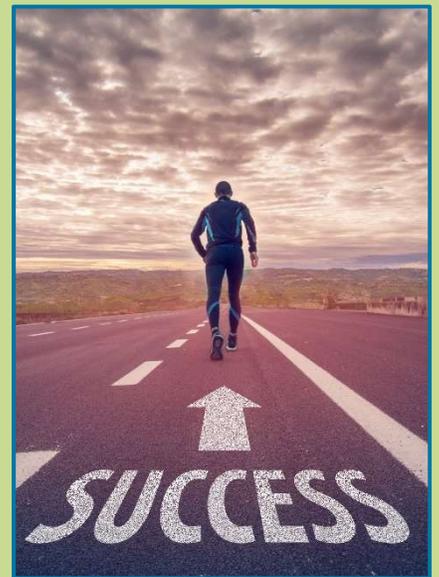


2019

Accomplishment Report



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Organizational Development

Washington County non-profit organizations provide vital services that enhance the quality of life of county residents, such as matching volunteers with elderly residents for transportation to medical appointments, providing positive role models and activities for youth, and protecting natural areas for the enjoyment of future generations. However, nonprofits often lack the knowledge and capacity to focus on their mission and use limited resources strategically. Providing education in organizational development was identified as the highest priority through a 2007 visioning session for the vacant Community Development Educator position and continues to be a programmatic need in Washington County, as measured by nonprofit surveys conducted by Paul in 2012, 2015, and 2017.

Allenton Area Advancement Association

A representative from the Allenton Area Advancement Association (AAAA) contacted Paul to facilitate a process to create a vision statement for the organization, which will assist understanding their future direction and guide current and future programs. In 2011, Paul facilitated a process that developed a mission statement and goals for the AAAA.

In response, Paul developed a process that allowed an opportunity for all 36 members of the organization to participate through an on-line survey. Since the mission statement was created eight years ago, the survey included questions related to the current mission statement as well as questions related to creating a vision statement. The survey received a 50% (N=18) response rate. Paul compiled the results of the survey, developed draft statements based on these results, and shared this information with all members. Paul then facilitated an in-person meeting with nine AAAA members, which reviewed the survey results and developed final statements.

Through evaluation, 100% agreed that updating their mission statement helped clarify their role as an organization and creating a vision statement assisted them in understanding the general direction for their organization's future. Overall, participants evaluated Paul's facilitation as excellent (4.8 on a 5-point Likert Scale). One commented that "Paul did a fantastic job of guiding our team."

Citizen Advocates

The Executive Director of Citizen Advocates contacted Paul to facilitate a strategic thinking process for the organization's board and staff. The mission of Citizen Advocates is to "promote the value of life-enriching relationships that defend and support people living with disabilities." After a pre-planning meeting with the Executive Director and Board President, Paul designed and facilitated two strategic thinking sessions with 10 participants at each session. Paul's facilitation included an organizational assessment; updated mission and vision statements; identified organizational strengths, weaknesses, opportunities, and challenges; goal prioritization; and identified next steps.

As a result of Paul's facilitation, 100% of participants agreed that updating the mission statement clarified the role of the organization, updating the vision statement assisted them in understanding the general direction for their organization, prioritizing goals increased their ability to set priorities, and discussing action plans increased their ability to identify their next steps for future implementation. Overall, participants rated Paul's facilitation as excellent (4.9 on a 5-point Likert Scale). One participant commented that Paul "definitely helped to give us much needed focus to stabilize and reach our goals" and another commented "everything was excellent- very knowledgeable facilitator."

FRIENDS, Inc.

The Executive Director of FRIENDS, Inc. contacted Paul to facilitate a strategic thinking process with the organization's board and staff. FRIENDS mission is "to empower those affected by domestic violence and sexual assault by offering safety, support, and community awareness." After a pre-planning meeting with the organization's leadership, Paul designed and facilitated two planning sessions with 17 board members and staff.

As a result of these planning sessions, 100% of participants agreed that the updated mission statement helped clarify their role as an organization and the updated vision statement assisted them in understanding a general direction for the organization. Additionally, 89% agreed that prioritizing goals increased their ability to set priorities and discussing action plans increased their ability to identify next steps for future action. Overall, 93% of participants rated Paul's facilitation as good or excellent.

After the planning session, Paul met with the organization's leadership to align goals with board or staff responsibilities for future completion. Then, Paul compiled all of work into a draft planning report. The Board's President commented that "this draft is pretty amazing! Thanks for capturing all this hard work and for being a great facilitator!!" It is anticipated that the board will review and approve the draft planning report at a future board meeting.

Germantown Chamber of Commerce

The Executive Director of the Germantown Chamber of Commerce contacted Paul to facilitate a long-range planning process with the organization's board and staff. The Chamber's mission to "Advance the Success and Well-being of our Members." As a result of this contact, Paul facilitated two sessions with 13 board members and staff.

At the first session, Paul presented community demographic changes and Village Administrator Steve Kreklow presented current and future development plans for the Village. At the second session, Paul facilitated a process that created a vision statement, prioritized long-range goals, and developed an action plan. From evaluation, 100% responded that the census presentation provided an overview of demographic changes and how they might impact the Chamber, 91% agreed that the process of identifying and prioritizing goals increased their ability to identify issues and set priorities, and 91% agreed that discussing action plans increased their ability to identify next steps for future implementation. Overall, 100% of participants evaluated Paul's facilitation as good or excellent and one commented "Excellent job" and another commented "good patience [and] good job bringing back to topic." After the second session, Paul developed a planning report that compiled all of the documents and notes from the planning sessions.

Heroin Task Force

Paul was contacted by Ronna Corliss at Elevate to facilitate a strategic thinking process for the Heroin Task Force (HTF). The mission of the HTF is "to create a community free of opioid abuse through education, intervention, treatment, enforcement, family support, and advocacy." After a pre-planning meeting, Paul facilitated two planning sessions with 11 task force members. After facilitating a process that created mission and vision statements, Paul sent a survey that received feedback from a broader group of 60 task force members.

As a result of Paul's facilitation, 100% of participants agreed that the updated mission statement helped clarify their role as an organization and the updated vision statement assisted the group in understanding the general direction for their group's future. Overall, participants rated Paul's

facilitation a 4.9 (on a 5-point Likert Scale). One participant commented that “Paul did a great job keeping the discussion focused, keeping us on topic. Nice job.”

After the initial planning sessions, Paul facilitated a process that aligned HTF goals with goals identified through a County Health Department initiative, created action plan templates for the three HTF committees, and developed a strategic planning document.

On the Table Community Conversations: Ideas to Action

Hosted and sponsored by the West Bend Community Foundation (WBCF) and the Greater Milwaukee Foundation, On the Table: Washington County is an opportunity for participants to come together for conversation regarding important issues facing their communities.

A member of the WBCF board contacted Paul to assist with the planning and implementation of the event. In 2018, Paul compiled the notes and identified themes from a similar event. In 2019, Paul helped identify topic themes to discuss, trained table facilitators, compiled event notes, evaluated the event, and developed a report summarizing key concepts from the participant table conversations. Approximately 100 community members participated and 37 responded to an evaluation survey after the event. 100% of participants agreed that the event allowed them the opportunity to share their greatest concern regarding the issue discussed at their table and 81% agreed that the conversation identified new ideas that can be put into action regarding the issue discussed. 97% agreed that the event was worth their time investment and 77% rated the 2019 event better than the previous years. Additionally, 65% rated the event as excellent and 35% rated it as good.

After the event, the WBCF forwarded the report that Paul created to all participants. Additionally, participants were provided information on a WBCF grant application process to support strategies developed during the event. These grants amounts will range from \$5,000 to \$25,000 in total.

Real Colors Staff Development Workshops

Since 2014, Paul and Family Living Educator Carol Bralich have facilitated Real Colors workshops in response to organizations and local governments expressing a need for staff development in effective communication and team building. These goals align with the outcomes for Real Colors, which is an interactive workshop that teaches skills to understand human behavior and improve communication with others.

In 2019, workshops were facilitated for employees from several Washington County departments, school district employees, staff from area nonprofits, Extension colleagues from Area 15, and employees from Waukesha County’s Health Department. A total of 11 workshops were conducted with 287 participants. Of these participants, 284 completed end of session evaluations.

As a result of attending the workshops, 96% increased their ability to recognize their strengths and 96% increased their ability to recognize the strengths of others. 91% increased their ability to build rapport quickly with others. 95% increased their ability to understand how others process information and 89% increased their ability to modify their communication to connect with others. 98% evaluated Paul and Carol’s facilitation of the session as good or excellent. One participant commented they will use this information “to better understand why people are the way they are and perhaps how to best utilize their strengths.” Another commented that they will “think about [their] interactions with people and co-workers and try to build off people’s strengths.”

United Way Vision Council

Paul was contacted by the Executive Director of the United Way of Washington County to serve on the organization's Vision Council. The mission of the United Way is "to improve lives and community conditions in measurable and lasting ways." The Vision Council includes 15 community stakeholders who were tasked with identifying and prioritizing emerging obstacles that impede individuals and families in Washington County that the United Way could address.

At the first Council meeting, Paul presented county demographics to increase participant knowledge of community trends, which includes an ageing population, increased diversity in youth population, increased poverty levels, and change in family structures. Through evaluation, participants indicated that they gained knowledge (4.3 on a 5-point Likert Scale) and the information was useful (4.4). One participant commented "solid presentation- helpful data for decisions; clear and concise; questions were answered."

After the first meeting, the staff member tasked with facilitating the Council process left the organization. As a result, Paul entered into a fee-based contract with the United Way to facilitate the process, which would be longer and more time-consuming than he would usually undertake with an organization. Paul facilitated four Vision Council meetings and conducted seven community listening sessions that engaged 39 people, which resulted in 25 identified and prioritized community issues. He then developed a report and presented the findings to the United Way Board. As a result, the Board unanimously voted on youth-focused mental health accessibility as a focused priority to move forward with.

Wisconsin 9/11 Memorial (Kewaskum Remembers)

Representatives from Wisconsin 9/11 Memorial contacted Paul to facilitate the organization's first strategic planning process. Located in the Village of Kewaskum, the WI 9/11 Memorial is a nonprofit organization whose mission is "to build and sustain a 9/11 memorial to remember the victims, honor those who responded, celebrate the resilience of our communities and country, and educate future generations."

In response, Paul facilitated two strategic thinking sessions that engaged nine board members and supporters in creating the organization's mission and vision statements, identifying goals, and developing next steps to accomplish these goals. Through evaluation, 100% of participants agreed that creating a mission statement helped clarify their role as an organization and creating a vision statement assisted them in understanding the general direction for their future. Additionally, 100% agreed that identifying and prioritizing goals increased their ability to identify issues and set priorities. For the two sessions, participants evaluated Paul's facilitation as good or excellent. At the conclusion of the planning process, the President of the Board sent Paul an e-mail stating "On behalf of the Board our thanks for developing our Mission and Vision statements as well as helping us in the development of our strategic plan. We have learned much from you and our goal is to prioritize and implement the things we wish to accomplish."

Initial outcomes include the board hiring a fundraiser and through legislative contact, Senate Bill 433 was signed into law by Gov. Tony Evers, which designated nine miles of HWY 28 as a memorial highway.

Longer-Term Outcome Measurement

Paul conducted an end of year evaluation with seven organizations that he provided organizational development programming. Of the seven surveys sent, five responses were received.

The survey responses indicated that as a result of Paul's facilitation, 100% agreed that their organization had been strengthened, that their organization has been more strategic in fulfilling their mission, and that their organization had an increased capacity to address community issues and opportunities. When asked to provide feedback on Paul's overall performance, one participant commented that "Paul's work exceeded expectations. Our organization is determining next steps based on Paul's final report."

Local Government Education

City of West Bend Housing Authority

The Executive Director of the City of West Bend Housing Authority contacted Paul to provide training to the organization's board of commissioners. The Housing Authority provides decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. The Executive Director informed Paul that the Wisconsin Association of Housing Authorities has recently focused on training housing authority staff and there was a need to provide training to board commissioners to increase their understanding of their roles and responsibilities.

As a result of this contact, Paul conducted research and then developed curriculum that covered an overview of public housing authorities, clarified roles and responsibilities, increased understanding of parliamentary procedures, and identified needed policies. Topics that generated the most questions and discussion included clarifying the difference in roles of the Board and the Executive Director, how to respond to complaints from residents, and how to conduct a meeting by using parliamentary procedure.

Through evaluation, participants indicated that they learned something (4.2 on a 5-point Likert Scale), found the information useful (4.8,) and of high quality (4.8). One participant commented that they "will also use this information leading other organizations." After the training, the Executive Director sent Paul an e-mail stating; "Thanks again for the presentation today. The Commissioners were all very pleased and we all found it helpful. We've already used some of your advice on setting the agenda and policy approval."

County Board Structure Advisory Committee

Paul was contacted by the Washington County Board Chair to conduct research and facilitate a process for the Washington County Board Structure Advisory Committee to identify a preferred size of the Washington County Board. This is similar to a process Paul co-facilitated in 2015, which resulted in a reduction of the county board from 30 to 26 members and a reorganized the board committee structure. Based on Paul's recommendation, a leadership team was formed that included the County Board Chair, Study Committee Chair, County Administrator, County Clerk, and County Attorney. This leadership team met in between Committee meetings to discuss process and set committee agendas.

At one committee meeting, Paul facilitated a brainstorming session with committee members that identified the strengths and limitations of the current board size and board committee structure. Paul also facilitated a process to identify research questions the committee thought would help them make an informed decision. Then Paul conducted research and reached out to the UW-Madison Division of Extension Local Government Center for additional information. To assist in answering committee

questions, Paul arranged for presentations from a representative of the Wisconsin Counties Association and the Walworth County Board Chair and Administrator. Walworth County has a slightly smaller county population and operates with an 11-member board.

As a result, the Study Committee voted 7 to 2 to recommend to the Board Executive Committee a board size of 21 members. The Executive Committee will consider this recommendation in January 2020.

Education for Extension Colleagues

Paul presented a session entitled “Practical Evaluation Practices for Everyday Educators” at the Wisconsin Joint Council for Extension Professionals Conference in Stevens Point, Wisconsin.

Session Abstract: As Extension Educators, we know we should evaluate our programs. We conduct our needs assessments, develop our plans of work, prepare our program materials, deliver a fantastic program, and then frantically rush to deliver the next program. In our rush, we may move to the next program without evaluating the last one. If we do remember to evaluate, there is good chance that we might forget to follow-up to measure the longer-term outcomes of the program. A study of over 1,000 county-based Extension educators in eight states found that few collected evaluation data on behavior change (Lamm, Israel & Diehl, 2013), a longer-term outcome. Why is this and how do we change our intentions to evaluate to actual practice? Wisconsin Extension pioneered the use of the Logic Model as a framework for program planning and evaluating short-term outcomes of gained knowledge to longer-term outcomes of behavior and societal changes. For years, I have been on a journey to learn how to measure the long-term outcomes of my organizational development programming. By searching for the perfect tool to measure this, I discovered that evaluation is a process and the perfect evaluation tool may not exist.

During the session, Paul discussed barriers to conducting program evaluations, taught the basics of evaluation through a participatory activity, and explored long-term outcome measurement through the programmatic example of organizational development. Session evaluations were completed by 26 participants, who indicated that they gained knowledge (4.0 on a 5-point Likert Scale), thought the information was useful (4.6), and the quality of the presentation was high (4.8). Comments included “Incredibly useful!! Excellent information and tools provided.” “Super engaging with the colorful PowerPoint, activity and well-paced speaking; people felt it was easy to pop up with questions and comments.” After Paul’s presentation, New Colleague Onboarding Director/ Volunteer Leadership Specialist Kandi O’Neil requested Paul provide a similar training during New Colleague Onboarding. Since this request, Paul has provided this training for 30 colleagues during two new colleague cohort Zoom meetings and is schedule to provide the training two additional times in 2020.

Educational Contacts

Educational contacts may include multiple contacts with the same person and may include additional programs not included in the narrative sections of this report.

Organizational Development	720
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Education for Extension Colleagues	56
Total	908