

Strategic Plan for Morris County, NJ



August 2018

JANUS Solutions
Visionary strategies. Real world results.

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Board of Chosen Freeholders Morris County, New Jersey

Resolution No. 19

Adopted: August 22, 2018

WHEREAS, the Board of Chosen Freeholders of the County of Morris authorized the completion of a Strategic Plan for the County and selected JANUS Solutions, a NJ based consulting firm to facilitate its completion; and,


WHEREAS, the information gathering process and deliberations by the Steering Committee have resulted in the Strategic Plan for Morris County; and,

WHEREAS, the Board of Chosen Freeholders has read and endorsed the Strategic Plan;

NOW, THEREFORE, BE IT RESOLVED by the Board of Chosen Freeholders of the County of Morris in the State of New Jersey as follows:

1. The Strategic Plan is hereby approved by the Board of Chosen Freeholders.
2. This resolution takes effect immediately.

I hereby certify the above to be a true copy of a resolution adopted by the Board of Chosen Freeholders of the County of Morris at a regular meeting on August 22, 2018.


Debra L. Lynch, Clerk of the Board

(ID # 4878)

Background and Introduction

In 2016, the seven-member Board of Chosen Freeholders in Morris County undertook the first phase of a strategic planning process that resulted in the development of a vision, mission, and guiding principles for Morris County government. JANUS Solutions, a NJ-based Human Strategic Management Consulting firm, had the pleasure of working with the Freeholders and administration in Morris County on this undertaking, which represented the first step in the development of a Strategic Plan for Morris County.

The Vision, Mission and Guiding Principles adopted by the Freeholders, and shared throughout the County, have served as the beacons for the development of this Plan.

Vision, Mission and Guiding Principles of Morris County Government

Vision: *Morris County will continue to be the premier place in which to live, work, and raise a family. Our County will continue to build our vibrant and sustainable economy and preserve our natural resources and history. We will honor our unique quality of life, assure a safe, well-maintained infrastructure and offer cultural and recreational opportunities for residents and visitors alike. We will continue to offer compassionate support to those in need and maintain our tradition as a caring community.*

Mission: *Morris County will protect and preserve the quality of life for all of Morris County, and ensure the effective, efficient and ethical stewardship of tax dollars.*

Guiding Principles: *Morris County Government will:*

- *Build upon our advantages of location, infrastructure, a diverse and talented workforce, safety, education, diversity and culture to maintain our way of life*
- *Respect and protect the interests of taxpayers and utilize and exercise prudence in all financial matters*
- *Execute all aspects of County business in the most ethical, effective, professional and transparent manner, with all actions and decisions focused on the most responsive and best interests of Morris County residents*
- *Optimize the use of available funding, including providing shared or regionalized services*

- Provide strategic leadership, and balance short and long-term planning
- Partner with our 39 municipalities to support their safety and quality of life
- Assist and collaborate with our communities during times of need and/or crisis.



Please note that statistical and program information presented throughout this Plan is derived from Morris County planning and budget documents, information provided by County officials and Steering Committee members, US Census data, and other sources as noted in the attachments.

Methodology

During the development of the vision, mission and guiding principles for the County, the Freeholders were presented with a Strategic Leadership Management Cycle developed by JANUS Solution. This approach is contained in **Attachment 1** and illustrates the methodology

that was followed for the development of the Plan. The current cycle was begun with the visioning of the Freeholders, and their desire to build upon the guiding principles to identify priorities and strategies for the County to continually improve its operations and support the quality of life that residents of Morris County enjoy. The methodology consisted of several critical components:

- Formation of a Steering Committee to guide the process;
- Identification of focus areas – quality of life, economic development, public safety, health and human services, and infrastructure;
- Information gathering and review;
- Strategic formulation of themes, recommendations and potential strategies; and,
- Intentional decision making regarding the recommendations, priorities, and strategies.

The final step in the Plan development is the approval of the Strategic Plan by the Board of Chosen Freeholders, and the development of an Implementation Plan that includes specific strategies, timeframes, and outcomes.

Steering Committee

This undertaking began with the formation of a Leadership Team, consisting of three Freeholders – Christine Myers, Kathy DeFillippo, and Deborah Smith - and the County Administrator and Assistant Administrator (John Bonanni and Deena Leary). It was the latter who served as the Project Manager for the County, and liaison to JANUS Solutions during the process. The Team was committed to the Plan development process being inclusive, and identified municipal and private stakeholder representatives, in addition to leadership in County government, to guide the activities of the strategic planning process. Membership consisted of 16 people; please see **ATTACHMENT 2 – Steering Committee membership**

The Steering Committee members embraced this opportunity to:

- Provide oversight and assess the effectiveness of the strategic planning process at each stage and provide feedback
- Provide guidance to the County and consultants on how to accommodate any challenges to completion of the Strategic Plan
- Review information provided and engage constituents in discussion of issues and challenges in the County or its municipalities
- Provide input regarding community outreach sessions and survey, including findings
- Attend a community outreach/SCOT session and participate in the review of its results during Steering Committee meetings
- Identify trends, emerging themes, and potential strategies to address challenges/issues
- Review drafts of the Strategic Plan.

In preparation for the first meeting of the Steering Committee, two presentations were prepared and shared with significant information about the Role of County Government, and

about the County in general. These documents, compiled from the information made available by Morris County in 2017, was supplemented by some additional sources noted in the documents. These documents are referenced in “Trends and Challenges” for each focus area.

During the first meeting, five focus areas were identified for exploration as part of the Strategic Plan, and after discussion, it was agreed that one area – Quality of Life – was an “overarching” area that is affected by each of the other focus areas.

Information Gathering

Information gathering for the Plan development was extensive, and included document reviews, discussions with individuals and groups, including the Leadership Team and Steering Committee members, and a survey of County residents.

Review of Information Available

Building upon the broad, initial data gathering that JANUS Solutions completed, JANUS gathered data from relevant demographics/statistics, plans and studies, and discussions with the Leadership Team, Steering Committee, and other County employees. Documents gathered and analyzed include:

- County Budget presentation
- 2017 Rating Agency Presentation
- Demographic information and documents
- Information provided by, and interviews with, County staff
- Documents and interviews with external stakeholders
- Best and promising practice research conducted by JANUS

JANUS prepared presentations with relevant information for each of the focus groups that were held, as well as for the Community Forum. The presentation of this information resulted in lively discussion at these sessions.

Community Input

Community voice was incorporated into the strategic planning process through the hosting of three (3) community outreach sessions: A Community Forum held at the County Library on November 29, 2017, a meeting with Mayors on December 6, 2017, and a meeting with municipal Administrators on December 7, 2017. A presentation, which included a high-level data walk that provided basic information about Morris County, and a format for the submission of written comments were available at the Forum.

Approximately 75 people were in attendance and some submitted written comments at the event. A summary of the Public Forum is contained in **ATTACHMENT 3**.



A summary of the input received from the session with Mayors and Administrators is contained in **ATTACHMENT 4**.

Survey

A survey instrument was developed, distributed by the County via website and links, and completed by 1248 people. Respondents represented an equal distribution of how long people have lived in NJ, and notably rated Morris County as a “four” out of “five” as a place to live. 69% said that Morris County is better to live in than other counties. Issues that people want to see improved included property taxes, traffic, public transportation, housing affordability, and sprawl (in that order). The full results are summarized in **ATTACHMENT 5 - Summary on Public Input**.

Focus Groups

Two focus group sessions were facilitated for each of the five identified areas of focus: Quality of Life, Economic Development, Infrastructure, Health and Human Services, and Public Safety. Each session, attended by 12-22 selected thought leaders, included a presentation on information relevant to County and the topic area (distributed before each first session), and lasted two hours. Topics discussed included the strengths, challenges, opportunities and threats in each focus area, and recommendations for building upon strengths and addressing challenges. A summary of emerging themes identified for each area are contained in **ATTACHMENTS 6 through 10 - Emerging Themes for each of the five areas**.

Strategic Formulation

Based on the information gathering, both data from internal information gathering and the results of the public input and focus group, a process of strategic formulation was begun. For this stage of the strategic planning, emerging themes and recommendations in each focus area were reviewed and analyzed by both the Leadership group and full Steering Committee, with the result being a better understanding of the issues and challenges in each priority focus area and the identification of key components for strategy consideration. Goals and objectives for each focus area were developed, approved by the Steering Committee, and presented to the Board of Freeholders for their review and approval, i.e., for intentional decision making.

Intentional Decision Making

Review, decision making and endorsement of the Plan by both the Steering Committee and the Freeholders is a required component of the strategic planning process.

Strategic Vision, Goals and Objectives

Morris County covers 481.62 square miles of natural beauty and historical significance in northern New Jersey. Ideally located in the greater metropolitan region, the County is comprised of 39 municipalities, each with its own character, priorities, strengths, and issues.



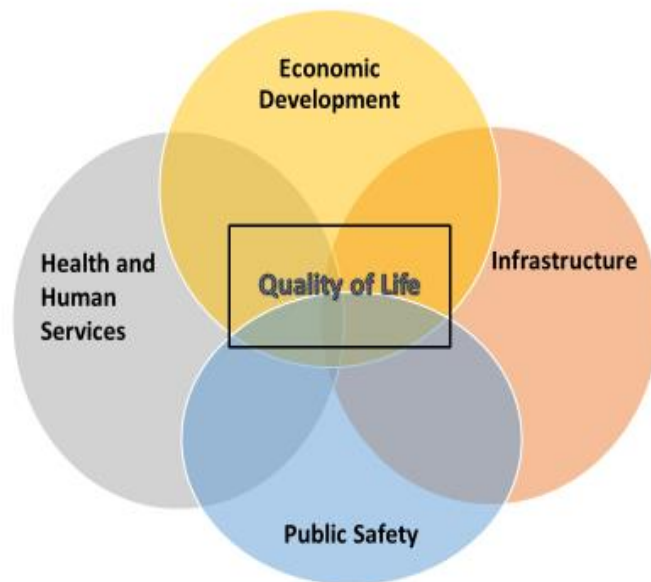
The population in the County is 499,509, and slowly growing, and has an average age of 42.4 years. While the birth rate is declining (9.3/1000 residents), migration has contributed to a growing population, even though out-migration from the County is close to 12,000 people annually. The population is well educated (51.4% have at least a bachelor's degree), and increasingly more diverse – with 71.9% of the population being Caucasian. The County budget

for 2017 was \$332.1M, including \$27.1M for capital infrastructure projects and County government employs approximately 1800 people.

The quality of life for persons residing in Morris County is affected by each of the focus areas examined as part of strategic planning. Success in the other four focus areas results in a better quality of life for County residents, as depicted in the graphic below.

Additionally, one of the purposes of the Plan is to examine the role that government has in enhancing that quality of life. By any qualitative and quantitative indicators, Morris County government has exceeded its statutory and regulatory responsibilities and has been described as a high functioning government by the public, by focus participants, and by the Mayors and Municipal Administrators throughout the County. All expressed trust in County government to effectively carry out its responsibilities to positively affect the quality of life. While each of the focus areas will be presented separately, the overall evolving role of government in maintaining the quality of life for residents will be discussed as a unifying theme and direction for the Strategic Plan.

The Morris County Strategic Plan



The Evolving Role of County Government

Evolving Role of County Government

Trends, Strengths and Strategic Challenges

Morris County government moves into the future from a position of strength - in terms of its demographics, finances, operations, and commitment to a vision, mission and guiding principles to guide its work. Challenges that emerged about the role of County government included maintaining the high-quality operations, and the lack of knowledge of some stakeholders about the role of government. Across the board, there could be more opportunities for residents to go for information about services and supports offered by government and private partners.

Many issues identified during the strategic planning process (e.g., traffic, sprawl, etc.) require collaborative solutions beyond the traditional ways of doing business. To preserve the beloved quality of life in Morris County, as well meet the challenges of the future, there will need to be changes in the ways that community sectors, public and private, take on these challenges. Progress will require the full and on-going mobilization and cooperation of the larger Morris County community.



Morris County government is poised, through governance, to exhibit leadership for collaborative solutions to identified issues, and establish new and lasting processes and partnerships for meaningful progress to occur. Governance includes convening stakeholders who traditionally operate in their own “silos” / compartments to tackle difficult issues and approaches to long-term issues like transportation. County government is not responsible for resolving these issues on its own, but is in an ideal position to shepherd collective solutions to identified issues.

This strategic plan has been developed to guide the activities of the Morris County government into the future. From available quantitative and qualitative evidence, Morris County government is a high performing entity, effective and efficient in fulfilling its service and management responsibilities. Increasingly the challenges and opportunities of the future will require that public and private entities conduct business through more cooperative and

collaborative relationships. Morris County government is ideally positioned to play a broader role in securing the future through the convening of collaborations and public/private partnerships. From its position of operational strength and significant community assets, Morris County is ideally positioned to continue to develop its reputation for innovation, in both its governing and governance functions. Throughout this Strategic Plan, objectives specify opportunities for the County to be innovative in its approaches to economic development, balancing natural resources while embracing future needs, ensuring resident safety, and how communities and non-profits can support those in need.

A significant strength that the County has exhibited throughout the strategic planning process has been to embrace a “design/build” approach to implementation. As some operational issues were identified and potential strategies discussed, the County, with support of the Freeholder Board, was able to incorporate solutions into its operational and fiscal plans. Examples include the expansion of the “Hope One” initiative to address opioid abuse with the addition of a mobile unit “Navigating Hope” to take the services of the County Office of Temporary Services and related nonprofit resources on the road, and a ballistics and drug laboratory to support quicker turn arounds on crime-related investigations. The County basic life support ambulance service has also been expanded, to provide aid to the municipalities, based upon municipal demand, and issues raised during planning.



- **Cornerstone Strategic Vision Statement:** Morris County government, in partnership with the municipalities, the private sector (both proprietary and non-profit), and key stakeholders and residents, will re-imagine and transform the methods of planning, decision making, executing, and

measuring progress to better meet the challenges and opportunities of the future. Morris County government will provide steady leadership and utilize innovative approaches through cooperative governance and cutting-edge solutions, while continuing to fulfill its statutory and regulatory responsibilities through pace-setting excellence in government.

Strategic Goals

Goal 1: Continue to **provide the highest quality services and administrative functions** to the public.

- Empower employees at all levels of County and municipal government to come forward with innovative ideas to improve operations.

Goal 2: Develop and implement a forward and outward-facing **communication strategy** for information-sharing and exchange with the public.

- Revamp the County website and explore other ways to perform community outreach.
- Enhance knowledge and awareness of residents about the role of Freeholders and County government.
- Develop a comprehensive resource directory of available County and private services and resources, including information about access, eligibility and navigation.



Goal 3: Leverage the strong and trusted position of County government to initiate and **role model new collaborative methods** of conducting business to meet the challenges of the future.

- Create/transition a Strategic Action Committee to guide, support and report on the implementation of the Strategic Plan.

- Convene quarterly meetings with the mayors and municipal administrators to pursue common goals and solve problems.
- Designate appropriate conveners for Economic Development, Infrastructure, Public Safety and Health/Human Services and build on existing informal collaborative methods.

Goal 4: In collaboration with public and private partners, **advocate** for resolution of issues beyond the direct control of County government. Advocate with other public and private entities on behalf of County residents in regard to funds for economic development and mandated judicial changes.

Quality of Life

Trends, Strengths and Strategic Challenges

From all sources of information, and all sectors of stakeholders, there was an overriding appreciation for living in Morris County. There is a strong collective interest in maintaining what residents have come to identify as the strengths of the County, while addressing the changing demographics and future challenges they may present.



There are 152 schools in 43 districts in the County, with some being the highest performing in the state. The County also has 36 libraries, and a Park Commission overseeing 19,004 acres and hosting three million visitors per year. The County has a thriving arts community, and many historical sites that enhance the quality of life for residents and visitors alike. There are emerging demographic trends related to who lives/stays in the County that present challenges

and opportunities for the future: millennials are exiting the County, and the immigrant and senior population is growing. Like every other County, there are socio-economic disparities, and young people tend to leave the County after obtaining their secondary education, with many interested in job sharing/telecommuting. Dynamics such as the affordability of the County (housing, transportation, taxes), jobs available, the availability of housing for seniors and for people to “come and stay” all have an impact upon who lives in the County.

- **Strategic Vision Statement:** All stakeholders cherish the meaningful quality of life in Morris County. The future quality of life will be determined largely by the strength of the economy, the foundational infrastructure and the safety and services for residents. All residents of Morris County will have the resources, opportunities and supports to live as healthy, happy and productive lives as possible in safe, strong and welcoming communities.

Strategic Goals

Goal 1: The County will recognize, address and respond to the challenges of the **changing demographics** of residents and municipalities in the County, with particular attention to aging residents, millennials and new residents.



Goal 2: The County will **promote, enhance and preserve** the natural resources, community assets, and the rich culture and history of the County, while actively promoting a thriving, robust economy and a strong infrastructure.

Economic Development

Trends, Strengths and Strategic Challenges

Residents of Morris County enjoy a low unemployment rate – 3.2%, as compared to 4.4% for the entire state. 82% of the businesses in the County are small employers, but 54% of the jobs in the County are with large companies (over 500 employees).

33% of residents report that they first visited the County as a tourist, and tourism generates \$2.1B annually, representing 4.1% of the economy and 9.8% of jobs in the County. In 2016, more than \$167 million of NJ Economic Development Authority funds went to Morris County.



The key driver in sustaining and improving the quality of life for Morris County residents is a thriving, growing, diversified, nimble and innovative economy. Economic development is the key to increased revenue for the County, more and better jobs, and will ensure a high quality of life for County residents. In endorsing the Strategic Plan, the Freeholders have identified economic development as their most important priority, because without a thriving economy the future quality of life for residents is threatened; they recognize that taking positive, proactive steps is necessary to secure the future for residents.

Morris County has a great wealth of expertise, experience, talent and creativity across the private and public sectors. Morris County government has also had a strong partnership

with the Morris County Economic Development Corporation, housed in the Chamber of Commerce, and an opportunity to build upon this relationship to develop a formal Economic Development Strategy for the County.

- **Cornerstone Strategic Vision Statement:** The key driver in sustaining and improving the quality of life in Morris County will be a sustainable, diversified and innovative economy. County government, its municipal partners, the private sector and communities will intentionally collaborate to attract, support, enhance and sustain new and on-going businesses to drive the economic engine of Morris County into the future.

Strategic Goals

Goal 1: Create a comprehensive, unified economic development strategy that brands and highlights the innovation of Morris County in one or more specific areas, and outlines key milestones and an implementation plan. Utilize the County Strategic Planning Process to launch shorter term design/build initiatives/approaches that meet the goal of supporting a thriving economy.



- Designate the Morris County Economic Development Corporation (MCEDC) as the lead partner.

- Charge, commission and resource the MCEDC and appropriate partners to complete such plan within an established timeframe.
 - Partners would include Municipal Economic Development Committees, Chambers of Commerce, companies in the County, and outside consultants
 - Goals and activities would include:
 - Assess economic assets.
 - Use data and feedback from employers to identify target industries and growth in particular sectors worldwide.
 - Examine growth areas to both prepare for industry recruitment and prioritize efforts.
 - Identify one or more areas in which the County can demonstrate innovation (theme for the theme park), and brand this
 - Examine and evaluate large, critical employers in the County (Malls, the Arsenal, etc.) and ensure their continued positive impact.
 - Examine the challenges to the top/largest companies – what is needed to retain them/help them to grow?
 - Identify and prioritize business clusters – for recruitment/development, and to identify what they need.
 - Develop a business attraction initiative and connect businesses to resources they need.
 - Identify the County’s competition.
- Incorporate the recommendations from the strategic planning process into the deliberations, with particular attention towards examining the feasibility of magnet/destination opportunities (e.g., tourism, and innovative and niche businesses- cybersecurity, bio-pharma, health technology, etc. - small business incubators, micro-clusters, etc.). Determine critical success and failure factors to achieve economic goals.
- When possible, couple economic development with affordable housing and investments in infrastructure.

As another example of the “design/build” approach to strategic planning that the County has embraced, during the end of the planning process a grant from the NJ Economic Development Authority was discussed, which could be pursued jointly by the County Division of Planning and Preservation, the County Economic Development Corporation, and the Innovation Institute – to support economic development planning.

Goal 2: Develop a comprehensive workforce plan to ensure Morris County can retain and attract human capital to support businesses in the County.

- Leverage the public and private educational resources in the County to support the attraction and retention of a capable workforce.



Goal 3: The County/MCEDC partnership will facilitate the development of **marketing/retention strategies** focused on attracting and maintaining millennials and future generations in the workforce. Issues related to professional life style, values, time and place of work, etc. will be explored.

Infrastructure

Trends, Strengths and Strategic Challenges

As part of its Master Plan, Morris County has recently completed a study of infrastructure needs with detailed recommendations for progress related to all modes of transportation in the County. The “Circulation Element” of this plan, contains detailed recommendations regarding the transportation and infrastructure needs in the County. The Circulation Element provides a comprehensive review of current conditions and transportation trends, and presents strategies to respond to the transportation issues and concerns identified during this plan’s development. The Element cites major transportation, land use, demographic, and regulatory changes that have occurred over the last 25 years, accompanied by shifting traffic patterns, increased traffic

volumes, congestion, and demand for transportation services. The Element anticipates continued increases in traffic, increasing demand on public transit/specialized transportation, and the challenges and opportunities associated with new technologies, such as autonomous vehicles, drones, and alternative fueling infrastructure.



The Element outlines the County’s vision of a well-maintained transportation system that accommodates all users, advances overall mobility, and supports the efficient movement of people and goods that is necessary to maintain, improve, and enhance local and regional economic growth and quality of life. It also presents information that may be used by local governments to inform their transportation planning and decision-making and could be used to help coordinate local, County, and state transportation policy and actions in Morris County.

Community concerns expressed include the need for short and longer-term strategies that balance clean, green, renewable energy with costs.

- **Strategic Vision Statement:** Morris County will preserve and strengthen its infrastructure through investment and thoughtful expansion, to support a thriving economy and quality of life for its residents and economic development across the County.



Strategic Goals

Goal 1: The County will use the Circulation Element as a guide to prioritize capital improvement plans.

Recommendations – from Circulation Element (3/8/18)

Goal 1: Improve the safety, accessibility, and efficiency of Morris County’s transportation network.

Objectives:

1. Reduce congestion and improve safety on County roads.
2. Support the expansion and enhancement of public transit.
3. Provide for the special transportation needs of low-income workers, senior citizens, and people with disabilities.
4. Support bicycle and pedestrian network improvements.
5. Improve air quality and protect environmental resources.

Goal 2: Conduct a coordinated, comprehensive, and cooperative transportation planning process.

Objectives:

1. Coordinate transportation planning with Federal, State, regional, and local agencies by meeting quarterly with partners at the North Jersey Transportation Planning Authority, NJ Department of Transportation, and NJ Transit on projects specific to Morris County.
2. Continue to advance the County’s interest at the regional and State level.
3. Incorporate the needs of businesses, employees, residents, and others in transportation planning.
4. Encourage the use of context sensitive roadway design.
5. Support integration of land use and transportation planning.

Goal 3: Support economic development through transportation investment.

Objectives:

1. Maintain and invest in the County’s roads and bridges.

2. Support efficient goods movement in the region.
3. Advance transportation planning efforts that support economic development by making resource distribution decisions with the Morris County Chamber of Commerce and the Morris County Economic Development Corporation.
4. Advocate for stable transportation funding sources.
5. Integrate emerging transportation technologies into planning and infrastructure that improve public safety and the overall user experience.

Two specific objectives from the Element related to Route 24 are: Support NJDOT and municipal initiatives to construct interchanges and connector roads between NJ 24 and NJ 124, and advance NJ 24 interchange improvements at Columbia Turnpike

Goal 2: Although the County has no statutory requirement to do so, through its governance function the County will explore opportunities with municipalities and utility and technology companies to address future energy needs, including forging specific energy strategies for the County in the areas of alternative energy sources, underground utilities, widespread Wi-Fi and hot spots, and electric vehicles.



Public Safety

Trends, Strengths and Strategic Challenges

Morris County enjoys the second lowest crime rate in the state: 8.8 incidents of crime per 1,000 residents, and .6 per 1,000 residents for violent crime. There is an ongoing concern about terrorism, including bioterrorism, and about developing technologies, such as drones, and their impact on public safety. The County hosts a state-of-the-art Communications Center

that serves 26 municipalities for 911 and dispatch. In 2016, there were more than 500,000 recorded incidents related to public safety.



Increasingly County and local governments face difficult and sudden public safety threats and events from natural and human sources. The County College of Morris (CCM) has the distinction as being a National Center for Academic Excellence on Cyber Defense Education and has the underused capacity to offer seminars and community outreach to a wide variety of people on this topic.

There is an increasing concern about coverage – by both staff and volunteers – to address public safety issues. Although there is coordination within specific areas if public safety (e.g., firefighters, police chiefs) overall public safety services tend to operate in silos, rather than through coordinated planning and implementation. Finally, there are issues related to

unfunded mandates, such as bail reform and speedy trials, and an interest in hastening trials by providing crime lab services within the County.

- **Strategic Vision Statement:** County, municipal and private partners, and residents will come together to proactively prepare to prevent problems and ensure the greatest level of public safety through readiness to respond to natural, technological, and human incidents/disasters.

Strategic Goals

Goal 1: The County, in conjunction with the municipalities, will enhance public safety through the coordination of planning and service provision (including human resources) by formally establishing the **Public Safety Forum**, a partnership between the County and its municipalities.

Goal 2: Working through the Public Safety Forum, the County will take the lead in **educating the public** about, and enhancing protection from, terrorism.



Goal 3: The County will ensure that **available technology** is maximized to protect County residents, and **promote awareness** about terrorism, cybersecurity and other threats (e.g., drones) by leveraging existing assets.

Health and Human Services

Trends, Strengths and Strategic Challenges

The population in the County is aging (15.7% are over age 65), and as individuals live longer and live alone, they become more vulnerable. The median household income in the County is \$101,661, the second highest in the state. 66.2% of housing in the County is single family

homes. However, 5 communities have median incomes well below that, ranging from \$39,811 to \$77,407. 25% of households in the County are classified as ALICE (asset limited income constrained employed). Housing affordability is an issue for many residents.

Within the County, approximately 13,321 people are receiving Supplemental Nutrition Assistance Program (SNAP - formerly known as Food Stamps), and 123 families and 407 single adults receive welfare (Work First NJ). The County also provides significant services to vulnerable populations: 500,000 meals were provided to seniors, 49,342 paratransit trips were provided, and a total of 3,643 at risk seniors were served, in total. 2,796 calls were answered for people seeking services for seniors, and 536 referrals for Adult Protective Services were made. In addition, mental health and other critical social services are provided by numerous community partners. The County has also lead a “stigma free” initiative that has been highly acclaimed and will continue to be used to educate the public about challenges faced by County residents with special needs.



Key stressors affecting many people of Morris County are being older/disabled, being single parents, being immigrants, living in poverty, or having difficulty accessing healthcare. The opioid epidemic is impacting residents, workers, law enforcement and service providers.

- **Strategic Vision Statement:** The diverse population in the County will have access to the resource they need to live safe and healthy lives. The County will support and provide guidance to organized public/private partnerships and systems of care to enhance the health and well-being of vulnerable residents, and assure that residents in crisis receive prompt and suitable services and supports.

Strategic Priorities

Goal 1: The County will build on its existing informal leadership group to establish a formal **Health and Human Service Forum**.

Goal 2: The County will address issues related to stressors for vulnerable individuals and families by identifying individuals and communities most at risk and **developing**

strategies/shared solutions for information-sharing, outreach, and service provision.

This includes making information about resources and services readily available to residents by building a not for profit matrix to understand where overlaps and gaps exist.

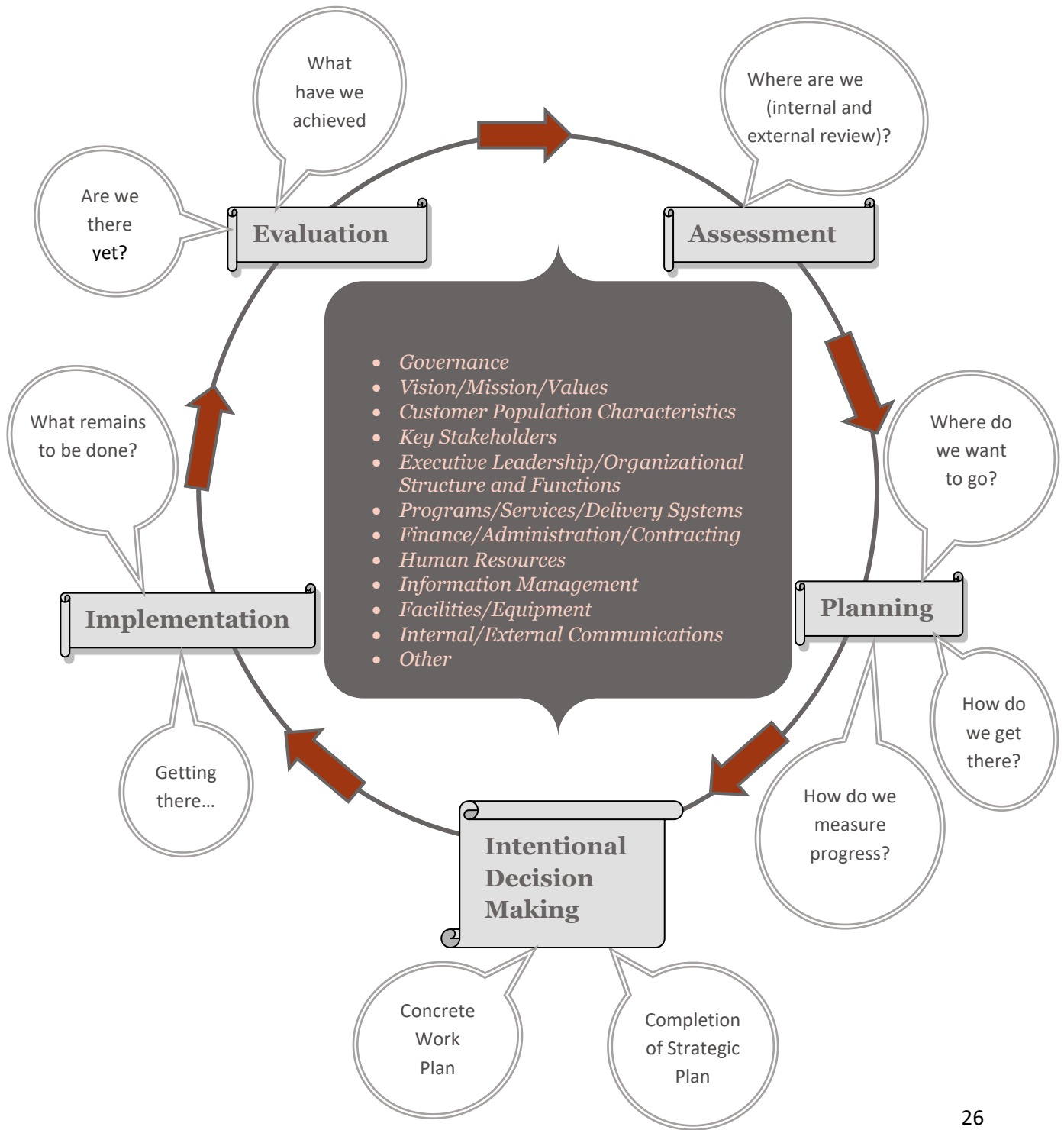


Goal 3: The County will identify current and future needs and service delivery strategies through the completion of an updated comprehensive **human services needs assessment**, building upon existing planning activities and plans. A comprehensive plan would take into account individual plans required by funders, recognize nonprofit gaps, provide an inventory of relevant public and private services, and provide a basis for better focusing County dollars and resources based on need and for capitalizing on available grant dollars.

Goal 4: The County will ensure the dissemination of information and resources relative to services **for older residents, people afflicted with addiction/opioid issues, isolated individuals and other vulnerable populations** living in the County.

Attachment 1

County of Morris Strategic Leadership & Management Cycle



Morris County Strategic Planning - Steering Committee

<u>Name</u>	<u>Agency/Position</u>
Christine Myers	Freeholder
Kathryn DeFillippo	Freeholder
Deborah Smith	Freeholder
John Bonanni	County Administrator
Deena Leary	Asst. County Administrator
Jennifer Carpinteri	County Human Services Director
Scott DiGiralomo	County Law and Public Safety Director
Dr. Anthony Iacono	County College of Morris, President
David Helmer	Park Commission, Exec. Director
Meghan Hunscher	County Econ. Development. Corp., Exec. Director
Mackey Pendergrast	Morris School District, Supt.
Trish O'Keefe	Morristown Medical Center, President
Don Sebastian	NJ Innovation Institute, Exec. Director
Janet Hoven	Chester Borough, Mayor
William Skrzat	Wyndham Worldwide, Representative
Tom Blatner	JANUS Solutions <i>Consulting</i> , President
Gena Haranis	JANUS Solutions <i>Consulting</i> , Sr. Vice President
K. David Holmes	JANUS Solutions <i>Consulting</i> , Exec. Consultant

Attachment 3

Public Forum – 11/29/17, 6-8pm

Summary, including written comments and submitted material

Participants: approximately 75 in attendance

Challenges:

Overdevelopment

- Concern about municipal sprawl – what can County gov't do to address this?
- Rampant development in some communities (e.g., Budd Lake); hold developers accountable and get them to contribute to schools and infrastructure

Taxes and Fees

- Concern about federal tax reform – Freeholders should look to lower taxes in view of this
- Take in less money but do more for Open Space

Eminent Domain

- Eminent domain for private gain – proposed pipeline by a private company – want a law to prohibit this
- Is there a 3, 5, or 10-year plan for eminent domain to widen the County roads?

Traffic and Transportation

- Traffic on Route 46 and Route 80
- 29 road fatalities in 2017 in the County. The County should consider zero vision policy (streets), and need better crosswalks
- 32,000 cars have come down Main Street in Chatham in 2017. Coming West on Rt. 24, not having an exit in Madison increases the traffic in Chatham. Requests an exit in Madison on Ridgedale Avenue
- Families need to be first when considering public safety
- Need buses that have infant/toddler seats
- Need safe bike paths with a place to park your bicycle at the end
- More reflectors on roads are needed
- Many bus stops (e.g., Route 10/Home Depot) have no coverings and this is needed

Environmental Concerns

- 5 Superfund clean-up sites – need federal gov't to come through with funds
- Hold the line on renewable energy

- Norwescap: runs the County Council for Young Children. Issues raised by parents include: safety, especially chemicals in pesticides; roaches in housing and slum landlords; and, the need for more arts and recreation

Affordable Housing

- Concern that affordable housing units (i.e., in Morris Plains) will increase educational costs
- County is unaffordable to live in for many who work in the County

Education

- Vocational technical school needs to concentrate on more than technology – trades, such as welding. Note: Vocational School strategic plan specifies diversification, consistent with labor market demands

Opportunities:

Taxes

- Cut taxes

Energy

- Each of the 5 areas of the Strategic Plan are dependent upon energy. The Plan should include renewable energy targets and energy efficient goals to support public health, environmental protection, and responsible stewardship of resources and tax dollars
- Encourage towns to use renewable energy – this will help bring businesses in
- Erect more solar canopies, but don't affect open space
- Develop a plan to put charging stations on County and state roads
- Solar renewable tax credits
- Put wires underground (JCP&L) – saves in outages and tree trimming, or develop solar camps
- Increase renewable energy – help residents to cut costs and create jobs in a new industry

Housing

- Need for more affordable housing. Recommend that a County-wide plan be done for efficiency
- 50 families are on the waiting list for shelter; more money and coordination of resources is needed.
- Expansion of public-private partnerships for affordable housing

Open Space

- Conservation – wealth, health and open space go together; Recommend that there be a bold vision re: open space
- Need balance between open space and affordable housing
- Highlight the National park more
- Preserve green space

Environmental Concerns

- Superfund sites need to be addressed, including Chatham
- Circulation of people on bicycles is critical; develop a plan with NJ Transit, and consider if such large parking lots are need
- Prevent eminent domain for private gain

Funding

- County has been generous with nonprofits; can this be increased to offset federal reductions?

Coordination

- Look at the 5 areas as 5 sides of a pentagon – not separately
- \$2m HUD grant for vouchers to address those in need; the County could play a facilitator or convener role in solving the affordable housing problem

Education and Learning

- Vocational technical school needs to concentrate on more than technology – trades, such as welding. Note: Vocational School strategic plan specifies diversification, consistent with labor market demands
- Work with businesses to develop apprenticeship programs

Shared Services and Mergers

- Merge some municipalities
- Pursue shared services, including municipalities and nonprofits
- Legal fees for towns to merge are high, and make it difficult – support for this needed
- Consolidate services for small towns

Attachment 4

Mayors' Council - 12/6/17, 7-9pm and Administrators' Forum - 12/7/17, 10am-noon

Summary of Input

Challenges

Traffic/Transportation

- Traffic and speeding – raised repeatedly
- Agra tourism causes traffic
- Route 24, especially
- Park Ave corridor traffic
- Speed limit set by towns
- Process for city traffic lights is long and difficult
- Towns think they must jump through hoops to get a traffic light
- No public transportation in western part of County

Staffing

- Not enough manpower related to ticketing for cell phone use

Environmental

- Eco tourism is a lost opportunity in the County - e.g., falls in Boonton
- Much development in southeast portion of the County – need better infrastructure there to support development

Population

- Challenge to deal with mentally ill people on the streets
- Flood elevations in effect, but some residents don't have the funds to put out before reimbursement

Home Rule

- People want towns to have their own police force

Opportunities

Shared Services

- Turning police desk at night back to the County

- Animal control – can it be provided by the County as a shared service?
- Feral animals - need County program to support the animal shelters; public-private partnership
- Largest part of municipal budget is police and fire – County could help towns out thru encouraging additional shared services – investigations, crime lab, detective bureaus
- EMS – need County rigs and need more volunteers
- Get towns to identify service protocols for all towns, not just those the County does dispatch for
- Freeholders should develop a plan to provide EMS across the County. Divide County into 4 regions. Must be done in partnership with the municipalities.
- Maintenance of roads and bridges – good job. Plowing and salting - not great experience with some private contractors. Towns that have agreement with the County – they plow County roads.; works well.

Traffic/Transportation

- Need sidewalks and safe routes to schools
- Work with businesses to develop strategies to get people off the roads
- Increase the number of train stations to cut traffic
- Paratransit needs to run at times that are more convenient to employees, and buses don't serve affordable housing areas
- Transportation puts ED at risk; need light rail in towns, shuttle buses, and connectivity plan for trail system for the County
- Need more bays for electric hook ups for cars
- Go-go grandparents/Uber; can info be shared with municipalities?
- Western section – needs mass transit option, and way to get to train station
- Survey residents about needs related to public transportation = to develop mass transportation option, i.e., a shuttle service. Towns could potentially split cost with County

Funding

- Fix ramps on County roads - County to partner with state
- Cost of dispatching was supposed to result in savings to towns; hasn't happened. Use confiscated funds to cover costs
- Aging in place/habitat for humanity - have used COAH credits to do this
- County should be go to source for grant seeking – e.g., database to run projects against grants available

Communication and Coordination

- County should be warehouse of info for 39 towns - use County expertise
- Section 8 certificates are available, but tough to find housing within limits
- Ensure that residents get info about resources available
- Can County use Sr. citizen centers to help get out info to seniors about services available; also use MC Assn of Older Persons.
- Need single point of contact on both ends – County and town – for human service issues
- Bridges – County seems to have one design standard for bridges. Can County be more flexible and develop standards based upon usage?
- County should host website for open municipal positions
- County could host economic development conference for the County – including continuing Economic Development Directors getting together
- Communication strategy for ED; what you want to do and why
- Reconstitute regional municipal meetings. Structure one topic per meeting, 4x per year
- Communication center user group being established – good idea
- Have presentation on social services at an administrators’ meeting.
- Web based one stop shopping for services or to volunteer is needed – out on County website with link to town web sites
- Re-design count web site to be more service oriented
- Review of state health plan and labor negotiations - two areas where County could present to municipalities, including unified data base for labor negotiations
- Need a County vision statement about what the roadways may look like – i.e., vis a vis Verizon
- GIS ties into development - put info on line for potential employers
- County interactions and resources for ED needed - make info on resources available known
- Quarterly meetings with Administrators hosted by County is recommend – e.g., roundtables. Good first topic – who to call in the County about which issues
- Resources not communicated well to public; can County host competitions to attract visitors to parks
- If County has long term plan on road paving, share with the municipalities

Education and Learning

- Use County college as driver of economic development
- Main library system – towns feel they are held hostage. Towns want regional library network. Needs to be more customers service oriented, and both state and main want full time library director.

Services

- Fraud of senior citizens over the phone. Educate aging population
- Need another gun buyback program
- Need more day programs for seniors
- Enhanced 911- seniors can put info in, County could provide support for checking in on seniors – currently done by some municipal police; friendly visitor program thru DHS
- Library - County ran main program in the past. Municipalities would like it back. Issues with Municipal Library Directors taking a different position.
- Senior citizen transport – examine if County can do more to help with this – funding, transport

Environmental Issues and Energy

- As roads get redone, bury electric lines, and work with utility companies to get at least 160 mph utility poles
- Have Jersey Central change all street lights to LED
- Municipalities would like to use brine.
- 35 years ago - plan for trail system for entire County; has not come to fruition; let's do it
- Review how County purchases land from municipalities
- Merge town parks into County system, and include local trails and parks on County plan

County as Leader/Advocate

- Towns and schools are vulnerable to cyber-attacks – can County help?
- Can County provide orientation for new mayors; e.g., County page for new mayors?
- Study corporations' contributions to Morris County - why do they choose it?
- Dredging of streams and ponds needs to be done by the County; County could take the lead in dealing with DEP
- Overpass at route 10/route 202 overpass - County should be advocate
- County should convene meeting with NJ Transit to define County needs
- Can County help to advocate on clean water - e.g., with water company
- County wide program to promote economic development, customized for each town
- Change the culture of how business is done in each town – can County provide leadership?
- Can County advocate with DEP around trails being established in various municipalities?
- Capture strengths of each town in economic development efforts

Attachment 5

Summary of Public Input

Survey: 1,248 responses

- Fairly equal distribution of how long people have lived in Morris County (up to over 40 years)
- Morris County is rated as a “4” out of “5” as best place to live in NJ by 51.4%, and rated as “5” by 37.1%
- 69% says Morris County is better to live in than other counties
- Best part of living in Morris County includes:
 - Overall quality of County government
 - Public safety
 - Overall attractiveness of the County
 - Condition of parks and open space
 - Quality of schools
 - Access to good jobs
- Importance of government support strongest for:
 - Protecting the environment
 - Open Space
 - Seniors – transportation and meals
 - County vocational school and college
 - Parks and recreation
 - Public transportation options
- Improving the road network
- Least important for government support are:
 - Public golf courses
 - Expanding tourism
 - Buyout of flood impacted homes.
- Issues that people want to see improved:
 - Property taxes – 58.6%
 - Traffic congestion – 45.6%
 - Housing affordability – 34.3%
 - Public transportation – 31%
 - Environmental protection – 22.7%

Attachment 6

Quality of Life Issues

- 1. Emerging Theme** – There are emerging demographic trends related to who lives/stays in the County that present challenges to the vision: millennials and seniors. Issues include the affordability of the County (housing, transportation, taxes), housing for seniors, and housing for people to “come and stay.”

Strategic Question – How can the County lead efforts to maximize the types of housing available to support the diverse needs and income levels of residents?

Promising Practices/Potential Strategies

- A. County takes the lead, in cooperation with municipalities, in the development of a Coordinated Housing Plan for the entire County.
 - Gather as much existing information as possible; analyze and disseminate
 - Share what is known with others about existing housing in the County and current and upcoming development
 - Establish/share best practices among municipalities/County
 - Analyze current and future housing stock- is it going to be attractive to the people that are here or that we want to attract?
 - Build affordable housing where there is access to public transportation
 - Facilitate greater municipality coordination/unity around COAH activities; consider impact on neighboring communities (culture shift)
 - Increase “workforce” housing; housing affordable to those working low to moderate income jobs
- B. Facilitate a marketing strategy focused on attracting and maintaining millennials and future generations in the County.
 - Determine what is Morris County’s uniqueness; include diverse features that appeal to different audiences

- Raise Visibility...capture uniqueness on social media platforms; utilize CCM Cable channel; be competitive
 - Increase coordination between College of Technology (Vo Tech), CCM, 4 year colleges (i.e. Farleigh Dickinson, St. Elizabeth) and employers in the County
 - to maximize training that matches opportunities
 - internships and other connections to employers will lead to employment in the County; millennials will stay
- C. The County can examine opportunities to coordinate resources for families waiting to access shelter/housing.



2. Emerging Theme – Balance is needed between development and preservation.

Strategic Question – How can the County maintain its natural resources while supporting economic development?

Promising Practices/Potential Strategies

- A. Include a broad vision about open space in the strategic plan.
- Change guidelines of the Preservation Trust Fund Board to use some funding for demolition of unattractive structures to create more open space
 - Steward open spaces; can create economic development; turn them into income generating ventures (i.e. golf course)
 - Create more Greenway Corridors?
 - Make redevelopment more attractive; mixed use retail/housing/landscape architecture
- B. Enhance the accountability of builders/developers to contribute to schools and the infrastructure.
- C. Advocate with the water company regarding the provision of clean water across the County.

- D. Advocate with the state and federal government regarding Superfund site cleanup.
- E. Have the strategic plan include renewable energy targets and energy efficiency goals, to support public health, environmental protections, and responsible stewardship of resources and tax dollars.

- 3. **Emerging Theme** – There is a strong interest in walkability and use of bicycles in the County.

Strategic Question – How can the County support and enhance opportunities to positively affect resident health and the environment?

Promising Practices/Potential Strategies

- A. Consider merging town parks into the County system, and include local trails and parks in the County plan to enhance connectivity.
- B. Advocate with DEP regarding the establishment of trails in various municipalities.

- 4. **Emerging Theme** – There is an interest at the municipal level (Mayors and Administrators) in having a regional library network that is more customer-oriented.

Strategic Question – How can the County support a process for decision-making about the library system that is inclusive of a broad array of stakeholders?

Promising Practices/Potential Strategies

- A. The County can convene a meeting of all Mayors, Administrators, and Librarians to discuss and resolve this issue.

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5. **Emerging Theme** – There is a huge base of assets that provide the foundation for the County achieving its vision. *Please refer to the Quality of Life SCOT Summary – Strengths/Assets.*

Strategic Question – How can the County build upon this foundation to maximize the quality of life for residents?

Promising Practices/Potential Strategies

- A. Have the County be the “go to” source for grant seeking – for use by municipalities – and assistance with matching planning/needs with grant opportunities available.
 - B. County could host competitions (i.e. tournaments) to attract visitors to parks, and/or coordinate recreational opportunities across the County
 - Determine whether this is a strategic investment with likelihood of ROI.
 - Create exercise stations (and other programmatic features) for seniors, disabled, etc. to attract all residents
 - C. Promote arts and culture- increases tourism and dollars flowing into County
6. **Emerging Theme**- There is a growing immigrant community that is forecasted to only increase and remain in the County

Strategic Question- How can the County support quality of life for these individuals?

Promising Practices/Potential Strategies

- A. Embrace the cultures that are here and invest in these communities for future ROI
- B. County to drive the awareness of changing demographics; encourage collaboration
- C. Assess the needs of this community, particularly refugees, and how to engage this often-silent population (i.e. through churches- a safe space)
- D. Be culturally competent; understand and respond appropriately to culture, language, etc.

Attachment 7

Economic Development Issues

7. Emerging Theme – Morris County needs to have a workforce that is prepared to meet employer needs.

Strategic Question – What role can the County play in supporting the availability of varied career paths for its young people, and to support the future employment needs in the County?

Promising Practices/Potential Strategies

- A. Coordinate with the MC Vocational School’s Strategic plan (2016-2021), which specifies diversification of offerings, consistent with labor market demands, as well as other High Schools in MC.
 - Create better connection between high schools to Morris County colleges/post-secondary education

- B. Work with the Workforce Development Board to identify businesses to develop apprenticeship/on-the-job training programs.

- C. Work with the County College of Morris to ensure continued preparedness of potential employees for jobs in the County.
 - Ensure adequately trained addiction professionals to respond to opioid crisis

8. Emerging Theme – Morris County needs to understand and support the workforce of the future.

Strategic Question – What can the County do to support employees’ issues, such as dealing with the opioid crisis?

Promising Practices/Potential Strategies

- A. Ensure that information is available to residents and employers about treatment service available.
- B. County College of Morris...develop an educational initiative to help those in recovery access higher education.
- C. Support re-training of 50+ workers to keep up with technology

9. Emerging Theme – Morris County should be a magnet for tourism.

Strategic Question – What can the County do to improve upon making Morris County a destination location for visitors- move from a Tier 3 destination to a Tier 2?

Promising Practices/Potential Strategies

- A. Identify what it means to be a Tier 2 destination and what would need to be done to get there
 - Increase transportation between tourist destinations within County
 - Increase signage (wayfinding)
 - Mobile apps
- B. Establish a travel sports complex
- C. Interview people before/during tourism opportunities to prepare for and promote the event, and for future planning.
- D. Increase access to popular tourist destinations- more and consistent days and hours of operation

10. Emerging Theme – Develop a unified marketing plan for the County, based upon the vision.

Strategic Question – How can the County collaborate with the municipalities and the private sector to develop and launch a coordinated marketing plan?

- F. Ask and answer the question- who/what do we want Morris County to be? (i.e. bedroom community, tourist haven, specialize in certain industries that preserve the County we want ...)
- G. Host an economic development conference that includes municipal directors, to discuss overall economic development ideas and opportunities. Follow this up with regular meetings.
- H. Set economic development targets and a way to monitor performance and learn from experience.
- I. Market the advantages of coming to the County – in cooperation with the Workforce Development Board, municipalities, and Chambers of Commerce.

11. Emerging Theme – Morris County should be a magnet for conferences and retreats, for both the economic impact and to attract and support large and small businesses longer term.

Strategic Question – What can the County do to make Morris County a destination location for businesses?

Promising Practices/Potential Strategies

- A. Develop a holistic business attraction strategy
 - Include all assets needed to live, work and play in the Morris
 - Include entrepreneurs/small business- WeWork spaces
 - Research models on redeveloping vacant space
 - Create clusters of common industries
 - Think futuristic- what will be desirable 10+ years from now?
- B. Establish a County-wide clearing house to highlight the advantages of individual municipalities to businesses- collaborate with municipalities!
- C. Establish a conference center to hold 1,000 people.
- D. Put GIS info online for potential employers.

Attachment 8

Infrastructure Issues

12. **Emerging Theme** – Traffic in the County is a top concern, raised by all stakeholders in all meetings and the survey.

Strategic Question – What can the County do to address current traffic issues and future transportation solutions for the County?

Promising Practices/Potential Strategies

- J. The County can take the lead as advocate, and convener/facilitator, such as:
 - Assisting with municipal relationships with NJ Transit and the NJ Department of Transportation
 - County to formulate exactly what they want (with compelling reasons) from NJ Transit and DOT first and then find the right person to communicate with. Preferably have some money to contribute.
 - Have representation on the newly formed transportation focus group formed by the new Governor
 - Take action soon; new Commissioner of NJ DOT and younger staff may be more receptive
 - Working with NJ Transit to establish/reimagine bus and train routes, and have sufficient parking at public transportation sites
 - North/south transit route
 - Reverse peak rail service
 - Comprehensive bus map
 - Electrification of rail lines west of Dover- NJ Transit/ DOT
- B. Work with businesses/entrepreneurs to incentivize employees with trip reduction plans and consider providing “last mile” transportation to their employees
 - Communicate with Chambers of Commerce in all municipalities
- C. Work to identify solutions to “last mile” – getting to public transportation.
 - Explore feasibility of Complete Streets policy
 - Possibility of County subsidizing Uber or Lyft for those unable to drive
 - Establish standard of when there needs to be a sidewalk
 - Explore DOT bikeway grant programs

- Involve TransOptions
- D. Review use of abandoned right of ways and undeveloped industrial properties – possible depot stations
- E. Survey residents about transportation needs and willingness to use mass transit in order to develop a mass transportation plan. Explore sharing the cost of this with municipalities.
- Help market the cleanliness and reliability of NJ Transit
- F. Light signal optimization- publicize the need for better coordination between towns.
- Municipalities communicate issues; County sponsors a study
 - Build relationship with new DOT Signal Coordinator
- G. Review and incorporate/compare Circulation Element “Morris County in Motion” for compatibility and consistency.

13. **Emerging Theme** – Coordination of transportation/traffic and housing and development efforts are needed.

Strategic Question – What can the County do to maximize the contribution of developers to the infrastructure, including roads and schools?

Promising Practices/Potential Strategies

- A. Meet with developers to discuss the overall infrastructure support needs in the County, and their role in addressing them as new development is undertaken.

14. Emerging Theme – There needs to be short and longer-term strategies that balance clean, green, renewable energy with costs.

Strategic Question – What role can the County play in facilitating the exploration of alternative energy sources and delivery systems?

Promising Practices/Potential Strategies

- D. Include regulators, utility companies and municipalities in efforts to explore alternative energy options.
- E. Work with power companies regarding the use of 160 mph poles, and burying overhead lines incrementally.
- F. Develop more electric hook-ups for cars.
 - a. create Countywide maps of where they are located
- D. County can coordinate/support Sustainable NJ municipal certifications; silver recertification and reaching new Gold standard.
- E. County coordinate municipal purchase of renewable energy (regional energy aggregation)

15. Emerging Theme – Environmental protection is very important to residents.

Strategic Question – What can the County do to support specific environmental issues within the County?

Promising Practices/Potential Strategies

- A. Take the lead in working with DEP to develop a plan to dredge ponds and streams.
- B. Continue to advocate for funds to remediate Superfund sites.

16. **Emerging Theme** – Cyber security threats are emerging in the public and private sectors.

Strategic Question – How can the County protect itself from cyber threats, and collaborate with private/community entities to promote awareness about cybersecurity, and strategies to address them.

Promising Practices/Potential Strategies

- A. Use the County website and library to issue alerts, facts, etc.
- B. Explore shared County-municipal strategies for cyber security.
- C. Explore the value of a Cybersecurity Task Force to address this growing threat.
- D. Age appropriate education for all citizens
 - Curriculum to children
 - JIF (Joint Insurance Fund)- could do more to train people/what to look for
 - County could convene a public safety group; prescribe best practices on this issue

Attachment 9

Health and Human Services Issues

17. Emerging Theme – The population in the County is aging, and as individuals live longer and live alone, they become more vulnerable.

Strategic Question – How can the County increase support and information about services for older residents living in the County?

Promising Practices/Potential Strategies

- K. Ensure overall coordination of public and private resources for older County residents.
 - a. Develop systems approach to help older residents learn about and navigate systems. Include the MC Office of Aging, elderly serving organizations, healthcare systems, law enforcement, and faith based partners
 - i. Law enforcement can provide information on how to avoid Scams
 - ii. Faith based recruited from Clergy Council Meetings and invited to join HSAC for greater coordination
 - b. Look into bringing PACE (Program for All-inclusive Care for the Elderly) to Morris County (currently in a number of other NJ counties)

- L. Ensure that older residents are aware of the resources available
 - Coordinate all current sources of information: Coordinator for Healthy Aging at the hospital, Telehealth, Caregivers Coalition (United Way of Northern NJ), Pathways Guide, 2-1-1
 - Market 2-1-1 better; possibly improve reliability
 - Ensure accidental calls to 9-1-1 are referred to 2-1-1
 - Include information on how seniors can be more productive (i.e. volunteering with RSVP and VMC)
 - Be culturally competent (materials in other languages- i.e. Spanish/Russian)

- M. Coordinate collaboration of entities to get the word out about services available for seniors; create schedule of events/activities- who shares what with whom?
 - Senior Centers (MCOP)
 - Morris County Assn. of Older Persons
 - Sherriff's officers during directed patrol to 313 faith-based locations
 - PTA/PTO's- intergenerational approach

- N. Explore public/volunteer strategies for home visits for seniors.
- O. Advocate with insurance companies regarding coverage for home visits, case management, day programs, and outreach to vulnerable seniors.
 - Identify who does or can do advocacy and what is the message?
 - Transparency of bills
 - PACE to Morris County
 - Housing as Healthcare
 - Determine what is statutory vs. regulatory
- P. Offer services to enhance the ability of seniors to use technology, in conjunction with the private sector.
- Q. Consider providing enhanced 911 services – seniors could register, and the County could provide support/coordination for checking in on them.
- R. Examine opportunities to increase senior transportation services. (cross cutting)
- S. Seek additional resources to enhance end of life planning for County residents

18. Emerging Theme – Key stressors that some people in the County are experiencing are related to being single parents, immigrants, undocumented individuals, living in poverty, or having difficulty accessing healthcare.

Strategic Question – What can the County do to help address issues related to stressors for vulnerable individuals and families?

Promising Practices/Potential Strategies

- A. Identify communities most effected by poverty, unemployment, etc., and develop strategies/shared solutions for information-sharing, outreach, and service provision.
 - Bring services to clients- serve them where they are (i.e. jail, municipalities)
 - Undocumented individuals; reachable in the ER and in church

- Explore creating/solidifying a Funders Collaborative
 - public/private partnership
 - inventory funding opportunities
 - inventory current funding received in the County
 - identify a few key/priority issues and key indicators/outcomes
 - a) population based impact
 - b) social determinants of health
 - collectively approach private donors/foundations/corporations
 - identify how funds would be administered/managed
 - formulate
- County funding
 - Look at from unified funding approach that align with priorities
- North Jersey Health Collaborative - share the results
- Explore how to pay for new initiatives
 - Homeless Trust Fund - establish one in Morris
- Explore feasibility of mental health court
- Explore potential consequences of minimum wage increase on nonprofits and childcare centers; design proactive response
 - Childcare centers closing
 - Opportunity for organizations to merge for long-term sustainability

B. Examine the critical issues related to youth, and whether the County is supporting strategic investments in positive youth development.

C. Explore strategies with the state to establish an organized system of supports for at risk and vulnerable young adults.

- Use predictive analytics for prevention and intervention

D. Keep abreast of changing political/policy landscape

- Move of MH and Addiction to DOH
- Change/merging of licensures
- Fee for service impact on smaller organizations

19. Emerging Theme – The opioid epidemic is affecting residents, workers, law enforcement and service providers in the County.

Strategic Question – How can the County facilitate effective strategies to deal with the opioid epidemic?

Promising Practices/Potential Strategies

- A. Coordinate a community prevention and education effort, with providers and other stakeholders.
 - Access funding from the TBI Fund
 - Share information on current user methods of access (i.e. claiming kidney stones)
 - Advocate for electronic health records for greater communication between medical providers
 - Continue making Narcan available- wide distribution
 - Create Hope Wing II
 - Greater intervention with jail population- large captive addicted population
 - Continue to engage school in prevention initiatives

- B. Collaborate with providers to assure the availability of treatment beds and treatment staff.

- C. Advocate for information about funding and programming, to be included in local service delivery planning.

20. Emerging Theme – There is a need for residents (seniors, others) to have access to better/more information about services.

Strategic Question – How can the County maximize public/private partnerships (including with municipalities) regarding meeting human service needs?

Promising Practices/Potential Strategies

- G. Convene regular meetings with municipal administrators, and where appropriate with non-profit providers, to discuss services available, and have the first meeting focus on human service issues and how to access them.
 - a. Create culture of collaboration where all participants are equals
 - b. Hospital is key-all groups have medical needs

- H. Consider establishing a web-based, one-stop service/information sharing directory, or to volunteer to provide services, with a link to municipal websites.
 - a. Already have one- make them better/connect them/expand them (i.e. Teen health website, JFS hotline)

Attachment 10

Public Safety Issues

21. **Emerging Theme** – There is an ongoing concern about terrorism, including bioterrorism

Strategic Question – What can the County do to educate the public about, and protect them from, terrorism?

Promising Practices/Potential Strategies

- A. Ensure that there are adequate heavy loaders to serve as protective barriers at public events/venues- purchase more
- B. Continue coordination with the FBI Joint Terrorism Task Force
 - a. Money has been set aside when they recommend best barriers to use
- C. Continue to keep municipalities thinking about terrorism - keep it in the forefront as the County does.
- D. Use the website and links to educate the public about terrorism threats/events.
- E. Promote “see something, say something.”
- F. Continue to strengthen security and monitor security trends and recommendations for wastewater facilities and other potential targets areas of bioterrorism.
- G. Continue to strengthen security and monitor security trends and recommendations for County airports.
- H. Continue to strengthen plans for a response in the face of a successful terrorist attack.

22. **Emerging Theme** – The opioid epidemic is a major risk to public health and safety

Strategic Question- Can anything be done on the public safety side to reduce this epidemic?

Promising Practices/Potential Strategies

- A. Create “Opiate Response Teams” whose responsibilities include examining multiple electronic devices for evidence.
- B. Identify doctors that are ignoring medical recommendations and overprescribing.

C. Facilitate increased coordination between pharmacies.

23. Emerging Theme – Public safety services are operating in silos, rather than through coordinated planning and implementation.

Strategic Question – How can the County, in conjunction with the municipalities, enhance public safety through the coordination of planning and service provision?

Promising Practices/Potential Strategies

- I. Develop an Executive level public safety group, consisting of County and municipal staff that will meet quarterly and address public safety issues.
- J. Establish a formal process of meeting with local Fire Chiefs- already being done
- K. Leverage the work of the Police Chiefs’ group to develop other protocols.
- L. Create opportunities for greater collaboration between police and fire chiefs to share best practices- meet once a month?
- M. Coordinate with utility companies/Gatekeeper Program
 - a. Train potential gatekeepers to know what they are seeing and how to respond: Meter readers, Linesman, Firefighters, and Postal workers
- N. Expand Smart 911 system to include information such as when one is away.

24. Emerging Theme – Enhance municipal public safety capability through shared technology.

Strategic Question – How can the County ensure that available technology is maximized to protect County residents?

Promising Practices/Potential Strategies

- C. Leverage local expertise on specialized teams (e.g., narcotics, hazmat, etc.)
 - a. Continue current coordination and seek additional opportunities
- D. Expand on Communications Center Users’ Group
 - a. Continue to support and invest in - to expand those involved

- b. Explore opportunities for towns to use the radio system and record system; they are just charged a user fee.

25. **Emerging Theme** – Having a crime lab within the County would hasten criminal investigations and the resolution of criminal cases.

Strategic Question – Should the County reactivate its crime lab, and at what cost?

Promising Practices/Potential Strategies

- A. The County is moving forward with creating a crime lab; has been incorporated into the 2018 budget: Follow through on meetings and collaborations between Prosecutor, Sheriff’s office and others.

26. **Emerging Theme** – Cyber security awareness is an emerging threat.

Strategic Question – What role can the County play to promote awareness about cybersecurity by leveraging existing assets?

Promising Practices/Potential Strategies

- E. Use the County and library websites to issue alerts, facts, etc.
- F. CCM has the distinction as being a National Center for Academic Excellence on Cyber Defense Education- have a center that is totally underused/underpublicized, and has the capacity to offer seminars and community outreach to a wide variety of people. The County can help utilize this resource by:
 - Coordinating with CCM on multiple levels:
 - i. Coordinate with superintendent for schools- CCM has a student presentation team that can go to schools and talk with kids
 - ii. Partner with Prosecutor’s office
 - iii. Develop a County-wide structured education plan to reach many in the private sector
 - Read and utilize CCM alerts

27. Emerging Theme –Drone technology poses some public safety concerns.

Strategic Question – What can the County do to protect secure facilities and other venues from malicious drone activities?

Promising Practices/Potential Strategies

- A. Explore creating local regulations within legal limits to reduce the security threat.
- B. Obtain technology that would aid in detecting drone activity.

28. Emerging Theme – It is becoming increasingly difficult to attract and retain public safety staff.

Strategic Question – What can the County do to enhance interest in positions that support public safety?

Promising Practices/Potential Strategies

- A. Review the salary structure and other benefits for County public safety staff, and identify new revenue opportunities to address this issue.
 - a. Factors to consider include: the competitiveness of County salaries with the same type of staff working on the municipal level; impact on taxes; increasing revenue (i.e. legal department); and replacing the loss of lifetime benefits with other incentives.
- B. Consider establishing a Plan, in conjunction with the municipalities, to provide EMS services throughout the County, by dividing the County into 4 regions.

29. Emerging Theme – It is becoming increasingly difficult to attract public safety volunteers.

Strategic Question – What can the County do to promote volunteerism and enhance coverage to meet public safety needs?

Promising Practices/Potential Strategies

- T. Establish a County-wide plan that focuses on coordinating with municipalities on the recruitment and retention of public safety volunteers.
- U. Work with MCC to enhance training for EMTs, lineman, etc. – to support their role in public safety.
- V. Offer dual credits to students that take the EMT course at CCM and are also enrolled in other emergency personnel training. This could help to increase enrollment so EMT courses are not cancelled. Use linesman training as model (2-year paid training with Associate degree and job opportunities at end).
- W. Explore other ways to strengthen the relationship between CCM and local emergency responders.
- X. Recruit from local Department of Public Works (DPW) for daytime calls.
- Y. Provide/increase incentives
 - a. LOSAP (Length of Service Award Program)- available to emergency volunteers if town approves; be as flexible as possible to maximize benefits.
- Z. Offer various levels of volunteering; some that require less training for those with limited time.
- AA. Engage the workforce to respond in the area where they are employed. Work with employers to allow their employees to respond during work/daytime hours.
- BB. Consider regionalizing fire services during daytime hours - transitional Mutual Aid Agreements into shared services.
- CC. Many potential solutions are municipal based; municipalities can communicate to County how they can support local efforts.