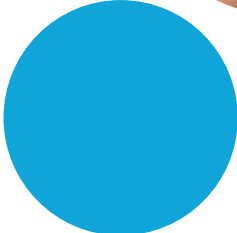
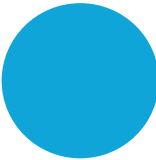




# LIVINGSTON COUNTY STRATEGIC PLAN 2022 - 2026





# LIVINGSTON COUNTY BOARD OF COMMISSIONERS' VISION TOUR - 2026



## A Happy and Engaged Workforce

Frank but friendly and knowledgeable Commissioners  
Commissioners that are innovative in supporting basic functions for elected officials and Department Directors  
Whatever we do – we do it WELL!  
Succession plans in place



## Continued Financial Health

AAA bond rating  
Healthy Reserves  
Legacy funding  
Revenue sources balanced with the wants and needs of citizens

Reduce liabilities (80% liability funded)  
Balanced budget



## Policy Committee



## Healthy Community

Health Department  
Emergency Management  
Public Safety  
Address the needs of an aging population



## Smart Development as the County Grows

No unsafe dams or sewers  
Protect more farmland



## Infrastructure Master Plan (Remote Courts)

Consolidation of courts  
Security of all buildings



## Remain "Human" in a World of Technology

County-wide broadband with community partnerships  
Technology modernization of systems – including harmonizing legacy system  
Technology education for staff  
Expand services balanced with education and communication



## Proud Use of American Rescue Plan Act Funds (ARPA)



## STRATEGIC AREA: **INFRASTRUCTURE**



### **GOAL 1** Ensure Safe Services

- No unsafe drains, sewers, public or private water or roads
- Flood prevention and mitigation
- System redundancy for water, fiber, etc.
- Systems master plan
- Collaboration with municipal systems



### **GOAL 2** County Security Needs And Consolidation

- Secure and safe facilities and practices
- Conduct a needs assessment for consolidation of the Courts, Sheriff's Office, and Prosecutor's Office



### **GOAL 3** Public Transportation

- More developed, appropriate, integrated public transportation



### **GOAL 4** Technology

- Technology upgrades
- County-wide broadband loop for rural access

**2022**

### **One Year Tasks**

- Judicial assessment (secure and consolidated)
- Buildings site assessment
- Asset appraisals (Brighton Court, open property)
- Collaborative assessment (Post Office)
- Appoint a committee to study broadband, inventory, and set priorities
- Redesign County website
- Technology system inventory and assessment - interface, legacy, deficiencies, etc. (hardware & software)
- Public Relations campaign
- Establish funding proposal



## STRATEGIC AREA: **HEALTHY FINANCES**



### **GOAL 1** Reduce Costs and Explore Funding Sources

- Reduce legacy costs and debt
- Find alternative funding sources
- Introduce and support cutting edge practices



### **GOAL 2** Collaboration

- Support the mission of Elected Department Heads
- Collaborate with other governments

**2022**

### **One Year Tasks**

- Determine how to utilize \$37 million ARPA funding
- Departments to research new revenue streams
- Explore contract services that are being provided to other governments
- Explore adding a position of "County Grant Writer/Coordinator"
- Determine the "measurement" of legacy liability progress
- Explore innovative ways to fund legacy costs
- Review the current "charges for services" and keep current
- Explore the use of Consumer Price Index (CPI) adjustments in contracts and agreement



## STRATEGIC AREA: **A HEALTHY COUNTY** (Community & Staff)



### **GOAL 1** Healthy Workforce

- A happy and engaged workforce
- Strong Board and staff relationships - frank, knowledgeable, and friendly



### **GOAL 2** Healthy Community

- Strong vital services – EMS, Sheriff, etc.
- Address the needs of an aging community
- Support for smart economic development for the rural community
- Public education – new IT Communications and Interactions
- Support and enhance the County Parks

**2022**

### **One Year Tasks**

- County Open House for all departments
- Continue employee survey and department specific training
- Open conversation with the board – “open hours”
- Conduct an employee wage and benefits survey
- Revisit and resume the work for the aging community from the 2020 strategic plan
- Continue the partnership with SPARK and EDC



## STRATEGIC PLAN: **ACKNOWLEDGMENTS**

**Thank you** to the following individuals for their hard work and commitment to Livingston County's 2022 - 2026 Strategic Plan

### **County Commissioners**

Wes Nakagiri - Chairman

Carol Griffith - Vice Chairwoman

Martin Smith

Carol Sue Reader

Doug Helzerman

Jay Drick

Mitchell Zajac

Jay Gross

Brenda Plank

Treasurer: Jenny Nash

Prosecutor: David Reader

Sheriff: Mike Murphy

County Clerk: Elizabeth Hundley

Register of Deeds: Brandon Denby

Drain Commissioner: Brian Jonckheere

County Administrator: Nathan Burd

Chief Financial Officer and Deputy  
County Administrator: Cindy Catanach

EMS Director: David Feldpausch

EMS Deputy Director: Amy Chapman

Emergency Management Director:  
Therese Cremona

Animal Shelter: Christy Peterson

911 Director: Chad Chewing

Chief Information Officer (IT): Kris Tobbe

Equalization Director: Sue Bostwick

Health Officer: Dianne McCormick

Deputy Health Officer: Matt Bolang

Public Defender: Karen Groenhout

LETS (Transportation) Director: Greg  
Kellogg

Building Official: Rick Swanson (in place  
of Jim Rowell)

Veterans Services Director: Mary Durst

Facility Services Director: Chris Folts

HR Director: Jennifer Palmbo

Planning Director: Kathleen Kline-Hudson

Principal Planner: Scott Barb

Airport Manager: Mark Johnson

Communications Manager: Allison Na-  
lepa

Court Administrators: Roberta Sacharski,  
Debby Shaw, Marisa Lutz

Friend of the Court Director: Melissa  
Scharrer

Facilitator: Dr. Lew Bender