

## Summary of Professional Contributions and Scholarship

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Reflecting over the past four years with UW-Extension, I am amazed at the ability of this organization to develop and nurture a new colleague's career. Four years ago, I found myself fresh out of graduate school with little "real world" experience. Within a short amount of time from my starting date, I found that I lacked many of the core competencies that have been required to meet the needs of this job in Ozaukee County. Specifically, I lacked knowledge in Wisconsin's comprehensive planning legislation, strategic planning, facilitation skills and adult education. Recognizing the need to build upon my knowledge from school, I participated in numerous professional development opportunities (see professional resume). Professional development has assisted in the advancement of my educational programs in Ozaukee County and has helped me adapt my programming to the constantly changing needs of Ozaukee County. Today, I am able to reflect on how I utilized resources from numerous professional development experiences, built strong educational programs in Ozaukee County and how I have contributed to the community development profession. Below are three program examples that highlight these contributions.

**Program I: Land Use Planning** - In 2001, Ozaukee County did not have a land use, development or a comprehensive plan and had no process in place to comply with the State of Wisconsin's comprehensive planning legislation, commonly referred to as "Smart Growth." Since the County has historically not played an active role in land use planning, there was resistance by the County Board and local communities to develop a countywide comprehensive plan. However, the County recognized the need to comply with the State legislation and hired its first land use planner in 2001. During my hiring process in 2001, the County Agriculture and Extension Education Committee indicated that one component of the CNRED position would include assisting the County with its comprehensive planning process. In a primary teaching role, I provided educational activities in the areas of pre-planning, planning, process development and public participation. Specifically, objectives for my land use planning program were:

- Increase local elected officials understanding of Wisconsin's comprehensive planning legislation so that they can develop a strategy to comply with this legislation.
- Improve public participation in the Ozaukee County comprehensive planning process.
- Increase the use of contemporary communication technology to reach a broader audience.

These objectives are addressed in the following pages.

*Objective #1: Increase local elected officials understanding of Wisconsin's comprehensive planning legislation so that they can develop a strategy to comply with this legislation.* The first need that I identified was to increase the knowledge of the Ozaukee County Board and local elected officials on the definition of a comprehensive plan and the intricacies of Wisconsin's comprehensive planning legislation. I used existing UWEX-CE comprehensive planning fact sheets developed by Brian Ohm at the UW-Madison Department of Urban and Regional Planning, Anna Haines at the UW-Extension Center for Land Use Education and Mike Koles, UWEX-CE CNRED Educator in Waupaca County. Over time, I used additional resources from the Wisconsin Realtor's Association, the State of Wisconsin's Department of Administration, 1,000 Friends of Wisconsin, the Smart Growth Network and the U.S. Department of Agriculture. These resources became the foundation of my "Planning 101" curriculum, which was presented to the Ozaukee County Board and individually thirteen of the fifteen local municipalities in Ozaukee County. (***See Support Material Item A "Ozaukee County's Comprehensive Planning / Smart Growth Process"***) The remaining two communities that chose not to participate in my training session received "Planning 101" information packets that included UWEX-CE fact sheets and copies of my presentation.

One outcome of my land use planning program is that the Ozaukee County Board gained knowledge of Wisconsin's Comprehensive Planning legislation and developed a strategy to comply with this legislation. This is evidenced by;

- The Ozaukee County Board voted 28-2 to create a Smart Growth Committee to develop and recommend a countywide comprehensive plan to the Ozaukee County Board, in September 2002.
- The Ozaukee County Board voted 27-2 to apply for a multi-jurisdictional comprehensive planning grant from the State of Wisconsin Department of Administration (WI-DOA), in August 2003.
- The Ozaukee County Board voted 27-1 to accept a \$408,000 grant from the WI-DOA, in May 2004.
- The Smart Growth Committee established a Citizen Advisory Committee to develop a public participation plan for Ozaukee County.

A second outcome related to objective one is that all fifteen local municipalities in Ozaukee County gained knowledge of Wisconsin's Comprehensive Planning legislation and developed a strategy to comply with this legislation. This is evidenced by;

- All fifteen local municipalities signed resolutions to apply with Ozaukee County in a multi-jurisdictional comprehensive planning grant from the WI-DOA.
- Fourteen local municipalities signed cooperative agreements with Ozaukee County to develop a multi-jurisdictional comprehensive plan.
- One local community utilized knowledge gained and chose not to participate in the multi-jurisdictional comprehensive plan.

Evaluations conducted at local municipal meetings determined that participants agreed that the information I presented assisted their community in making an informed decision regarding working towards compliance with the state's legislation. Katie Smith, the Chair of the County Smart Growth Committee, commented that "the planning process is on solid ground and is progressing smoothly. The educational programming that Paul has provided has lead to this success." (*See Support Material Item B "Evaluation"*)

*Objective #2: Improve public participation in the Ozaukee County comprehensive planning process.* As a result of the education I provided to the Ozaukee County Smart Growth Committee, a Citizen Advisory Committee (CAC) was created to provide citizen input during the planning process and to assist in the development of a public participation plan. The County's planner and I facilitated a process that included soliciting applications for membership on the CAC, prioritizing applications based on criteria developed by the Smart Growth Committee and facilitating a process for the Smart Growth Committee to appoint citizens to the CAC. Once the CAC was created, I taught my "Planning 101" curriculum and facilitated a process with the county's planner for the CAC to research other community public participation plans and identify elements of these plans that they thought were appropriate for the County planning process. These elements were then utilized by the County's planning consultant, Southeastern Wisconsin Regional Planning Commission (SEWRPC), in the development of a public participation plan. I recognized that the average citizen would not read this plan, which is 25-pages long. As a result, I created a "user-friendly" summary of the public participation plan to increase citizen involvement in the planning process. (*See Support Material Item C "Public Participation Plan for Ozaukee County's Multi-Jurisdictional Comprehensive Planning Effort"*) Over 400 copies of the summary were distributed to citizens throughout the County through placement at municipal halls, libraries and public information meetings.

Outcomes of this public participation process include;

- I taught my "Planning 101" curriculum at a countywide forum. Sixty-two forum participants gained knowledge of Wisconsin's comprehensive planning legislation, how Ozaukee County and participating communities are working to comply with this legislation and how they can participate in the planning process. Participants evaluated the subject matter as excellent (4.6 on a 5-point scale) and the presentation as excellent (4.3). (*See Support Material Item D "Evaluation"*)
- Ozaukee County conducted its first countywide citizen land use survey. I facilitated a process with the County's planner for the CAC and Smart Growth Committee to develop questions for the survey, which were reviewed and incorporated into a survey designed by the University of Wisconsin – Milwaukee Center for Urban Initiatives and Research. The survey sample is statistically significant with a 95 percent confidence level and a margin of error of +/- 4.83%. Results of the survey were utilized by staff, the CAC and Smart Growth Committee in the development of draft chapters of the comprehensive plan.
- I taught at four countywide comprehensive planning "Kick-off" meetings that were conducted in different geographic locations throughout the county. A total of 46 participants gained knowledge of Wisconsin's comprehensive planning legislation, the results of the countywide land use survey and how they can participate in the planning process. (*See Support Material Item E "Ozaukee County Comprehensive Planning Citizen Survey Results"*) Participants evaluated the subject, matter as excellent (4.1 on a 5-point scale) and the presentations as excellent (4.6). A participant commented that the educational material provided "great insight on the future of the county growth."
- I facilitated a process with the County's planner for CAC members to provide input into the planning process by utilizing a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. (*See Support Material Item F "SWOT Analysis"*) A participant commented that the process was a "good use of our time. An impressive process!"

*Objective #3: Increase the use of contemporary communication technology to reach a broader audience.* When I conducted web-based research on comprehensive planning, it became evident that a lot of quality information already existed. The problem was that there was too much information on the internet and it was difficult to determine which information was accurate. All Ozaukee County Board members have e-mail addresses and only two Supervisors do not have internet access at home/business. Additionally, 2001 data from the United States Department of Commerce National Telecommunication & Information Administration suggested that over 70% of Ozaukee households have internet access. Recognizing the potential to reach a large audience for my program, I developed an Ozaukee County Comprehensive Planning Web Page that provided Smart Growth Committee agendas and minutes, links to over 100 planning related web pages, key comprehensive planning definitions, links to possible funding sources, links to UWEX-CE fact sheets and guides, links to implementation methods and information on how county residents can participate in the planning process. *(See Support Material Item G “Ozaukee County’s Comprehensive Planning Web Page”)*

Outcomes that resulted from the development of the Ozaukee County Comprehensive Planning Web Page include;

- Since June 2002, the web page has received 4,310 total “visits” and averaged 150 “visits” each month in 2005.
- The web page was utilized by County Board members, local government officials, local government staff and citizens as an electronic library of all County planning documents, including meeting agendas and minutes, presentations, draft planning chapters, public participation plan and countywide citizen land use survey results. This has resulted in a very open and collaborative process because all planning activities are on display for the world to view and comment on.
- Five, or one-third, of the citizen representatives on the Citizen Advisory Committee found out about and subsequently joined the Committee by visiting the web page.
- Thirty Ozaukee County residents received e-mail planning updates, which increased their knowledge of comprehensive planning, the county’s planning process and dates of meetings where they can provide input into the planning process.
- Eighty local government officials and staff, representing all Ozaukee communities, received quarterly e-mail planning news updates, which increased their knowledge of planning activities and important dates.

This web page was selected for presentation to UWEX-CE colleagues as a poster exhibit at the 2004 J-CEP Conference. I used a laptop with internet access to demonstrate the educational resources available on the web site. At this same conference, I was selected to present this educational program at a break-out session. *(See Support Material Item H “Intergovernmental Cooperation: A Building Process”)* Fifteen participants evaluated the information presented as excellent (87%) and the quality of the presentation as excellent (94%). One colleague commented that it was “great that you got into what wasn’t working well in your examples and how improvements were realized.” In addition, my land use planning program was selected to be presented at a breakout session at the inaugural conference of the National Association of Community Development Extension Professionals (NACDEP). *(See Support Material Item I “Wisconsin’s Comprehensive Planning Legislation: Educating Local Governments Towards Compliance”)* Thirty-four national colleagues attended this session and fourteen evaluated the quality of the presentation a 4.4 on a 5-point scale. One colleague commented that it was a “very good presentation of Extension’s role in land use planning education.” *(See Support Material Item J “Evaluation”)*

Comprehensive planning has been a contentious issue across the state of Wisconsin as well as in Ozaukee County. Although all Ozaukee County communities welcomed land use planning, many are concerned with what they interpret as a loss of local control in the multi-jurisdictional planning process. I have learned that the only way to overcome this concern has been to continue to build consensus and make the process as transparent as possible by placing all documents on-line. Through constant dialogue, the open lines of communication have allowed the County and participating communities to work towards compliance by the legislative deadline of January 1, 2010.

**Program II: Economic Development** - When I interviewed for this position, it was noted that one of the areas I would program in is economic development, which included providing educational resources to the Ozaukee County Economic Development Corporation (OCEDC). Upon starting work in the county, I was informed by the part-time administrator of the OCEDC that I held the position of Executive Director of that organization. Recognizing this as an inappropriate role for a CNRED Educator, I sought advice from my department head and fellow CNRED colleagues and found that my predecessor did unofficially hold the title of Executive Director. When the CNRED position was created in Ozaukee County, a primary responsibility for the position was to assist the struggling OCEDC during its formative years. In these early years, the OCEDC lacked financial resources, staff and economic

development programs. Through my predecessors' tenure, the OCEDC grew into an organization with limited financial resources, a part time staff person and had developed economic development programs. Early on, I identified that it was time to reevaluate Extension's role in this organization while also responding to the ever changing economic development needs of the county. Specifically, my objectives for my economic development program were:

- Improve organizational capacity within the OCEDC so they are a more self reliant organization that is capable of identifying and implementing economic development priorities in Ozaukee County.
- Develop local community capacity in strategic economic activities.
- Build the capacity of the Ozaukee County Board to understand and respond to the changing Ozaukee economy. These objectives are addressed in the following pages.

*Objective #1: Improve organizational capacity within the OCEDC so they are a more self reliant organization that is capable of identifying and implementing economic development priorities in Ozaukee County.* Through a year-long needs assessment process of meeting with the OCEDC president, administrator and board, I determined that the OCEDC had no organizational goals and only one current program. As a result of this needs assessment, I facilitated an abbreviated strategic planning process called strategic thinking, which utilized knowledge that I gained from UWEX-CE Strategic Planning Workshop and materials developed by Dan Wilson, Community Development Educator in Washington County. *(for agenda, process, report and evaluation of this workshop, See Support Material Item K "Ozaukee County Economic Development Corporation: Strategic Thinking Sessions")* Redefining Extension's role in the OCEDC was a considerable challenge because of my predecessor's unofficial title of Executive Director. As a new educator, I had to balance the opposing expectations of Extension and the OCEDC board.

Outcomes that resulted from this organizational development program include;

- The OCEDC conducts regular meetings of the Executive Committee of the board in order to pre-plan board meeting agendas and organization activities. Prior to this process, this Committee never held a meeting and the board agenda was developed by the board president.
- Developed and implemented a strategy that maintains adequate funding for a part-time administrator, one major economic development program and two smaller programs.
- Partnered with other organizations in developing new economic development programs in entrepreneurship and regional industry clusters.
- Recruited new members to their board, which has resulted in a more diverse perspective of countywide economic development activities.
- Extension's role in the OCEDC has been redefined. I am looked to as an educational resource and no longer considered the Executive Director of the organization.

This program was formally presented during my three-year review to Tom Blewett, Assistant Program Leader for CNRED; Karen Hintz, Eastern District Director; Dan O'Neil, Agriculture Agent & Department Head for UWEX-CE Ozaukee County; Jerry Braatz, CNRED Educator in Waukesha County; and Annie Jones, CNRED Educator in Kenosha. In addition, this process has also been shared with Andrew Dane, CNRED Educator in Barron & Chippewa Counties; Will Andresen, CNRED Educator in Iron County; and Merritt Bussiere, CNRED Educator in Kewaunee County.

Working through the strategic thinking process, the OCEDC identified that they were in a systemic loop of trying to develop programs without increased funding, but having trouble fundraising without established programs that had measurable outcomes. As a result, I facilitated a process for the OCEDC to leverage their limited financial resources by partnering with other organizations, including UWEX-CE, in providing entrepreneurship education and to establish an economic development strategy of industry clusters.

*Entrepreneurship Education* - After starting in my position in Ozaukee County, I received numerous contacts from county residents requesting business assistance. Lacking experience in this area, I would refer these requests to the UW-Milwaukee Small Business Development Center (UWM-SBDC). Several of these individuals indicated a reluctance to travel to the City of Milwaukee for entrepreneurial assistance. In order to increase entrepreneurship in Ozaukee County, I collaborated with Tim Peterson, Business Counselor at the UWM-SBC, to offer a business plan development course, entitled Fast Trac, in Ozaukee County. In addition, I partnered with the OCEDC, the Milwaukee Area Technical College and local Chambers of Commerce. Fast Trac curriculum is licensed by the

Kauffman Center for Entrepreneurial Leadership in Kansas City, Missouri. I supplemented this curriculum with information on entrepreneurial resources at the Wisconsin Department of Commerce and with Ozaukee County entrepreneurial resources.

Outcomes that have resulted from my Entrepreneurship Education Program include;

- Through this innovative partnership, educational resources in entrepreneurship that were previously unavailable in Ozaukee County are now offered.
- Thirty-one business plans have been developed by new and existing business.
- One new business was started, one existing business expanded and several other graduates are working towards implementation of their business plans.
- The OCEDC partnered with other organizations to establish its first new program in over two years.

Program participants commented that “the program really gave us an eye-opening look at what was expected, as well as what we needed to know in order to start a new business. It even gave us ideas on what we did wrong with the business we have now.” (*See Support Material Item L “Quick on the Uptake”*) This program has been shared with fellow CNRED colleagues in the former UWEX-CE Southeastern District and with members of the CNRED Entrepreneurship Team.

*Industry Cluster Initiative* - A goal identified during the OCEDC strategic thinking process was to pro-actively respond to countywide issues affecting business retention within Ozaukee County. Industry Clusters, which is a means of defining key private stakeholders, local governments and educational institutions that work together to help businesses compete in the global market place, were identified by the OCEDC as an economic development initiative that could be implemented locally.

In a primary role as educator, I identified that there was no document that easily explained the concept of industry clusters to a diverse audience. Using research that I conducted on this subject, I created a user friendly fact sheet. (*See Support Material M “Clusters: An Economic Development Strategy”*) Andrew Lewis, at the UW-Extension Center for Community Economic Development, and Steve Deller, at the UW-Madison Department of Agricultural and Applied Economics, provided peer review of this document, which was incorporated into my final product. This fact sheet was utilized by economic development professionals in Ozaukee, Washington, Waukesha and Kenosha Counties; Pamela Christenson, Director of the Bureau of Entrepreneurship-Wisconsin Department of Commerce; Deb Clements, Area Development Manager- Wisconsin Department of Commerce; and was posted on the WI Department of Commerce web site. (*See Support Material N “Industry Clusters”*) Deb Clements commented that the Industry Cluster Fact Sheet was “perfect” and that she utilizes the fact sheet when meeting with businesses. As an Area Development Manager, Deb assists businesses with her knowledge of federal, state, and regional resources to provide a variety of information to expanding or relocating firms.

Outcomes that resulted from the Industry Cluster Initiative include;

- I taught at a countywide forum on the concept of industry clusters, which helped raise awareness on the concept of industry clusters for 80 participants at the forum. (*See Support Material O “Industry Clusters: An Economic Development Strategy”*) Participants evaluated that they felt that the subject matter was excellent (4.8 on a 5 point scale) and 67% stated that the event exceeded their expectations. Comments from participants include that the forum was “informative and interactive. It was terrific to see the partnership of all of the counties” and “this was time well spent.”
- Additional county residents gained knowledge of this information when it was reported by a local Ozaukee newspaper. (*See Support Material P “Competition Gives Way to Cooperation: Clustering Touted as Newest Model for Business Success”*)
- Through a process of several meetings that I taught and facilitated, the OCEDC collaborated with Washington and Dodge Counties in a Tri-County Cluster Initiative.
- Through the OCEDC participation in the Tri-County Cluster Initiative, a third industry cluster in Health Services was created and businesses in Ozaukee County participated in three industry clusters. (Washington County had already established clusters in Advanced Manufacturing and Agri-business prior to Ozaukee joining the initiative).
- Through a Nominal Group Process that I facilitated, the Health Services Cluster created a mission statement. Participants evaluated this process as very helpful (a 4.7 on a 5-point scale) and a participant commented that

my facilitation of the process was an “excellent way of guiding a group without feeding them words. Very enjoyable!” (*See Support Material Q “Evaluation”*)

- Washington County collaborated with the OCEDC and Dodge County on a grant application and received a \$60,000 grant from the Wisconsin Department of Commerce to help foster industry cluster activity in the three counties.

Through my programming in economic development, the OCEDC was able to partner with other organizations to leverage their limited fiscal and staff resources, which resulted in the development of the Industry Cluster Initiative and Fast Trac business plan writing class. The outcomes of these programs allowed the OCEDC to demonstrate to their local stakeholders, such as the Ozaukee County Board and local municipal governments, that these programs favorably impacted Ozaukee’s economy.

*Objective #2: Develop local community capacity in strategic economic activities.*

*Utilizing Public Input Sessions for a Downtown Revitalization Plan* - The City of Port Washington Business Improvement District (BID) and the city’s common council hired a consultant to develop a plan to revitalize the city’s downtown business district. The director of the BID contacted me to provide educational resources that would increase public participation in the planning process. I outlined several public participation tools, which resulted in the BID deciding to initiate a focus group process to collect qualitative data on the downtown district.

Outcomes of the focus group process include;

- I facilitated four modified focus groups, which identified nine key issues that impact the city’s downtown
- The 57 participants at these focus groups gained awareness of other participants’ thoughts, ideas and opinions of the city’s downtown. One participant commented that it was “helpful to talk with people and see their ideas as well.” Another commented that it was “great to hear broader input from others.”
- Qualitative data identified aspects of downtown that people enjoyed and identified areas for improvement, which was incorporated into the consultant’s recommendations to the City of Port Washington and BID.

The Snow Card process that I facilitated in the focus groups proved to be very successful. A challenge of public meetings is that discussion is sometimes dominated by a few participants. Participants indicated through evaluation that they felt that the Snow Card process allowed them an equal opportunity to participate, a 4.7 on a 5-point scale. One participant commented that it was “good to have group participation” and that this was an “excellent forum!” The final report developed from the focus groups (*for agenda, process, report and evaluation for these focus groups, See Support Material R “Port Washington Downtown Revitalization Plan: Public Input Sessions”*) has been shared with Will Andresen, CNRED Educator in Iron County and Amy Schanhofer, CNRED Educator in Monroe County.

*Economic Impacts of the Port Washington Maritime Heritage Center* - In November 2002, Dan McCotter, President of the Port Washington Maritime Heritage Center Board of Director’s, and Randy Tetzlaff, Director of Planning and Development for the City of Port Washington, contacted me with the request to conduct an economic impact study of the proposed Maritime Heritage Center (MHC) in Port Washington. In response, I collaborated with Dave Marcouiller, Associate Professor and Extension Economist from the Department of Urban and Regional Planning at the University of Wisconsin – Madison/Extension to conduct a study of the potential economic impact of the proposed MHC. (*See Support Material S “Economic Impacts of the Port Washington Maritime Heritage Center: A Study of Projected Impact”*) My primary role in this project was to facilitate the study process, author the introduction and overview of the MHC, and author the summary and policy implications of the results of the study. Dave Marcouiller conducted and authored the fiscal analysis for this study.

Outcomes of this study allowed the MHC Board and City Common Council to;

- Gain knowledge on the regional economic impact of creating a MHC in Ozaukee County.
- Understand the impacts that new visitor money would have on generating business activity in Ozaukee County.
- Assist with the creation of a base of contributors sufficient to help sustain the operating budget of the MHC.
- Identify policy implications of creating a MHC in Port Washington.

The long-term outcome of this study has been that the MHC Board has recognized the fiscal challenges of creating the MHC. Although creating the MHC is a long-term goal for the organization, they have focused their present activities on smaller projects, including the creation of a maritime interpretive display in the city’s marina.

Objective #3: Build the capacity of the Ozaukee County Board to understand and respond to the changing Ozaukee economy. The metro-Milwaukee region, which includes Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha counties, is working collaboratively on a five-year, \$12 million campaign to recruit, retain, expand and create companies that offer high-value jobs in the region. This initiative, launched in September 2005, is business led and has the support of many local governments and educational institutions in the region. Although Ozaukee County has long been considered a bedroom community of Milwaukee, very little thought had been given to how this impacts Ozaukee's economy. To frame this issue for the Ozaukee County Board, I prepared a brief study that utilized census demographic information and worker mobility data from the US Census Bureau. Additionally, maps generated by Matt Kures, GIS State Specialist at the UW-Extension Center for Community and Economic Development, demonstrated that almost 50% of the workers in Ozaukee County commute outside of the county everyday for employment.

Outcomes of this study include;

- Two Ozaukee representatives were appointed to a regional council that will oversee the metro-Milwaukee regional initiative.
- I taught this curriculum at a countywide community forum. (*See Support Material T "Ozaukee Economy: Utilizing Census Data to Think Regionally"*) Forty-eight participants, which included local elected officials, business owners, educators and county residents, gained a greater understanding of how Ozaukee is part of a regional economy (evaluated a 4.8 on a 5-point scale).
- Additional county residents gained knowledge of the County's economy when it was reported by a local Ozaukee newspaper. (*See Support Material U "Ozaukee County Behind Milwaukee 7: Regional Marketing Plan, Costing \$12M, is a National Trend"*)
- Representatives from Columbia St. Mary's Hospital, Milwaukee Area Technical College, United Way of Greater Milwaukee and Miller Engineers Scientists increased their understanding of the issue at the community forum and requested copies of my educational materials to increase the knowledge of their colleagues.

Businesses have long realized that they often depend on a region beyond a local community for employees, resources and markets for their products. However, economic development has been a fairly parochial activity in Ozaukee County. Through my programs, I have built strong collaborative partnerships that have utilized limited fiscal resources to provide economic development activities that have crossed local community boundaries and, in some instances, expanded beyond the boundaries of the County.

**Program III: Local Government Education** - UWEX-CE Ozaukee County has historically met educational needs of the Ozaukee County Board. In 1999, my predecessor facilitated a study process to review the administrative operations of Ozaukee County for the County Board. This study resulted in a number of administrative changes in county government, including the hiring of an administrative coordinator and the creation of a finance department and human resource department. Since I was hired, the County Board has looked to me to conduct research, facilitate meetings and provide local government educational programming.

Objective: The Ozaukee County Board will better understand options and alternatives available to them when making decisions on priority issues. Shortly after I was hired in Ozaukee County, the Ozaukee County Board took action to conduct a study to review the County's Administrative Coordinator's position and determine if it should be changed to an Administrator. Although created only two years prior, many County Board Supervisors considered the Coordinator's position a success. Some Supervisors wanted the position to have the increased statutory powers of an Administrator while other Supervisors thought that it was too soon to start discussing change. Since this was a contentious issue for the County Board, County Board Chair Katie Smith set up an ad-hoc study committee. Six County Board Supervisors were appointed to this committee, including two supervisors who favored the change to administrator, two who opposed the change and two who were undecided. Chairperson Smith requested that I facilitate a study process. This was my first opportunity to work on a project for the County Board. I conducted research with representatives from twelve Wisconsin counties in collaboration with Dave Hinds, State Specialist at the UWEX-CE Local Government Center.

Outcomes of this study process and educational activities include;

- The six members of the ad-hoc committee gained additional knowledge that allowed them to make a more informed decision about what form of government to recommend (evaluated a 4.5 on a 5-point scale).

- The ad-hoc committee reached consensus and made a recommendation to the County Board to create a County Administrator position
- The Ozaukee County Board gained knowledge on administrative forms of government and voted 23-7 to create a County Administrator position
- I gained credibility with the County Board. Comments include that “Paul does his work very well. I consider him an excellent addition to the County Extension Office” and “Paul did a nice job, particularly considering how contentious the committee was.”

Ozaukee County’s mission is to “provide our citizens with responsive government and quality services in a fiscally responsible manner through innovation, leadership and dedication.” To meet the objective of this mission statement, the County has systematically reviewed and revamped its’ organizational structure by combining departments, consolidating functions, promoting job sharing and encouraging cross training. The County Administrative Committee believed that a similar review should be considered regarding the County’s committee structure to provide proper oversight and policy guidance for all departments. At the August 4, 2004 County Board meeting, the Board voted 29-0 to conduct a study of their committee structure. As a result of my previous work with the County Board, I was asked to conduct research, facilitate meetings and utilize resources from the UWEX-CE Local Government Center for the Ozaukee County Board to consider alternatives to reorganize its committees.

After researching committee structures of several other counties, a consensus-building approach gained input from all County Board supervisors, department heads and county employees. Two County Board supervisor workshops were facilitated by myself and Dan Wilson, Community Development Educator at UWEX-CE Washington County. *(For meeting agendas, report and evaluation, see Support Document V “Ozaukee County Board Committee Reorganization Study”)*

Outcomes of this study and educational process include;

- Ozaukee County Board members gained a greater understanding of alternatives to reorganizing the Board committee structure.
- The Ozaukee County Board reached consensus and voted 27-0 to restructure 29 committees of the County Board to six committees.
- I continued to build a positive relationship with the County Board. Comments include that “Paul did a great job” and that this was a “great effort and we appreciate it!”
- The consensus building process and impacts of this study were presented at the 2005 Department of Community Resource Development Symposium. *(See Support Material W “County Board Committee Reorganization: To Empower and Engage the Ozaukee County Board”)* and utilized as a Program Impact by the CNRED Program Office. *(See Support Material Item X “UW-Extension Impact Report: Working to Engage and Empower the Ozaukee County Board”)*

Staff and Administrators of the Wisconsin counties of Adams, Bayfield, and Lincoln have requested copies of my educational materials to increase knowledge within their respective counties. As a result of this consensus building approach, the County Board successfully navigated through a contentious issue. Since the committee reorganization, the County Board and staff have realized additional efficiencies and have restructured county ordinances and created a new policy and procedure manual. Currently, the County Board is working with me to develop a strategy for 2006 that would increase their capacity as decision makers.

**Conclusion** - After four years in my position with UW-Extension, I have learned that people support that which they help create. As a community development practitioner, I have engaged the community by giving access to resources and information through education, communication and supporting existing community assets. Engaging diverse community stakeholders is a razor thin line that community development practitioners walk daily and by embracing these stakeholders through collaboration and consensus building, I have developed three strong educational programs in Ozaukee County that have responded to needs identified by the community. Although I have measured the medium and longer-term outcomes of these programs, I realize that my work is not finished. “If it’s finished, it’s not an invitation to participate” and without participation, it is impossible to engage community stakeholders. (Quote by Jennifer Hunter at the 2005 Pegasus Conference)