



STRATEGIC PLAN



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A WORD FROM THE CHAIRMAN

Livingston County's 2021-2022 strategic plan focuses on the policies, objectives and goals of County Government, as initiated by the residents through their elected Supervisors and supported by a committed and able staff of 1,200 in the LivCo workforce. We are at a pivotal point in our County's history as this year we celebrate our 200th anniversary of our establishment in 1821. This, after a year marred by the deadly and calamity-inducing pandemic of Covid19. I am proud of our organization's steadfastness and commitment to service during the last year-plus of public health response efforts. The work has been remarkable and we were able to address community needs, in part, because of our planning

efforts, training exercises and general preparedness - all hallmarks of a proper strategic planning process.

As we embark on initiatives aimed at improving resident quality of life and providing innovative, best-in-class public services we recall our storied past and look forward to what lies ahead and how we can build back better and stronger in a post-Covid environment.

A strategic planning document is never all-encompassing but illustrative of the many both on-going, and forecasted, endeavors in development. This Strategic Plan represents a blended, tailored list of our County government focus areas over the next 18 months.

DAVID L. LEFEBER
CHAIRMAN

COUNTY ADMINISTRATOR'S MESSAGE

The County commenced an official strategic planning process in 2016. After trying different iterations, the process was amended in 2019 to include a specific Board of Supervisors Strategic Planning workshop held annually Q1 of the county's fiscal year. Subsequent to that, additional citizen commentary was received through outlets like public meetings and the ongoing Conversations with the County monthly town-hall series. Finally, Department Heads and County Administration make recommendations based on Board policy guidance to arrive at this Strategic Plan.

I am pleased to present this Strategic Plan for Board approval and public review. It represents the culmination of a comprehensive, collective group effort aimed at identifying challenges, laserizing in on solutions and making Livingston County a great place to live, work and play.



IAN M. COYLE

COUNTY ADMINISTRATOR



ECONOMIC PROSPERITY & GROWTH - GOAL 1

PRIORITIES & OBJECTIVES

- Support of the County's agricultural industry
- Spirited focus on job creation, work skills & economic development
- Targeted investments in infrastructure
- Continue Public/Private/Non-Profit Partnerships
- Enhance Main Street & downtown development
- Renew focus on tourism and visitors
- Promote community enhancement and revitalization
- Continued investment of County-led broadband deployment



SPECIFIC INITIATIVES

- Continue work on "Light Up Livingston" Broadband Initiative to get fiber and "gig level" speed available to every home, farm operation and business in the County
- Establish a broadband capital project in the county's capital improvement program
- Implement a tourism action plan with the County as Tourism Promotion Agency
- Implement the County Destination Marketing Assessment completed by Roger Brooks International
- Continue advocating for increased federal and state funding for road, bridge, water and sewer infrastructure
- Assist new or expanding development prospects, with aim of \$15,000,000+ of overall investment
- Cultivate new small business success stories
- Engage the Land Bank Corp. to assist with community clean-up projects
- Complete the Wayfinding Study and launch a sign and streetscape program
- Complete Invest in You funding program (CRI)
- Develop a Livingston County Prison Adaptive Reuse Proposal to NYS
- Reinvigorate the Public Market Project
- Support tourism related businesses through a "ReStart" mini grant program
- Conduct the Purchase of Development Rights Program in partnership with the Genesee Valley Conservancy

EFFICIENT, EFFECTIVE & ACCOUNTABLE GOVERNMENT - GOAL 2



PRIORITIES & OBJECTIVES

- Instill transparency, accountability and high ethical standards in all government operations
- Practice fiscal stewardship and best practices in budgeting & financial management
- Promote best-in-class customer and constituent service
- Improve processes & workflow efficiencies
- Enhance visitor, tourist, applicant & client experience
- Improve workplace culture & recognition of County as a destination employer
- Increase legislative advocacy

SPECIFIC INITIATIVES

- Advocate for Livingston County's state legislative agenda with the NYS Legislation/ Governor
- COVID-19 Response Strategy: Continue to provide support to COVID response activities; Continual monitoring of public health guidance
- Continue work on the Board agenda management system and technology needs for virtual and/or streamed and cataloged/chaptered videos of Board and Committee meetings
- Initiate a technology strategic planning process focused on reducing county operational costs, streamline processes, and delivering exceptional customer service
- Finalize training and implementation of the new ERP/Payroll System
- Update the 5-Year CIP and implement Year 1 of the program
- Determine feasibility of a microgrid at the Hampton Corners property
- Initiate a county office space planning project (Future of Millennium Drive property, Mt. Morris Campus Building 1/3rd Floor, etc.)
- Continue strategic planning update sessions with the Board
- Submit the 2021 Countywide Shared Services Plan to the State
- Develop:
 1. Wellness programming
 2. (An optional) High-Deductible Health Plan
 3. Biometric based Health Risk Assessments with accompanying employee incentives (per CBAs)
- Expand on press efforts and community engagement strategies

PUBLIC SAFETY & COMMUNITY WELL-BEING - GOAL 3

PRIORITIES & OBJECTIVES

- Provide enhanced and essential public safety infrastructure and services
- Support programs and activities that address social, mental, emotional and behavioral health issues
- Allow for suitable and cost-effective alternatives to incarceration
- Promote community health and wellness
- Reduce Crime
- Support the Livingston County Sheriff training facility improvements



SPECIFIC INITIATIVES

- Continue work on development of the LCSO Training Complex in Mt. Morris
- Work on addressing employee shortages at the CNR
- Finalize completion of the Dialysis partnership at the CNR with Wyoming County Health System
- Complete the Jakman Hill, Livonia and Wilson Road, Groveland E911 tower replacement projects
- Continue actions and advocacy to address cell phone service coverage gaps in the county
- Implement any recommended policing reforms through the 203 Plan design and implementation efforts at the LCSO
- Continue efforts to support, maintain and expand availability of mental health services in the County



POVERTY REDUCTION & MULTI-GENERATIONAL OPPORTUNITY - GOAL 4

PRIORITIES & OBJECTIVES

- Focus on activities that reduce poverty, especially childhood poverty
- Provide necessary support to the private sector to help retain and increase the number of jobs
- Strengthen services that increase family self-sufficiency and reduce reliance on public assistance programs
- Support and encourage opportunities for volunteerism
- Cultivate healthy living through encouraging use of recreational resources such as parks, open spaces and outdoor experiences
- Support use and expansion of public transportation services to remove barriers to employment and increase access to medical services, shopping, and other services for seniors, disabled, and low-income individuals and families
- Encourage programs and services that allow seniors to stay in their homes longer
- Develop effective strategies to address current and future housing needs for all income levels

SPECIFIC INITIATIVES

- Continue to seek funding for the county's anti-poverty initiative - THRIVE Livingston
- Complete a public transportation mobility management strategy for county human service agencies
- Implement the County Housing Needs Assessment in part through collaborative efforts with the Homelessness and Housing Task Force and Land Bank Corporation
- Make efforts towards the betterment of transitional and emergency housing in Livingston County
- Continue efforts to strengthen CNR finances and address challenges in nurse staffing shortages
- Determine feasibility of making child care services for county employees available at the Mt. Morris Campus
- Work on opportunities to expand senior programs and activities aimed at reducing social isolation in seniors
- Facilitate the transfer of ownership of the Kings Daughters Home in Dansville
- Explore public-private opportunities for development of a county community center



ENVIRONMENT & QUALITY OF LIFE - GOAL 5



PRIORITIES & OBJECTIVES

- Protect the county's historic, cultural, and natural resources
- Encourage projects, programs and activities that foster environmental stewardship and help enhance quality of life for residents
- Provide a safe and reliable water supply for residents
- Protect Conesus and Hemlock lakes as major public water drinking supplies.
- Secure state and federal funding to ensure a good road and bridge system is in place.
- Support programs that get citizens involved in activities that promote the County.
- Support activities that promote the County's historic and cultural heritage.
- Enhance and increase opportunities for tourism and recreation.



SPECIFIC INITIATIVES

- Continue to implement activities for the County's Bicentennial in 2021
- Enact recommendations for the Livingston County Water Supply Study Update Project
- Implement a safe yield analysis for both Conesus Lake and Hemlock Lake.
- Purchase equipment for shared services (\$100,000 grant)
- Utilize Akzo Settlement Committee to make recommendations to the Board of Supervisors on spending settlement funds
- Initiate development of a countywide parks and recreation plan that supports and expands parks, trails, and recreational offerings as important assets to tourism, recreation, and community development
- Implement a county-led Veterans Outdoors RX program
- Negotiate county-friendly Solar payment-in-lieu-of-tax (PILOT) agreements

