
Director

Data Collection:

November 2008

MONMOUTH COUNTY STRATEGIC PLAN SURVEY

Conducted for:

Monmouth County Board of Chosen Freeholders
Monmouth County Strategic Plan Committee
and Janus Solutions

Conducted by:



Patrick Murray
Director

Data Collection:

November 2008

MONMOUTH COUNTY STRATEGIC PLAN SURVEY

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MONMOUTH COUNTY STRATEGIC PLAN SURVEY

I. EXECUTIVE SUMMARY

Monmouth County will be the first county in New Jersey to have a strategic plan. As part of the effort to obtain public input on the direction of the plan, the Monmouth County Strategic Plan Committee and Janus Solutions commissioned the Monmouth University Polling Institute (MUPI) to conduct a public opinion survey of residents' attitudes and priorities. The survey was designed to identify key issues for the strategic plan and also serve as a benchmark for tracking progress in ensuing years.

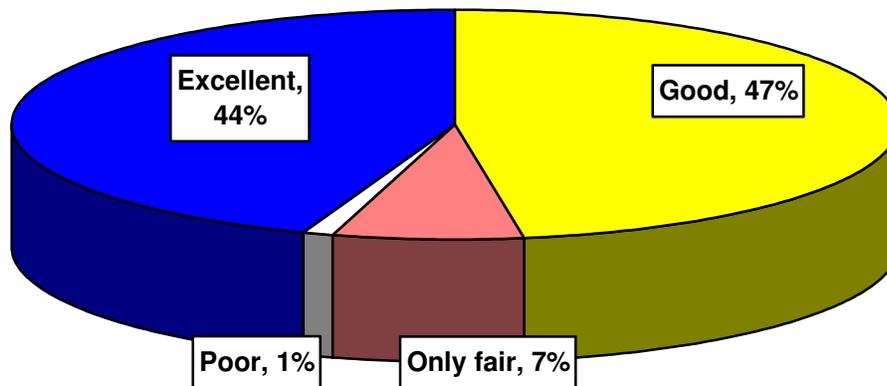
The survey was conducted with a scientific random sample of 501 adult Monmouth County residents in November 2008. The survey has a $\pm 4.4\%$ margin of sampling error. A more detailed discussion of the survey results follows this summary. This report and the interpretation of the survey findings are the sole responsibility of the Monmouth University Polling Institute.

A. Survey Results

Monmouth County Overview

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

Rate Monmouth County as a Place to Live



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

Specifically, Monmouth County residents top ratings are for:

- the overall attractiveness of the county (88%)
- access to educational opportunities (80%)
- access to recreational opportunities (78%)
- keeping the crime rate low (77%)
- environmental cleanliness (75%)
- the condition of beaches and coastal areas (73%)

Majorities also give the county positive evaluations for:

- access to cultural opportunities (66%)
- the amount of open space (58%)
- road and bridge maintenance (56%)
- access to public transportation (54%).

Less than half of county residents give the county positive ratings for:

- having housing options that provide a good value for the cost (41%)
- having access to good jobs (39%).
- traffic conditions (35%)
- being an affordable place to live (29%).

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

Monmouth County Services

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

Just under half (42%) of Monmouth County residents report that they or someone in their family have used a county service or facility in the past year. The most commonly used services are the county park system (21%) and library (13%). More than 9-in-10 residents (93%) who used a Monmouth County service or facility in the past year report being satisfied with the experience, including fully 68% who were very satisfied.

The survey asked residents to assess the importance of 18 different services that county tax dollars support. Fifteen of these services are considered to be important by more than 8-in-10 county residents. However, there are differences in how many residents consider each to be “very important” for the county to fund.

Monmouth residents’ top priorities for county support are:

- protecting environmental and water quality (84%)
- preparing emergency personnel (74%)
- human services (71%)
- providing a hazardous waste facility (70%)
- health services (69%)
- open space preservation (68%)
- Brookdale Community College (68%)
- nursing care facilities (64%)
- vocational and technology high schools (63%)
- a library system (60%)
- parks and recreational opportunities (59%)
- county road network improvements (58%).

About half feel it is very important to use county resources for:

- more public transportation options (50%)
- encouraging economic growth and tourism (49%)
- providing county clerk services (44%)

Few residents say it is very important for the county to fund:

- a ferry terminal (23%)
- a marina (20%)
- public golf courses (9%).

IMPORTANCE OF FUNDING MONMOUTH COUNTY SERVICES

<u>TOTAL</u>	<u>Very</u>	<u>Some- what</u>	
96%	84	12	Protecting the environment and water quality
95%	74	21	Preparing emergency personnel for a disaster or other crisis
94%	71	23	Human services, including services for residents with disabilities, the homeless, job training programs, youth programs, and transportation for seniors
93%	70	23	Providing a facility for the disposal of hazardous household waste
92%	69	23	Health services, such as immunizations, screenings, and restaurant inspections
93%	68	25	Preserving open space and farmland
92%	68	24	Brookdale Community College
91%	64	27	Nursing care facilities for the elderly
91%	63	28	A range of vocational and technology high schools
91%	60	31	The county library system
93%	59	34	Parks and recreational opportunities
91%	58	33	Improving the county's road network
87%	50	37	Providing more public transportation options
82%	49	33	Encouraging economic growth and tourism
85%	44	41	County clerk services, for deeds, passports, and voter registration
62%	23	39	A ferry terminal
52%	20	32	A marina
36%	9	27	Public golf courses

Monmouth County Information Sources

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

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

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

B. Conclusions

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

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

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

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

The survey also revealed some differences within the county population that should be kept in mind when formulating a strategic plan. Racial and ethnic minorities are less likely than white residents to avail themselves of most county services, with the exception of human services. Minority residents also express lower satisfaction with the crime rate, as well as recreational and cultural opportunities in Monmouth.

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

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

MONMOUTH COUNTY STRATEGIC PLAN SURVEY

II. SURVEY RESULTS

A. Introduction and Methods

Monmouth County will be the first county in New Jersey to have a strategic plan. The need for a countywide strategic plan was identified in a report last year that was prepared by the bipartisan Budget Review Committee. As part of the effort to obtain public input on the direction of the plan, the Monmouth County Strategic Plan Committee and Janus Solutions commissioned the Monmouth University Polling Institute (MUPI) to conduct a public opinion survey of residents' attitudes and priorities. The survey was designed to identify key issues for the strategic plan and also serve as a benchmark for tracking progress in ensuing years.

A random proportional probability telephone sample was used to select the 501 Monmouth County residents 18 years of age and older who were contacted to participate in this study. Each working phone number was called a minimum of three times, at different times of the week, in an effort to reach people who were infrequently at home. The interviews were conducted by telephone November 13-18, 2008 by experienced professional interviewers and monitored by the MUPI research staff. The interview protocol was available in both English and Spanish, with five respondents completing the interview in Spanish.

The percentages obtained in a survey sample are estimates of what the distribution of responses would be if the entire population had been surveyed. "Sampling error" is a statistical term which describes the probable difference between interviewing everyone in a given population and a sample drawn from that population. The maximum sampling error associated with the total results from this survey is $\pm 4.4\%$. Readers should note that sampling error does not take into account other possible sources of error inherent in any study of public opinion.

Sampling error increases as the sample size is reduced. This fact must be kept in mind when comparing the responses of different groups within a sample (e.g. men compared with women). For the most part, this report focuses on the results for the total survey sample of Monmouth County adult residents. Statistically significant differences among demographic groups are also noted when relevant.

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

For purposes of this report, the ten sample areas were grouped into two regions. The East region, accounting for approximately 53% of the county’s population, is comprised of:

Allenhurst, Asbury Park, Atlantic Highlands, Avon-by-the-Sea, Belmar, Bradley Beach, Brielle, Deal, Eatontown, Highlands, Fair Haven, Interlaken, Lake Como, Little Silver, Loch Arbour, Long Branch, Manasquan, Middletown, Monmouth Beach, Neptune City, Neptune Township, Ocean Township, Oceanport, Red Bank, Rumson, Sea Bright, Sea Girt, Shrewsbury Borough, Shrewsbury Township, Spring Lake, Spring Lake Heights, Tinton Falls, Wall, and West Long Branch.

The West region, accounting for 47% of the population, is comprised of:

Aberdeen, Allentown, Colts Neck, Englishtown, Farmingdale, Freehold Borough, Freehold Township, Hazlet, Holmdel, Howell, Keansburg, Keyport, Manalapan, Marlboro, Matawan, Millstone, Roosevelt, Union Beach, and Upper Freehold.

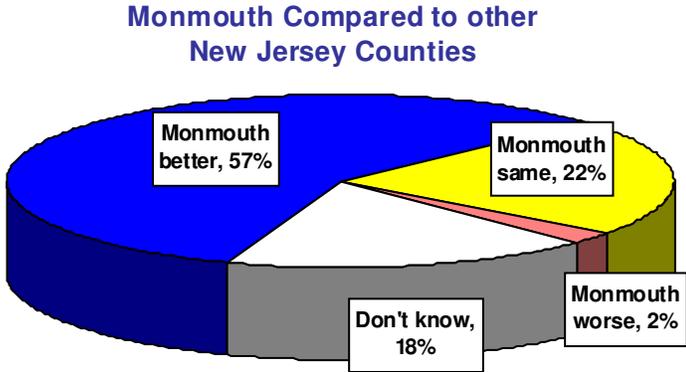
It’s worth noting that Eastern region residents are more likely to be age 55 and older and have lived in the county for at least 25 years. Other demographic groups mentioned in the study include homeowners (80%) and renters (20%); white non-Latino residents (79%) and racial or ethnic minority residents (21%); and residents whose family income is either above (52%) or below (48%) Monmouth County’s median income level, which is approximately \$75,000 according to recent census reports.

Monmouth County Survey Sample Demographics					
	<u>Region</u>		<u>Children in home</u>		<u>Race</u>
53%	East	34%	Yes	79%	White, non-Latino
47	West	66	No	21	African-American, Latino, Asian
	<u>Gender</u>		<u>Homeowner</u>		<u>Family Income</u>
48%	Male	80%	Yes	48%	Under \$75,000
52	Female	20	No	52	\$75,000 or more
	<u>Age</u>		<u>Education</u>		<u>Years in Monmouth County</u>
25%	18 to 34	38%	High School or less	19%	10 or less
43	35 to 54	26	Some College	34	11 to 25
32	55 and older	36	College Graduate	47	More than 25

B. Monmouth County Overview

Nearly all Monmouth County residents view their home county positively. This includes nearly half (44%) who give the top rating of excellent and another 47% who say Monmouth is a good place to live. Few residents say the county is just a fair (7%) or poor (1%) place to live.

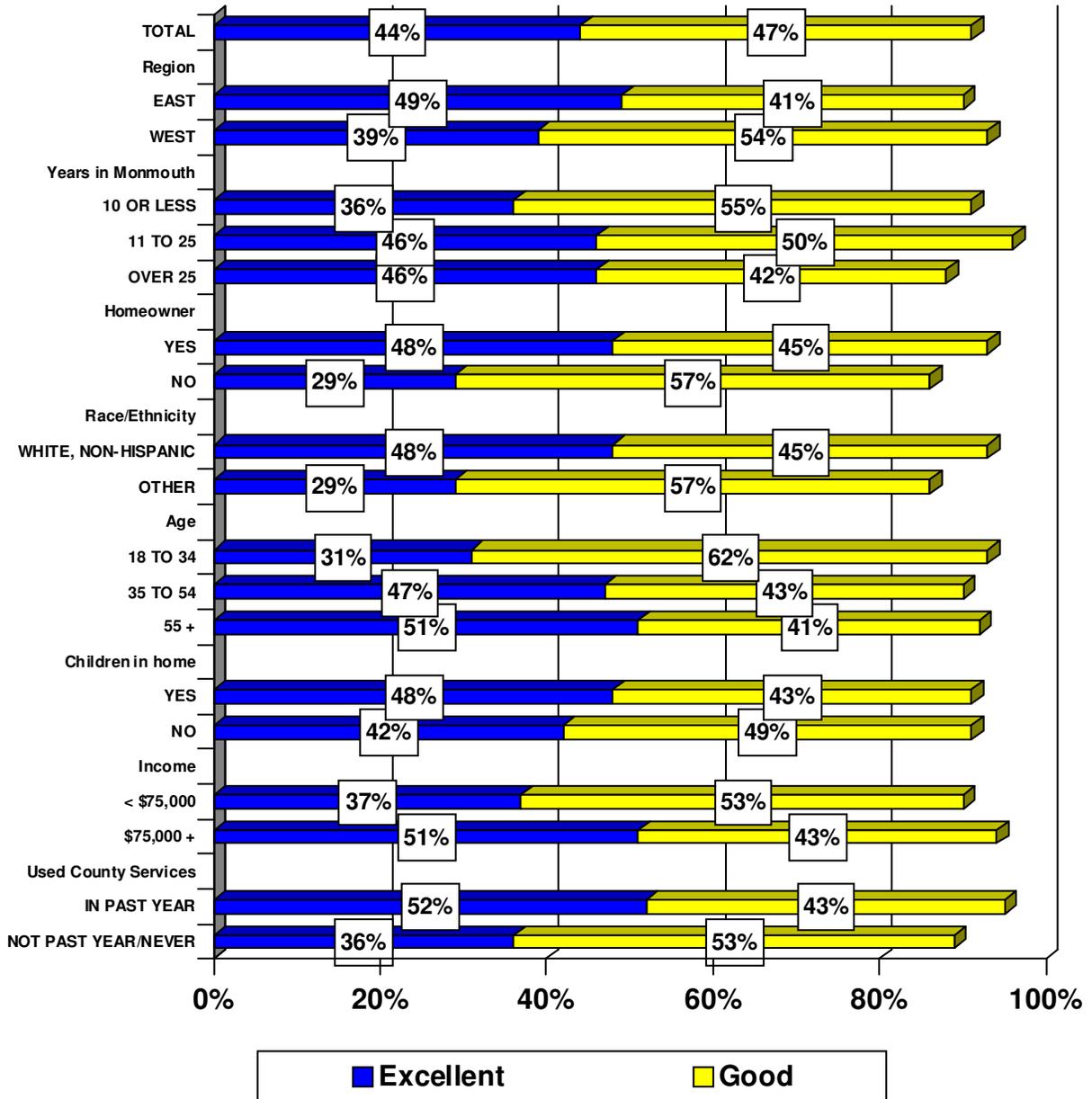
A clear majority (57%) also say that Monmouth County is a comparatively better place to live than other counties in New Jersey. Another 22% say Monmouth is about the same. Only 2% believe Monmouth is worse than other counties in the state and 18% offer no opinion.



While about 9-in-10 residents agree that Monmouth County is a positive place to live, there are some small differences of note in the number who give a top rating of excellent. For example, residents of the eastern portion (49%) of the county are somewhat more likely than those living in the western part (39%) to say Monmouth County is an excellent place to live. This finding correlates with the length of residency in the county. Specifically, those who have lived in Monmouth for more than 10 years (46%) are somewhat more likely than relatively newer residents (36%) to say it is excellent.

Other group differences in “excellent” ratings are found between homeowners (48%) and renters (29%); between white non-Latino residents (48%) and racial or ethnic minority residents (29%); and between those earning above the county median income of \$75,000 (51%) and below it (37%). However, it is important to note that between 86% and 96% of residents in each of these groups say the county is a good place to live overall (*see chart on next page*).

Monmouth County as a Place to Live



While residents have a largely positive attitude about living in the county, some aspects garner higher evaluations than others. The survey asked residents to rate 14 different facets of Monmouth County life. According to the survey, the top area is the overall attractiveness of the county – fully 88% rate this positively, including 3-in-10 who say it is excellent. About 8-in-10 give Monmouth County positive ratings for access to educational (80%) and recreational (78%) opportunities, including more than 1-in-4 who rate these as excellent.

About 3-in-4 residents also give the county positive evaluations for keeping the crime rate low (77%), environmental cleanliness (75%), and the condition of beaches and coastal areas (73%). Two-in-three residents are positive about the cultural opportunities (66%) in Monmouth County.

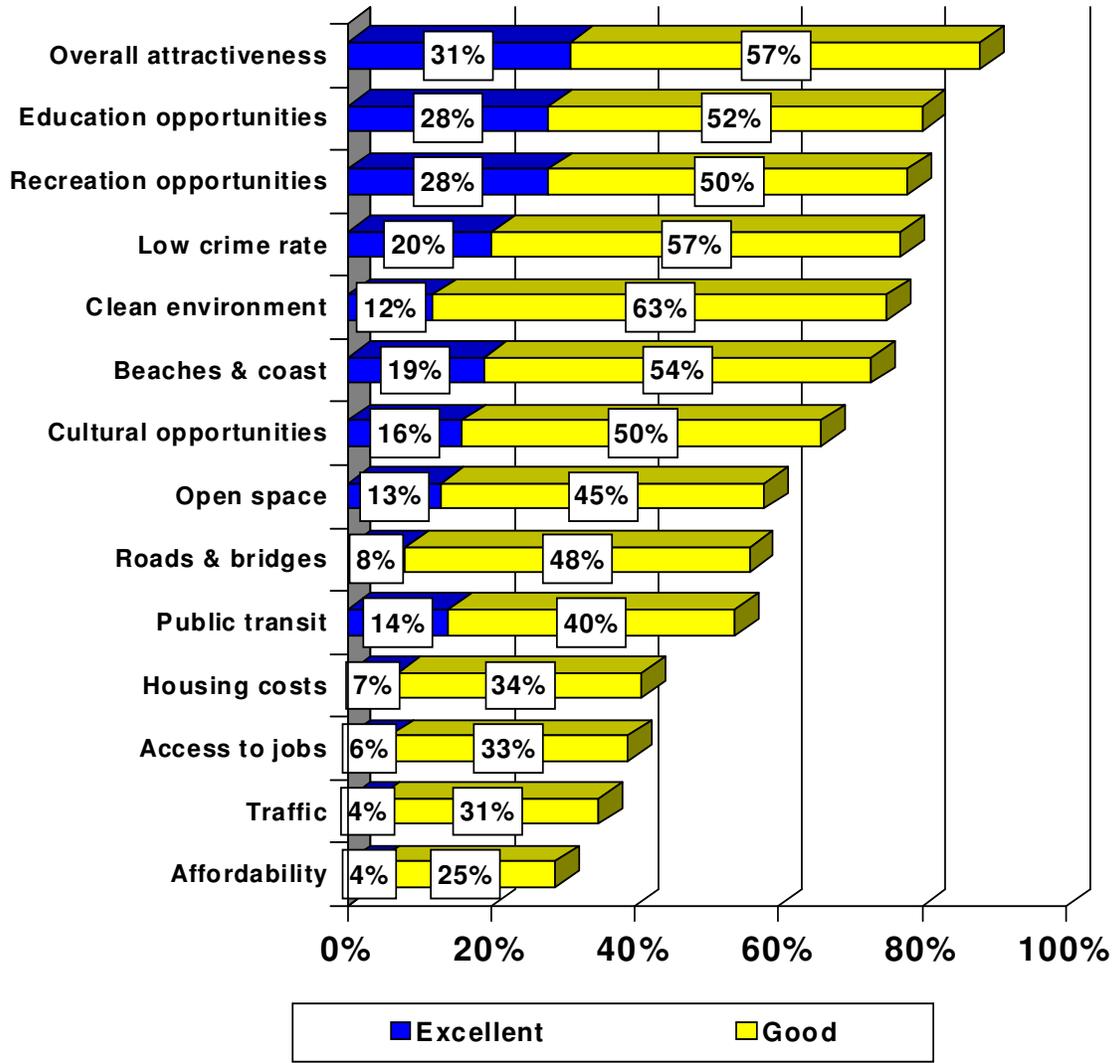
Majorities of county residents give Monmouth County generally positive ratings for the amount of open space (58%), road and bridge maintenance (56%), and access to public transportation (54%).

Only 4-in-10 residents give Monmouth County positive ratings for having housing options that provide a good value for the cost (41%) and having access to good jobs (39%). Fewer are positive about traffic conditions (35%) and Monmouth County being an affordable place to live (29%).

Examining these results by various demographic groups reveals a few statistical differences in opinion.

- White residents are somewhat more likely than racial and ethnic minorities to give the county positive ratings for recreational opportunities (83% to 63%), low crime (80% to 61%), beach and coastal conditions (77% to 59%), and cultural opportunities (70% to 54%).
- Residents who have lived in the county for 10 years or less are more likely than longer term residents to give positive marks for open space (70% to 56%). Those who have lived in the county for 25 years or less are relatively more positive than other residents about the cost of living in Monmouth County (36% to 22%).
- About half (48%) of western Monmouth residents say the county's housing options provide a good value for the cost, compared to 1-in-3 (35%) eastern Monmouth residents who feel the same.
- About half (49%) of those earning more than \$75,000 a year say Monmouth County has access to good jobs compared to just 28% of those earning less than \$75,000.

Rate Monmouth County Attributes



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

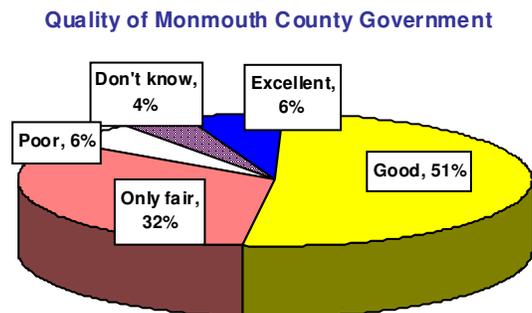
Other suggestions include making improvements in schools and education (9%), government ethics and politics (7%), public transportation (6%), policing and crime (6%), government spending and waste (4%), environmental pollution (4%), youth programs (4%), job creation (3%), housing affordability (3%), beaches and coasts (3%), the cost of living (3%), health care (2%) and recreational or arts programs (2%). Another 7% say nothing needs to be improved and 13% give no answer.

Most Important Things to Improve in Monmouth County										
	Lower taxes	Improve roads, traffic congestion	Control development, save open space	Improve schools, education	Improve government ethics, politics	Improve public transportation	Improve policing, reduce crime	Cut government spending, waste	Improve environment, reduce pollution	More youth programs
TOTAL	39%	18%	14%	9%	7%	6%	6%	4%	4%	4%
<u>Region</u>										
– East	39	18	12	9	8	6	5	5	3	3
– West	40	18	15	8	6	5	6	2	5	4
<u>Years in Monmouth</u>										
– 10 or less	40	15	13	9	4	8	3	2	5	1
– 11 to 25	39	20	16	11	4	7	4	4	2	3
– Over 25	40	18	13	6	10	5	8	4	5	6
<u>Homeowner</u>										
– Yes	48	18	16	9	8	6	5	4	4	3
– No	12	18	4	6	3	5	10	0	5	7
<u>Race/ethnicity</u>										
– White, non-Hispanic	45	20	16	8	8	6	3	3	4	3
– Other	22	13	5	9	4	6	16	2	6	7
<u>Age</u>										
– 18 to 34	20	19	10	6	2	5	8	1	7	6
– 35 to 54	49	15	16	15	5	8	5	4	3	4
– 55 and older	45	22	14	2	13	4	4	5	4	2
<u>Children in home</u>										
– Yes	41	17	12	15	4	7	6	2	3	8
– No	39	18	14	5	8	5	6	4	5	2
<u>Household income</u>										
– Under \$75,000	32	16	10	3	5	5	9	3	5	4
– \$75,000 or more	45	22	17	13	8	7	3	4	4	4

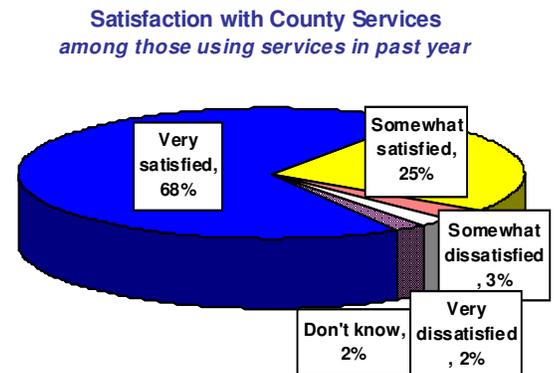
Homeowners are more likely than renters to mention lower taxes (48% to 12%) and controlling development (16% to 4%) as areas for improvement. Racial and ethnic minority residents are somewhat more likely than white residents to mention crime (16% to 3%) as an area for improvement. There are no significant regional (East/West) differences in the suggestions to improve Monmouth County offered by residents.

C. Monmouth County Services

A majority (57%) of Monmouth residents give positive ratings to the overall quality of their county government, which includes 6% who say it is excellent and 51% who say it is good. Another 32% say the quality of county government is only fair and 6% say it is poor. As a point of comparison, a statewide poll of New Jersey residents conducted in October 2007 found that just 29% gave the quality of their state government a positive rating.



Just under half (42%) of Monmouth County residents report that they or someone in their family has used a county service or facility in the past year. More than 9-in-10 residents (93%) who used a Monmouth County service or facility in the past year report being satisfied with the experience, including fully 68% who were very satisfied.



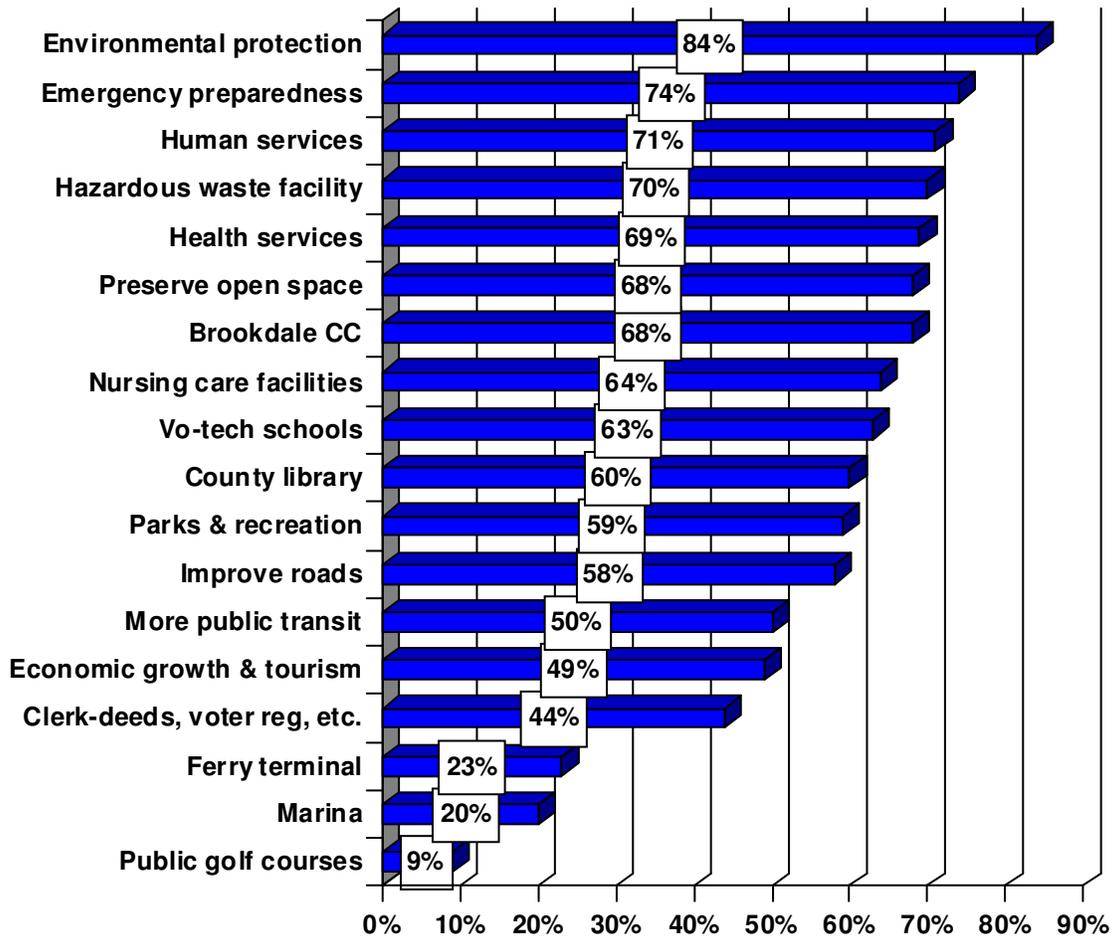
In the past twelve months, about 1-in-5 (21%) county residents say their family have used the county parks. More than 1-in-10 (13%) have used the county library system. Other services or facilities used in the past year include the county's public golf courses (4%), human services (3%), Brookdale Community College (3%), the County Clerk (2%), the county court system (2%), recreation facilities (2%), beaches (2%), health services (2%), waste removal (2%), and transportation services (2%).

Used County Services In Past Year													
	"Yes"	Services used in past year											
		Parks	Library	Golf course	Human services	Brookdale CC	County clerk	Courts	Recreation facilities	Beaches	Health services	Waste removal	Transportation
TOTAL	42%	21%	13%	4%	3%	3%	2%	2%	2%	2%	2%	2%	2%
<u>Region</u>													
– East	47	24	14	4	5	5	1	2	1	2	1	2	3
– West	36	16	13	3	2	1	3	2	2	2	2	2	0
<u>Years in Monmouth</u>													
– 10 or less	36	14	10	1	3	1	3	1	1	1	1	1	3
– 11 to 25	44	22	15	3	1	4	2	2	2	3	1	1	1
– Over 25	44	23	13	5	5	3	2	3	2	2	2	3	1
<u>Homeowner</u>													
– Yes	45	24	13	4	3	3	2	3	2	2	2	2	1
– No	31	9	13	2	6	2	1	1	1	3	0	0	2
<u>Race/ethnicity</u>													
– White, non-Hispanic	45	22	13	4	2	3	2	3	2	2	2	2	2
– Other	29	13	12	2	8	3	1	1	0	2	0	0	0
<u>Age</u>													
– 18 to 34	32	15	8	2	2	4	1	3	0	2	0	0	0
– 35 to 54	53	24	20	5	4	4	4	3	3	2	2	3	2
– 55 and older	35	19	7	3	4	0	1	1	2	2	3	1	2
<u>Children in home</u>													
– Yes	49	24	19	4	4	2	4	3	4	1	1	2	1
– No	38	19	10	3	3	3	1	2	1	3	2	2	2
<u>Household income</u>													
– Under \$75,000	39	17	12	3	6	3	1	2	2	3	2	1	2
– \$75,000 or more	49	26	15	4	2	4	3	3	2	2	1	3	1

Residents who have used county services are slightly more likely to live in the eastern part of the county (47% compared to 36% in the west), have children at home (49% compared to 38% of non-parents), and earn more than the county median income (49% compared to 39% below the median). Also, white residents (45%) are more likely than racial and ethnic minorities (29%) to report using a county service or facility in the past year.

The survey also asked residents to assess the importance of 18 different services that county tax dollars support. Of these, 15 are considered important by more than 8-in-10 county residents. However, there are also some differences, in terms of how many residents consider each to be a “very important” service for Monmouth County government to support financially.

Priorities for County Fiscal Support
those who say funding these services is "very important"



Topping the list for county funding priorities are protecting environmental and water quality (84% say this is very important) and preparing emergency personnel for a disaster or other crisis (74%). Also considered to be very important by more than 2-in-3 residents are county human services, such as services for residents with disabilities, the homeless, job training programs, youth programs, and transportation for seniors (71%); providing a facility for hazardous waste disposal (70%); health services, such as immunizations, screenings and restaurant inspections (69%); preserving open space and farmland (68%); and Brookdale Community College (68%).

Sizable majorities also consider it very important for the county to provide financial support for nursing care facilities (64%); a range of vocational and technology high schools (63%); a county library system (60%); parks and recreational opportunities (59%); and county road network improvements (58%).

About half feel it is very important to use county resources to provide more public transportation options (50%); encourage economic growth and tourism (49%); and provide county clerk services for deeds, passports, and voter registration (44%).

Few residents say it is very important for the county to fund a ferry terminal (23%), marina (20%), and public golf courses (9%).

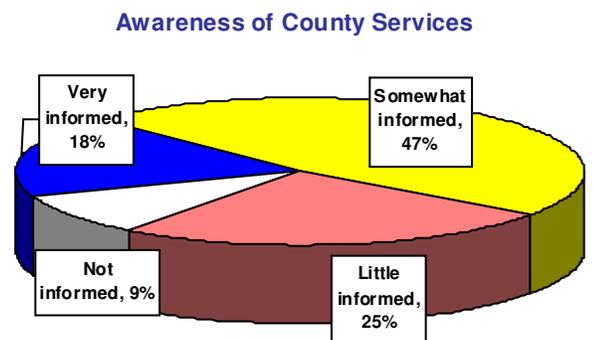
There is little variation in assessing these funding priorities among the various demographic groups in the county. The few statistical differences include a slightly higher importance placed on Brookdale Community College among residents of eastern Monmouth County – 75% say this is very important compared to 60% of western Monmouth residents. Residents of the eastern region also place more importance than western residents on using county tax dollars to encourage economic growth and tourism (55% to 43%).

Residents earning below the county’s \$75,000 median income level are somewhat more likely than those earning above the median to place importance on human services (78% to 64%) and nursing care facilities (73% to 57%).

Racial and ethnic minority residents are slightly more likely than white residents to place importance on county support for human services (84% to 69%) and health services (82% to 66%).

D. Monmouth County Information Sources

Eighteen percent of county residents feel they are very informed about Monmouth County government and its services, while 47% feel somewhat informed. Another 25% say they feel just a little informed about the county and 9% feel they are not at all informed. There are no significant differences in this finding by region of Monmouth or the number of



years residents have lived in the county. However, white residents are more likely than racial and ethnic minorities to say they feel at least somewhat informed of county government and services (70% to 49%).

The survey also found that most residents (53%) say they do not know if the county's total property tax levy changed this year. Another 36% believe it probably went up, 2% say it went down and only 9% know it stayed the same. These findings are statistically similar for homeowners and renters alike.

In terms of information sources, about half of residents report that they turn to the Asbury Park Press (49%) or other local or weekly newspapers (49%) to find out about county services. About one-third (35%) say they get information about the county from friends, family and neighbors. About 1-in-4 say they visit the county website (28%) or other websites (24%) for information about Monmouth. Twenty-two percent turn to the county newsletter and 14% report getting information from television, including the county government's cable access program.

Residents with below median income levels are somewhat more likely to rely on the Asbury Park Press and less likely to search the internet for county information. Those age 55 and older are also less likely to visit websites for information about county government and services.

Monmouth County Government Information Sources							
	Asbury Park Press	Other local news- papers	Word of mouth	County website	Other websites	County newsletter	Cable TV / county show
TOTAL	49%	49%	35%	28%	24%	22%	14%
<u>Region</u>							
– East	53	46	32	24	22	19	13
– West	45	52	38	32	26	26	15
<u>Years in Monmouth</u>							
– 10 or less	43	42	33	39	23	23	13
– 11 to 25	45	49	36	30	28	24	14
– Over 25	55	52	36	22	21	21	15
<u>Homeowner</u>							
– Yes	49	49	34	29	25	23	12
– No	51	48	39	23	21	22	22
<u>Race/ethnicity</u>							
– White, non-Hispanic	51	47	35	28	24	22	12
– Other	43	53	32	25	22	24	23
<u>Age</u>							
– 18 to 34	45	50	43	32	24	26	19
– 35 to 54	50	43	31	33	31	20	10
– 55 and older	53	55	32	18	13	21	15
<u>Children in home</u>							
– Yes	48	44	34	32	28	21	10
– No	50	51	35	26	22	23	16
<u>Household income</u>							
– Under \$75,000	57	52	40	23	20	24	21
– \$75,000 or more	44	46	32	32	27	21	7

MONMOUTH COUNTY STRATEGIC PLAN SURVEY

III. APPENDIX

STATEMENT FOR PUBLIC RELEASE OF RESULTS

This survey was conducted by telephone November 13-18, 2008 with a scientifically selected random sample of 501 Monmouth County adults. All surveys are subject to sampling error, which is the expected probable difference between interviewing everyone in a population versus a scientific sample drawn from that population. The sampling error for this survey is ± 4.4 percent at a 95 percent confidence interval. Thus if 50 percent of the sample agree with a particular statement, one would be 95 percent sure that the true figure would be between 45.6 and 54.4 percent (50 ± 4.4) had all Monmouth County residents been interviewed. Sampling error increases as the sample size decreases, so statements based on various population subgroups, such as separate figures reported by race or age, are subject to more potential error than are statements based on the total sample. Sampling error does not take into account other sources of variation inherent in public opinion studies, such as non-response, question wording or context effects. The verbatim wording of all questions asked is reproduced in this report. The sample has been stratified by regions within the county and the data have been weighted by age, education, and race to ensure an accurate proportional representation of the county. This study was conducted by the Monmouth University Polling Institute.

MONMOUTH COUNTY STRATEGIC PLAN SURVEY

(n=501 county adults; conducted Nov. 13-18, 2008)

1. For how many years have you lived in Monmouth County?
 - 19% 10 years or less
 - 21% 11 to 20 years
 - 20% 21 to 30 years
 - 18% 31 to 40 years
 - 20% Over 40 years
 - 1% Don't know

2. How would you rate Monmouth County as a place to live: excellent, good, only fair, or poor?
 - 44% Excellent
 - 47% Good
 - 7% Only fair
 - 1% Poor
 - 0% Don't know

3. How does Monmouth County compare to other counties in New Jersey overall as a place to live – is Monmouth better, worse, or about the same?
 - 57% Monmouth is better
 - 2% Monmouth is worse
 - 22% Monmouth is about the same
 - 18% Don't know

4. What are the two or three most important things that should be done to make Monmouth County a better place to live? [*NOTE: Survey participant responses were recorded verbatim and grouped into the following categories. Percentages total more than 100% because multiple responses were accepted.*]
 - 14% Lower property taxes
 - 25% Lower taxes (other, not specific)
 - 4% Cut government spending, waste
 - 7% Improve government ethics, politics
 - 14% Control development/sprawl, preserve open space
 - 4% Improve the environment, reduce pollution
 - 1% Economic development
 - 3% More jobs
 - 3% Lower the cost of living
 - 3% Improve housing affordability
 - 9% Improve schools, education
 - 18% Improve roads, traffic congestion
 - 6% Improve public transportation
 - 1% More bike, pedestrian paths
 - 6% Improve policing, crime
 - 2% Expand/improve health care, hospitals
 - 2% More recreation, arts programs
 - 3% Expand/improve public beaches
 - 4% More youth programs
 - 1% More senior programs
 - 1% Reduce illegal immigration
 - 8% Other
 - 7% "Nothing"
 - 13% Don't know

5. I want you to rate Monmouth County in a number of areas. Please tell me if each area I mention is excellent, good, only fair, or poor in Monmouth County. [*ITEMS WERE ROTATED*]

	<u>Excellent</u>	<u>Good</u>	<u>Only fair</u>	<u>Poor</u>	<u>Don't know</u>
First, the overall quality of county government	6%	51%	32%	6%	4%
Overall attractiveness of the county	31%	57%	11%	1%	1%
Keeping the crime rate low	20%	57%	18%	4%	1%
Cultural opportunities	16%	50%	24%	5%	4%
Access to public transportation	14%	40%	25%	18%	3%
Recreational opportunities	28%	50%	15%	4%	2%
The condition of beaches and coastal areas	19%	54%	18%	4%	4%
The amount of open space	13%	45%	31%	10%	1%
Environmental cleanliness	12%	63%	21%	3%	1%
Road and bridge maintenance	8%	48%	31%	11%	2%
Access to educational opportunities	28%	52%	15%	3%	2%
Access to good jobs	6%	33%	35%	17%	9%
Being an affordable place to live	4%	25%	45%	24%	1%
Housing options that provide a good value for the cost	7%	34%	36%	18%	5%
Traffic conditions	4%	31%	39%	26%	0%

6. I'm going to read you a list of things that county, as opposed to municipal, tax dollars could support. For each one, please tell me how important you feel it is to have Monmouth County government support it financially – very important, somewhat important – very important, somewhat important, just a little important, or not at all important. [*ITEMS WERE ROTATED*]

	<u>Very important</u>	<u>Somewhat important</u>	<u>Just a little important</u>	<u>Not at all important</u>	<u>Don't know</u>
Brookdale Community College	68%	24%	4%	3%	1%
A range of vocational and technology high schools	63%	28%	6%	2%	1%
Public golf courses	9%	27%	20%	41%	3%
A marina	20%	32%	17%	28%	3%
A ferry terminal	23%	39%	14%	21%	4%
The county library system	60%	31%	5%	2%	2%
Nursing care facilities for the elderly	64%	27%	4%	3%	2%
Parks and recreational opportunities	59%	34%	4%	2%	2%
Preserving open space and farmland	68%	25%	3%	3%	0%
Providing more public transportation options	50%	37%	6%	6%	2%
Improving the county's road network	58%	33%	6%	2%	1%
Protecting the environment and water quality	84%	12%	2%	1%	1%
Encouraging economic growth and tourism	49%	33%	8%	8%	1%
Health services, such as immunizations, screenings, and restaurant inspections	69%	23%	4%	3%	1%
Human services, including services for residents with disabilities, the homeless, job training programs, youth programs, and transportation for seniors	71%	23%	3%	1%	1%
Preparing emergency personnel for a disaster or other crisis	74%	21%	3%	2%	1%
Providing a facility for the disposal of hazardous household waste	70%	23%	3%	2%	1%
County clerk services, for deeds, passports, and voter registration	44%	41%	8%	5%	2%

7. In the past five years, have you or anyone in your family used any county services or facilities? I am not talking about services or facilities provided by the state or your local town, just those offered by Monmouth County government. [IF YES, ASK: Was this in the past 12 months?]

42% Yes, past 12 months → Ask questions 8 & 9
8% Yes, but not past 12 months
41% No, not in past 5 years
9% Don't know

[NOTE: Question 8 was asked only of those residents who have used county services in the past year. (n=227)]

8. What was the service or services you used? [NOTE: Percentages total more than 100% because multiple responses were accepted.]

31% Library
49% Parks
9% Golf course
5% Recreation facilities
5% Beaches
1% Marina
7% Brookdale Community College
2% Vocational, other schools
5% County clerk, passports
5% Court, legal
4% Health, mental health services
8% Human services, social security, financial assistance
4% Garbage, hazardous waste removal, recycling
4% Public transit, senior transportation
3% Roads
6% Other
3% Don't know

[NOTE: Question 9 was asked only of those residents who have used county services in the past year. (n=227)]

9. Were you very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with this experience?

68% Very satisfied
25% Somewhat satisfied
3% Somewhat dissatisfied
2% Very dissatisfied
0% (Volunteer) Both, mixed response
2% Don't know

10. How informed do you feel you are about Monmouth County government and its services – very, somewhat, just a little, or not at all informed?

18% Very informed
47% Somewhat informed
25% Just a little informed
8% Not at all informed
1% Don't know

11. What information sources or other ways do you use to find out about county services? [NOTE: Percentages total more than 100% because multiple responses were accepted.]

- 49% Asbury Park Press
- 49% Weekly, local newspaper
- 35% Word of mouth from neighbors, friends, family
- 28% County government website
- 24% Other websites
- 22% County government's newsletter
- 14% TV/county government cable access program
- 2% Library, senior center
- 2% Call directly, phone book
- 1% Radio, TV
- 1% Other
- 3% Don't know

12. Do you own or rent the home where you live?

- 79% Own
- 17% Rent
- 3% (Volunteer) Live rent-free with family/friends
- 1% Don't know

13. County government services are funded through many sources, including aid from the state and federal government, other grants, and a county tax levy paid by property owners. Do you happen to know if the overall tax levy portion of the Monmouth County budget went up, went down, or stayed the same this year?

- 36% Went up
- 2% Went down
- 9% Stayed the same
- 53% Don't know

Now just a few final questions so we can classify your answers.

D1. Are you currently registered to vote at the address where you now live, or haven't you had a chance to register?

- 90% Registered
- 9% Not registered for any reason
- 1% No answer

D2. What was the last grade in school you completed?

- 1% 8th grade or less
- 4% High School incomplete (Grades 9, 10 and 11)
- 30% High School Complete (Grade 12)
- 3% Vocational/Technical School
- 16% Some College
- 9% Community/Junior College Graduate (2 year, Associates Degree)
- 21% 4 year College Graduate (Bachelor's Degree)
- 14% Graduate School (Masters, Law/Medical School, etc.)
- 1% No answer

D3. What was your age on your last birthday?

25% 18 to 34
42% 35 to 54
31% 55 or over
1% No answer

D4. Do you have any children under the age of 18?

34% Yes
66% No
1% No answer

D5. Are you of Latino or Hispanic origin?

7% Yes
92% No
1% No answer

D6. Are you white, black or of Asian origin?

81% White
7% Black
5% Asian
5% (Volunteer) Other/mixed race
2% No answer

Race/Latino (combined):

78% White
7% African-American
7% Latino
5% Asian
1% Other/mixed race
2% No answer

D7. So that we can group all answers, is your total annual family income before taxes: Under \$35,000; from \$35,000 to just under \$75,000; from \$75,000 to just under \$100,000; or \$100,000 or more? Your best estimate is fine. [We understand and respect that this information is private, we ask only for research purposes, and all your answers are recorded confidentially.]

20% Under \$35,000
24% \$35,000 to just under \$75,000
19% \$75,000 to just under \$100,000
27% \$100,000 or more
2% Don't know
8% No answer

D8. Respondent gender?

48% Male
52% Female

Region of Monmouth County:

- 2% Region 1: Allentown; Millstone; Roosevelt; Upper Freehold
 - 12% Region 2: Englishtown; Manalapan; Marlboro
 - 7% Region 3: Freehold Borough; Freehold Township
 - 11% Region 4: Colts Neck; Farmingdale; Howell
 - 15% Region 5: Aberdeen; Hazlet; Holmdel; Keansburg; Keyport; Matawan; Union Beach
-
- 11% Region 6: Atlantic Highlands; Highlands; Middletown
 - 6% Region 7: Fair Haven; Little Silver; Monmouth Beach; Oceanport; Red Bank; Rumson; Sea Bright; Shrewsbury Borough; Shrewsbury Township
 - 18% Region 8: Allenhurst; Deal; Eatontown; Interlaken; Loch Arbour; Long Branch; Ocean Township; Tinton Falls; West Long Branch
 - 9% Region 9: Asbury Park; Avon-by-the-Sea; Bradley Beach; Neptune City; Neptune Township
 - 9% Region 10: Belmar; Brielle; Lake Como; Manasquan; Sea Girt; Spring Lake; Spring Lake Heights; Wall
-
- 47% West (Regions 1-5)
 - 53% East (Regions 6-10)

APPENDIX V

S.W.O.T. Reports

Monmouth County S.W.O.T.

Focus Area #1 – Administration and Financial Impact

November 7, 2008

Attendees

Greg Putnam, Director of Information Services
Gabrielle Lehne, Assistant to the County Administrator
Craig R. Marshall, Senior Administrative Analyst
Donna Savino-Peluso, Supervisor of Accounts
Dorothy Woodford, Assistant Purchasing Agent
Diana Czerepuszko, Administrator – Geraldine L. Thompson Care Center
Kevin Ganson, Assistant Superintendent – Monmouth County Reclamation Center
Mark Acker, Director of Finance
Teri O'Connor, Deputy County Administrator
Freddie Brown, Personnel Officer
Frank J. Tragno, Jr., Assistant Personnel Officer
Louis Paparozzi, JANUS Solutions
K. David Holmes, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #2 – Citizen Services

November 18, 2008

Attendees

Laura Kirkpatrick, Assistant Public Information Officer
Bill Wood, Administrative Department Director
Benjamin Peluso, Superintendent – Weights and Measures
Mike Meddis, Monmouth County Health Department
Hedra Siskel, Superintendent of Elections
Grace Soden, Computer Tech – Monmouth County Clerks Office
Kathleen Reitsma, Chief Probate Clerk – Surrogate's Office
Rosemarie Peters, County Surrogate
Pat Watson, Consumer Affairs
Louis Paparozzi, JANUS Solutions
K. David Holmes, JANUS Solutions
Tom Blatner, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #3 – Education

November 24, 2008

Attendees

Robert Czech, County Administrator
Gabrielle Lehne, Assistant to the County Administrator
Marie Wolanian Gdula, Rep. Carole Morris – Monmouth County Superintendent of Schools
Anita Voogt, Dean – Brookdale
James Gleason, Principal – Communications High School
Anthony Schaible, Principal – Monmouth County Career Center
Lew Anderson, Brookdale Board of Trustees
Webster Trammell, Vice President – Brookdale Community College
Brian McAndrew, Superintendent – Monmouth County Vocational Schools
Louis Paparozzi, JANUS Solutions
K. David Holmes, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #4 — Health and Human Services

November 14, 2008

Attendees

Marylou Norman, County Adjuster
Henry Nicholson, Director – Monmouth County Division of Transportation
Ellen Cohen, Administrator – Youth Services Commission
Jeff Schwartz, Director – Division of Planning and Contracting
John Wanat, Director – Division of Aging, Disabilities & Veteran's Services
Barbara Rutan, Assistant Director – Division of Aging Disabilities & Veteran's Services
Christine Meussig, Social Work Supervisor – Emergency Assistance, Division of Social Services
Carolyn Grapel, Assistant Administrator Supervisor of Social Work, Division of Social Services
Charles D. Brown III, Director – Division of Mental Health & Addiction Services
John W. Hutcheson, Deputy Director – Division of Social Services
Kathy Weir, Director – Division of Employment and Training
Lynn F. Miller, Administrative Department Director – Department of Human Services
Jay Peacock, MD, Medical Examiner
Gabrielle Lehne, Assistant to the County Administrator
Louis Paparozzi, JANUS Solutions
K. David Holmes, JANUS Solutions
Gena Haranis, JANUS Solutions
Karla Occhipinti, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #5 – Municipalities

December 2, 2008

Attendees

Celeste Carpiano, Executive Director – NJAC
Tony Mercantante, Township Administrator – Middletown Township
Matthew Clark, Tax Administrator – Monmouth County
John Trengrove, Manasquan Administrator
John W. Tobia, Director – Monmouth County Public Works and Engineering
Moria Sirimis, Director – Middlesex County Shared Services
Joseph B. Bellina, Business Administrator – Freehold Borough
Gerri C. Popkin, Director – Purchasing Monmouth County
Gabrielle Lehne, Assistant to the County Administrator
K. David Holmes, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #6 – Planning and Economic Development

October 31, 2008

Attendees

Bonnie Goldschlag, Monmouth County Planning Board
Robert W. Clark, Director of Planning – MCPB
Jeanne DeYoung, Tourism Representative
Don Irvin, Market Program Specialist – Economic Development NJNG
John Ciufu, Administrator – Department Director – Planning and Economic Development
Marie Lucier-Woodruff, Executive Director – Business and Community Development –
Brookdale Community College
Mary Ellen Fourate, Executive Director – Monmouth County Arts Council
Janis Lewandowski, JCP&L First Energy Economic Development
Frank C. Cosentino, Executive Director – Fort Monmouth Economic
Revitalization Planning Authority
Garrett Stasse, Senior Clerk – Economic Development and Tourism
Kathy Weir, Executive Director – Monmouth county WIB
Louis Paporozzi, JANUS Solutions
K. David Holmes, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #7 – Public Safety

October 27, 2008

Attendees

Michael Goldfarb, Chief of Police – Eatontown
Gary McTighe, MC – OEM
Michael Oppeguard, MC – OEM Deputy
Michael Pasterchick, Chief of Dets. – MCPO
Jack McCormack, Director – Police Academy
Luis Valentin, Monmouth County Prosecutor
Ted Freeman, Undersheriff – Monmouth County
Ed Sidley, Chief of Police – Sea Girt
Kim Guadagno, Sheriff
Henry Stryker III, Monmouth County Fire Marshall Office
Craig Weber, Middletown Township Police Department
Robert Czech, County Administrator
Louis Papanozzi, JANUS Solutions
K. David Holmes, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #8 – Recreation, Parks, and Libraries

December 8, 2008

Attendees

Jim Truncer, Secretary/Director – Monmouth County Park System
N. Britt Raynor, Commissioner – Parks and Recreation Commission
Ken Sheinbaum, Director – Monmouth County Library
Beth N. Miller, Branch Librarian – Ocean Township
Pat Whitehead, Branch Services – Monmouth County Library Headquarters
Heidi Amici, Member Services – Monmouth County Library Headquarters
Dawn Thompson, Recreation Director – Neptune Township
Teri O'Connor, Deputy County Administrator
Bruce A. Gollnick, Assistant Director – Monmouth County Park System
Tracy Boyle, Monmouth County Park System– Friends of the Park
Shirley Norby, President – Friends of Monmouth County Library
Faith Hahn, Supervising Planner – Monmouth County Park System
Tom Fobes, Assistant Supervisor – Monmouth County Park System
Pat Findre, Children's Coordinator – Library
Donna Powers, Director – Fair Haven Library
Gabrielle Lehne, Assistant to the County Administrator
Louis Papanozzi, JANUS Solutions
K. David Holmes, JANUS Solutions

Monmouth County S.W.O.T.

Focus Area #9 – Transportation, Engineering, and Public Works

December 1, 2008

Attendees

James Cerreta, Senior Management Assistant – Public Works
Troy P. Schinzel, Superintendent of Fleet Services
Daria Jakinowska, Chief Engineer – Traffic Design
George Noble, Supervisor of Trees
Robert Compton, Buildings and Grounds
Dave Krzyzanowski, General Trades Supervisor
Ronald Boyce, Assistant Supervisor
Julie McCowan, Landscape Architect – Monmouth County Shade Tree
Joseph Santora, General Supervisor – Highway Department
Vicki Thompson, Assistant Superintendent – Mosquito Commission
Richard Throckmorton, Monmouth County Reclamation Center
John W. Tobia, Director – Public Works and Engineering
Michail A. Podolsky, Bridge Department Supervisor
Louis Paporozzi, JANUS Solutions
K. David Holmes, JANUS Solutions



Board of Chosen Freeholders

Director Barbara J. McMorrow

Deputy Director John D'Amico

Lillian G. Burry

Robert D. Clifton

Amy A. Mallet

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