V(A). Planned Program (Summary)

Program # 9

1. Name of the Planned Program
Organizational Development

V(B). Program Knowledge Area(s)

1. Program Knowledge Areas and Percentage

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
<th>%1862 Extension</th>
<th>%1890 Extension</th>
<th>%1862 Research</th>
<th>%1890 Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>608</td>
<td>Community Resource Planning and Development</td>
<td>65%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>805</td>
<td>Community Institutions, Health, and Social Services</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

V(C). Planned Program (Inputs)

1. Actual amount of professional FTE/SYs expended this Program

<table>
<thead>
<tr>
<th>Year: 2009</th>
<th>Extension</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1862</td>
<td>1890</td>
</tr>
<tr>
<td>Plan</td>
<td>12.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Actual</td>
<td>20.2</td>
<td>0.0</td>
</tr>
</tbody>
</table>

2. Actual dollars expended in this Program (includes Carryover Funds from previous years)

<table>
<thead>
<tr>
<th>Extension</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith-Lever 3b &amp; 3c</td>
<td>Hatch</td>
</tr>
<tr>
<td>832907</td>
<td>0</td>
</tr>
<tr>
<td>1890 Matching</td>
<td>1862 Matching</td>
</tr>
<tr>
<td>832907</td>
<td>0</td>
</tr>
<tr>
<td>1890 All Other</td>
<td>1862 All Other</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

V(D). Planned Program (Activity)

1. Brief description of the Activity

Organizational development cuts across program areas and institutional partnerships. Building the capacity of Wisconsin government, quasi-government, and non-profit organizations is the unifying theme of quite diverse and targeted initiatives. Because the Community Planning and Plan Implementation Team focused on 2009 comprehensive planning efforts to meet a January 2010 statutory deadline, this report focuses on that work. Wisconsin's comprehensive planning statute defines a comprehensive plan, details land use regulations that must align with that plan by 2010, and lists mandatory procedures for adoption. These procedures include addressing 9 specific planning elements, developing municipal plan commissions, and implementing a public participation plan.

Data compiled by the Wisconsin Department of Administration show that as of 2009, nearly half (49%) of Wisconsin communities had adopted a comprehensive plan, and another third (35%) were in the midst of planning. The rest still need specific data and demographics to complete their plans, providing challenges and opportunities for extension educators. Cooperative Extension centers have assisted regional economic development interests and planning commissions, providing economic research relevant to plan development and adoption. Campus specialists at the UW-Madison Center for Community and Economic Development, UW-River Falls Survey Research Center, UW-Stevens Point Center for Land Use Education and
Building capacity among volunteer planning commissioners: Wisconsin’s 1999 comprehensive planning law prompted a surge in local plan commissions and an estimated 7,500 volunteer plan commissioners. Farmers, environmentalists, business owners, development professionals, educators, retirees, and others serve 3-year terms. Most lack professional planning experience. Turnover is high. About half are replaced every 2 to 3 years. New volunteer plan commissioners need to better understand their roles and legal obligations to serve effectively. As detailed in the evaluation studies section of this report, between 2005 and 2010, Cooperative Extension staff from the UW-Stevens Point Center for Land Use Education conducted 35 plan commission workshops throughout the state. About half focused on basic skills such as procedural requirements, establishing a plan commission, developing a comprehensive plan, designing the planning process, and involving the public. The other half focused on advanced topics related to plan implementation: http://www.uwsp.edu/cnr/landcenter/workshopspc.html

Implementing public participation plans: Since 2004, the UW-River Falls Survey Research Center has helped 123 counties, a tribe, cities and towns develop surveys, collect and analyze responses. They provided local officials a report with statistical data analysis identifying how land use opinions differ among demographic groups as part of the public participation portion of comprehensive planning.

2. Brief description of the target audience

Wisconsin Cooperative Extension interdisciplinary campus and county faculty and staff reach a variety of audiences including leaders of non-profit, government, and quasi-governmental organizations, managers, boards of directors, county boards of supervisors, town boards and city councils, tribal government and service agencies, members of organizations, leadership program participants, and volunteers. Of the 31,551 adults reached through direct teaching methods in 2009, 92.6% were white, 2.9% were American Indian, 2.9% were of other identity, 0.8% were African American and 0.8% were Asian American; 51.4% were female and 48.6% were male. Of these, 4% (1,266) identified as Latino/a, who may be of any race. Community partners and the 927 volunteers trained made additional teaching contacts.

Extension colleagues are connected by email ListServ, online newsletters and shared resources such as statewide and national webinars, eXtension and the national Extension Disaster Education Network (EDEN) to quickly address critical timely issues such as the 2008 record flooding. Colleagues and other professionals in this network include Organizational Development and Community-Based Leadership teams and other Community, Natural Resource and Economic Development teams; Family Living programs teams; UW-Madison Center for Community and Economic Development and UW-Superior Northern Center for Community and Economic Development specialists; and county community resource development, agriculture, family living and 4-H youth development educators building capacity among colleagues and leaders of non-profit organizations, building community capacity for inter-governmental cooperation, and evaluating outcomes statewide, regionally and nationally.

Community partners include civic leaders, public officials, law enforcement, service groups, city and regional planners, consulting firms, city and tribal chambers of commerce, economic development corporations, housing coalitions, hunger task forces, community action programs, United Way, Humane Society, Audubon Society, Hmong Mutual Assistance Association, clan leaders and other minority associations, students, retired teachers, school districts, school boards, community, tribal and technical colleges, post-secondary educators, Wisconsin Counties Association, Wisconsin Towns Association, Wisconsin Alliance of Cities, Wisconsin Department of Administration Intergovernmental Relations Division, Department of Agriculture, Trade and Consumer Protection, and Department of Commerce.

Economic Snapshots: Expanding readership provides the means to reach a wide range of people and businesses, generating interest and comment from traditional and nontraditional audiences. For example, unemployment and the stock market were featured in December 2008 to move beyond media hysteria and provide unbiased facts and analysis to help people understand the situation and their options: http://www.uwex.edu/ces/cced/economies/economicsnapshot/index.cfm

Ultimate beneficiaries include diverse community leaders, service providers, workers, employers, teachers, students, parents, trained adult volunteers, their families and communities.

V(E). Planned Program (Outputs)

1. Standard output measures
2. Number of Patent Applications Submitted (Standard Research Output)

Patent Applications Submitted

Year: 2009
Plan: 0
Actual: 0

Patents listed

3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

<table>
<thead>
<tr>
<th>2009</th>
<th>Extension</th>
<th>Research</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Actual</td>
<td>10</td>
<td>10</td>
<td>20</td>
</tr>
</tbody>
</table>

V(F). State Defined Outputs

Output Target

Output #1

Output Measure

- {No Data Entered}
### V(G). State Defined Outcomes

<table>
<thead>
<tr>
<th>O. No.</th>
<th>OUTCOME NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Participants will increase awareness, knowledge, and/or ability to use data or information about economic trends and conditions and community strategies to address the issue: community and regional economic development.</td>
</tr>
<tr>
<td>2</td>
<td>Participants, organizations and communities will have increased leveraged resources such as funding, in-kind service or volunteers.</td>
</tr>
<tr>
<td>3</td>
<td>Participants, organizations and communities will have increased partnerships and/or networks to address the issue: community and regional economic development.</td>
</tr>
<tr>
<td>4</td>
<td>Participants, organizations, and communities will make informed decisions and commitments such as volunteering, leadership, plans adopted, strategies employed, or practices changed to address this issue: community and regional economic development.</td>
</tr>
<tr>
<td>5</td>
<td>Communities create, retain or expand sustainable economic opportunity for people.</td>
</tr>
</tbody>
</table>
Outcome #1

1. Outcome Measures

Participants will increase awareness, knowledge, and/or ability to use data or information about economic trends and conditions and community strategies to address the issue: community and regional economic development.

2. Associated Institution Types

● 1862 Extension

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

<table>
<thead>
<tr>
<th>Year</th>
<th>Quantitative Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0</td>
<td>530</td>
</tr>
</tbody>
</table>

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

According to Wisconsin Statutes, beginning in 2010, if a town, village, city, or county engages in official mapping, subdivision regulation, or zoning, those actions must be consistent with that community's comprehensive plan. In 2008 the Sauk County Planning and Zoning (P&Z) Department asked community resource development educator Jennifer Erickson to help develop and facilitate the county comprehensive planning process. She was also asked to take a lead role in orchestrating the public participation aspect of the countywide process. Erickson was highly involved in the planning process in 2008 and continued her work throughout 2009.

What has been done

Erickson engaged the public to provide input in the comprehensive planning process. In 2009, she developed and helped facilitate a visioning conference featuring a nationally recognized speaker from the Chicago Institute of Global Affairs. Erickson helped organize the 17 facilitated discussions designed to gather ideas for potential strategies for the previously identified countywide issues; designed and organized opportunities for regional experts to partner with planning committee members to hone strategies that originated from the visioning conference; partnered with the UW-River Falls Survey Research Center to develop a survey designed to gage support for finalized strategies from the public, county board members and other local elected officials; developed a presentation for planning committee members to present to the county board, key county committees, and the public on the planning process and outcomes.

Results

Throughout the comprehensive planning process, thousands of Sauk County residents shared their ideas and feedback. More than 200 people including 13 Sauk County board members attended the visioning conference and the information gathered helped the planning committee develop strategies to address the 17 key issues identified in the plan. Thirty local experts helped the planning committee shape the key strategies for the plan. Surveys were sent to 1,134 random Sauk County residences, the 31 members of the Sauk County Board and 295 other local officials from the cities, villages and towns within Sauk County. Overall, a majority of respondents from all three groups (public, county board, and other local officials) said they agreed or strongly agreed with most strategies listed in the survey. The Sauk County Board adopted the Comprehensive Plan (27-3) in December 2009: http://www.saukplan.org

Erickson developed and conducted an evaluation of the public participation efforts throughout the comprehensive planning process. Nineteen of the 21 planning committee members completed the evaluation (90% response rate). The committee members were asked to rate the effectiveness of each of the public participation efforts on a scale from one (not effective) to five (very effective). The average rating for all public participation efforts was 3.9. One committee member wrote, "The outreach efforts were tremendous. The networking opportunities provided wonderful insight to issues and opportunities facing the county."

4. Associated Knowledge Areas
KA Code   Knowledge Area
608       Community Resource Planning and Development

Outcome #2

1. Outcome Measures

Participants, organizations and communities will have increased leveraged resources such as funding, in-kind
service or volunteers.

2. Associated Institution Types

● 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

<table>
<thead>
<tr>
<th>Year</th>
<th>Quantitative Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0</td>
<td>9081000</td>
</tr>
</tbody>
</table>

3c. Qualitative Outcome or Impact Statement

**Issue (Who cares and Why)**
Wisconsin’s comprehensive planning statute defines a comprehensive plan, details land use regulations that must
align with that plan, and lists mandatory procedures for adoption. These procedures include addressing 9 specific
planning elements, developing municipal plan commissions, and implementing a public participation plan. This has
resulted in numerous requests for programs, information and assistance from Sheboygan County’s fifteen towns,
ten villages, and three cities. Because Sheboygan County borders the expanding Milwaukee metropolitan area,
growth management and planning have been at the top of the list of concerns identified by citizens participating in
Cooperative Extension and other agency assessments.

**What has been done**
Sheboygan County community resource development educator Dave Such provides customized programs and
materials for local officials and government leaders to foster development and implementation of meaningful, cost-
effective comprehensive plans. Based on community needs, programs last 12 to 24 months. The first session
examines planning with its relationship to zoning. He presents citizen participation techniques to help the
community identify a process and timeline for long-range planning. Such helps prepare a citizen participation plan
that meets requirements of the law. A trends analysis is prepared to educate the community and its ad hoc long-
range planning committee on the impact of past and present trends on future directions the community may wish to
take. These data are then incorporated into the comprehensive plan. An issue identification workshop is followed
by a process to refine and categorize priority issues for developing a citizen input survey. Survey responses are
presented as recommendations to the community plan commission and town or village board. Such then facilitates
key stakeholder sessions to fine tune visions and goals, then surveys the public again to assess their agreement
with the vision and goals.

**Results**
Statewide in 2009, plans adopted through Cooperative Extension facilitation valued more than $90.8 million. In
Sheboygan County, public input received from surveys and reported by Dave Such serve as the foundation upon
which communities are building their comprehensive plans. Communities that received Cooperative Extension
assistance for comprehensive planning programs during 2009 include the towns of Lima, Mitchell, Plymouth,
Scott, Sheboygan and Sheboygan Falls, villages of Cascade and Oostburg, and City of Sheboygan Falls. By
having Cooperative Extension facilitate citizen input activities related to comprehensive planning, these
communities saved around $338,500 in 2009.

Because of extension credibility and established positive working relationships, every community to date has
either formally through resolutions or informally by consensus indicated that the surveys and public participation
processes developed by Such are valuable tools to help local officials make better informed decisions and should
be conducted regularly. Several communities already have completed third and fourth generation surveys with Such. The public participation plans prepared with Cooperative Extension leadership have been unanimously adopted by every community to date.

4. Associated Knowledge Areas

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>608</td>
<td>Community Resource Planning and Development</td>
</tr>
</tbody>
</table>

Outcome #3

1. Outcome Measures

Participants, organizations and communities will have increased partnerships and/or networks to address the issue: community and regional economic development.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

<table>
<thead>
<tr>
<th>Year</th>
<th>Quantitative Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0</td>
<td>215</td>
</tr>
</tbody>
</table>

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Comprehensive planning is complete in most Winnebago County towns, cities and villages. Implementation and plan consistency are critical to ensuring that local plans are properly used to achieve their desired land use outcomes. As of 2009, all towns, villages and cities in Winnebago County have a planning committee. About 30% of the commissioners are new every 2 to 3 years, maintaining continual need for educational support as well as advanced capacity-building education for more tenured plan commissioners. Winnebago County GIS Department has a top-notch web access portal to GIS data relevant to plan commissioners, clerks, treasurers and zoning administrators, such as parcel information, adjacent land uses, aerial photos, zoning and future land use maps, other natural resource and soil information. Feedback from commissioners indicated that they needed basic training in how to access GIS data.

What has been done

Since 2005, Winnebago County community resource development educator Catherine Neiswender has developed and implemented a plan commissioner capacity building education program. She provides training, helped establish a Plan Commissioner Network, maintains their web site and uses their feedback to develop ongoing professional development trainings. In 2009, Neiswender developed a workshop titled Practical GIS for Towns in Winnebago County. She partnered with the Land and Water Conservation Department and County Planning GIS specialists to create the 2-hour, hands-on workshop for 22 plan commissioners, clerks, treasurers and zoning administrators. Exercises focused on using the two primary functions of the GIS system: the parcel previewer, which allows access to layers of land use data, and the map viewer, which allows people to turn data layers on and off and see larger areas. Both functions allow plan commissioners and zoning administrators to get accurate parcel data, verify permit information, understand site limitations, and know the underlying zoning and land use codes - all pieces of information that help them in their capacity as plan commissioners.

Results

Post-workshop evaluations and end-of-workshop discussions from 22 participants representing 9 towns indicated that the hands-on GIS workshops were very valuable to participants and helped them understand what the GIS web portal could offer to them as plan commissioners. This was the first time this GIS hands-on workshop was held for plan commissioners in the county. Two participants indicated they would use the GIS web portal during
their meetings so they could have instant access to the data. Other towns indicated they would use the GIS web portal to print maps and find additional information for their deliberations.

Qualitative evidence, including quality of sharing, discussion and attendance, shows that the Network is functioning as a peer-learning opportunity for plan commissioners in the county. Initial impacts of the third year of the Plan Commissioner Network have proven to be positive. The 95 participants have identified key learning topics for 2010.

4. Associated Knowledge Areas

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>608</td>
<td>Community Resource Planning and Development</td>
</tr>
</tbody>
</table>

Outcome #4

1. Outcome Measures

Participants, organizations, and communities will make informed decisions and commitments such as volunteering, leadership, plans adopted, strategies employed, or practices changed to address this issue: community and regional economic development.

Not Reporting on this Outcome Measure

Outcome #5

1. Outcome Measures

Communities create, retain or expand sustainable economic opportunity for people.

Not Reporting on this Outcome Measure

V(H). Planned Program (External Factors)

External factors which affected outcomes

- Economy
- Appropriations changes
- Public Policy changes
- Competing Public priorities
- Populations changes (immigration, new cultural groupings, etc.)

Brief Explanation

V(I). Planned Program (Evaluation Studies and Data Collection)

1. Evaluation Studies Planned

- After Only (post program)

Evaluation Results

Issue

According to Wisconsin Statutes, beginning in 2010, if a town, village, city, or county engages in official mapping, subdivision regulation, or zoning, those actions must be consistent with that community’s comprehensive plan. Wisconsin’s comprehensive planning statute defines a comprehensive plan, details land use regulations that must align with that plan by 2010, and lists mandatory procedures for adoption. These procedures include developing municipal plan commissions. As a result, an estimated 7,500 volunteer plan commissioners need to better understand their roles and legal obligations to
serve effectively.

Response

Building capacity among volunteer planning commissioners: A survey conducted by land use specialist Rebecca Roberts, UW-Stevens Point Center for Land Use Education, identified a need for skill development related to plan implementation and other advanced topics. Roberts devised a three-tiered educational response consisting of: 1) training workshops, 2) support materials (including a fact sheets series and handbook revisions), and 3) increased communication among Extension educators, plan commissioners, and planning professionals. She announces workshops and educational materials through quarterly Land Use Tracker newsletters reaching all 72 county Cooperative Extension offices as well as hundreds of professional planners and plan commission members.

Results

The workshops and educational materials have increased the knowledge and skills of over 1,000 volunteer planning commissioners serving approximately 50 counties. These efforts have also increased capacity of local planning departments and county UW-Extension educators. Local officials have established plan commissions, created bylaws, developed public participation plans, reviewed and amended application and decision forms, and influenced development and implementation of comprehensive plans. Roberts has also helped to initiate and support ongoing county-based programming efforts, including several multi-county partnerships:

www.uwsp.edu/cnr/landcenter/workshopspc.html

Key Items of Evaluation