



LIVINGSTON COUNTY
Board of Commissioners
STRATEGIC PLAN 2026 - 2030



STRATEGIC AREA:

A Model for Conservative Governance



GOAL 1

Superior Financial Performance

- Maintain AAA bond rating and Michigan's lowest county property tax rate. *(Annually)*
- Implement reserve policy appropriate for each fund. *(24 months)*
- Incorporate capital asset depreciation into our annual budget expenses to accurately reflect the ongoing value reduction of assets and ensure proper financial planning. *(12-24 months)*
- Perform a cost-benefit analysis on all high-cost annual purchased services to evaluate their value, efficiency, and research lower cost alternatives. *(Annually)*
- Review insurance coverages and make adjustments as necessary. *(12-24 months)*
- Reduce unfunded pension liabilities of non-general fund departments by fund balance utilization. *(Annually)*
- Reduce growth rate for internal services expenditures to at or below inflation where practical. *(Annually)*
- Prohibit the assumption of new, non-mandatory, and non-emergency financial obligations until existing obligations are fully met. *(Annually)*
- A budget balanced without gimmicks or reliance on fund balance. *(Annually)*



GOAL 2

Protection of God-Given Rights & Freedoms

- Continually review the comprehensive informed consent process for vaccine administration, ensuring clear notification and understanding for all recipients. *(Annually)*
- Adopt policies aimed at deterring the settlement of illegal aliens in our county and offer local support to U.S. Immigration and Customs Enforcement efforts. *(Ongoing)*
- Implement a strategy to protect against unconstitutional mandates imposed by the Michigan Department of Health and Human Services. *(24 months)*
- Strengthen the county's position as a leading CPL advocate in Michigan. *(Ongoing)*



GOAL 3

Effective & Efficient Delivery of Services

- Partner with department heads and elected officials to smooth overtime expenses to historical averages. *(Annually)*
- Multi-year budget plans to be adopted for departments experiencing a decrease in revenue growth. *(Annually)*
- Implement results of countywide fee for service analysis *(Annually)*
- Develop alternatives to high-cost service providers whose fee increases are greater than the rate of inflation. *(Annually/Ongoing)*
- Research the integration of private sector and neighborhood volunteer transportation providers into the existing transportation system to create a more comprehensive and accessible service to the community. *(24 months)*
- Preservation of property and assets by continuing to maintain safe facilities for the public and county employees. *(Annually)*
- Full implementation of capital asset tracking system. *(Annually)*



STRATEGIC AREA:

Preserve the County's Rural Character

- County Administration to provide updates to the Board of Commissioners with opportunities to preserve the county's rural character. (*Ongoing*)
- Evaluate the annual budget revenue forecast that excludes revenue growth derived from new construction. (*2027 and ongoing*)
- Investigate the negative public health affects derived from the high noise levels of solar farms. (*24 months*)



STRATEGIC AREA:

A Leader in Continuous Improvement

- Establish a countywide standardized dashboard that compares the services delivered against their associated costs and the Full-Time Equivalents (FTEs) required to deliver those services. (*Annually*)
- Develop a comprehensive plan to support departments in enhancing employee engagement through targeted initiatives, training, and opportunities for feedback and recognition. (*Annually*)
- Implement a suggestion award program to encourage and recognize employee contributions for innovative ideas and improvements within the organization. (*2026*)
- Establish a policy to periodically reassess and adjust headcount allocation between departments as needed to ensure optimal staffing levels and resource distribution. (*12-24 months*)



STRATEGIC AREA:

Superior Transparency & Communication

- Publish unfunded pension liability scorecard showing the portion owed due to required pension obligations and optional COLA obligations. (*Annually*)
- Review policies and procedures and update them as necessary to ensure relevance and effectiveness. (*Annually*)
- Evaluate a policy requiring the auditor to be reviewed every three to five years, with a minimum of two firms presented to the BOC following the receipt of proposals. (*2026*)
- Reduce reliance on biased media outlets for communicating county news by expanding the use of neutral, diverse, and direct communication channels. (*12-24 months*)



STRATEGIC AREA:

A Safe Place to Raise a Family

- Complete the current EMS rural base expansion initiative. (*2026*)
- Ensure the effective use of opioid settlement funds by establishing clear metrics for tracking outcomes and directing a portion of the funds toward initiatives that promote non-opioid treatment alternatives. (*Annually*)
- Develop a funding plan for the establishment of a new emergency services communication network. (*2026*)
- Construction of a new 911 Central Dispatch public safety communication towers system. (*24 months*)