

FW: Department Response to proposed Strategic Priorities and Values

Tracy Thorsen

Tue 8/31/2021 2:50 PM

To: Clinton Langreck <clinton.langreck@co.richland.wi.us>; Ingrid Glasbrenner <ingrid.glasbrenner@co.richland.wi.us>;

 1 attachment

Letter on pilot priorities and values.pdf;

Below are my responses to the questions that were posed related to the County's strategic priorities and core values.

1. What functions and services, if any, is your department performing that do not align with these strategic priorities and core values

I do not believe that there are any functions or services that do not align with the strategic priorities and core values. The HHS mission and practices align with the County's strategic priorities and core values. There are many operational activities and initiatives that HHS is conducting that I think are consistent with these priorities and values.

2. What operations or procedure changes would you plan on implementing to help your functions and projects better align with these strategic priorities and core values?

There are various operations/procedural efforts that HHS continues to focus on in order to improve our effectiveness and adapt to the health and human service needs of the community. For example, HHS continues to focus on improving our ability to capture revenue sources that can fully or partially fund programs and services in order to minimize the amount of tax levy required.

- There have been efforts to improve financial practices by addressing the need for better data. Health and Human Services is in our second year of implementing a time tracking software application and changing the associated procedures in order to more closely track how staff divide their time between programs. Better time tracking improves our ability to claim revenues that cover the costs of services. The next steps will be to integrate the payroll timesheet into this time tracking application and then to pursue other electronic record systems to gain further efficiencies.
- Other processes have been and continue to be implemented in order to maintain and improve coordination between service staff and fiscal staff to assure available funding is claimed in a timely manner.
- The County's financial software system does not easily provide the types of reports that would be helpful for identifying trends and conducting projections. HHS would advocate being involved when the system is upgraded or replaced in order to provide input and assure that it will meet the needs of our department.

I hope that my responses are helpful. If this is an exercise that committee would like to implement across all departments, it may be helpful to ask more targeted questions. I struggled with how detailed I should be in outlining efforts that could be tied to County's strategic priorities and core values.

Tracy Thorsen, LCSW

Director

(pronouns: she/her/hers)



Richland County Health & Human Services
Phone: 608 649 5935 | Fax: 608 647 6611
tracy.thorsen@co.richland.wi.us



From: Clinton Langreck

Sent: Monday, August 23, 2021 8:58 AM

To: Adam Hady <adam.hady@wisc.edu>; Tracy Thorsen <tracy.thorsen@co.richland.wi.us>; Darin Gudgeon <darin.gudgeon@co.richland.wi.us>

Cc: Ingrid Glasbrenner <ingrid.glasbrenner@co.richland.wi.us>; Melissa Luck <melissa.luck@co.richland.wi.us>

Subject: Department Response to proposed Strategic Priorities and Values

Good Morning Selected Departments,

In the August 16th 2021 organizational meeting of the Strategic Planning Committee the committee undertook the review and development of establishing strategic priorities and core values (as listed below). The committee took action to have a few piloted departments review these priorities and values and respond to them by answering the following two questions:

1. What functions and services, if any, is your department performing that do not align with these strategic priorities and core values?
2. What operations, or procedure changes would you plan on implementing to help your functions and projects better align with these strategic priorities and core values?

Context:

Strategic planning is the process by which leaders of an organization determine what it intends to be in the future and how it will get there. A strategic plan serves as a community's roadmap and is used to prioritize initiatives, resources, goals, and department operations and projects. Strategic planning helps your local government realize its long-term vision by setting up goals and objectives in a systematic, incremental manner. Simply put, it makes you take a look at what's going on today, where you want to be tomorrow and which steps you will need to take to get there.

During early 2021, the Richland County Board of Supervisors participated in four strategic planning conversations, facilitated by the Southwestern Wisconsin Regional Planning Commission (SWWRPC). Due to the COVID-19 pandemic, all meetings were held via Zoom. Meetings were open to the public, and invitees included all 21 members of the Board of Supervisors and the County Administrator.

The schedule and topics were as follows:

- January 27 – Core values, stakeholders, mission, and vision

- February 10 – SWOT and PEST analyses and development of strategic initiatives
- February 24 – Organizational capability and goal development
- March 10 – Capital facility investments and plan implementation

SWWRPC also conducted one-on-one interviews with individuals who provided additional input into county issues. Citizen and municipal insight was also acquired through community planning work running concurrent to the strategic planning process. All materials for these meetings are retained in the SWWRPC office and available upon request.

Strategic Priorities:

The following strategic priorities form the basis for actions recommended in this plan.

Effectiveness – Implement operational efficiencies to reduce the costs and free up revenue.

Growth – Work to increase the county’s population and tax base fund services in a balanced manner. Richland County must find a balance between infrastructure, workforce, housing, and population.

Focus – Evaluate, prioritize, and scale back or eliminate discretionary services in order to focus resources on providing services with sustainable revenue or which generate measurable community wealth.

Improvement – Create a culture of continual improvement to sustain progress.

Core Values:

The county’s practices must be tethered to its principles if it is to have some coherent strategy moving forward. Core values form the basis for decisions, since they bind decision-makers to their decisions. The County Board provided the following core values during the planning process:

Integrity – Engage in county work with honesty and transparency in all proceedings. Meet commitments. Value the multitude of experiences on the board and the diversity of opinions this brings to decision-making.

Public Service – Serve the county professionally and with competence. Be efficient and objective in decision-making. Focus on doing work that is relevant to both current and future generations of county residents.

Accountability – Assume ownership of decisions. Be diligent and follow-through on projects. Be responsive to the needs of county residents as a whole, while recognizing the intrinsic value of every person. Make decisions that plant seeds of success for the future.

Open-minded – Govern in a collaborative manner, unbiased by personal interest. Listen to the needs of residents, while being aware of future demands on county services

If you have any questions please reach out to me at clinton.langreck@co.richland.wi.us or 608-475-0009. Please have your final responses submitted to Chair Glasbrenner @ Ingrid Glasbrenner ingrid.glasbrenner@co.richland.wi.us with CC to Administrator Langreck no later

than Tuesday, August 31st 2021, in anticipation for our next Strategic planning meeting on Thursday September 2nd at 1pm. Thank you for your participation in this project.

Sincerely,

Clinton Langreck
County Administrator

CC: Chair Ingrid Glasbrenner, Tracy Thorsen, Darin Gudgeion, Adam Hady

Clinton Langreck
County Administrator

Richland County
181 W Seminary St.
Richland Center WI 53581
Phone 608-649-5960 | Fax 608-647-6611

Visit us on the web at <http://co.richland.wi.us>

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