

2010

Accomplishment Report



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COMMUNITY & ECONOMIC DEVELOPMENT PREPAREDNESS

SUCCESS STORY

DEVELOPING A NEXT-LEVEL COUNTY ECONOMIC DEVELOPMENT STRATEGY

Situation- The newly hired Executive Director of Economic Development Washington County (EDWC) contacted UW-Extension Washington County Community Development Educator Paul Roback to facilitate a strategic planning session to identify and prioritize organizational goals. Through an organizational needs assessment, it was determined that EDWC's broad mission statement resulted in using limited resources on a number of activities with outcomes that were difficult to measure. EDWC needed to build upon its organizational strengths while developing a "Next-Level" countywide economic development strategy that was focused and had clear achievable outcomes. In order to shift to a new strategy that has buy-in from community stakeholders (business leaders and elected officials), it was determined that they would need to be engaged in the planning and strategy development process.

Response- In order to engage community stakeholders in effective dialogue, it was first determined that stakeholders needed base-level knowledge of county economic indicators. Paul collaborated with Matt Kures and Bill Pinkowitz at the UW-Extension Center of Community Economic Development, who compiled and presented economic data to over 50 county stakeholders. Paul then provided a summation of the key data and explained how it would be used at a strategy session the following week.

At the strategy session Paul facilitated, 35 stakeholders discussed the data from the first session and then identified top priorities that EDWC should consider addressing over the next three years. Through evaluation, 81% of the respondents agreed or strongly agreed that the session assisted in identifying priorities for EDWC. One participant commented, "Very good way to receive broad support and approval." Overall, participants rated Paul's facilitation of this session a 4.3 on a 5-point Likert Scale. The output from this session was utilized in the development of a draft Next-Level Strategy.



Small group discussion during the Strategy Session

After the draft strategy was reviewed by the EDWC board, it was presented to 20 key stakeholders in order to gain their input into the strategy. During this session, Paul utilized a Talking Point system to poll participants on their attitudes regarding organizational mission, vision, values, goals and performance indicators. Utilizing the instant polling system, participants were able to see and discuss the aggregate results in a large group setting. Although participants were supportive of the strategy, they indicated that it may

be too ambitious to effectively implement. The outcomes of this facilitated dialogue process were incorporated into the Next-Level Strategy.

Results- As a result of this process, a Next-Level economic development strategy for Washington County was developed through the engagement of 50+ community stakeholders. Their valuable input assisted in the creation of a high-road economic development strategy centered on inclusive, adaptive, and system-driven approaches for cultivating a more resilient and diverse local economy. This new strategy includes a focused mission, vision and values for EDWC. Additionally, it includes a new organizational structure, a three-phased project plan, a staffing plan and a dashboard of indicators to measure outcomes.

Evidence- The EDWC Board unanimously approved the Next-Level Strategy and unveiled it at a public event with key community stakeholders. Currently, Paul is collaborating with EDWC in the development of committee work plans, which will focus on implementing elements of the new strategy. As a result of Paul's efforts, the Executive Director for the EDWC commented that "the undoubtedly successful outcomes of this process will be in large measure due to the expertise you have brought to the table."

IMPACT STATEMENTS

VILLAGE OF GERMANTOWN- GUIDING OUR FUTURE

The Village of Germantown is located on the southern end of Washington County and is adjacent to Milwaukee County. The Village's 2010 estimated population is close to 20,000, which is a 9% increase since 2000. The Village Administrator contacted UW-Extension Washington County Community Development Educator Paul Roback to facilitate a visioning and goal identification process for the Village. It has been several years since the Village has taken an opportunity to discuss their future and prioritize goals for the Village Board and Staff.

Fourteen board members and department heads participated in this facilitated process. Participants brainstormed key components of a mission statement for the Village; reaffirmed the Village's vision statement; identified community strengths, weaknesses, opportunities and threats; and identified and prioritized three major goals. Participants strongly agreed that the process of identifying and prioritizing goals increased their ability to identify issues and set priorities (4.8 on a 5-point Likert-scale). Since the session, the Village Board has approved the Village's first mission statement and has made progress in addressing prioritized goals.

VILLAGE OF KEWASKUM- FIRST IMPRESSION COMMUNITY ASSESSMENT

The Village of Kewaskum is located at the north end of Washington County and has a 2010 estimated population of 4,220, which is 28% increase since 2000. In 2009, UW-Extension Washington County Community Development Educator Paul Roback facilitated “First Impressions: A Program for Community Assessment & Improvement” for the Village. This program resulted in Kewaskum being assessed by a peer community that identified community assets to build upon and opportunities to address.

In 2010, Paul taught the Village of Kewaskum Plan Commission, Kewaskum Chamber of Commerce and the Mid-Moraine Municipal Association on the findings and recommendations of the First Impressions assessment. The municipal association meeting included representatives from West Bend, Slinger, Jackson, Grafton, Hartford, Belgium and Kewaskum. Two of these communities are located outside of Washington County. Through evaluation, one participant commented “Very interesting concept. I feel my community would benefit from this program.”

VILLAGE OF JACKSON- DARE TO DREAM: A VISIONING SESSION

The Village of Jackson is located fifteen miles North of Milwaukee and six miles South of West Bend, the largest community in Washington County. The Village’s estimated 2010 population is almost 6,400, which is a 29% increase since 2000. The Village of Jackson had the largest percentage population increase in Washington County from 2000 to 2010.

John Walther, Administrator for the Village of Jackson, approached Paul Roback, Community Development Educator at UW-Extension Washington County, to facilitate a process that would assist in updating the Village’s vision, which was created in 2000. Since 2000, several new trustees have been elected to the Village Board and a new administrator was hired. Due to these changes, the Village President and Administrator wanted to revise the Village’s vision for the future. After several pre-planning meetings, a visioning session was designed and facilitated on September 11, 2010.



Small group discussions during the Visioning Session

Forty participants attended, including elected officials, Village staff, business owners and interested citizens. Roback facilitated a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and a dialogue process that identified core concepts of what participants envision as a future for the Village of Jackson.

Through evaluation, 94% of participants agreed or strongly agreed that the visioning session allowed them the opportunity to share their ideas while also allowing others to share their thoughts. Overall, participants rated Paul’s facilitation of the session as excellent (4.8 on a 5-point Likert scale). One participant commented that the session “was run very well. Thanks to Paul- Fantastic job!”

SMALL BUSINESS RESOURCE & EDUCATION

UW-Extension Washington County Community Development Educator Paul Roback collaborated with the UW-Milwaukee Small Business Development Center on a workshop entitled “Essential Social Media Tools” to grow your business. Panel experts presented successful business strategies for using LinkedIn, Twitter, blogging and video sharing to sixteen participants. Additional resources were provided to participants on how to grow their businesses successfully. As a result of this workshop, several participants enhanced their LinkedIn profiles and connected to each other via the contact feature.

Additionally, Roback and the SBDC collaborated on First Steps to Starting a Business, a three-hour workshop to share essential tools for entrepreneurs to assess their readiness, improve their business ideas, and avoid common mistakes when starting a business. Two workshops were held in 2010 with a total of 20 participants.

LOCAL GOVERNMENT & FINANCE

SUCCESS STORY

COUNTY ADMINISTRATIVE FORMS OF GOVERNMENT AND BOARD SIZE EDUCATION

Situation- Washington County currently has an Administrative Coordinator that oversees day-to-day operations of county government. In the past three years, resolutions to change this position to that of an Administrator have failed twice. With the election of new Supervisors to the County Board in April 2010, there was renewed interest to examine Washington County’s administrative form of government. Additionally, several Supervisors have made public statements that the size of the board should be reduced. With the anticipated redistricting process in 2011, the County Board’s Executive Committee agreed that both of these issues should be addressed in 2010. To assist in the decision making process, the County Board Chair asked UW-Extension Washington County Community Development Educator Paul Roback to research administrative forms of county government and county board size and present the findings to the County Board.

Response- Roback utilized materials developed by the UW-Extension Local Government Center and conducted additional research. A draft presentation was reviewed by the County’s administrative team and it was agreed that in addition to Paul’s presentation, there should be an opportunity learn from peer counties. On July 20th, Paul presented his findings and the County Board Chairs from Walworth and Waukesha Counties presented their experiences with differing administrative forms of government and board downsizing. In attendance were County Supervisors, County Department Heads, news media and interested citizens.

Results- Administrative forms of government was discussed at a County Board Executive Committee on August 24th and a resolution to change from a coordinator to that of an administrator was forward unanimously to the County Board. This resolution was defeated at the September 14th County Board meeting by a vote of 4-24 and as a result of the vote, a citizens group has formed a Referendum Committee to create an elected county executive position. A signature drive is currently underway.

On September 21st, the Executive Committee voted 3-2 to forward a resolution to the county board to reduce the board size from 30 to 23 members. At the December 7th County Board meeting, this resolution was defeated 6-23.

Evidence- Through evaluation at the conclusion of the July 20th educational session, 70% of County Board members indicated their level of understanding of these topics prior to the presentation as good or very good. After the presentation, 95% of Board members indicated their level of understanding of these topics as good or very good. Additionally, Board members evaluated Paul's presentation as good (4.3 on a 5-point Likert Scale). One participant commented that they "appreciated the unbiased nature of the presentation."

ORGANIZATIONAL DEVELOPMENT

IMPACT STATEMENTS

UNITED WAY OF WASHINGTON COUNTY

Over five months, UW-Extension Washington County Community Development Educator Paul Roback facilitated a strategic planning process for the United Way of Washington County. This included designing the process with the United Way's Strategic Planning Committee, implementing an organizational assessment tool (OAT) and facilitating a half-day planning retreat for 28 board members. At this retreat, board members reviewed the results the OAT, revised their organizational mission, developed a vision statement, participated in a SWOT analysis and identified organizational goals. The United Way developed action plans to implement their prioritized goals, which Paul incorporated into the draft plan. It is anticipated that the United Way Board will approve the draft strategic plan at their February 2011 Board meeting.

Board members agreed (a 3.9 on a 5-point Likert scale) that the process of identifying and prioritizing goals increased their ability to identify issues and set priorities. One participant commented through evaluation that "I was pleasantly surprised on how successful this program was. I believe it was time well spent, and I'm usually very hard to please." Overall, participants evaluated Paul's facilitation of the retreat as excellent (a 4.7 on a 5-point Likert scale).

FAMILY PROMISE OF WASHINGTON COUNTY

Family Promise of Washington County is a community response to the emerging rise of homelessness and poverty in Washington County. This response includes coordinating an emergency shelter for homeless families and operating a day center that assists guests in finding employment and housing. After opening in October 2010, members of the Family Promise Board requested that UW-Extension Washington County Community Development Educator Paul Roback facilitate a strategic planning process to identify organizational goals.

Paul facilitated a half-day strategic planning session that included identifying core values for the organization; updating the organization's mission statement; creating a vision statement; identifying organizational strengths, weaknesses, opportunities and threats; and brainstorming goals.

Through evaluation, 90% of participants agreed or strongly agreed that the process of identifying goals increased their ability to identify issues and set priorities. Participants evaluated Paul's facilitation as excellent (4.9 on a 5-point Likert Scale). Additionally, one participant commented "Very well done. Good use of the 4 hour time frame. Kept the group focused and on task. Good input and insight."

INTERFAITH CAREGIVERS

The mission of Interfaith Caregivers is "Volunteers helping to maintain the independence of older adults." Since the 2008 strategic planning process that UW-Extension Washington County Community Development Educator Paul Roback facilitated for Interfaith, the organization has expanded programming and moved office locations. Due to organizational growth, Paul was asked to facilitate a process to assist Interfaith in addressing strategic issues. Participants strongly agreed (5.0 on a 5-point Likert Scale) that the process Paul facilitated helped to focus discussion on key priorities for their organization.

WASHINGTON COUNTY HEALTH DEPARTMENT

Joni Whitehouse, Assistant Director of the Washington County Health Department, contacted Paul Roback, Community Development Educator at UW-Extension Washington County, to facilitate a process to address a department quality improvement project, align the department's services to new state accreditation standards and to update the department's strategic plan. Through a day-long retreat, participants reviewed the new State of WI accreditation tool, conducted a Force Field Analysis, participated in a Real



Health Department Staff Participate in a Real Colors® Assessment Facilitated by Kandi O'Neil

Colors® Assessment and brainstormed on how to organize the department to achieve successful prompt and high quality customer service. Through evaluation, 95% of the participants agreed or strongly agreed that identifying helping and hindering forces allowed them an opportunity to discuss the factors that contribute and hinder their potential for achieving successful prompt and high quality customer service. Overall, participants rated Paul's facilitation of the process as a 4.3 on a 5-point Likert Scale. A second session was held and Paul facilitated a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and a dialogue process that allowed participants to work through departmental goals and services. Through evaluation, 88% of the respondents indicated that the dialogue process was helpful or very helpful. Overall, participants rated Paul's facilitation of the second session as excellent (a 4.5 on a 5-point Likert Scale). Paul will continue to work with the Health Department in 2011.

GERMANTOWN YOUTH FUTURES

Germantown Youth Futures exists to promote positive youth development through education, activities and service. Board members contacted UW-Extension Washington County Community Development Educator Paul Roback to facilitate a strategic planning process for their non-profit organization. At the first planning session, board members reviewed the results of an organizational assessment tool, reviewed their mission statement, participated in a SWOT analysis and identified organizational goals. Board members strongly agreed (5.0 on a 5-point Likert scale) that the process of identifying and prioritizing goals increased their ability to identify issues and set priorities. At the second session, Paul facilitated a discussion focused on strategic questions related to organizational vision, structure and outcome measurement. As a result of this session, one participant commented through evaluation "Thank you for preparing our results, guiding our discussion, and challenging us on moving forward."

HEALTHY PEOPLE PROJECT

The 2010 Wisconsin County Health Rankings report indicated that 27% of Washington County adults met the definition of obesity. Obesity and inactivity are directly linked to the leading causes of death in the County, which are heart disease, cancer and diabetes. The Healthy People Project (HPP) is a coalition of diverse and active partner organizations working to make Washington County a healthier community. UW-Extension Washington County Community Development Educator Paul Roback is a member of this coalition and provides organizational development programming to enhance the effectiveness of the coalition.



Mark Fenton Conducting a Walkability Assessment of West Bend

In 2009, Paul facilitated a strategic planning process for HPP that resulted in receiving grant funds. In 2010, these funds were used to implement the strategic plan. This included contracting with Mark Fenton, a national consultant on community design to increase physical activity. Paul worked with the HPP to develop program topics, identify key community stakeholders, promote the workshops and evaluate the sessions. Mark conducted four workshops attended by 112 community leaders, decision makers and staff that influence policy decisions in West Bend and Washington County. Participants evaluated the workshops as excellent (4.9 on a 5-point Likert Scale). One participant commented “I feel so inspired to get involved in making personal changes to my life but also being a good steward in serving my community by being proactive in new policies.”

HEALTHY GERMANTOWN-MENOMONEE FALLS

A diverse group of community stakeholders met to discuss improper nutrition and inactivity within Germantown and Menomonee Falls. As a newly formed group, they recognized the need to reach consensus on a vision and mission. UW-Extension Washington County Community Development Educator Paul Roback facilitated a process that assisted the group in developing a strategy, which participants agreed was helpful in moving their group forward in a positive direction (4.3 on a 5-point Likert Scale). One participant commented that the session “helped facilitate direction and focus.”

ENCHANTMENT IN THE PARK

Due to the increased demand at local food pantries, the four Rotary Clubs in Washington County collaborated in 2009 to implement Enchantment in the Park, an outdoor Holiday Light Show at the Washington County Fair Park. Admission to this event resulted in the collection of 48,000 non-perishable food items to restock the shelves of area food pantries.

In order to ensure their continued success in 2010, steering committee members for Enchantment in the Park contacted UW-Extension Washington County Community Development Educator Paul Roback to facilitate several meetings to enhance their organizational structure. As a result of these meetings, the steering committee developed an organizational chart, identified committee chairs, developed committee descriptions and created an Outside Vendor Policy. Additionally, Paul met with steering committee members to discuss strategic issues to enhance organizational effectiveness.

NON-PROFIT TOOLBOX

UW-Extension Washington County Community Development Educator Paul Roback collaborated with the Volunteer Center, United Way and UW-Washington County on a workshop for area Non-Profit entitled “Enhancing Your Non-Profit Website for Success.” Panel experts presented essential tools on how to measure the effectiveness of non-profit websites and how to enhance them for greater accessibility and effectiveness.

Representatives from 18 non-profits were in attendance. One participant commented through evaluation “I learned so much about how to organize and get people’s attention. It all was very beneficial.” Prior to the workshop, participants indicated that their overall level of understanding of session topics as low (2.6 on a 5-point Likert Scale). After the workshop, participants indicated that their overall level of understanding of session topics as good (4.4 on a 5-point Likert Scale).

EDUCATIONAL CONTACTS

Direct Educational Contacts	
Community & Economic Development Preparedness	369
Local Government Education	52
Organizational Development	528
Other Programs	81
Total	1,030
Indirect Educational Contacts	
Daily News Article	9,390
Local Government E-Newsletter	84
Economic Indicator E-Newsletter	496
Total	9,970