

## Defining Monmouth County

The strategic planning process for Monmouth County began with the Strategic Planning Committee developing vision and mission statements, along with guiding principles and values for county government.

Using these visions and commitments as a base, 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, further examined during the S.W.O.T. meetings, and reinforced by public opinion. The oval map-

ping 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.

This synthesis led to the establishment of five primary strategic areas of recommendations. The strategic areas are purposefully 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, objectives, and action items, 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.

### *Vision Statement*

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.

### *Mission Statement*

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.



Board of Chosen Freeholders: Robert D. Clifton, Lillian G. Burry, Director Barbara J. McMorrow, Amy A. Mallet, Deputy Director John D'Amico



## Values

- 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.

## 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





## Call for Action

I. 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 rateables, etc.
- Consolidate the communication, media, PR, advertising, and publication function for the county.
- Establish enhanced capability for effecting shared services through a county-wide shared services network.





## Call for Action

II. 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).
- 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.

