

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	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/Free holders	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:

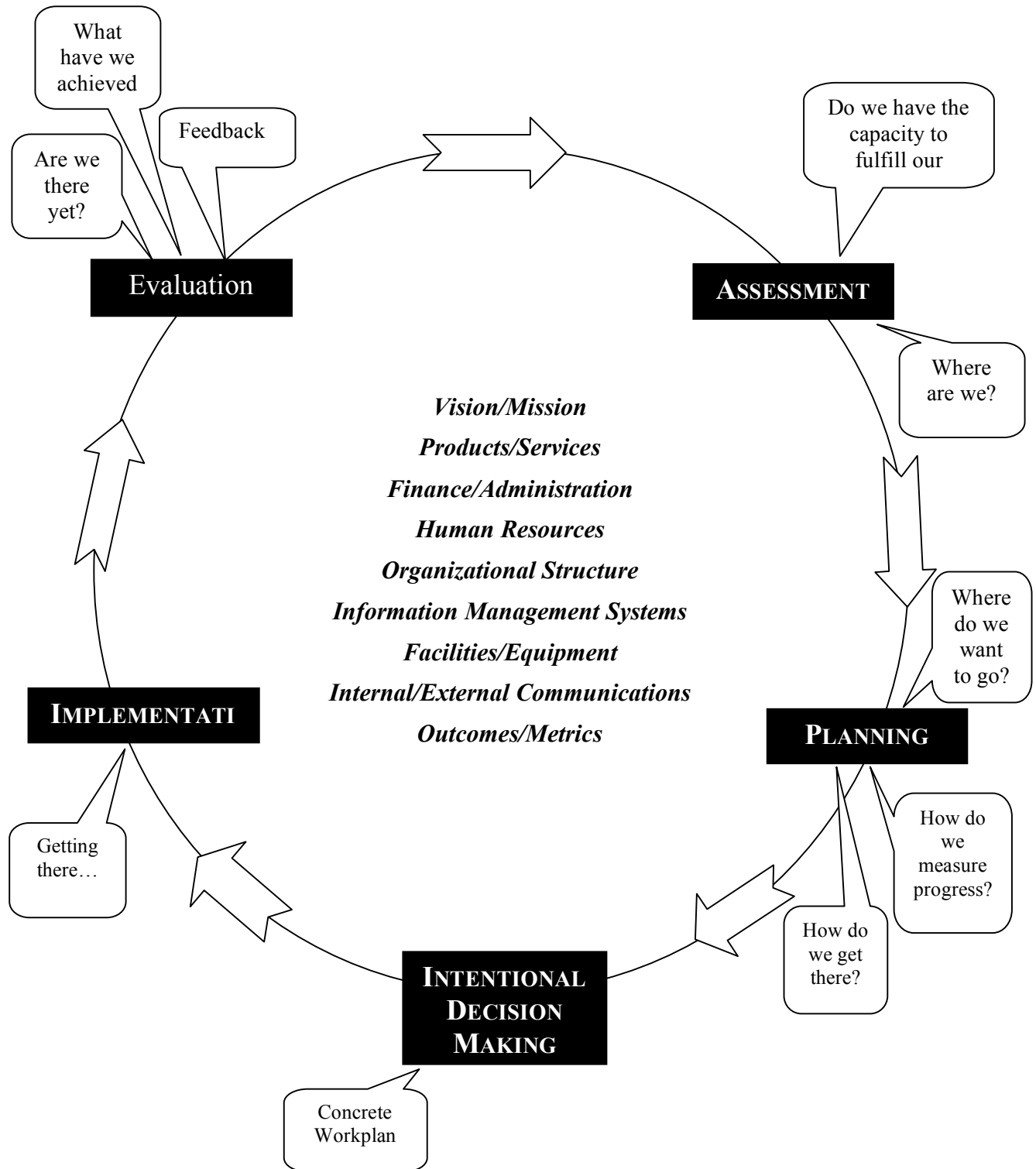
- Community Survey
- Community Forums
- S.W.O.T.s
- Website Input

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
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Mark E. Acker/Craig Marshall
Director of Finance/Treasurer
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John W. Tobia, Administrative Department
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Brian D. McAndrew, Ed.D., Superintendent
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Lt. Craig Weber, Traffic Bureau Commander
Township of Middletown
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Middletown, NJ 07748
(*Local Law Enforcement*)

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

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

Teri O'Connor, Deputy County Administrator
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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
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Benjamin L. Waldron
Monmouth/Ocean Development Council
2520 Highway 35, Suite 205
Manasquan, NJ 08736

Celeste Carpiano, Executive Director
New Jersey Association of Counties
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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.

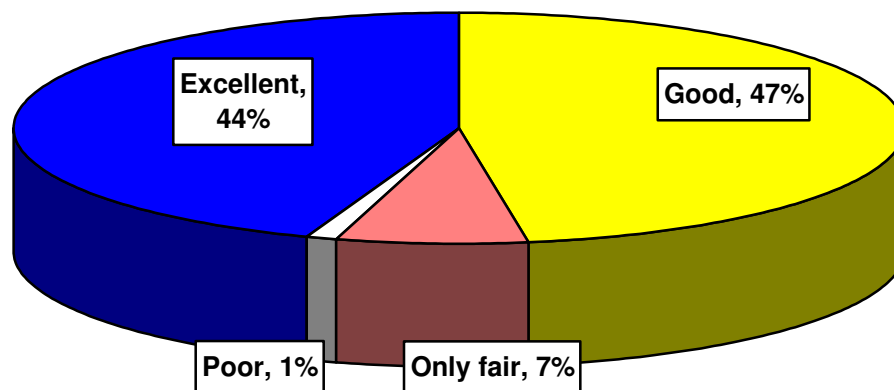
The survey was conducted with a scientific random sample of 501 adult Monmouth County residents in November 2008. The survey has a $\pm 4.4\%$ margin of sampling error. A more detailed discussion of the survey results follows this summary. This report and the interpretation of the survey findings are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