

ATLANTIC CITY

Building A Foundation For A Shared Prosperity

IMPLEMENTATION PLAN

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ATLANTIC CITY: BUILDING A FOUNDATION FOR SHARED PROSPERITY

IMPLEMENTATION PLAN

SUMMARY

This Implementation Plan, one of the first major products of the Atlantic City Initiatives Project Office, represents the next step of progress for Atlantic City. It will serve as a baseline for monitoring the performance of all ongoing projects in terms of their scope within the first year of operations, establish the schedule and state the overall goals for the next phase of work. While based on the Transition Report, this first Implementation Plan also reflects: the continued input of the citizens and other stakeholders within the city, including input from the citizens who shared their perspectives in a three-hour town hall held on January 30, 2019; experts from across the country; and technical assistance and other support provided by state agencies. The Implementation Plan calls for action across many fronts, including lines of work identified in the Transition Report.

FORWARD BY LIEUTENANT GOVERNOR SHEILA Y. OLIVER

This implementation plan represents the next phase in our work to build a strong, broad and durable foundation for shared prosperity in Atlantic City.

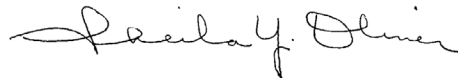
On September 20, 2018, the Governor and I released the transition report, *Atlantic City: Building A Foundation For A Shared Prosperity*. That report outlined key areas for action and made recommendations for critical steps as we worked with the community and with industry to move the city forward. A strategy without deadlines, deliverables and key areas of responsibility can lose focus and run the risks of poor execution. An implementation plan that lacks community input runs the risks of becoming unsustainable.

The team of the Special Counsel to the Governor and the new Atlantic City Initiatives Project Office has given us a great basis to be confident that the community has been heard and that key stakeholders have had ample opportunity to provide input into this plan. In doing so, they have refined and built upon the recommendations in the Transition Report. Notably, they have added a line of work devoted to taking advantage of a variety of public and private financing tools to fuel the work going forward and they have set priorities as to what needs to be accomplished by when to ensure a steady march forward.

I believe this plan will have impact because our stakeholders and anchor institutions have agreed to be mutually accountable as we move forward. That alignment will ensure that the work gets done.

I look forward to continuing this important work. And I ask all to join us.

Sincerely,



Sheila Y. Oliver
Lieutenant Governor

INTRODUCTION

On September 20, 2018, Governor Phil Murphy and Lieutenant Governor Sheila Oliver released the *Atlantic City: Building A Foundation for A Shared Prosperity report*. That report, often called the Transition Report, was the result of months of work by a small review team, led by James E. Johnson, Special Counsel to the Governor, and Braxton Plummer, Senior Advisor to the Commissioner of the Department of Community Affairs. The Transition Report identified the considerable strengths and promises of Atlantic City and probed the challenges facing the city. Most importantly, the Transition Report offered a prescription for building on those strengths and overcoming the challenges which led to seven pillars for action and a structure for executing action plans at both the State and Municipal level.

In the Transition Report, the Review Team noted that Atlantic City would have to do many things well, though not all at the same time. After the Transition Report was released, the State formed two bodies to align and coordinate both further analysis and preliminary implementation steps. At the local level, the State and municipal partners formed the Atlantic City Executive Council, which consists of anchor institutions and organizations across the city. In Trenton, the Governor ordered the creation of a state-wide Coordinating Council, an interagency body designed to facilitate support for the city. Within the Department of Community Affairs, the Governor authorized the creation of a project office, now called the Atlantic City Initiatives Project Office (ACIPO), to execute a program of action, reform and development based on the Transition Report. The areas identified below outline the major areas in which this document is structured, and against which deliverables will be evaluated.

1. GOVERNMENT EFFECTIVENESS & ACCOUNTABILITY

Rebuilding the fundamentals by reorienting

municipal government services, including a special focus on developing and implementing a vision that improves the delivery of services to its citizens.

2. LAND USE DEVELOPMENT

Developing a master plan that capitalizes on the many strengths of Atlantic City including its developing of new business sectors. By improving neighborhoods and increasing property values, a new vision that invigorates the cityscape, eliminates blight and provides for a wide range of productive uses for real property will be implemented.

3. ECONOMIC DEVELOPMENT

Strengthening existing businesses and identifying new opportunities to diversify the local economy.

4. WORKFORCE DEVELOPMENT & JOB CREATION

Design strategies and develop partnerships to recruit, train, place and retain Atlantic City residents which would lead them towards a positive career path resulting in personal and professional growth.

5. PUBLIC HEALTH

Addressing critical public health challenges including a special focus on factors of morbidity, addiction and food security.

6. PUBLIC SAFETY

Building on relationships and efforts to ensure law enforcement is both effective and trusted by the community.

7. YOUTH DEVELOPMENT

Supporting our youth by developing career and education pathways to success.

8. CIVIC & CULTURAL DEVELOPMENT

Building on Atlantic City's social capital through the engagement of our communities and

promotion of the arts, enhanced opportunities to participate in governance and expanded outlets for community-based entertainment.

9. PUBLIC FINANCE

Capitalizing upon existing tools to finance local development initiatives and identifying new financing options, including funding from non-profits, philanthropies and impact investors.

The Project Office and the Executive Council have identified the following initiatives as the critical areas for building a sustainable path forward for Atlantic City. The Implementation Plan only identifies action to be undertaken as priorities during the next 12 months (from January 2019 through December 2019). This report is structured in two sections. The first section will outline the overall description of strategic recommendations. It will provide a brief justification for why the topic is important to the outcomes for Atlantic City and its residents, the resources needed both fiscally and leveraged resources, suggest partners that may be able to contribute to those needs going forward, and finally identify legislative opportunities. The second section will outline the breakdown of strategic recommendations and propose them in a logic model format which include targeted timeframes for completion in year one.

SECTION ONE: STRATEGIC RECOMMENDATIONS

1.) GOVERNMENT EFFECTIVENESS & ACCOUNTABILITY

Rebuilding The Fundamentals By Reorienting Municipal Government Services, Including A Special Focus On Developing And Implementing A Vision That Improves The Delivery Of Services To Its Citizens.

Justification

City of Atlantic City employees are a dedicated

group of individuals who have expressed desire to improve upon the delivery of services consistent with the expectations of the residents of Atlantic City. By improving municipal capacity, it will better serve current residents and attract new residents and businesses to the city. By building the appropriate infrastructure to promote work effectiveness and efficiency from all levels of government, Atlantic City will dramatically turn the tide setting the standard as the face of urban centers in New Jersey.

Resources Needed

- Fiscal – Most of the resources required to implement the proposed changes will require a re-investment by the municipality and key stakeholders through the identification of new funding options and restructuring of current government. This will include re-evaluating current government structures to ensure the necessary job functions are being executed.

Execution

- The municipal departments have each identified key priorities within their service area to improve the quality and method of service delivery. The goal is to improve the service for all citizens and visitors.

Legislative Action (if any)

- None

PLANNING & DEVELOPMENT

Justification

A strong Planning and Development program is one of the hallmarks of a successful urban revitalization effort. With areas in need of redevelopment in major portions of the city, the creation of four opportunity zones and renewed interest in investing in Atlantic City, a nimble and innovative Department of Planning and Development is critical to realizing a new, inclusive and transformative path forward for the City. The task requires an approach to planning

that is tailored to Atlantic City's challenges and demonstrates a willingness to learn lessons from other cities with similar challenges.

Resources Needed

- Fiscal - These expenses will be incurred by the municipality. This plan envisions 6 additional FTE positions with an impact of roughly \$400,000. This department will also require technical support provided by the Department of Community Affairs.

Execution

- The Director of Planning and Development will assess and reorganize her department to better meet the demands of the city. Emphasis will be placed on instituting elements of process change including streamlining and dedicating attention to economic development efforts.

Legislative Action (if any)

- Local ordinance to provide for redevelopment opportunities and adjust of fee amounts.
- Possible State legislation for 1st time homeownership program between casino owners and HMFA/DCA.

TAX ASSESSMENT

Justification

The Tax Assessor determines and maintains the ratable base of the municipality, which is instrumental in shaping the overall tax rate for the City. The City's ratable base has a direct impact on the Atlantic County budget and tax rate. Moreover, the Atlantic City ratable base is the largest in Atlantic County and continues to be one of the economic drivers of the region.

Resources Needed

- Fiscal – These expenses will be incurred by the municipality. This plan envisions 3 additional FTE positions with an impact of roughly \$150,000.

Execution

- The Tax Assessment process will be reinforced by adding staff to provide more immediate time and attention to the assessment process. The City of Atlantic City will undergo a revaluation over the next year.

Legislative Action (if applicable)

- None

2.) LAND USE AND DEVELOPMENT

Developing A Master Plan That Capitalizes On The Many Strengths Of Atlantic City Including Its Developing Of New Business Sectors. By Improving Neighborhoods And Increasing Property Values, A New A Vision That Invigorates The Cityscape, Eliminates Blight And Provides For A Wide Range Of Productive Uses For Real Property Will Be Implemented.

Justification

In order to stabilize communities and increase the property ratable base, neighborhoods must be revitalized, and efforts must be made to reduce the number of vacant lots and abandoned properties in order to spur redevelopment. In addition, Atlantic City must create an effective and efficient framework that is not cumbersome to those entities seeking to redevelop in the city. There must also be a concerted effort to develop attractive housing options to increase the population of Atlantic City.

Resources Needed

- Fiscal – There will be some expenses incurred by the municipality, but the bulk of these expenses will be shared amongst the departments, partners and collaborations.

Execution

- The development of a comprehensive plan that considers the input of the neighborhood civic associations and its residents. This plan should provide for a diverse set of experiences

throughout the city, and provide an opportunity for small business development. By doing this, it will create a sense of place and neighborhood pride throughout the city. Development of a comprehensive plan which considers the desires of the various neighborhood civic associations and residents and provides for a diverse set of experiences throughout the city, provides an opportunity for small business development and creates a sense of place and neighborhood pride throughout the city.

Legislative Action (if any)

- None

3.) ECONOMIC DEVELOPMENT

Strengthening Existing Businesses And Identifying New Opportunities To Diversify The Local Economy.

Justification

Legacy cities that have shown the most progress have strengthened core industries and diversified their economic base. Atlantic City’s gaming industry has stabilized since the loss of five casinos between 2013 and the end of 2016. Nevertheless, competition from other states has challenged the region’s growth. Atlantic City stands to enhance its economic footing by broadening its economic base and capitalizing on its assets such as the FAA Tech Center which could increase the number of higher paying jobs regionally.

Resources Needed

- Fiscal – There will be some expenses incurred by the municipality, but the bulk of these expenses will be shared amongst the departments, partners and collaborations.

Execution

- A unified message will be created to attract delivery businesses to Greater Atlantic City region as to avoid single dependency on any one industry. Ancillary business development should be spurred in partnership with

Atlantic County to identify synergies and funding opportunities especially in the Eds and Meds complexes.

Legislative Action (if any)

- Local and State legislation petitioning and adding Atlantic City as an Urban Enterprise Zone.

4.) WORKFORCE DEVELOPMENT & JOB CREATION

Design Strategies And Develop Partnerships To Recruit, Train, Place And Retain Atlantic City Residents Which Would Lead Them Towards A Positive Career Path Resulting In Personal And Professional Growth.

Justification

Thriving communities channel energy from citizens fully employed in the central economic enterprises of their region. Employment efforts are most successful when the initiatives match the workforce with the goals of local businesses. Development initiatives that fail to target jobs with high wage and growth potential are not likely to yield the types of jobs that will lift people out of poverty. Atlantic City can overcome persistent poverty if it increases the number of careers with high income potential and successfully place its citizens in those jobs.

Resources Needed

- Fiscal – It is recommended that the Jobs Council work with local institutions of higher education to locate the means to sponsor a paid position that would be solely tasked with coordinating jobs as part of a one-stop hub at any one of the Atlantic City campuses.

Execution

- The development and delivery of job training around the businesses and services which are likely to be hiring job ready individuals.
- Create pathways to careers by offering courses and training in fields with long term

employability by promoting high school to Associate degree to Bachelor degree gateways to success programs.

- Create a coalition of key stakeholders with a common purpose to train, place, and retain individuals into jobs with a positive career path.
- Create a jobs bank for the major marketplaces that would match applicants to employers who are in need.
- Form a collaboration of employers, the Workforce Improvement Board (WIB), Atlantic Cape, Stockton, and the Greater Atlantic City Chamber to identify and provide workforce training to the underserved populations of Atlantic City, including ex-offenders and non-English speaking populations. At the One Stop hub, create apprenticeship programs and other opportunities that provide real pathways to sustainable careers.
- Capitalize on the new college support program introduced by the Murphy administration to non-traditional students as a means to ensure that Atlantic City residents take advantage of current educational opportunities.

Legislative Action (if any)

- Multiple states have addressed pathways and skills development through apprenticeship legislation. New Jersey, through the Department of Labor, recently enacted several apprenticeship initiatives with funding allocations. Currently, there are several pieces of legislation in the Legislature pending the Governor's approval. We support these efforts and will work with local officials to push for their enactment.

5.) PUBLIC HEALTH

Addressing Critical Public Health Challenges Including A Special Focus On Factors Of Morbidity, Addiction And Food Security.

Justification

A vibrant community ensures the wellness of its

residents and provides access to high quality health care. To achieve this goal, Atlantic City must address three areas where residents are facing severe public health challenges: infant mortality and maternal health; obesity; and substance use disorder. A child born to an Atlantic City family is nearly twice as likely as a child born in Newark to die before her first birthday. Atlantic City children suffer from the state's highest exposures to lead and the death rates of all Atlantic City residents from cancer, diabetes, heart disease, and kidney disease are among the worst in the State. To complicate matters further, Atlantic City handles health care for many citizens who live outside the City. It operates South Jersey's only needle exchange and, as a result, receives many individuals with opioid use disorder. Their numbers have increased dramatically since the beginning of the opioid crisis; they add a further strain to both public health and law enforcement functions in the City. Much of the success of ensuring that the City makes progress in all neighborhoods requires addressing these severe public health concerns. This effort starts with a localized assessment of how needs are currently being met.

Resources Needed

- Fiscal - Some of the programs aimed at education can benefit from available funding by way of application to State and Federal grant programs.
- Participation and support from key stakeholders such as AtlantiCare will be required to include access initiatives, policy and system changes, and create an environment in which health can thrive.

Execution

- Development and delivery of programs which educate, and drive services aimed at reducing the underlying decisions which lead to the key health concerns of infant mortality and maternal health, obesity and dependency. This will set the stage for immediate and ongoing success to improve the health and wellbeing of Atlantic City residents.

- This will include the development of a detailed plan, outlining opportunities to advance knowledge, health behaviors, and also create the environment that will improve and sustain health. This plan should be developed for each identified opportunity with actionable measures clearly outlined to ensure success.

Legislative Action (if any)

- None

6.) PUBLIC SAFETY

Building On Relationships And Efforts To Ensure Law Enforcement Is Both Effective And Trusted By The Community.

Justification

A vibrant community is a safe community. A broadly successful resort town provides an environment in which visitors feel safe to explore. Atlantic City has made progress reducing crime. Both violent crime is down over the last two years by more than 11 percent and property crime is down by more than 4 percent. The Atlantic City Police Department (ACPD) has put in place a variety of mechanisms to be more proactive in combating crime through community engagement, the use of technology, predictive analytics and real time policing.

Resources Needed

- Fiscal – Enhancing community policing will depend on an increase in personnel needed to support a more robust community policing effort. CRDA will fund a community policing initiative by the AC Police department totaling \$7.5 million (\$1.5 million for 5 years) to allow them to hire 15 FTE positions to replace veteran officers, who will be assigned to the city’s six wards in pairs, along with three officers who will be assigned to addressing vagrancy and homelessness in the Tourism District.

Execution

- Reorganization within the police department and development of new patrol aimed at building trust and confidence in public safety. Retooling training and awareness within the ranks of the public safety departments.

Legislative Action (if any)

- None

7.) YOUTH DEVELOPMENT

Supporting Our Youth By Developing Career And Education Pathways To Success.

Justification

The most effective youth development strategies plan for future generations by cultivating leaders and address current issues facing youth. There remains much potential in the Greater Atlantic City region that can only be realized if the children are given broader opportunities. An effort must be made to close an opportunity deficit which currently exists. Atlantic City youth currently desire more options for after school activities as well as activities throughout the summer. In a recent survey, the students reported the need for more constructive ways to spend their time, a better sense of their own strength and a strong sense of community support.

Resources Needed

- Fiscal – There will be some expenses incurred by the municipality. Additional funding for afterschool programs will be sought from the State, CRDA and other corporate partners.

Execution

- Develop effective and desired after-school programming aimed at preparing youth for career opportunities.
- Create a recreation masterplan that will assess current community assets and seek to expand opportunities for youth activities throughout the city.

- Expose the youth to career opportunities through the promotion of internships and apprenticeships programs.
- Provide mentoring and support systems to reinforce career goals.
- Partners with key stakeholders such as Stockton University to access the scalability of three after-school homework completion programs.

Legislative Action (if any)

- None

8.) CIVIC & CULTURAL DEVELOPMENT

Building On Atlantic City’s Social Capital Through The Engagement Of Our Communities And Promotion Of The Arts, Create Enhanced Opportunities To Participate In Governance And Expanded Outlets For Community-Based Entertainment.

Justification

Community engagement is a core element of legacy city revitalization. It also goes beyond engagement with the challenges of government. It includes the creation of communal art and the enjoyment of community celebrations. Atlantic City is fortunate to have strong neighborhood civic associations and arts organizations which bring energy to community life. These organizations raise neighborhood concerns, organize community events and play leading roles in neighborhood improvement projects. Citizen’s campaigns provide tools for no-blame problem-solving that has been implemented in other cities throughout the New Jersey. The results seen in these communities have led to changes in local ordinances, community lead forums and political debate.

Resources Needed

- Fiscal – Civic organizations will need to avail themselves to grant funding options to prepare neighborhood improvement plans.

- Civic associations will also need funding to plan and execute community events through public and private partnerships. CRDA has earmarked some fund availability to support programming during the summer months.

Execution

- Through the network of Civic Organizations, a process of building neighborhood pride and a sense of place will be accomplished. Cultural events throughout the city, supported by all residents will re-establish a sense of pride in the city. Effectively incorporating the diverse cultures, the unique food options, revisiting old traditions and establishing new ones will lead to a greater sense of joy.

Legislative Action (if any)

- None

9.) PUBLIC FINANCE

Capitalizing Upon Existing Tools To Finance Local Development Initiatives And Identifying New Financing Options, Including Funding From Non-Profits, Philanthropists And Impact Investors.

Justification

There is a need to identify partnerships between local, State and Federal funding opportunities to support various projects including neighborhood development plans, economic development, job readiness, workforce development and housing.

Resources Needed

- Fiscal – There will be some expenses incurred by the municipality, but the bulk of these expenses will be shared amongst the departments, partners and collaborations.

Execution

- Creating a clearing house for all information concerning funding sources and opportunities

so that the various organizations may be accurately educated on processes and are able to avail themselves to heretofore untapped resources.

- Assess current tax incentives offered at the local, state and federal level to ensure Atlantic City is taking advantage of existing programs. This will include programs such as Opportunity Zones, PILOT process and redevelopment incentives.

Legislative Action (if any)

- Possible review of local and State incentive programs.

SECTION TWO: BREAKDOWN OF STRATEGIC RECOMMENDATIONS

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (A Reas. Effected) | GOAL (What Success Looks Like) |
|----|---|---|--|---|---|--|
| 1A | Ensure that municipal employees are fully trained to meet the demands of the municipality. | <ul style="list-style-type: none"> - Department of Human Resources - Business Administrator/ Mayor's Office - Departmental Directors - Rutgers University School of Public Affairs and Administration | <p>Q1</p> <ul style="list-style-type: none"> - Require senior level managers to attend a Certified Public Manager Training provided by Rutgers University. - Mid level managers to receive supervisory training. - All employees to receive customer service training. | <p>Q2 & Q3</p> <ul style="list-style-type: none"> - Rutgers University to administer registration and admission to municipal management certificate programming. Started on March 12th and concludes in October 2019. - Supervisory training and customer service training to be identified. | <p>The more employees that receive training, the better their job performance will be and department morale will increase.</p> <p>Customer service to the municipality will increase leading to better overall perception about government.</p> | <p>Improved performance evaluations by managers where departments were certified.</p> <p>Residents of Atlantic City feel their needs are being heard by municipality.</p> |
| 1B | Municipal departments need clear goals that are concise and communicated to all employees. Each department to develop a mission and vision statement consistent with those goals. | <ul style="list-style-type: none"> - Business Administrator/ Mayor's Office - Directors of all municipal departments. | <p>Q1 & Q2</p> <ul style="list-style-type: none"> - Set outcome-based goals for each city department. - The mission and vision statement should be posted in City Hall and be announced publicly. | <p>Q3</p> <ul style="list-style-type: none"> - Each department director tasked with creating goals for their department. Goals will be reviewed by BA, and will be communicated and posted in each respective department. - Possible implementation of Balance Scorecard Method. | <p>Q4</p> <p>Once employees understand the vision for their department and what their role is within that goal, they will be that more inclined help in the achievement of those goals.</p> <p>An increase in employee commitment to their work environment.</p> <p>Less misunderstanding between employer and employees.</p> | <p>Employees understand their role in achieving departmental goals.</p> <p>Management acknowledges improvement in yearly evaluations.</p> <p>A noticeable increase in employee morale.</p> |
| 1C | Accountability for job performance needs to be enhanced and should occur in a consistent and predictable manner. This action will establish the beginnings of stronger internal controls. | <ul style="list-style-type: none"> - Department of Human Resources - Business Administrator/ Mayor's Office - Directors of all municipal departments | <p>Q1 & Q2</p> <ul style="list-style-type: none"> - Directors need to set a date for a face to face evaluation of all employees within their department. - This process must identify how to build career ladders and paths to improved job performance. | <p>Q3 & Q4</p> <ul style="list-style-type: none"> - Human Resources to provide a template (Approved by the BA & DCA) to be used by all management for their respective department. - Managers to set up meetings with their employees to conduct evaluations which include areas of improvement and performance standards. - The BA must re-issue an updated City Employee Handbook with a signed notice of receipt by each employee. | <p>Employees will have greater clarity on job duties.</p> <p>For those employees who are not meeting standards, management will create a pathway to improvement and will follow up with those employees within 3 months to ensure progress is being achieved.</p> <p>This commitment to employee performance will increase the satisfaction of residents in the delivery of services.</p> | <p>Increase in the positive perception of City Hall.</p> <p>Employees will feel that their managers are vested in their success.</p> <p>Less turnover in departments.</p> <p>Greater work output.</p> <p>Establish stronger internal controls.</p> |

GOVERNMENT EFFECTIVENESS & ACCOUNTABILITY

| GOVERNMENT EFFECTIVENESS & ACCOUNTABILITY (continued) | | | | | | |
|---|---|--|---|---|--|--|
| OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) | |
| ID | <ul style="list-style-type: none"> - Department of Human Resources - Business Administrator / Mayor's Office - Rutgers University School of Public Affairs - (Possibly) NJLIM - (Possibly) Atlantic Cape Community College | <p>Q1 & Q2</p> <ul style="list-style-type: none"> - Identify programming and service providers to conduct training in the areas of ethics (completed), customer service, wellness education and training for all elected officials and employees. | <p>Q3 & Q4</p> <ul style="list-style-type: none"> - Develop and deliver customer service training. - Financial literacy training. - Wellness education. - Training for all elected officials. | <ul style="list-style-type: none"> - A greater sense of investment from employees by their management. - Increased performance by employees. - Increase in employee and employer morale. - Employees will become invested in the improvement of the delivery of municipal services. | <ul style="list-style-type: none"> - Improvement in customer service survey scores. - Increase in employee morale. - Decrease in employee turnover. - Greater sense of pride in service delivery by employees. | |
| IE | <ul style="list-style-type: none"> - Department of Human Resources - Business Administrator/ Mayor's Office - Rutgers University School of Public Affairs - ACIPO - Directors of all Municipal Departments | <p>Q2&3</p> <ul style="list-style-type: none"> - Create a regularly scheduled municipal meeting schedule with Directors, Managers and their staff. - Create a mechanism where employees can provide feedback anonymously (email / drop box) | <p>Q4</p> <ul style="list-style-type: none"> - Meeting with Directors, Managers and employees and union leadership (collective bargaining representatives) to be scheduled. - Decide which mechanism works best for employees to provide anonymous feedback. | <ul style="list-style-type: none"> - A greater sense of community within City Hall. - Greater lines of communication between workforce and management is established and reinforced. - Clarification on employment expectations. | <ul style="list-style-type: none"> - All employees feel that their voice is being heard by management. - Employees play an active role in improving the delivery of services to the municipality. | |
| IF | <ul style="list-style-type: none"> - Department of Human Resources - Rutgers University School of Public Affairs & Administration - Business Administrator / Mayor's Office - DCA - (Possibly) Stockton University | <p>Q1 & Q2</p> <ul style="list-style-type: none"> - Mandatory Ethics training for all municipal employees. | <p>Q4</p> <ul style="list-style-type: none"> - Establish an ethics hotline or drop box. - Determine enforcement mechanism. | <ul style="list-style-type: none"> - A reduction in unethical behavior from all municipal employees. - Greater confidence in municipal government from residents. | <ul style="list-style-type: none"> - Greater knowledge on what a municipal employee can and can't do. - Decrease in reports of unethical behavior. - Decrease in employee write ups. | |
| IG | <ul style="list-style-type: none"> - DCA - Business Administrator/ Mayor's Office - CFO | <p>Q1 & Q2</p> <ul style="list-style-type: none"> - Enhance Controls Over Expenditures and Exercise Strict Stewardship of City Assets. | <p>Q3 & Q4</p> <ul style="list-style-type: none"> - BA to provide quarterly reports to leadership on areas that has demonstrated savings. - BA & CFO to provide areas that need re-evaluation. - BA to report to leadership any cost savings measures adopted and total amounts saved yearly. | <ul style="list-style-type: none"> - Increase in resident confidence of municipal government. - Increase in general perception of municipal government. | <ul style="list-style-type: none"> - Proven savings for the municipality. - Greater confidence in management of municipality. - Continued success in balancing annual budget and reduction of property taxes. | |

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|-----------------------------------|--|--|---|---|---|--|
| IH | Atlantic City needs to ensure that its technological infrastructure is up to speed to meet the needs of the municipality and its workforce. | -DCA -ACIPO -Business Administrator/ Mayor's Office | Q2 & Q3 -Leadership to identify the areas in need of update. -Review technological programs such as CitiState or GovPilot | Q4 -RFP for technological companies that qualify. -Develop a schedule of technological updates going forward. -Schedule appropriate training for staff who receive upgrades. | -Greater efficiency specific to municipal internal controls. -Faster delivery of services provided to residents. -Greater transparency between municipal departments. -Faster sharing of data to departments and public. -Greater confidence in government by residents and government community. | -Faster data production. -Faster delivery of services. -Greater communication between departments. |
| II | Consistent communication between the municipality and its residents must be a staple of how it operates. | -Business Administrator/ Mayor's Office -DCA -ACIPO | Q1 & Q2 -Identify the report format and establish how communication reform measures will taken on a quarterly basis. -Creation of a plan to update city directories both in print, on city website and exteriors of City Hall entrances. | Q3 & Q4 -Identify the lead department of this report format and establish a date by years end. -Publish a preliminary directory of department contacts with office phone numbers and emails on city website. | -Demystification of government processes by increasing the awareness of services to community. -Increase in confidence in municipal government | -Proven track record of reporting positive change. -Residents feel they can maneuver through government offices with greater efficiency and less confusion. |
| PLANNING & DEVELOPMENT | | | | | | |
| IJ | The Planning Department is currently under transition which requires the hiring of several key personnel positions with a multidisciplinary skill set. | -Human Resources -Business Administrator/ Mayor's Office -DCA -Planning Director -ACIPO | Q1 & Q2 -Initiate the hiring process by publicizing job descriptions for Planning Director, Deputy Director and 7 additional support positions that require a multidisciplinary skill set through a robust hiring search. | Q3 & Q4 -Hire Planning Director (Completed 3/2019) -Hire Assistant Deputy Director -Hire 7 additional support positions | -a fully functioning planning division within municipal government that facilitates a better and more efficient process for redevelopment of the city. | -Complete hiring of all necessary staff for Planning Department within year 1. |
| IK | As a way to create a better interface between economic development entities (CRDA & Planning Dept.), the operations and logistics of these offices must be streamlined in a way to make them more efficient. | -CRDA -Planning & Development Department -Business Administrator/ Mayor's Office | Q1 & Q2 -Identify where the city can co-locate CRDA And City Planners. | Q3 & Q4 -Move in both groups and establish office standard operating procedures with a focus on making the development process more efficient. (Completed 3/2019) -CRDA & Planning Department working together in City Hall. | -Greater confidence in the redevelopment process and the city's ability to promote redevelopment projects -Greater turnover of licenses and permit requests. | -A co-located office that has a more efficient permit and licensing process for developers. |

GOVERNMENT EFFECTIVENESS & ACCOUNTABILITY (continued)

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|-----------------------|---|--|--|--|---|--|
| IL | The permitting and licensing process needs to be clear, concise and efficient in order to avoid any impediment in the development process. | - CRDA - Planning & Development Department - Business Administrator/ Mayor's Office | Q1 & Q2 - Identify challenging areas in the redevelopment process and address any inefficiencies by creating a plan on how to avoid them. - Streamlining processes. | Q3 & Q4 - Planning Director to provide a report to leadership regarding plan of action and the areas needing to be overhauled with a tentative timeframe of when that will occur. | - Greater confidence in the process and the city's ability to move redevelopment projects forward. - Greater turnover of licenses and permit requests. | - An efficient and clear permitting and licensing process. - Increased number of permits and licenses with no work backlog. |
| IM | Establish a Planning Advisory Board to create a forum for key stakeholders to communicate and coordinate ongoing efforts to promote redevelopment in Atlantic City. | - Planning & Development Department - Business Administrator/ Mayor's Office | Q1 & Q2 - Identify members for the board and request for them to attend the initial foundational meeting. - Adopt legislation creating the board. | Q3 & Q4 - Set a yearly schedule of meeting dates that would require minutes to be recorded and distributed. - Identify areas that need reform and propose new ideas. - Hold the first meeting in Q4. | - Better cohesion and collaborative participation amongst the economic development community. | - Fully created planning advisory board. - Inclusion of recommendations by the Board into the Master Plan. |
| TAX ASSESSMENT | | | | | | |
| IN | Accurate and precise tax assessment is a critical function of municipal government. Atlantic City must ensure that this function is properly calibrated and that the department is fully supported to ensure that the maximum tax revenue is collected. | - Business Administrator/ Mayor's Office - DCA - CFO - Tax Assessor | Q2 & Q3 - DCA to perform overall assessment of the standard operating procedures, processes and effectiveness of tax assessment in the city. | Q4 - DCA to report to the Lt. Governor, City of Atlantic City governing body and ACIPO its findings and recommendations for improving tax assessment in the city. | - Accurate tax assessments will provide the City of Atlantic City the maximum revenue generation it needs to maintain a stable property tax base. - This feature will also mitigate the influx of tax appeals which could lead to significant budget shortfalls. | - A Tax Assessor Office that is prepared to effectively handle the influx of regional issues around property tax. |
| IO | Atlantic City needs to identify new resources and strategies on tax assessment that would maximize property rates. | - Business Administrator/ Mayor's Office - DCA - CFO - Tax Assessor | Q3 & Q4 - Identify New Resources and Strategies on Tax assessment that would maximize rates. | Q4 - Tax Assessor to collaborate with BA and Atlantic County to explore options for innovation. - Possible consideration of Gloucester County or Monmouth County Assessment models. | - The more fine tuned Atlantic City's tax assessment process is, the greater the capture of property tax dollars. | - Accurate assessment of property in Atlantic City. - Decrease in property tax appeals. |

GOVERNMENT EFFECTIVENESS & ACCOUNTABILITY (continued)

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|----|---|---|--|--|---|--|
| 2A | Atlantic City is in need of a vision that is delineated in a masterplan that will be robust in nature which will promote a city that is seeking to expand its scope for diverse industries. | - Planning & Development Department - CRDA - Business Administrator/ Mayor's Office - ACIPO | Q1 & Q2 - Develop A Master Plan to be completed by the 2nd Quarter of 2019. This plan will have a focus on decreasing blight and will include city assets. | Q3 & Q4 - Planning Director will work with her staff to unveil Master Plan to key stakeholders and residents. - Media roll out of Master Plan along with posting and advertisement of Master Plan on all media outlets. | - By providing a vision of Atlantic City, the city can build on its strengths and begin to reduce blight and tackle foreclosures. - Greater confidence in the future of Atlantic City. | - A fully completed Master Plan. - A clear vision for Atlantic City established and an accounting for how development should happen throughout the municipality going forward. - CRDA & the City to take inventory of vacant and abandoned homes with the option of CRDA Funding possible rehabilitation of homes. |
| 2B | Atlantic City leads the state in foreclosure. We need to create more programming around services to help residents maneuver through the foreclosure process. | - Planning & Development Department - Housing Policy Experts - HMEFA - ACIPO | Q3 & Q4 - Promotion of new joint Foreclosure Relief and Counseling Programs at HMEFA As Well As the Courts. - Foreclosure Town Hall | Q4 - Establish date for Foreclosure Town Hall. - Distribution of one pager of foreclosure services in the state. | - More information dissemination will reduce or abate issues surrounding foreclosure. - The municipality plays an active role in reducing foreclosures. | - Promotion of foreclosure mediation and counseling programs from the state and federal programs to the residents of Atlantic City. |
| 2C | Atlantic City needs to rebuild its population. | - Planning & Development Department - Business Administrator - ACIPO | Q3 & Q4 - Conduct Focus Groups with Potential New Residents. | Year 2 - Scheduled focus group date. | - Greater understanding of what it would take to recruit new residents. - Increase homeownership in Atlantic City. | - Data collection and breakdown from focus groups. |
| 2D | Thriving communities are those that have ample food options and other innovative and strategic projects. | - CRDA - Planning & Development Department - Business Administrator/ Mayor's Office - ACIPO | Q2 & Q3 - Develop a plan to include catalytic strategic projects, Including: 1.) Food Market, and 2.) Amenity Bank. | Q4 - RFP and development deal for new supermarket. - Identify a prospective amenity bank project. | - Greater options for residents resulting in an increase in the quality of life for the community. - Better recruitment of new residents. | - Supermarket owner identified and in process of development. |
| 2E | Atlantic City needs to create new programming for 1st time homeownership opportunities. | - Planning & Development Department - HMEFA - ACIPO | Q1 & Q2 - Create an initiative that would facilitate casino owners and HMEFA to establish down payment assistance program for 1st time homeowners in AC. | Q3 & Q4 - Director of HMEFA to present to the casino owners program specifics and begin a campaign to promote the new program. | - Increase in homeownership in Atlantic City. - Better collaboration with casinos and government agencies. - Greater satisfaction of AC residents feeling that their needs are being met. | - Establishment of a new 1st time homeownership incentive program that will be a collaboration between HMEFA, the City of Atlantic City and casino ownership. |

LAND USE DEVELOPMENT

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities in Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|-----------|---|---|---|---|--|---|
| 2F | Atlantic City leads the state in underwater mortgages. We need to create more pre-foreclosure programming around services to re-finance and help residents avoid foreclosure. | -HMEA -ACIPO -Planning & Development Department -Housing Policy Experts | Q3 & Q4 -Promotion of new joint Foreclosure Relief and Counseling Programs at HMFA As Well As the Courts. -Provide systematic counseling programming. | Q4 -Establish date for Foreclosure Town Hall. -Distribution of one pager of foreclosure services in the state. | -More information dissemination will reduce or abate issues surrounding foreclosure. -The municipality plays an active role in reducing foreclosures. | -A reduction in Atlantic City foreclosures. |
| 2G | Rebuild Neighborhoods and build a great sense of place for all generations. | -Planning & Development Department -ACIPO -Community Associations | Q2 - Q4 -Identify areas of inclusion of options for Millennials & Baby Boomers in housing stock development options. | Q4 -Poll Community Associations as well as youth organizations on what features of their neighborhoods they would like to enhance or would like to promote. -Possible community asset mapping project. | -Neighborhoods will feel a sense of pride and unity. | -New housing ideas proposed to target Millennials & Baby Boomers. |
| 3A | In order to improve the economic development for both municipality and region, Atlantic City needs to deepen coordination efforts with the Atlantic County Economic Alliance. | -Business Administrator/ Mayor's Office -Planning Director -DCA -ACIPO -Atlantic County Economic Alliance -EDA | Q2 - Q4 -Establish and schedule of reoccurring meetings between key stakeholders. -Create a plan for areas of coordination. -Address any outstanding issues that may impede progress forward. | Q4 -1st meeting with all key stakeholders to take place by years end. -A plan of action must be developed stating current and future projects where the municipality and county can coordinate. | -Greater collaboration between key economic bodies that oversees economic development in the region and locally. | -Established meetings with the Atlantic County Economic Alliance and key stakeholders. |
| 3B | Atlantic City must expand its focus to include opportunities for Millennials and Young Entrepreneurs. | -Business Administrator/ Mayor's Office -EDA -Atlantic Council Economic Alliance -ACBOE -ACIPO -Planning & Development Department | Q2 - Q4 -Convene a group of stakeholders to identify areas of inclusion. -Create a plan for areas of coordination. -Address any outstanding issues that may impede progress forward. | Year 2 -Incorporate findings to Master Plan. -Ensure that findings and opportunities are advertised in the main venues of media. | -The inclusion of Millennials and Young Entrepreneurs will lead to greater numbers of entrepreneurs in Atlantic City as a whole. | -An increase of entrepreneurs in the City as well as the region. |
| 3C | Atlantic City must develop a shared economic vision that will increase growth factors and create pathways for new opportunities. | -Business Administrator/ Mayor's Office -EDA -Atlantic Council Economic Alliance -ACBOE -ACIPO -Planning & Development Department | Q3 - Q4 -Identify areas of inclusion and develop strategies to enhance access to AC. -Focus on the support structure and overall health/growth of small businesses in Atlantic City. -Could combine/ collaborate with above mentioned groups. -Possible UEZ designation for areas outside of the tourism district. | Year 2 -Incorporate findings to Master Plan. -Ensure that findings and opportunities are advertised in the main venues of media. | -Greater economic development opportunities for both The municipality and region. | -The creation of a well rounded and inclusionary foundational framework to economic success for Atlantic City and region. -Creation of new programming for small businesses. -UEZ designation for areas outside of tourism designation. |

ECONOMIC DEVELOPMENT

LAND USE DEVELOPMENT (continued)

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities in Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|----|---|--|--|--|---|---|
| 4A | Atlantic City and the region has faced significant job loss over the last several years. Atlantic City needs an entity whose sole focus is to drive the coordination and creation of employment opportunities for the municipality. | <ul style="list-style-type: none"> -ACIPO -Stockton University -ACCC -Atlantic County Economic Alliance -Workforce Investment Board for Atlantic County -South Jersey Industries -Casino Association | <p>Q1 - Q3</p> <ul style="list-style-type: none"> -Find an institutional home for the Employment Council. -Conduct preliminary conversations with possible collaborators and locations to discuss support systems. -Possible formation of a stand alone 501(C)(3) Non-Profit for The Employment Council. -Identify funding opportunities. | <p>Q4</p> <ul style="list-style-type: none"> -Once the agreement on hosting entity, the Council must convene its first organizational meeting by years end. -The Council will be charged with creating a road map for promoting job growth. -The Council will also have to create a report that will outline the necessary steps needed for success. | <ul style="list-style-type: none"> -Atlantic City and the region will begin to rebuild its workforce by targeting other industries which should be promoted. | <ul style="list-style-type: none"> -Established home for the Employment Council at Stockton University (tentative). -Atlantic City starts to see it employment rate increase. -Workforce Investment Board for Atlantic County creates special workforce program for Atlantic City. |
| 4B | Support efforts to Develop A Collaboration Between AtlantiCare, Stockton and Atlantic Cape Community College on a broad range of jobs an job training, particularly in health care, technology, and vocational areas. | <ul style="list-style-type: none"> -AtlantiCare -Stockton University -Atlantic Community College -DOL -ACIPO | <ul style="list-style-type: none"> -Use 501C3 to ensure training programs are connected to those with greatest need. | <ul style="list-style-type: none"> -Provide cradle to career opportunities for Atlantic City residents. | <ul style="list-style-type: none"> -Establishing a cradle to career pipeline for city of Atlantic City. | <ul style="list-style-type: none"> - Creation of job training program |
| 4C | Atlantic City must proactively set ambitious goals to increase employment rates and training programs for its residents . | <ul style="list-style-type: none"> -Business Administrator/ Mayor's Office -Greater Atlantic City Chamber of Commerce -Atlantic County Workforce Development Board -Stockton University -CRDA -ACIPO -DOL | <p>Q3 - Q4</p> <ul style="list-style-type: none"> -Full assessment of current employment needs. -Develop a plan to address these needs by targeting specific industries and develop workforce through training programs. -Create apprenticeship programs within targeted industries. | <p>Year 2</p> <ul style="list-style-type: none"> -Job Training Forum/Fair in Q1 of Yr. 2. (Perhaps offering this feature bi-annually) -Asking all key industries to participate in the Forum and providing the ability to interview on the spot for employment opportunities. -Promotion of apprenticeships at Forum. | <ul style="list-style-type: none"> -An increase in job placement and job training for Atlantic City residents. | <ul style="list-style-type: none"> - Decrease in unemployment numbers in Atlantic City. - Greater awareness of job opportunities both locally and regionally. - Greater training for those who need further development in their respective field. |
| 4D | Atlantic City must target challenged and disenfranchised populations to build new support systems and programs around their needs. | <ul style="list-style-type: none"> -DOL -ACPD -ACIPO -CRDA -Unions (Local 54) -Stockton University | <p>Q3 - Q4</p> <ul style="list-style-type: none"> -Assess and establish career pathways, beginning in High School. -Assess current collaborations with institutions of higher education to address expungements and discharge planning. - Establish an ongoing database for apprenticeships and internships available to those returning from prison. -Codify as appropriate and increase efforts to find employment. | <p>Year 2</p> <ul style="list-style-type: none"> -Expungement Forum in Q2 of Year 2. (Perhaps offering this feature bi-annually) -Providing information helping the formerly incarcerated with obtaining critical personal documents such as driver's license and or social security or welfare benefits. | <ul style="list-style-type: none"> -An increase in job placement and job training for the prison re-entry population -Demystifying the process for access to appropriate documentation. | <ul style="list-style-type: none"> -The creation of an apprenticeship program in Atlantic City for the re-entry population. - Greater placement of individuals in training or employment opportunities for re-entry population. |
| 4E | Support continued efforts to train new workers for casino jobs. | <ul style="list-style-type: none"> -Local 54 -Casino Ownership -DOL | <ul style="list-style-type: none"> -Build upon new framework for training. | <p>Q2 - Q4</p> <ul style="list-style-type: none"> -Continued training program developed by local 54. | <ul style="list-style-type: none"> -Providing opportunities for long term unemployed Atlantic City residents. | <ul style="list-style-type: none"> -Increase the number of Atlantic City residents that are employed and retained. |

WORKFORCE DEVELOPMENT

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Affected) | GOAL (What Success Looks Like) |
|-----------|--|--|--|--|--|--|
| 5A | Atlantic City must task all key stakeholders in the region to tackle all outstanding health issues in Atlantic City. | Department of Health Newly created AC Health Sub-Committee AtlantiCare ACIPO Stockton University | Q1 -Creation of cross-jurisdictional teams tasked with addressing top public health challenges. -Creation of a subfield of specialization led by Stockton University in addition awareness and remediation. | Q2 - Q4 -Conduct a needs assessment that will be distributed to the leadership of Atlantic City, DCA and DOH. -Results will be posted on DOH website. -Evaluate and build upon needs assessments conducted by AtlantiCare. | -Greater knowledge on the variables that have contributed to Atlantic City's ongoing health issues. -Greater understanding of opportunities for intervention to sustain efforts and deployed resources. | -A fully established Health Sub-Committee with key anchor institutions taking the lead on specified areas. -Executed Needs Assessment Report outlining key contributors to critical public health areas. |
| 5B | Atlantic City's Health Department has seen a significant reduction of employees. | - Department of Health - Business Administrator/ Mayor's Office - AtlantiCare - ACIPO - Atlantic County | Q2- Q3 - Marshal existing resources and identify possible expansion of Health Department staff. - Expand capacity of employees. | Q4 - Year 2 - Hiring of new employee to Health Department. | - Greater capacity in the Department of Health. | - Hiring of new employee in the Department of Health |
| 5C | Atlantic City has the highest infant mortality, obesity and dependency rates in the State. | - Health Sub-Committee - DOH - Stockton Solutions Center - AtlantiCare - ACIPO | Q3 - Q4 - Conduct community survey along with key stakeholders - A possible environmental assessment to investigate environmental factors. - Review of current efforts by key stakeholders and build upon their findings. | Q4 - Year 2 - Report on key factors to the public. | - Once key risk areas are identified, Atlantic City can start to take steps to implement preventative measures. | - Identify key contributors of AC's high Infant mortality, obesity and dependency issues. |
| 5D | Atlantic City needs expansion of health services to the community. | - Health Sub-Committee - DOH - Business Administrator/ Mayor's Office - CRDA - AtlantiCare - DCA/ACIPO | Q3 - Q4 - Work with AtlantiCare On Expansion Proposal. | Q4 - Year 2 - Once proposal is complete, determine if other stakeholders need to be included in to the process and determine what next steps will be. | - A more coordinated effort to pool Atlantic City's health services to better coordinate delivery of services. | - New location for Sister Jean's - New location for needle exchange - New location for social and health services campus. |
| 6A | Atlantic City's community needs to feel that they are part of the solutions to address violence, drug dependency and quality of life issues. | AC Police Department Community Civic Associations ACIPO Business Administrator/ Mayor's Office | Q1 & Q2 - Establish a Citizen's Advisory Board to meet regularly. - Elect leadership positions - Decide which areas the Citizen's Advisory Board will address. - Determine if an Interagency Public Safety Council should be created. | (Citizen's Advisory Board was created in Q1.) Q3 - Q4 - Work with Chief White and AC Police Leadership to identify areas the Citizen's Advisory Board will address. - Pool resources to create new community programs. - Review program alternatives used in other jurisdictions. | - Greater building of trust amongst community leadership and police department. - Working collaboratively to create new community programming to promote unity. | - A fully established - Community Action Board - Creation and promotion of new programs focused on intervention and alternatives to incarceration. - A fully established Interagency Public Safety Council. - More coordination of client/ patient referrals between agencies. |

PUBLIC HEALTH

PUBLIC SAFETY

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities in Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|-----------|---|--|--|---|---|---|
| 6B | Atlantic City faces many challenges in addressing the variety of public safety issues. It must have the appropriate level of staffing on the ground and administratively. | <ul style="list-style-type: none"> - AC Police Department - Business Administrator/ Mayor's Office - DCA - ACIPO | <p>Q1 - Q3</p> <ul style="list-style-type: none"> - Full assessment of ACPD workforce capacity. - Proposal development for areas that require more attention. | <p>Q4</p> <ul style="list-style-type: none"> - Determine what resources will be necessary specific to funding. - Determine what is feasible in house and also through other funding sources. | <ul style="list-style-type: none"> - Greater capacity in the AC Police Department. | <ul style="list-style-type: none"> - An increase in community policing measures through the hiring of a new staff member(s) and NCO's. |
| 6C | Ongoing capacity building and professional development is necessary for the Atlantic City Police Department. | <ul style="list-style-type: none"> - AC Police Department - Business Administrator/ Mayor's Office - DCA - ACIPO - CRDA | <p>Q1 - Q3</p> <ul style="list-style-type: none"> - Create enhanced training aimed at building community trust by targeting the following areas: <ul style="list-style-type: none"> - Implicit Bias Training - De-escalation | <p>Q4</p> <ul style="list-style-type: none"> - Leadership will be charged with setting a training schedule for workforce. | <ul style="list-style-type: none"> - Greater capacity in the AC Police Department. | <ul style="list-style-type: none"> - Successful training of police force on issues such as implicit bias and de-escalation in year one. |
| 6D | Clear and concise standards are necessary to ensure consistency in how ACPD operates. | <ul style="list-style-type: none"> - AC Police Department - Business Administrator/ Mayor's Office - DCA / AG - ACIPO | <p>Q1 - Q3</p> <ul style="list-style-type: none"> - Creation and codification of standardized Internal Affairs investigations and penalties procedures. | <p>Q4</p> <ul style="list-style-type: none"> - Publication to the public. The outcomes of particular internal affairs investigations will remain subject to existing rules on confidentiality. | <ul style="list-style-type: none"> - Greater transparency and clarification around procedures. | <ul style="list-style-type: none"> - Creation of a standard operating procedures which would memorize procedures for Internal Affairs investigations and penalties. The outcomes of particular internal affairs investigations will remain subject to existing rules on confidentiality. |
| 6E | Early intervention is key to curbing incarceration. Atlantic City must create new programming for the community that offers alternative strategies to avoiding the decision making that leads to incarceration. | <ul style="list-style-type: none"> - AC Police Department - Business Administrator/ Mayor's Office - DCA/AG - ACIPO - Stockton University - Recovery Court | <p>Q1 - Q3</p> <ul style="list-style-type: none"> - Develop and identify early intervention programs and alternatives to Incarceration. | <p>Q4</p> <ul style="list-style-type: none"> - Publication to the public. | <ul style="list-style-type: none"> - Greater transparency and general feeling that ACPD is taking a vested position in reducing incarceration. | <ul style="list-style-type: none"> - Implementation of new programs. |
| 6F | Capacity and tools are necessary to sustain a robust public safety approach. ACFD must obtain and have access to the appropriate equipment and apparatuses for public safety. | <ul style="list-style-type: none"> - AC Police Department - Business Administrator/ Mayor's Office - DCA/AG - CRDA - ACIPO | <p>Q1-Q3</p> <ul style="list-style-type: none"> - Determine the plausibility of upgrades. To equipment subject to the availability of funding. - Budgets should provide for maintaining and replacing equipment and apparatuses that enable public safety workforce to do their jobs effectively. | <p>Q4</p> <ul style="list-style-type: none"> - Recommendations and identified funding sources for year 2 budget to be reported to Business Administrator / Mayor's Office. | <ul style="list-style-type: none"> - Greater capacity within the ACPD. | <ul style="list-style-type: none"> - Better tools for public safety workforce. |

PUBLIC SAFETY (continued)

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|----|---|--|---|--|---|--|
| 7A | Atlantic City's youth needs to feel vested in its neighborhoods and feel as if they are an active participant on the development of their communities. | <ul style="list-style-type: none"> -APICO -Stockton University -AC Board of Education -Civic Community Associations -Youth Advisory Board | <p>Q1 - Q3</p> <ul style="list-style-type: none"> - Creation of a Youth Advisory Board - Conduct a needs assessment using developmental assets profile. | <p>Q3 - Q4</p> <ul style="list-style-type: none"> - Commence first meeting of Youth Advisory Board - Start data collection of youth feedback. - Target community asset mapping for year 2. | <ul style="list-style-type: none"> - Youth of Atlantic City start actively participating in their communities. | <ul style="list-style-type: none"> - Creation of Community Mapping tool |
| 7B | Summer and afterschool programs are critical to curbing youth from engaging at risk behavior. Atlantic City must target innovative and new afterschool and summer programming for youth. | <ul style="list-style-type: none"> -AC School District -Business Administrator/ Mayor's Office -CRDA/DOE/DCA -Atlantic County Workforce Investment Board -ACIPO -Recreation Department -Stockton University | <p>Q1 - Q3</p> <ul style="list-style-type: none"> -Set goals for providing high quality after school and summer programs for all of Atlantic City's youth. -Poll all AC social service agencies to see if there are any areas for funding and collaboration. -Target summer programs to begin by June 2019. -Identify State Grant Programs to Support Atlantic City Youth. | <p>Q4 - Year 2</p> <ul style="list-style-type: none"> - Create a comprehensive plan for after school programs and cultural enrichment programs by end of August with a focus on youth. - This report will include funding opportunities as well as building space available. - Create a working database (Excel) of all funding opportunities available. | <ul style="list-style-type: none"> - Atlantic City's youth see that their needs are being heard and addressed. | <ul style="list-style-type: none"> - Establishment of after school programs. - CRDA to fund several after school and summer programs. - Make underutilized building space available to support training and recreational opportunities. - A working database (Excel) of all funding opportunities available online via city website. |
| 7C | Atlantic City needs to prepare its youth for the future workforce. Through programming such as apprenticeships and internships, Atlantic City will better position its youth for their futures. | <ul style="list-style-type: none"> -DOL -ACIPO -Atlantic County Workforce Investment Board -DOL -CRDA -EDA | <p>Q1-Q3</p> <ul style="list-style-type: none"> -Build a foundation for future success through internship programs including programs for ACHS Students currently enrolled in Its STEM Initiative and the Apprentices Program At FAA. | <p>Q4 - Year 2</p> <ul style="list-style-type: none"> -Target youth groups to promote identified programs. -Robust media outreach promoting programming. | <ul style="list-style-type: none"> - Placement of youth in programming to develop skills will lead to better career placement. | <ul style="list-style-type: none"> - DOL to fund STEM initiative for apprenticeship program. - CRDA & City of Atlantic City promote a comprehensive plan to promote its youth. |
| 8A | Communication between the City and its residents is critical to promote ongoing efforts to promote community programming. | <ul style="list-style-type: none"> -ACIPO -Business Administrator/ Mayor's Office -Stockton University -Key industry stakeholders | <p>Q1 - Q3</p> <ul style="list-style-type: none"> -Build a city-wide calendar promoting all civic events in government, community affairs and the arts. | <p>Q4</p> <ul style="list-style-type: none"> - Calendar will be publicized on the City website along with CRDA. | <ul style="list-style-type: none"> - Greater transparency and communication between Atlantic City and its residents along with the region/state. | <ul style="list-style-type: none"> - Launch of citywide calendar |
| 8B | Building a sense of place for youth, casino employee workforce and civic groups. | <ul style="list-style-type: none"> -Planning Director -Business Administrator/ Mayor's Office -AC Arts Foundation -Casino Association -Casino Owners | <p>Q1 - Q3</p> <ul style="list-style-type: none"> -Review all scheduled events to ensure they are inclusionary to all groups. | <p>Ongoing</p> <ul style="list-style-type: none"> -Ensuring all events are reviewed to address needs of all stakeholders. | <ul style="list-style-type: none"> - Greater inclusion of all community needs. | <ul style="list-style-type: none"> - Active participation of Civic Association and he Youth Advisory Council in the Executive Council. - Creation of communication vehicle to advise casino employees of events (maybe a bulletin) via email blast |

YOUTH DEVELOPMENT

CIVIC & CULTURAL DEVELOPMENT

| | OBJECTIVE (What We Are Trying To Solve) | LEADING AGENCY (Entities In Charge Of Objective) | STRATEGY (How Will We Do It?) | IMPLEMENTATION (Actions Needed) | IMPACT (Areas Effected) | GOAL (What Success Looks Like) |
|-----------|--|--|---|--|---|--|
| 8C | Atlantic City is well known for its events. The Atlantic City community deserves the reinstatement of Community Festival Events as a means to promote unity and pride in their city. | <ul style="list-style-type: none"> - CRDA - Civic Neighborhood Associations - AC Arts Foundation - ACIPO - Business Administrator/ Mayor's Office - Special Events | Q1 - Q3 - Create a programming strategy for the reinstatement of the following: <ul style="list-style-type: none"> - Gardner's Basin Concerts - AC Cultural Festival - Food Festival - Youth Unity Festival | Q4 - Year 2 - Programming plan development to include a feasible timeframe. | - Greater pride and unity seen in the community. | - Greater community programming events scheduled in a consistent manner with identified funding options. |
| 9A | Atlantic City needs to develop financing mechanisms for land use, neighborhood revitalization and re-development. This can be achieved by employing and re-tooling existing or new financial mechanisms. | <ul style="list-style-type: none"> - Planning Department - CRDA - Business Administrator/ Mayor's Office - ACIPO - EDA | Q1 - Q3 - Create and inventory of state and federal grant programs and develop promotion for NGOs and Philanthropy organizations. | Q4 - Year 2 - Develop target and launch fund development following completion of Master Plan and neighborhood plans. | - Facilitation of resources for ongoing community organization activities and land development. | - Create quarterly reports of the Executive Council (Project Team) - Produce a semi-annual report of the Executive Council on Atlantic City initiatives (Lieutenant Governor's office). |

CIVIC & CULTURAL DEVELOPMENT (continued)

PUBLIC FINANCE