

**WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE**  
**Developed - April 2007**

**SCHEDULED REVIEW DATE:** June 25, 2007

**DEPARTMENT:** University of Wisconsin – Extension (UWEX)

**DEPARTMENT MISSION STATEMENT:**

To provide Winnebago County residents with access to university resources and opportunities to engage in lifelong learning, wherever they live and work. Programs support the community, youth, and family collaborations through local outreach and research efforts to assess beliefs, attitudes, behaviors and needs of Winnebago County residents.

**PROGRAM:** Community Development

1. **Describe the program, its purpose and goals.** The purpose of the Community Development program is to provide responsive, tailored education, research and facilitation to help communities manage change and address local issues. Growth management, and the changes that occur with it, have been identified as a priority need in Winnebago County. Specific programs include: Plan Commissioner Education, Building Communities Program, Sustainable Communities education, Local Government support, and Community Economic Development Capacity Building programs (e.g. Menasha program, Omro First Impressions, Winneconne downtown/facade). UWEX responds to these local needs by providing customized educational programs and materials to local officials and community leaders to address specific issues.
2. **Who is the program intended to serve? How many are served?** The program is available to all 22 local units of government in Winnebago County and the County itself (23 total). In 2006, 20 of the 23 units were directly served through the variety of programs offered, including 15 towns, 4 cities, 1 village, and the county.
3. **Are the program benefits long-lasting and essential to the service populations?** Yes. Growth management issues alone create high demand for UWEX programs. Many local communities do not have staff to help them conduct their required work and rely on UWEX resources and education to help them conduct business legally and ethically, meet local and state requirements, and develop local programs that meet their vision and/or community needs. Educational programs provided by UWEX will guide local officials as they make informed and consistent decisions about future directions for their communities, which will benefit the overall county, its economy and long-term development.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** Components of the Community Development program directly support efforts in other departments. For example, the Plan Commissioner Capacity Building program supports the broader county planning efforts. Additionally, this program supports other Educators in this department through research, data and information that cuts across our focus areas. Where appropriate, UWEX taps county resources to help reach out to audiences, or teach specific subjects. This program helps strengthen the overall capacity of communities within Winnebago County.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Many aspects of the Community Development program focus on helping communities work with other departments or local governments to address issues and achieve their goals. This increases efficacy and helps them increase their own ability to more effectively solve problems.
6. **How do you determine/measure if this program has been effectively provided and implemented?** UWEX programs are continually being evaluated to see if they meet the needs of the client so that improvements can be made to the program if needed. For example, post-workshop evaluations, and longer-term impact evaluations (via a mail survey) for the Plan Commissioner Education program were conducted. These evaluations showed increased knowledge of key planning skills, techniques and concepts, and that plan commissioners were applying what they learned to their local meetings and decision-making about plans. In addition to evaluating participant numbers, the community

development program commonly evaluates for short-term impacts such as knowledge gained, awareness raised and learning, as well as medium- to long-term impacts, such as skills applied to their work or with their communities, policies, or system changes.

7. **Could the county cost-effectively subcontract this program?** No. Community development programs delivered by UWEX are continually tailored to meet the local needs making contracting an expensive option, and an onerous one, as the number of individual Requests For Proposals and contracts would be numerous. Additionally, given the fluid (and tailored) nature of community development education programs, contracts would continually need to be changed or amended. Additionally, with direct access to university specialists, the UWEX Community Development Educator is able to offer a unique and valuable resource that sets UWEX apart from other providers. The Community Development program is supported with approximately \$100,000 worth of state specialist expertise, support and time.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 1 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** No. While some communities have community development staff, these people focus on the day-to-day implementation of development plans and not the educational, research and capacity building programs provided by UWEX. In fact, in many cases our (local staff and UWEX) work couples nicely to provide a well-rounded educational program. There are no other providers that could offer this service in a cost-effective manner or deliver educational programming based on unbiased university-based knowledge and research.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Services may be reduced and communities left without access to university research and education to help them solve their local problems and meet their goals. Specifically regarding plan commissioners and local government officials, these clients are often required to make consistent decisions (with their plans) or comply with regulations that might otherwise put them in legal trouble, potentially costing taxpayer money.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Communities learn skills and tools to solve community problems, involve the public, and meet their goals. Information cited in question 6 shows that program impact is high for this program and that participants are applying knowledge gained. UWEX's delivery of Community Development programs is much more cost-effective than if done through consultants. Additionally, the county is getting a high rate of return on program cost, as it provides 40% of the Educator's salary with 60% provided by the state through the county-state partnership.
12. **Is this program currently duplicated by another county department or provider in the community?** No. As stated in question 4, many of the Community Development programs complement, rather than duplicate, existing county programs. UWEX provides leadership on program components such as public participation strategies, community development tools and local government support that are not provided by county departments or other providers in the county.
13. **What are your ideas for finding efficiencies in your Department?** This program already utilizes electronic methods (email and website) to deliver information, reminders and program resources to clients and target audiences, saving money by not making extra copies or doing extensive mailings. Postcards are often used instead of full mailings to save money on postage.

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**PROGRAM:** Commercial and Home Horticulture

1. **Describe the program, its purpose and goals.** The Commercial and Home Horticulture Program provides University of Wisconsin research-based educational programs for a rapidly expanding horticultural industry and a growing homeowner population in Winnebago County. The program provides information to help “Green Industry” professionals and homeowners address horticultural issues in an environmentally and socially responsible manner. Greenhouses, tree farms, nurseries, sod farms and other horticultural businesses add \$14.1 million to Winnebago County’s economic activity. There are two primary goals:

- a. Provide continuing education to Green Industry professionals – building their capacity to appropriately provide quality products and service.
- b. Develop and strengthen the UWEX Master Gardener program in Winnebago County to serve as an informational resource for homeowners asking home and yard questions (i.e. Gypsy Moth, Grubs in lawns, lawn fertilization, Asian Lady Beetles).

2. **Who is the program intended to serve? How many are served?** The Commercial Horticultural Program serves Green Industry professionals, retail centers, homeowners, and other county residents who have horticultural related questions and concerns.

- The Green Industry has grown rapidly in the past 5 years. Attendance at the **Landscape & Grounds Maintenance Short Course** has grown to nearly 60 professionals in only two years.

Through the Home Horticultural program:

- Approximately 3,000 Winnebago County residents contact Winnebago County UWEX and the Winnebago County Master Gardener Volunteers each year with questions about their yards, gardens, or horticultural businesses.
- The UWEX Master Gardener Program has increased to approximately 100 individuals currently active in the Winnebago County Master Gardeners Association. Master Gardeners complete 36 hours of classroom instruction, pass a final exam, and volunteer time back to their communities to help people better understand horticulture and the environment. Winnebago County Master Gardeners volunteer about 6,000 hours of time each year, greatly assisting the Agriculture Educator with home horticultural questions while giving back to the citizens of Winnebago County.

3. **Are the program benefits long-lasting and essential to the service populations?** More than ever, information is the essence for addressing horticultural issues and pests. The loss of neighborhood trees and woodlands, for example, could have a very significant economic impact if Gypsy Moth populations are not controlled. Selecting landscape plants inappropriate for a particular site can be costly. Homeowners who did not understand White Grub infestations two years ago, in many cases, spent thousands of dollars to reestablish their lawns. Well-designed and maintained home yards significantly improve the property value and overall community aesthetics.

4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** The program has served as a resource to the Winnebago County Maintenance Department, the Winnebago County Land and Water Conservation Department, and the Winnebago County Parks Department.

5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** When Green Industry professionals or homeowners need information about horticultural issues, they often seek UWEX to help them answer their questions. The public is very appreciative of the information and service provided by UWEX horticultural programs.
6. **How do you determine/measure if this program has been effectively provided and implemented?** Effectiveness is evaluated through participation in commercial and home horticultural programs, and by the feedback (survey) information provided. For example, 100% percent of individuals attending the **2007 Landscape & Grounds Maintenance Program** stated that the program should be offered again in 2008.
7. **Could the county cost-effectively subcontract this program?** With the county resources committed to the horticultural program, thousands of dollars of University of Wisconsin faculty/staff's time and expertise are locally available to deliver quality, cutting-edge commercial and home horticulture programs here in Winnebago County.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 2 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?** With the commitment of county resources, Winnebago County has access to University of Wisconsin horticultural expertise. This expertise would not be available without the support of the Winnebago County UW-Extension Horticultural Program.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?**
  - Green Industry businesses would no longer have a local source of unbiased, university research-based information and education to assist them with the daily operation of their businesses.
  - Elimination of Master Gardener Program.
  - Thousands of Winnebago County residents would no longer have access to UWEX horticultural programs.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Master Gardeners volunteer over 6,000 hours annually which equates to an additional \$93,780 of supplemental education and programming. This dollar figure is based on the Independent Sector's \$15.63 value per hour for volunteering. These volunteers provide valuable assistance to the people of Winnebago County.
12. **Is this program currently duplicated by another county department or provider in the community?** There is no other county department that provides the information and education to address horticultural and pest related issues.
13. **What are your ideas for finding efficiencies in your Department?** Department recommendations have been compiled in a separate document.

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**PROGRAM:** Winnebago County 4-H Community Club Program

1. **Describe the program, its purpose and goals.** Greg Hutchins, Assistant Dean and State 4-H Youth Development Program Leader states: “The 4-H community club is Extension’s fundamental model for youth programming. The model has a rich tradition of giving young people direct experience with democracy by encouraging group decision-making and self-governance.”

Since 1916, Winnebago County has provided educational experiences for youth through 4-H Community Clubs. Most 4-H Clubs have a rich tradition of community involvement, volunteer leadership, and family participation. Members have direct experience with democracy by encouraging group decision-making and self-governance. In addition, youth develop new skills, become leaders, and contribute to their communities.

2. **Who is the program intended to serve? How many are served?**

- The primary program audience is youth in grades K5-13; 626 youth in 2006.
- The program also relies on adult volunteers who have attended an orientation, which includes a background check and signing a Volunteer Expectation Form; 236 in 2006.
- Also involved are many parents/guardians, other family members, and community individuals.

3. **Are the program benefits long-lasting and essential to the service populations?** Yes. Nationally, 4-H Youth Development has been in existence since 1902. No other youth organization is able to access the breadth of disciplinary knowledge that exists within the Land Grant University network. 4-H is the youth education program of the Cooperative Research Extension Service of the United States Department of Agriculture (USDA). The program cannot exist without the authorization and oversight of UWEX.

When talking with 4-H members and alumni, they articulate how 4-H has helped them develop the leadership, citizenship, and life skills that they have today. In addition, many who were members stay involved as leaders and/or get involved once their families meet the eligibility requirements.

4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** The 4-H Youth Development collaborates with the other department programs for example helping provide childcare as part of the “Grandparents Raising Grandchildren” Support Group and working with the Agriculture Educator on the meat animal project areas.

5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** The youth and adults involved in 4-H community clubs learn leadership skills to be productive citizens, which is essential for the future of all levels of government and of our communities. A carefully designed nationwide scientific study has shown clear evidence that 4-H members are more engaged in their community than those youth who are not involved in 4-H.

Further, volunteers supplement the work of Extension professionals, giving an average of 8 hours a month. Calculating the value of the 236 volunteers in Winnebago County at the Independent Sector’s \$15.63 value per hour for volunteering, totals \$354,113.28 annually in volunteer service towards positive youth development.

6. **How do you determine/measure if this program has been effectively provided and implemented?** A variety of evaluation methods are used to determine how effective the program has been provided and implemented. Following major educational programs youth and adult participants share written feedback on what new skills they learned and how they will use the knowledge they gained. Other methods include:
- Information 4-H members share in their yearly 4-H record books
  - Informal conversations with participants, parents, and/or adult volunteers
  - Number of individuals who are involved in the program
  - Retention rate of members
7. **Could the county cost-effectively subcontract this program?** No. 4-H is the youth development program of a unique partnership with Land-Grant Universities, the Cooperative Extension System and the USDA established by Congress in 1914. It is a national educational network designed to meet the need for research, knowledge and educational programs that enable people to make practical decisions. The authorization of 4-H Youth Development cannot be delegated to another institution. Congress passed law 722 in 1948, protecting the 4-H Name and Emblem, giving it higher protection than a trademark or copyright. The 4-H Name and Emblem can only be used as authorized by statute and according to the authorization of the USDA Secretary or designated representative, which includes authorized representatives of USDA, the Cooperative Extension Service, the Land Grant Universities, and National 4-H Council.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** The program ranks 3 out of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** As stated in answer 7, 4-H is authorized from the federal to the state to the county level.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** The Governor, UW-System, and many others are working to improve access to higher education, and county UWEX offices are an important part of that accessibility. The former University of Wisconsin System President remarked, "If our children are to develop into successful students, effective leaders, productive workers, and involved citizens, they need education that extends beyond the classroom. The University of Wisconsin, in fact, has been working on such a program for 100 years. It is called 4-H! If we didn't already have a 4-H program in Wisconsin to help youth face the challenges of the 21<sup>st</sup> Century we would want to invent it now." (Wisconsin Needs Major Pre-college Program, Dec. 2001)
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** The county provides 40% of the salary for the Educator along with the salary for the 4-H program assistant, support staff, and office space. The county is getting a high return on their investment with 60% of the educator's salaries contributed by the state. The county-state partnership brings access to university resources, as well as district and state programs for youth and adult participants, which is only possible with local educators.
12. **Is this program currently duplicated by another county department or provider in the community?** No, as stated in questions 7 and 9.
13. **What are your ideas for finding efficiencies in your Department?** Careful examination already happens with the 4-H Youth Development Staff and the volunteers to maximize resources and opportunities for the program. The Winnebago County 4-H Leaders Association has increased funding support to our office for programs. Additional department recommendations have been compiled in a separate document.

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**PROGRAM:** Helping Individuals and Families Meet Basic Needs

1. **Describe the program, its purpose and goals.** The purpose of this program is to provide unbiased, research-based education to individuals/families, and agency staff who work with limited resource clientele so that individuals/families can ultimately make decisions that support the economic security of their families. The program includes three focus areas:
  - a. Tenant/landlord education, including “Rent Smart” seminars, work with the countywide Housing Coalition and Winnebago County Housing Authority and responding to individual consumer requests. Partnership with the Winnebago County Housing Authority enables individuals applying for public housing to meet program requirements while learning about tenant responsibilities/rights.
  - b. Food safety and security education, including the Wisconsin Nutrition Education Program (WNEP), work with the Hunger Task Force, Oshkosh Community Pantry workgroup, Community Gardens and responding to individual consumer requests. Research-based educational programs related to food safety and stretching food dollars prevent potentially costly food borne illnesses and help citizens more effectively use their limited resources.
  - c. Provide research-based educational resources, strategic planning, and evaluation assistance to community organizations/agencies, collaborations and task forces (e.g. Winnebago County Human Services, Winnebago County Housing Coalition, Workforce Development Center, W-2 Steering Committee, Oshkosh Collaboration Workgroup, Christine Ann Center and United Way, etc.) as they address the needs of limited resource individuals/families while maximizing community resources.
2. **Who is the program intended to serve? How many are served?** The program serves limited resource individuals/families, agency staff working with limited resource families and non-profit organizations with limited resources. Responses correlate to the focus areas identified above.
  - a. Annually over 100 individuals complete the “Rent Smart” program, with over 75% securing and retaining public housing. Offering research-based education to agency staff and community members ultimately has positive outcomes for all individuals/families that are served by the staff, volunteers and community members who are trained.
  - b. In 2006, there were 5,146 program contacts in Winnebago County through the WNEP program via WIC, Public Health, the Economic Support Unit, senior meal sites, schools, Head Start and food pantries. Over 300 citizens receive research-based food safety education each year.
  - c. In the past year, a monthly average of 50 agency staff from family serving agencies in Winnebago County participate in Collaboration Workgroup meetings, learning about community initiatives supporting families and increasing awareness of community resources. Ninety-five agency staff members participated in evaluating outcomes trainings.
3. **Are the program benefits long-lasting and essential to the service populations?** Responses correlate to the focus areas identified in question 1.
  - a. Housing Authority staff report clients who complete the “Rent Smart” program are more successful in obtaining and retaining public housing. Based on this success, in 2007 the Housing Authority offered financial support for the program (\$5/person) and program outreach extended to Menasha sites. “Rent Smart” has been identified by the City of Oshkosh as a preferred remediation method for individuals violating nuisance ordinance laws.
  - b. The WNEP program, initiated in Winnebago County in 1995, continues to garner support from community agencies. Nationwide, UWEX/WNEP is one of the strongest Food Stamp collaborations in the United States. Citizens who learn to manage their food dollars have better overall financial security and the prevention of food borne illness saves on health care costs.

- c. Local economic development is supported through training agency staff and community members to help limited resource citizens become successful in the workplace. Community agencies have increased their awareness and understanding of community resources. They programmatically focus their efforts on measurable results with the tools to evaluate these outcomes.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** UWEX collaborates within our department to address priority needs. This program works with the Agriculture Educator on the community garden program and master gardener program, focusing on the nutritional and food safety aspects of food produced in the garden. The 4-H Youth Development and Agriculture Educators support WNEP with program promotion. This program represents partnerships with the following county departments: Public Health, Human Services, Sheriffs Department, Housing Authority and Economic Support unit.
  5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** County departments, city departments and community agencies rely on UWEX and WNEP for educational resources and programming. These include Winnebago County Health and Human Services, Division of Public Health, WIC (English speaking and non-English speaking Hmong and Hispanic), Division of Economic Support, Head Start, Community Food Pantries, Oshkosh Collaboration Workgroup and Oshkosh United Way agencies.
  6. **How do you determine/measure if this program has been effectively provided and implemented?** This program has been planned using a logic model, which includes delivery and evaluation strategies. A variety of evaluation strategies are utilized, including end-of-session evaluations, follow-up evaluations, agency reports, organization evaluations and annual program reviews. Individuals, agency staff and county staff document the effectiveness of these programs in knowledge gains, behavior changes and long-term results. Program demand steadily increases each year.
  7. **Could the county cost-effectively subcontract this program?** No. Extension Educators have direct access to university specialists in housing, food safety/nutrition, evaluation, family economic security etc. and rely on them in order to deliver research-based, unbiased information. Each Extension Educator is supported by approximately \$100,000 in state specialist expertise. State and federal dollars pay 60% of each county Extension Educator's salary.
  8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 4 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
  9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** No. There are no alternatives to this program as delivering unbiased, university research-based knowledge to the county is the foundation of UWEX programming. UWEX Educators have direct access to university resources not available to other providers. The WNEP program can only be made available through the UWEX Office because of its ties with the federal government and University of Wisconsin, and as a result, the federal funding which supports the program would be unavailable to other providers.
  10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Eliminating this program would also result in the loss of \$100,000+ federal dollars leveraged through WNEP. Many agencies seeking program planning and evaluation support do not have the resources to secure this assistance and needs would go unmet.
  11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** This program results in higher occupancy for public housing, more successful landlord/tenant relationships, more effective use of food dollars, and lower rates of food borne illness which reduce health care costs. Winnebago County benefits by having a \$100,000+ WNEP program in exchange for in-kind match (office space, equipment usage, etc.).
  12. **Is this program currently duplicated by another county department or provider in the community?** There is no other organization in the county who provides tenant training, food safety education, or outcome and evaluation training for non-profit organizations. Because of University of Wisconsin and U.S. Department of Agriculture linkages, the WNEP program is unique to UWEX.
  13. **What are your ideas for finding efficiencies in your Department?** Department recommendations have been compiled in a separate document.

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**PROGRAM: Strengthening Individuals and Families**

1. **Describe the program, its purpose and goals.** The purpose of this program is to provide unbiased, research-based education to help individuals/families in Winnebago County prevent and manage their life challenges/stresses. The program includes four focus areas:
  - a. Family stress and transition education, including programs on healthy relationships, building family strengths, dealing with stress and developing resiliency skills. The overall goal of these programs is to help individuals/families deal positively with life stressors and changes.
  - b. Parenting/Child Care education, including delivery of two series of age-paced instructional newsletters (PFY) sent by mail during the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> years of life; “Better Kid Care”, - a multi-session training program for child care providers; and train-the-trainer programs for agency staff.
  - c. Caregiver programs that support family members providing care to grandchildren, aging adults and disabled individuals, including the Grandparents Raising Grandchildren initiative, the workshop series “Powerful Tools for Caregivers”, “Caregiving Relationships for People who Care for Adults” and “Adult Children & Aging Parents: Conversations between Generations”, and building community networks for caregivers. These programs focus on developing and adopting coping strategies that support caregiving roles and developing community collaborations to support caregivers.
  - d. Winnebago County Association for Home and Community Education (HCE) – thirteen family-focused study clubs originally organized by UWEX provide educational opportunities to improve leadership skills of members and offer service to communities. First Book/Bookworms initiative is an early literacy program delivered by trained volunteers to Head Start sites. Stitches of Love project produces and distributes headwear to chemotherapy and radiation patients.
2. **Who is the program intended to serve? How many are served?** The program is intended to serve individuals/families who are not being provided services by other community agencies or agency staff who work with these individuals/families. Responses correlate to the focus areas identified above.
  - a. Over 650 individuals attended family stress and transition programs in 2006.
  - b. In partnership with Family Connections and local Kiwanis clubs, the UWEX parenting newsletter project serves parents of Winnebago County newborns. Since its inception in 1993, it has served approximately 800 families each year. Printing and mailing costs are provided by local service organizations with oversight by UWEX. Annually, 75 childcare providers attend training sessions.
  - c. An average of 45 grandparents and grandchildren attend monthly support group meetings. An additional 200 families receive quarterly newsletters. In 2006, 275 individuals attended caregiver programs, 24 agency staff were trained to deliver caregiver education and over 400 agency staff became familiar with caregiver resources through three Winnebago County caregiver networks.
  - d. Eight educational programs were provided for HCE members. In 2006, 85 Headstart children and 20 volunteers participated in the First Book/Bookworms program. Grant funding has been secured to reach 170 children in 2007. Over 1,000 pieces of headwear were distributed to chemotherapy and radiation patients in 2006.
3. **Are the program benefits long-lasting and essential to the service populations?** Responses correlate to the focus areas identified in question 1.
  - a. Strong families are the foundation of a strong and vital community life. Programs that build resiliency and coping skills enable individuals and families to face challenging transitions (marriage, having children, divorce, job loss, war, caregiving and death) and to remain strong and vital.
  - b. PFY newsletter evaluations have shown that parents have changed both their beliefs and actions in raising their children. Parents receiving the newsletter series when compared to those who didn't, reported spanking/slapping their babies significantly less often. Reducing child abuse and increasing competent parenting has very long-lasting effects for families and significantly decreases intervention costs. Child care provider training fulfills continuing education requirements.

- c. Participants in caregiving programs report increased understanding of the caregiver role, increased knowledge of community resources, improved coping skills, and feeling less isolated in the community. These skills are essential to fulfilling the responsibilities of a caregiver.
  - d. Developing early literacy skills in limited income children increases their school success rate.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** This program works directly with families as does 4-H Youth Development. The Grandparent initiative is a collaborative effort with Human Services Kinship program and the Unit on Aging. Beginning in 2006, life skills programs are offered at the county jail. Caregiving and family strengthening programs are scheduled for Winnebago County staff in 2007.
  5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** This program delivers family strengthening education through varying partnerships and intergovernmental agreements with county and city departments and community agencies. Financial support includes annual grants from the Committee on Aging (\$4,428), HCE self-funds projects (\$10,000 annually) and contributes to the department (\$500 annually). Printing and mailing of the parenting newsletters is funded by local Kiwanis clubs and Parent Connection.
  6. **How do you determine/measure if this program has been effectively provided and implemented?** This program has been planned using a logic model, which includes delivery and evaluation strategies. Individuals, agency staff and county staff document the effectiveness of these programs in knowledge gains, behavior changes and long-term results. The parenting newsletters have been heavily evaluated by direct contact with all parents who receive the series through a mail evaluation in collaboration with the child development specialist at the University of Wisconsin. The Bookworms Family Literacy Program is evaluated by the Head Start staff, the parents (program users) and the volunteer reading mentors. Parents and collaborators indicated a high need for the program through evaluations.
  7. **Could the county cost-effectively subcontract this program?** No. Extension Educators have direct access to university specialists in family relationships, parenting, and caregiving; these specialists are relied on to deliver research-based, unbiased information support for HCE organizations family economic security etc. Each Extension Educator is supported by approximately \$100,000 in state specialist expertise. State and federal dollars pay 60% of each county Extension Educator's salary.
  8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 5 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
  9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** No. There are no alternatives to this program as delivering unbiased, university research-based knowledge to the county is the foundation of UWEX programming. UWEX Educators have direct access to university resources not available to others.
  10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issue)?** Eliminating prevention education that has proven positive impacts would result in high costs to the county in terms of intervention. Dollars/resources secured for PFY, HCE and it projects, Grandparents, etc. would be lost.
  11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Prevention education programs lessen the necessity for high cost intervention programs. The instructional newsletter parent education program costs less than \$8.00 annually per parent compared to several hundred dollars per year for a home visiting program. Most of the newsletter cost is covered by service organizations and not by tax levy dollars. The family literacy program is delivered and coordinated by volunteers with oversight by UWEX. Almost 1,700 high-quality children's books are provided to limited income children with over \$4000 leveraged in cooperation with Head Start. Again there are no tax levy dollars utilized.
  12. **Is this program currently duplicated by another county department or provider in the community?** There is no other organization in the county that provides this comprehensive family strengthening program.
  13. **What are your ideas for finding efficiencies in your Department?** Continue to seek additional community partners for funding programs. Additional department recommendations have been compiled in a separate document.

**WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE**  
**Developed - April 2007**

**SCHEDULED REVIEW DATE:** June 25, 2007

**DEPARTMENT:** University of Wisconsin – Extension (UWEX)

**DEPARTMENT MISSION STATEMENT:**

To provide Winnebago County residents with access to university resources and opportunities to engage in lifelong learning, wherever they live and work. Programs support the community, youth, and family collaborations through local outreach and research efforts to assess beliefs, attitudes, behaviors and needs of Winnebago County residents.

**PROGRAM:** Winnebago County 4-H Youth Development Outreach – Grow 4-H!

**1. Describe the program, its purpose and goals.**

- **Program:** 4-H Youth Development offers programs for youth outside of the community 4-H club. These programs are based on local need while targeting the 4 Essential Elements of Positive Youth Development: Belonging, Mastery, Independence, Generosity.
- **Purpose:** To expand 4-H Youth Development programming to audiences demographically or geographically underserved by the current 4-H program.
- **Goals:** Through outreach, the 4-H Youth Development program will expand equity, access and opportunities to more youth and families. The goal is to provide meaningful 4-H Youth Development experiences which will ideally lead to a longer-term relationship with the 4-H Youth Development program.

**2. Who is the program intended to serve? How many are served?** The program is intended to serve youth and families currently not part of the 4-H Youth Development program, specifically audiences demographically or geographically (Neenah/Menasha) underserved by the current 4-H program.

In 2006, 315 youth were reached through outreach efforts. These youth participated in various educational events including: after school programs (in Oshkosh and Neenah-Menasha), 4-H Camp, Cloverbud Camp, Tractor Safety, and Land Conservation Field Days.

**3. Are the program benefits long-lasting and essential to the service populations?** For the past 4 years, one consistent outreach effort has been conducted through a partnership with Webster Stanley Elementary School in Oshkosh. We are key collaborators, providing educational opportunities based on 4-H Youth Development principles for their after school and summer school program, Lighted School House (LSH). The youth who participate experience activities that they otherwise wouldn't, such as service learning and leadership.

Youth who participate in LSH year after year have a longer-term connection to the 4-H Youth Development program. In addition, these youth are invited to participate in other 4-H Youth Development educational programs offered through the community club program including 4-H camping programs.

**4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** In the past, 4-H Youth Development has partnered with the Wisconsin Nutrition Education Program (WNEP) to provide day camps as an outreach method. WNEP is also a partner at LSH; however, their programming is different, as they focus on nutrition and healthy eating.

As 4-H Youth Development is the youth component of the United States Department of Agriculture (USDA), all youth work done by UW-Extension staff is considered a part of the 4-H Youth Development program. Programming is done by and with other educators including Agriculture (Tractor Safety), Family Living (Grandparents Raising Grandchildren), and Community Resource Development (Land Conservation Field Days).

**5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Our partnership with Webster Stanley allows the 4-H

Youth Development program to use the school at no cost for events, as long as their students are invited to be part of the educational activity. Most recently LSH has been staffed by the 4-H AmeriCorps Member and/or college interns, allowing the 4-H Youth Development Staff to continue its ongoing work.

6. **How do you determine/measure if this program has been effectively provided and implemented?** One way we measure is through tracking the attendance of youth we serve, especially if it is a new program to a new audience. Effectiveness is also proven by the number of youth repeatedly participating in programs and/or asking to get more involved in 4-H.
7. **Could the county cost-effectively subcontract this program?** No. 4-H is the youth development program of a unique partnership with Land-Grant Universities, the Cooperative Extension System and the USDA established by Congress in 1914. It is a national educational network designed to meet the need for research, knowledge and educational programs that enable people to make practical decisions. The authorization of 4-H Youth Development cannot be delegated to another institution. Congress passed law 722 in 1948, protecting the 4-H Name and Emblem, giving it higher protection than a trademark or copyright. The 4-H Name and Emblem can only be used as authorized by statute and according to the authorization of the USDA Secretary or designated representative, which includes authorized representatives of USDA, the Cooperative Extension Service, the Land Grant Universities, and National 4-H Council.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** The program ranks 6 out of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** While there are other youth organizations that also do outreach work, as stated in answer 7, 4-H Youth Development is the only public youth development organization authorized to use the 4-H Name and Emblem.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** There would not be a countywide program with the expectation and ability to take university resources to other youth-serving agency workers, and especially the youth and families where they live and work. Winnebago County would be without direct local access to unbiased university-based youth development research.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** The impact of the LSH program is the knowledge that youth are experiencing belonging, mastery, independence and generosity (the essential elements of positive youth development) and it is well worth the cost.
12. **Is this program currently duplicated by another county department or provider in the community?** The Family Living Program's Wisconsin Nutrition Program also works in outreach, but the education provided is different. Their grant dollars specify that they work with lower income youth and families with a focus on nutrition. In addition, their program doesn't allow for the opportunity for longer term membership.
13. **What are your ideas for finding efficiencies in your Department?** The potential exists to collaborate with other county departments (e.g. Human Services, Public Health) to holistically address youth issues. Additional department recommendations have been compiled in a separate document.

**WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE**  
**Developed - April 2007**

**SCHEDULED REVIEW DATE:** June 25, 2007

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**PROGRAM:** Community Natural Resources Development

1. **Describe the program, its purpose and goals.** The focus of the Community Natural Resource Development program is to build collaborations and conduct research to address local water quality and community natural resources issues. Winnebago County has 17% of our state's surface water and abundant natural resources that are utilized for recreation, tourism and economic development. Collaborations and partnerships are developed to address local natural resources concerns and illustrate how they may be connected with other issues in the community. Specific program examples include Northeast Wisconsin Stormwater Consortium (NEWSC), Winnebago Lakes Council, Aquatic Invasive Species (AIS) grant, and Economic Impact of Lake Winnebago fishery research initiative.
2. **Who is the program intended to serve? How many are served?** The program is available to all units of government, organizations and individuals. Primary clients include existing non-profit organizations. Six units of government in Winnebago County (of the 8 that have to comply with the regulations) participate in NEWSC. Numerous partners are involved with the AIS grant project and the Economic Impact research initiative. Anglers, boaters, recreational users, local governments, natural resource agencies, tourism and economic development organizations have benefited and will benefit from the AIS grant project and the Economic Impact research.
3. **Are the program benefits long-lasting and essential to the service populations?** Yes. Collaboratives that address water quality and natural resources issues provide a long-lasting benefit to the citizens of Winnebago County and the state. Protecting the natural resources in the county not only improves quality of life, but in some cases, such as the economic impact of the angling (\$234 million), enhances the local economy. Collaborative efforts require support, education and sometimes new data to help them do their work more effectively.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** Components of this program support or contribute to the knowledge base of this and other county departments. In some cases, such as NEWSC, this program collaborates with other departments (primarily Land and Water Conservation) to provide information to clients or build partnerships to address local natural resources issues.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** The collaborative nature of this program makes program delivery more efficient. Building partnerships to address local natural resources needs is an effective way of bringing the expertise and knowledge to the table to solve issues. The NEWSC program, specifically, has built a very strong intergovernmental relationship among local units of government who are required to comply with state stormwater regulations (NR 216).
6. **How do you determine/measure if this program has been effectively provided and implemented?** UWEX programs are continually evaluated to see if they meet the needs of the client and so that improvements can be made to the program, if necessary. For example, an extensive evaluation of the NEWSC collaborative effort showed that the collaboration was effective at helping communities comply with stormwater regulations and use their financial resources efficiently and effectively.
7. **Could the county cost-effectively subcontract this program?** No. Community development programs delivered by UW-Extension are continually tailored to meet the local needs, making

contracting an expensive option, and an onerous one, as the number of individual requests for proposals and contracts would be numerous. Additionally, given the fluid (and tailored) nature of community development education programs contracts would continually need to be changed or amended. A consultant would charge approximately \$120/hour and would not typically work with a group for the extended period of time that is common (and necessary) for most collaborative efforts.

8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 7 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** No. There are no other providers that could offer this service in a cost-effective manner.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** There would be some loss of service to communities and organizations. Natural resource and water quality issues may not be holistically or efficiently addressed, or may not be addressed at all.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Information cited in question 6 shows that program impact is high, and that impact is multiplied as communities work together to meet needs and solve local natural resources issues. Additionally, the county is getting a high rate of return on program cost as it provides 40% of the Educator's salary with 60% provided by the state through the county-state partnership.
12. **Is this program currently duplicated by another county department or provider in the community?** No. With these programs, there are many partner agencies; however, none of them typically take the lead on developing the collaborations, partnerships or research needed to address local community natural resources issues. If there are occurrences where they do take a lead, UWEX is often a partner in the effort, providing educational support to the initiative; occasionally UWEX does not get involved and is able to focus efforts on other programs. Additionally, no other providers in the community offer a direct link to university expertise and research.
13. **What are your ideas for finding efficiencies in your Department?** One primary goal of forming partnerships to address natural resources issues is to find efficiencies. Where appropriate other agencies take the lead on various parts of the program (e.g. mailing out information, raising funds for projects) so that UWEX does not have to do it. With the Economic Impact of Lake Winnebago fishery research initiative, partners fund-raised and applied for grants to do the printing of materials, and to do the data entry. This allowed UWEX to focus on the research and educational portions of the project, which best fits the mission of UWEX's work.

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**PROGRAM:** Sustainable Agriculture Education

1. **Describe the program, its purpose and goals.** The agriculture industry in Winnebago County provides for about 3,029 jobs and generates \$325.4 million in economic activity. The purpose of Sustainable Agriculture Education is to provide University of Wisconsin research and education resources directly to the agriculture community in Winnebago County to ensure a strong agriculture economy. This is achieved through collaboration with growers/producers to maintain agricultural sustainability, which includes economic, environmental, and social impact assessment of current and emerging agriculture practices. Educational programs covering pesticide application and newly emerging agronomic practices are provided to the producers to improve their economic viability while protecting the natural resources of our county and Wisconsin. Educational programs include dairy and livestock production, crop production, surface and groundwater quality issues related to nutrient management and soil conservation, and forage production. These programs are offered in a responsive manner to issues, conditions, or events that may affect the livelihoods of producers in the county. The direct contact with producers coupled with the quick response in which programs are offered related to emerging issues can mean the difference between profit and loss for their business operations.
2. **Who is the program intended to serve? How many are served?** The program is intended to serve those affiliated with the agriculture industry (i.e. producers, feed and agronomic consultants, veterinarians, processors, and others directly or indirectly involved in Winnebago County's agriculture industry) and rural landowners. During the 2006 calendar year, over 700 individuals were served through various educational seminars, workshops, on-farm consultations, telephone consultations, e-mails, newsletters, and written correspondence.
3. **Are the program benefits long-lasting and essential to the service populations?** Yes. The Sustainable Agriculture Education program provides producers with the most current university research and helps them apply the research to their agricultural operations. Through implementation of current research, producers are able to improve production, labor and cost efficiencies, reinvest in their farm business, improve quality of life, and increase long-term profitability.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** Yes. Within the department, the Agriculture/Horticulture Educator supports the 4-H Youth Development Program by providing technical assistance and guidance to the large animal projects. This program also provides support to the Land and Water Conservation Department in the areas of nutrient management, livestock facilities, and farmstead planning.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** There are a number of collaborative relationships within the county as well as with state and federal agencies that improve the efficiencies of the county. The program supports the Land and Water Conservation Department in the areas of nutrient management, water quality, education, livestock facilities, and farmstead planning. This program also collaborates with the United States Department of Agriculture (USDA) Farm Service Agency and the Natural Resource Conservation Service to ensure that local producers and landowners are aware of the various programs available to them related to farm support and conservation of our natural resources.

6. **How do you determine/measure if this program has been effectively provided and implemented?** This program is developed and measured through various types of evaluations and reports to key stakeholders. The educator utilizes needs assessment tools and community feedback to identify the key issues and priorities that will affect the agriculture industry. Educational programs are developed and implemented to address those issues in a timely manner. The economic impacts, changes in practices, dollars saved, and increased profitability are routinely measured.
7. **Could the county cost-effectively subcontract this program?** No. No other provider or contractor can provide this or a similar program to the producers in Winnebago County. Agriculture Educators in UWEX have direct access to university specialists in agriculture and are able to offer a unique and valuable resource that sets this program apart from other service providers in the industry. Each UWEX Agriculture Educator is supported with approximately \$100,000 worth of state specialist expertise, support, and time.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 8 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** There are no alternatives to this program, nor can it be provided by another entity. Ag producers rely on the county Agricultural Educator and state specialists with their research results for the unbiased, university research-based knowledge, which they are able to then use in their business operation. Resources of UWEX also provide access to national and global resources that are pertinent to agriculture production in Wisconsin.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** There would be a loss of some essential services to the agriculture community in Winnebago County. Agriculture producers in Winnebago County who wish to use "restricted-use pesticides" are required to become a certified pesticide applicator by completing a pesticide training program. Wisconsin Administrative Code s.94.705 identifies UWEX as the agency responsible for conducting the Pesticide Applicator Training program at the local level.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Many of the educational programs and materials provided to agriculture producers in Winnebago County are offered to them at low/no cost to ensure that all producers, regardless of income, are able to attend the programs. This ensures that the valuable knowledge provided by UWEX is available to those who need it most to benefit their businesses.
12. **Is this program currently duplicated by another county department or provider in the community?** No. There is no other program or provider in Winnebago County that has direct access to the resources available through the University of Wisconsin state specialists.
13. **What are your ideas for finding efficiencies in your Department?** Department recommendations have been compiled in a separate document.

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**PROGRAM:** Family Economic Security

1. **Describe the program, its purpose and goals.** Through a strategic planning process with key stakeholders in Winnebago County, financial literacy was identified as a significant concern of residents and service providers. Bankruptcy rates, foreclosures, divorce and the county poverty rate indicate the need for improving financial literacy. Financial education can help individuals/families learn the lifelong skills of creating and using a spending and savings plan to achieve financial stability. This program focuses on the unmet needs in the area of family finances, with programs focusing on:
  - a. Basic money management education, including educational programs for limited resource individuals/families, marriage preparation programs, and the un-banked (Get Checking).
  - b. Money management classes specifically designed for individuals in jail, prison, and pre-release programs based on the goal of reducing recidivism.
  - c. Transfer of untitled property through programs that review strategies for the distribution of property.
2. **Who is the program intended to serve? How many are served?** Responses correlate to the focus areas identified above.
  - a. In 2006, the primary audiences and numbers reached with basic money management programs include: 30 limited resource individuals/families through programs at the Workforce Development Center, and 20 at the Christine Ann Center; 70 couples attended marriage and money programs; and 31 un-banked individuals completed the Get Checking program.
  - b. One hundred and ten inmates and 40 pre-lease inmates at WI Corrections attended financial management programs in 2006. Twenty-one county jail prisons attended the first offerings of a money basics class.
  - c. The primary audience for this program is older adults and individuals in caregiving roles. Two hundred forty-six individuals attended programs on the transfer of untitled property.
3. **Are the program benefits long-lasting and essential to the service populations?** Financial management skills are considered basic life skills. Research has established strong linkages between financial literacy and divorce rates, incarceration, and family stress. The ability to manage financial resources is essential in establishing individual/family financial security. Money management skills are especially important for limited resource families and the government and community agencies that support this population.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** Yes. Money management programs have been developed to support the work of the Workforce Development Center, Winnebago County Jail, and WI Correctional System (Probation and Parole unit and Correctional Center).
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Rising consumer debt, low household saving rates, increased bankruptcy rates, higher debt to income ratio, and quickly accelerating changes in the financial service market have increased the need for financial literacy for all Americans, regardless of income or educational background. The Federal Reserve Bank is a strong advocate for personal financial management education, having articulated the connection between a financially literate citizenry and economic security stating that personal financial know-how is fundamental to improving individual economic well-being. The basic money management education provided by UWEX positively impacts the community in terms of overall individual and family self-sufficiency, as well as the prudent distribution of local, state and federal resources.

6. **How do you determine/measure if this program has been effectively provided and implemented?** This program has been planned using a logic model, which includes delivery and evaluation strategies. A variety of evaluation strategies are utilized including end-of-session evaluations, follow-up evaluations, agency reports, organization evaluations and annual program reviews. Individuals, agency staff and county staff document the effectiveness of these programs in knowledge gains, behavior changes and long-term results. Demand for the program has steadily increased, with bi-monthly workshops scheduled at the Workforce Development Center, monthly Get Checking programs, bi-monthly sessions at the Winnebago County jail and additional programs scheduled to meet specific program goals/resident needs. Evaluations/feedback from cooperating partners have been very favorable, emphasizing the desire for UWEX to continue program delivery.
7. **Could the county cost-effectively subcontract this program?** No. Extension Educators have direct access to university specialists in family finances, family resource management and adult education, etc. Each Extension Educator is supported by approximately \$100,000 in state specialist expertise. State and federal dollars pay 60% of each county Extension Educator's salary.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 9 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?** No. There are no alternatives to this program as delivering unbiased, university research-based knowledge to the county is the foundation of UWEX programming. UWEX Educators have direct access to university resources not available to other providers.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Many county and community agencies look to UWEX for providing financial literacy education for their clients and do not have the resources to offer these programs and consequently needs would go unmet. Individuals unable to open bank accounts due to past practices or no experience with banking institutions would remain un-banked, resulting in greater expenses (cost of alternative money sources e.g. check cashing, money orders, etc.), greater financial risks and ultimately a greater reliance on government resources.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** This program results in increased knowledge and understanding of financial management principles. Individuals unable to open bank accounts, upon completion of the Get Checking program are able to open accounts in partner financial institutions. Community reinvestment dollars provided by the financial institutions (approximately \$4,500/year) would go unused.
12. **Is this program currently duplicated by another county department or provider in the community?** There is no other organization in the county that provides this comprehensive family economic security program.
13. **What are your ideas for finding efficiencies in your Department?** Program materials have been standardized to reduce production cost and fewer print materials are being distributed. Get Checking program participants are charged for the program. Additional department recommendations have been compiled in a separate document.

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**PROGRAM:** Leadership, Organizational Development, and Process

1. **Describe the program, its purpose and goals.** This program serves to strengthen the non-profit sector in Winnebago County through educating them about best practices in non-profit management, providing strategic planning for select organizations, and utilizing tools and processes. The goal is to help organizations improve their management practices, board performance, and ability to make a difference in Winnebago County. This program is often coupled with other community development programs to enhance effectiveness. Examples include partnership with UW-Fox Valley (UW-FV) Continuing Education to provide Non-profit Capacity Building workshops, strategic planning with organizations, and consultation and facilitation to design organizational and decision-making processes for groups and communities.
2. **Who is the program intended to serve? How many are served?** The program is available to all 22 local units of government in Winnebago County, to the County itself, and to non-profits throughout the county. In 2006, approximately 40 separate non-profits attended the workshops co-sponsored with UW-FV. Time constraints and other work priorities limit the number of organizations this program serves.
3. **Are the program benefits long-lasting and essential to the service populations?** Yes. Building the capacity of organizations helps them remain strong and able to provide services to the citizens of Winnebago County. There are many non-profit organizations that address critical needs in the county, such as homelessness, individual and family counseling, environmental education, and meeting basic family needs. If these organizations are not strong, citizens who need these services will not be as effectively served.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** On occasion, components of this program have supported other departments in community involvement and strategic decision-making processes. It does not duplicate efforts in other departments.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** The nature of this program is to make organizations more effective at what they do and, where appropriate, build relationships. For example, this program, combined with UWEX local government specialist expertise from Madison, helped the County Board design and implement a personnel function review effort which is designed to make county government more effective and efficient.
6. **How do you determine/measure if this program has been effectively provided and implemented?** UWEX programs are continually being evaluated to see if they meet the needs of the client and so that changes can be made to the program. Evaluating the effectiveness of process is a bit more challenging, yet possible. For example, this program evaluated the process role that UWEX played in helping Winnebago County facilitate the comprehensive planning process. Evaluations from people involved in the process said that the process would not have been as successful without UWEX involvement.
7. **Could the county cost-effectively subcontract this program?** No. Designing and developing processes and working with organizations on capacity-building are time consuming and require a high

degree of flexibility. The work happens often in uncertain situations with unknown outcomes, as the process may change over time to meet needs. These conditions are difficult, at best, to contract for. Consultants charge approximately \$120/hour and often do not work for extended periods of time with organizations.

8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 10 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** Generally not. Consultants can, and should, be hired for certain facilitation and process situations. However, much of the work this program does with the non-profit sector would be cost prohibitive for them to contract out. There are no other providers that could offer this service in a cost-effective manner.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** Organizations would not receive the direct support to help them become more effective at their work in the community.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Information cited in question 6 shows that program impact is high. Additionally, the county is getting a high rate of return on program cost, as it provides 40% of the Educator's salary with 60% provided by the state through the county-state partnership.
12. **Is this program currently duplicated by another county department or provider in the community?** Generally not. As stated in question 9, consultants can, and should, in some instances be contracted to provide certain services. However, many non-profit sector groups cannot afford these services, or only need short-term assistance, which can be readily provided via this program.
13. **What are your ideas for finding efficiencies in your Department?** Requests are carefully prioritized as they come in to maintain a reasonable workload with the ongoing groups already being served. The level of programming to groups varies, as it is infeasible to provide the same level of programming to all groups.

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**PROGRAM:** Agricultural Economic Development

1. **Describe the program, its purpose and goals.** Agriculture is an important economic force in Winnebago County. It includes hundreds of family-owned farms and related businesses that provide equipment, services, and other products needed to process, market, and deliver food and fiber to consumers. The production and processing of farm products generates employment, economic activity, and income here in Winnebago County. Winnebago County's agriculture industry provides over 3,000 jobs and over \$325 million in economic activity.
2. **Who is the program intended to serve? How many are served?** The Agriculture Economic Development program is intended to serve those actively affiliated with the agriculture industry in Winnebago County. This includes dairy, livestock, crop, and vegetable farmers, and numerous service and sales professionals such as implement dealers, veterinarians, and feed and agronomic consultants. UWEX fosters economic development by developing educational programs, applying research to increase efficiencies and address problems, transferring technology to farmers and agriculture professionals, and creating an environment for leadership development.
3. **Are the program benefits long-lasting and essential to the service populations?** The economic impact of agriculture is noted in agriculture's total impact in Winnebago County. Winnebago County agriculture accounts for over \$325.4 million in economic activity.  
  
Here is how the \$325.4 million economic impact breaks down:
  - Direct effect of agriculture is \$252.1 million and includes the sale of all farm products and value-added products.
  - Purchase of agricultural inputs and services create another \$54.1 million in economic activity; for example, business-to-business purchases such as fuel, feed, fertilizer, farm equipment, veterinary services, and crop consultants.
  - This business-to-business activity then generates another \$19.2 million in economic activity, because people who work in agriculture-related businesses spend their earnings locally.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** This program area provides support to the Land and Water Conservation Department in the areas of nutrient management, livestock facilities and farmstead planning.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** While it is difficult to determine whether the Agriculture Economic Development program makes county government more effective or efficient, the agriculture industry in Winnebago County makes a significant contribution to the tax base. The agriculture industry generates over \$6.4 million in state and local taxes, not including taxes paid to support local schools.
6. **How do you determine/measure if this program has been effectively provided and implemented?** The program effectiveness is determined through evaluations of participant response to educational programs and through evaluation of economic activity related to new technologies and practices adopted by agriculture producers in Winnebago County.

7. **Could the county cost-effectively subcontract this program?** No. The educational programs offered through UWEX are unique due to the close relationship with state specialists throughout the University of Wisconsin System who conduct research, which benefits the producers of agronomic crops in Wisconsin.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 11 of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** UWEX is unique in that it brings university research and resources to the citizens and producers in Winnebago County through direct delivery of educational programs. The resources available through the University of Wisconsin System would be greatly limited without UWEX programs being locally offered in Winnebago County.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** This unique program cannot be duplicated. If lost, it would result in a loss of production potential by the agronomic producers in Winnebago County due to the lack of ready access to current research and technology.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** Many of the educational programs and materials provided to agriculture producers in Winnebago County are offered to them at low/no cost to ensure that all producers, regardless of income, are able to attend the programs. This ensures that the valuable knowledge provided by UWEX is available to those who need it most to benefit their businesses.
12. **Is this program currently duplicated by another county department or provider in the community?** No. There are no other county departments working to directly encourage and stimulate economic development in the agriculture community.
13. **What are your ideas for finding efficiencies in your Department?** Department recommendations have been compiled in a separate document.

**WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE**  
**Developed - April 2007**

**SCHEDULED REVIEW DATE:** June 25, 2007

**DEPARTMENT:** University of Wisconsin – Extension (UWEX)

**DEPARTMENT MISSION STATEMENT:**

To provide Winnebago County residents with access to university resources and opportunities to engage in lifelong learning, wherever they live and work. Programs support the community, youth, and family collaborations through local outreach and research efforts to assess beliefs, attitudes, behaviors and needs of Winnebago County residents.

**PROGRAM:** **Strengthening Community Environments for Positive Youth Development**

1. **Describe the program, its purpose and goals.** To strengthen the capacity of communities throughout Winnebago County to support the well-being of youth. Such communities create environments that enable youth to participate in meaningful activities, to feel valued by their communities, and to make informed and healthy choices. These communities are within the current 4-H program and beyond (e.g. schools, other youth groups, etc.). Programs are based on the 4 Essential Elements of Positive Youth Development: Belonging, Mastery, Independence, Generosity.
2. **Who is the program intended to serve? How many are served?** The program serves:
  - The 25 AmeriCorps Members through a training partnership with UW-Oshkosh. AmeriCorps, in turn reaches a minimum of 1000 youth and adult volunteers who provide nearly 2000 hours of service.
  - The 4-H Youth Development staff are members of two local youth alliances (Oshkosh Alliance for Youth and the Neenah-Menasha Youth Coalition) which have approximately 10 and 15 other youth-serving agencies, respectively.
  - Program resources and workshops have been presented to local 4-H youth and adults, Wisconsin 4-H Youth Development Staff, 4-H youth and adults at the state, regional, and national levels, reaching approximately 200 individuals total. All workshops include ready-to-use materials.
3. **Are the program benefits long-lasting and essential to the service populations?** Today's youth are tomorrow's leaders. Youth want to be a catalyst for change in their lives, their families, and their communities. It is when youth contribute to their communities, and communities support youth, and youth and adults work together to create the necessary conditions for the successful development of themselves, their peers, families and communities ("Forum Focus – Youth Act: Community Impact", 2004).
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** Knowledge regarding positive youth development is shared within the department when others work with youth. Other county departments are members of the Oshkosh Alliance for Youth, a coalition of youth-serving agencies who bring a variety of skills and knowledge to address youth issues.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** Sharing the latest research in youth development to the community is a responsibility of the 4-H Youth Development Educator. This is an advantage for others working with youth and needing information. Through our affiliation with UWEX, we are able to access state specialists in various areas to assist when needed.
6. **How do you determine/measure if this program has been effectively provided and implemented?** When a workshop is conducted, a written evaluation and action plan are completed by participants, who share their knowledge learned, and what they plan on implementing back home. However, as this is on-going program, so are the evaluation efforts to measure the impact. The 25 AmeriCorps members who are trained on the 4-H Curriculum "Public Adventures" return to their work sites, many of which are schools, and implement a youth-adult community service project. Members have shared observational data (how well the youth followed through, how excited they were about the project), a follow-up focus group from those trained, and anecdotal information.

7. **Could the county cost-effectively subcontract this program?** No. 4-H is the youth development program of a unique partnership with Land-Grant Universities, the Cooperative Extension System and the United States Department of Agriculture (USDA) established by Congress in 1914. It is a national educational network designed to meet the need for research, knowledge and educational programs that enable people to make practical decisions. The authorization of 4-H Youth Development cannot be delegated to another institution. Congress passed law 722 in 1948, protecting the 4-H Name and Emblem, giving it higher protection than a trademark or copyright. The 4-H Name and Emblem can only be used as authorized by statute and according to the authorization of the USDA Secretary or designated representative, which includes authorized representatives of USDA, the Cooperative Extension Service, the Land Grant Universities, and National 4-H Council.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** The program ranks 12 out of 13. Ranking is based on demand, resources allocated to the program, and its contribution to meeting our mission statement.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers (i.e. private entities, other County departments, other governmental units)?** While other youth organizations help provide a positive environment for youth, as stated in answer 7, 4-H Youth Development is the only public youth development organization authorized to use the 4-H Name and Emblem with direct access to UWEX specialists and resources.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** If eliminated, there would not be a local (countywide) youth development professional with a tie to the UW system. This would mean less education to youth and adults on important youth development principles and practices that ensure programs create positive opportunities for young people to reach their potential. Current youth development research, which is shared with other youth agencies would be harder to access.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** The societal impact, which is the greatest, is also the hardest to quantify. Youth who have the opportunity to experience a positive community environment, gain good social skills, problem solving skills, sense of independence, and a sense of purpose. This type of impact can be priceless.
12. **Is this program currently duplicated by another county department or provider in the community?** No, as stated in questions 7 and 9.
13. **What are your ideas for finding efficiencies in your Department?** Currently, there is limited programming and/or sharing of resources between county departments working with youth. UWEX 4-H Youth Development research-based information would be a valuable asset to other departments working with youth. Additional department recommendations have been compiled in a separate document.

**WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE**  
**Developed - April 2007**

**SCHEDULED REVIEW DATE:** June 25, 2007

**DEPARTMENT:** University of Wisconsin – Extension (UWEX)

**DEPARTMENT MISSION STATEMENT:**

To provide Winnebago County residents with access to university resources and opportunities to engage in lifelong learning, wherever they live and work. Programs support the community, youth, and family collaborations through local outreach and research efforts to assess beliefs, attitudes, behaviors and needs of Winnebago County residents.

**PROGRAM:** JP Coughlin Center Meeting Room Management

1. **Describe the program, its purpose and goals.** The design and construction of the JP Coughlin Building incorporated meeting spaces to accommodate Winnebago County Departments, committees, and clientele groups. The purpose of this program is to coordinate the use of the five meeting spaces available for department and public use.
2. **Who is the program intended to serve? How many are served?** Meeting rooms are for UWEX, Land and Water Conservation Department, Parks Department, Winnebago County Departments, Winnebago County board committees and affiliated organizations. In 2006, 747 meetings were held at the building, with 14,087 people in attendance.
3. **Are the program benefits long-lasting and essential to the service populations?** Facility users note the building is user friendly to staff and clients, easily accessible and very accommodating.
4. **Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?** Yes, the building provides meeting spaces for all county departments and committees at no cost to the departments.
5. **How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?** The location of the building makes it easily accessible to residents from throughout the county. Its “rural” setting has broken down the boundary between Oshkosh and Neenah/Menasha residents, agencies and county units. Unlike other county facilities, meeting space is available outside regular county business hours including evenings and weekends.
6. **How do you determine/measure if this program has been effectively provided and implemented?** Meeting room users are asked to evaluate the facility, share responses from attendees, and the service of the Extension staff.
7. **Could the county cost-effectively subcontract this program?** No. Fees for meeting space of equivalent size and equipment range from \$50 - \$500. Many departments and clientele groups rely on this facility to keep meeting costs low.
8. **State the numerical ranking of this program compared to all programs in your department and briefly explain.** This program ranks 13 of 13. Ranking is based on focus of this program in relationship to primary mission of the department.
9. **Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?** Yes. Meeting spaces are available at county buildings, town halls, restaurants, hotels, etc.
10. **If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?** There would be additional costs to departments to rent comparable facilities.
11. **What is the program impact and effectiveness related to the program cost? (Provide data if available.)** In terms of our department, JP Coughlin meeting room space is essential to program

delivery and keeps meeting facility costs at a minimum. It is expected that other county departments would identify similar cost effectiveness.

12. **Is this program currently duplicated by another county department or provider in the community?** Yes. There is limited meeting space available in other county buildings. The Parks Department provides meeting spaces for county departments and community groups, but it is only available at no charge if not under contract and may be bumped if the facility is rented.
13. **What are your ideas for finding efficiencies in your Department?** Primary efficiencies for this effort are through facility users being responsible for space set-up, take-down, providing their own supplies, copies, etc. To address these issues, we have established user policies and need to be more vigilant in enforcing these policies.

**WINNEBAGO COUNTY PROGRAM EVALUATION QUESTIONNAIRE**  
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**Department Response to:**

**13. What are your ideas for finding efficiencies in your Department?**

- As much as possible, convert hard copy mailings to e-mail, reducing postage, printing, and labor costs.
- Eliminate secretarial support provided to the Winnebago County Fair Association, thereby freeing up clerical time to support Educators.
- Increase county file server space, reducing time spent on culling materials and transferring files to CDs.
- Continue to utilize software licenses provided by the University of Wisconsin-Extension for department reducing department software costs.
- Allow individual department leasing contracts for copier machines reducing department copy charges – department's copy costs doubled when Winnebago County converted to system-wide copier contract.
- Conduct an energy resource audit of building to find efficiencies in heating and cooling.