



COMMUNITY
BUILDING INSTITUTE

**Community Building Workshop Survey Report
Community Building Milwaukee
August 2018**

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Introduction

This report analyzes data from surveys administered to participants following their completion of Community Building Workshops that were conducted between August 17, 2015, and June 21, 2017, as part of the Community Building Milwaukee (CBM) initiative. The survey, which was designed by Community Building Institute (CBI), asks questions related to common factors (Hubble et. al., 1999; Lambert, 1992), organizational identification (Ashforth & Mael, 1989), and group leadership functions (Yalom, 1985) to evaluate the potential impact of CBWs on the outcomes of correctional and human services programs. Funding for CBM is provided by Wisconsin Department of Family and Children and administered by Wisconsin Community Services with the technical assistance of the Community Building Institute.

Workshops and Participation

Location	Date	Yth	Ad t	Tot	Location	Date	Yth	Ad t	Tot
Project Excel	8/17/2015	7		7	Journey House	10/10/2016		16	16
Project Excel	11/23/2015	11		11	Public	10/17/2016		30	30
DOC, DCC, WCS, PU	12/2/2015		33	33	SFPC Women	10/21/2016		11	11
RRCO	1/26/2016	11		11	RRCO	11/14/2016	10	7	17
UWM	2/19/2016		21	21	OARS	1/24/2017		10	10
Westlawn	2/25/2016		15	15	RRCO	2/7/2017	8	5	13
Journey House	3/22/2016		33	33	FUSM	2/17/2017		24	24
WCS DPW	4/6/2016		8	8	UWM	2/24/2017		17	17
RRCO Community	6/14/2016	4	12	16	SFPC	3/10/2017		24	24
Journey House	7/18/2016	13	6	19	WSC JG	3/31/2017		22	22
RRCO MCAP	7/19/2016	12	5	17	RRCO	4/4/2017	12	8	20
OARS	7/27/2016		12	12	CIJT	4/00/17	14	6	20
Beyond Abuse	7/29/2016		16	16	Public	5/17/2017		29	29
MDSF	8/22/2016		18	18	Youth Shelter Staff	6/21/2017		18	18
RRCO	9/6/2016	12	2	14					
WCS DPW	9/19/2016		32	32	Total		114	440	554

From these Workshops, a total of 554 surveys were completed, 440 by adults and 114 by youth. The results of five Workshops were either incomplete or reported with averages and excluded from this report except to determine the number of Workshops and their approximate sizes. Adjusting for these five Workshops, a total of 408 adult surveys and 71 youth surveys were considered for this report. The survey reports that were excluded are from the following Workshops:

- January 26, 2015 Workshop conducted for Project Excel with 11 youth



- August 17, 2015, Workshop conducted for Project Excel with seven youth
- September 19, 2016, Workshop conducted for DOC, DCC, WCS, and Pastors United with 31 adults
- June 21, 2017, CIJT Workshop with 20 adult and youth participants where the 14 youth surveys were reported with averages
- November 14, 2016, Workshop conducted for Running Rebels with 10 youth participants, was missing the Workshop experience questions 1-10.

With few exceptions, survey reports did not include information about CBW enrollment, participation, and completion. Therefore, it is not possible to make accurate statements about CBW size. However, based on the number of surveys collected, the approximate average size of the 30 Workshops listed above ranged from 7 participants in the August 17, 2015, Project Excel Workshop to 33 at both the March 22, 2016, Journey House and December 2, 2015, Department of Corrections, et al Workshops. The average was 18.5. Considering the possibility that some individual CBW participants may not have filled out a survey, the average number of participants may have been slightly higher.

Demographics

Of the 408 adult surveys analyzed, more than half were completed by males (50.7%), compared to female participants (44.9%). The largest group by race was African American (47.5) compared to Caucasian (34.1%), Hispanic or Latino (8.3%), Native American (1.7%), and Asian (0.5%) – with 8.6% selecting “other” or choosing to not report their race. Nearly half of the respondents reported that they had never been married (46.6%), almost a quarter were currently married (23.5%), and about one in ten were divorced (11.3%). About an equal number of respondents reported having earned a bachelor’s degree (21.8%), having at least some college (19.4%), having completed high school (19.1%) – and a slightly smaller number reported having completed a master’s degree (17.6%).

Gender						
NA	Male	Female				
4.4%	50.7%	44.9%				
Race						
NA	African Am	Caucasian	Latino	Asian	Native Am	Other
4.2%	47.5%	34.1%	8.3%	0.5%	1.7%	3.7%
Age						
NA	13-18 Yrs	19-24 Yrs	25-34 Yrs	35-44 Yrs	45-55 Yrs	55+ Yrs
4.9%	2.9%	15.4%	22.5%	17.6%	19.4%	17.2%
Marital Status						
NA	Never	Married	Separated	Divorced	Widowed	Other
9.3%	46.6%	23.5%	2.5%	11.3%	2.2%	4.7%
Educational Attainment						
NA	High School	Some Coll	Technical	Bachelor	Master’s	Doctoral
11.3%	19.1%	19.4%	7.8%	21.8%	17.6%	2.9%



Lickert Scale

Except for a single-item graphic scale of organizational identification, which serves as a cognitive speed bump in the format form (Harrison and McLaughlin, 1993), respondents use a multiple-item Likert scale (1-7) to answer survey questions. For the purpose of this report:

- 1-2 is interpreted as “strongly disagree”
- 3 is interpreted as “disagree”
- 4 is interpreted as “neither disagree or agree”
- 5 is interpreted as “agree”
- 6-7 is interpreted as “strongly agree”

Workshop Value

In evaluating the impact of the Workshop experience, about two-thirds of survey respondents strongly agreed that it was of value to them (65.1%) – reporting that they would be able to use what they learned in their work lives (83.1%) and in their personal lives (83.6%), and that the experience helped them to understand how issues from their past affect their present (64.7%). Very few strongly disagreed that their Workshop experience was of value to them (2.7%). More than two-thirds strongly agreed that they had experienced Community as described by the literature (67.9%) and only a few strongly disagreed with this (3.2%). The relative intensity of their experience is reflected in that the majority strongly agreed that they felt more connected to (67.2%) and trusting of (56.8%) the people who participated with them in the Workshop. This appears to be captured also in the fact that about two-thirds reported that they strongly agreed that Community Building would have a beneficial effect on those served by their agency (66%), their co-workers (64.7%), their workplace culture (68.9%), and their collaborations (65.0%).

About the same number strongly agreed that their agency should be part of Community Building Milwaukee (66.0%) with only a small number strongly disagreeing with this (3.6%). More than half strongly agreed that, if available, they wanted to participate in CBW Facilitator training to learn how to conduct Community Building Workshops (51.9%).

In terms of project sustainability, this level of enthusiasm is a strong and positive indicator of community support and involvement – both by individuals for personal and professional development, and by agencies seeking to enhance program quality/outcomes. It also suggests that the strategy of encouraging human service professionals to attend Community Building Workshops has created a constituency and important resource to help promote and support CBM in the future. CBM may wish to enhance this resource by further organizing this network of people who have had positive Workshop experiences. Individuals in this network may serve as champions for Community Building both inside their agencies and as advocates for the broader community.

Group Experience

Survey questions address three key dimensions associated with effective groups: (1) the impact of the organization and structure of the Workshop on participants, (2) whether various aspects of the Workshop helped participants to understand their experience in it, and (3) the degree of safety which was created during the three days. Whereas too much or too little structure has a negative impact on the group experience, there cannot be too much understanding or safety. About two-thirds of survey respondents strongly agreed that the CBW was well organized (61.2%) and well executed (68.9%) – with only a few who strongly disagreed (2.0% and 2.5%, respectively). More than three-quarters of survey respondents agreed strongly that the debriefing exercises helped them to understand the process (75.9%) and that the CBW facilitators gave clear instructions (76.3%) – with only a few who strongly disagreed (2.2% and 2.7%, respectively). And as already pointed out, a majority of survey respondents strongly agreed that they felt more connected to (67.2%) and trusting of (56.8%) the people who participated with them in the Workshop – with only a few who strongly disagreed (3.4% and 4.2%, respectively).

A fourth dimension that is commonly associated with effective groups has to do with how much participants feel challenged by their experience. Like organization and structure, too much or too little challenge and the group experience is impaired for participants. Unfortunately, there are no questions in the survey that provide any insight about how challenged participants felt in the process. CBM may wish to consider improving the survey to include questions designed to capture this information.

Common Factors

Nearly a century of research has demonstrated that the effectiveness of helping services has little to do with what distinguishes one approach from another. Instead what makes them effective is almost all about the factors that they have in common. The “Big Four” common factors are: (a) external influences in the life and environment of the participant, which contributes approximately 40% to the variance in outcomes, (b) helping alliance, which contributes approximately 30%, (c) the technique or model used in the change program, which contributes approximately 15%, and (d) the hope or expectancy felt by participants, which also contributes approximately 15% (Hubble et. al., 1999; Lambert, 1992). Based on prior research (Roberts, 1991) and substantial anecdotal evidence, it is likely that CBWs indirectly affects external influences and technique factors. Determining the extent to which this may be true, however, will require substantial additional research and is beyond the scope of this report. Nevertheless, it is possible to say something about the impact of CBWs on helping alliance and expectancy factors.

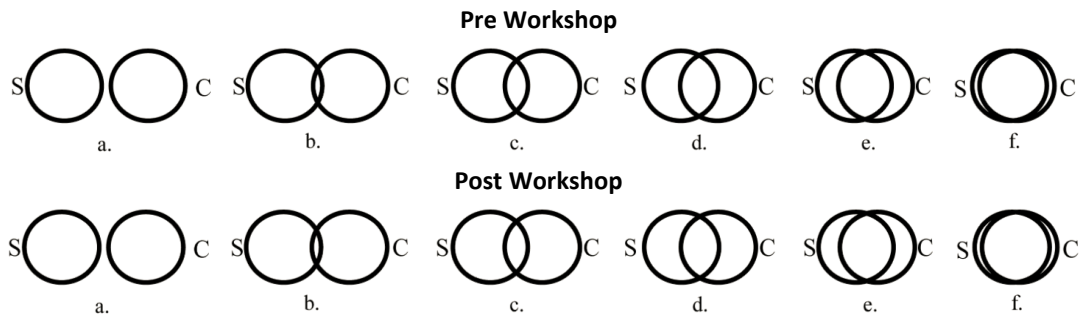
Questions about the impact of CBWs on expectancy were eliminated from the adult form when it was revised for the present application. However, they were retained in the youth form and discussed below.

The strongest responses across all surveys were to questions about the Facilitators, suggesting that CBWs create a very positive helping alliance. Respondents agreed strongly that Facilitators showed respect for participants (84.7%), conducted themselves responsibly (83.9%), were knowledgeable about Community Building (82.2%), gave clear instructions (76.3%), and were sensitive to the group’s needs (72.2%).

Organizational Identification (Belonging)

The only pre-post question on the survey is in a retrospective (post - pre) format which is answered after the Workshop is complete. The rationale for this design is that intensity of the Community Building experience heightens the possibility of a response shift bias. The question is represented as a single-item graphic scale for the measurement of organizational identification – or belonging.

The left circles in the pairs below represents you. The right circles represents the people who joined you for this Community Building Workshop. Please circle the pair of circles that best describes your relationship with them before (pre Workshop) and after (post Workshop).



CBI does not discriminate on the basis of race, color, religion, gender, national origin, age, or any other characteristic protected by law.

The desire for belonging has a long history in psychological research. Having unmet belonging needs can lead to feelings of loneliness, anxiety, and depression and significantly increase the risk for social isolation and criminal behavior. Survey respondents reported an average increase of 137% in belonging as a result of their Community Building experience as measure by the single-item graphic scale above. This should be viewed as a significant asset for agencies that are using Community Building with their programs and services – both because it shows that a context has been created where trauma and trauma-like symptoms can be effectively addressed and because it shows that group properties have been created that make learning as a group more effective and more efficient.

Please circle the pair of circles that best describes your relationship with them	NA	A	B	C	D	E	F	AV G	□	%
Pre Workshop	24	16 4	13 2	50	22	7	6	1.93		
Post Workshop	22	6	20	42	80	14 7	88	4.58	2.6 5	137 %

Youth Workshops

Of the 114 youth survey respondents, 71 are included in this report. The others were included aggregated in reports that did not include raw numbers. Of the 71 respondents, most were male (93.0%) and African American (76.1%). The largest group by age was 16 years old, followed by 17 years old (26.8%), 18 years old or older (15.5%), 15 years old (14.1%), and 14 (7.0%).

In general youth respondents evaluated their Community Building Workshop experience more favorably than adult respondents, with more than three-quarters strongly agreeing that the experience was of value to them (75,4%) and almost nine out of ten strongly agreeing that they would recommend Community Building to others (85.0%). This pattern may be the result of the average age (16.6 years old compared to 39.8 for adult respondents). However, the more favorable responses may also be a factor of the smaller number of completed surveys reviewed (71 compared to 408), the relatively smaller size of the youth Workshops (15 compared to 20.5), or the fact that most of the Youth Workshops included a mixed population with adults serving as both participants and as role models.

Facilitation & Meaning Attribution

While this pattern of more favorable responses by youth respondents is generally true, it does not hold with several questions, as follows: 8.b. Do you see any changes occurring in the future that you might attribute to this experience in your personal life (67% of youth respondents agreed strongly compared to 83.6% of adult respondents); 7.a. The Facilitators were sensitive to the group's needs (68.3% compared to 72.2%); 7.e. The Facilitators gave clear instructions (72.9% compared to 76.3%); and 6.b. The Workshop was held in a desirable location (55.9% compared to 65.3%).

Whereas the location can be readily explained by the fact that many of the respondents participated in Workshops that were held in lockup facilities, the other questions provide some opportunity for further investigation:

Question 8.b. Although most youth strongly agreed that the debriefing exercises helped them understand the process (85%), it is worth raising the question whether these exercises could be modified to also help them understand how to transfer what they learned in the Workshop to their daily lives.

Question 7.a. Youth respondents rated Facilitators extremely favorably in their professional role as experts in Community Building. But this does not seem to hold in their more informal role of meeting the youth's immediate

needs. There are many possible reasons for this including the age differential between Facilitators and youth participants. It is worth investigating this further to determine whether the facilitation method could be improved for youth participants or whether a modification in the composition of the facilitation team (e.g., including peer specialists) might make the Facilitators more relatable to youth participants.

Question 7.e. Although almost three-quarters of youth respondents agreed strongly that the Facilitators gave clear instructions, this is fewer than the adult respondents who agreed strongly with this. It is also the second lowest rating provided by youth respondents in the five specific questions about the Facilitators. Therefore, it is worth raising the question whether the Workshop experience might be improved for youth with alternate methods for providing information through pre-workshop orientations, introductory comments, processes comments, and debriefing exercises.

Youth Specific Section

There are three sets of questions included on the youth survey that are not included on the adult survey. The questions are presented in retrospective (post-then-pre) style and attempt to measure the impact of Community Building Workshops on respondents' relative experience of hopefulness, mattering, and attachment. All three sets of questions relate to a variety of psychological factors – including resilience.

Hopefulness also contributes to the effectiveness of programs and services (see common factors above). Questions 1-6 measures how hopefulness is associated with goal-directed and agency thinking in adolescents and how students think about themselves as being linked to positive outcomes. Low hopefulness has been associated with increased levels of depression and loneliness, and decreased levels of perceived control, achievement and self-worth scores. Hopefulness may also be a predictor for successful treatment outcomes for adolescents. There was an average increase of 124% in the hopefulness scale for youth respondents.

Questions 7-11 are a general mattering scale which measures the extent to which adolescents believe they matter to others. Lack of mattering has been associated with increased dropout rates, lowered academic success, greater levels of academic stress, and vulnerability to serious thoughts of self-destruction. There was an average increase of 122% in the mattering scale for youth respondents.

Question 12 concerns attachment for children: (a) Secure Attachment, (b) Avoidant Attachment and (c) Ambivalent Attachment. Secure attachment has been linked with higher levels of trust, self-esteem and prosocial behavior and lower levels of alienation, anxiety, worry, and aggressive and delinquent behavior. There was an increase of 100.0% in the attachment scale for youth respondents.

Belonging

The single-item graphic scale retrospective that is used in the adult survey to measure belonging is used also in the youth survey. Youth respondents reported a 101% increase in belonging because of their Community Building experience.

Please circle the pair of circles that best describes your relationship with them	NA	A	B	C	D	E	F	AVG	△	%
Pre Workshop	3	19	15	11	7	2	4	2.48		
Post Workshop	3	0	1	6	11	15	25	4.98	2.50	101%

Omitted Questions

The following questions were omitted from the Workshop experience section of the Youth survey:

4. I feel more connected to those I built Community with
5. I feel more trusting of those I built Community with
6. The Workshop was worth my time
7. I can use what I learned in my work
8. I can use what I learned in my personal life
9. This experience helped me understand how issues from my past affect my present
10. I believe Community Building would have a beneficial effect on:
 - a. Those served by my agency
 - b. My co-workers
 - c. My workplace culture
 - d. The collaborations I'm a part of
 - e. I'd like to my agency to be part of Community Building Milwaukee
11. I'd like to participate in Facilitator training if available

It's clear that question 10. is not applicable to youth participants. However, other questions would aid in understanding: (a) the level of safety youth experienced in the Workshop (questions 4 and 4); (b) the overall value of the experience (number 6, 7, and 8 – substituting “school” for “work” in number 7); and (c) the impact on resilience (number 9). Although youth may not be eligible for facilitator training, they could serve in a peer role and receive some specialized training. This approach was utilized for the adult populations at both Chattanooga Endeavors and Project Return. This suggests revising question 11 accordingly.

Recommendations and Considerations

1. Develop a report to capture general group information including the target audience (i.e. distinguish between service providers and service recipients), length and any Workshop modifications, names of facilitators, names of FITs, number of people enrolled, number of actual participants starting the



Workshop, and number that completed the workshop. Enhance the survey by including questions designed to capture this information.

2. Enhance the current survey by including questions designed to look more closely at the helping alliance dimension of the CBW experience.
3. Enhance the current survey by adding questions about belonging to further specify the impacts of CBWs.
4. Include raw numbers along with percentages in summary reports.
5. Revise demographic questions with more inclusive language, especially for the gender and race questions.
6. Include a NA option in some questions, such as 7 - (I can use what I learned in my work), 11 - (I'd like to participate in Facilitator Training if available), 12-c - (Was held in a desirable location), 12-d - (Provided snacks and meals that were health and satisfying, and 15 - (Do you see any changes occurring in the future that you might attribute to this experience).
7. Add a follow-up component to the question measuring interest in Facilitator training that does *not* compromise respondents' anonymity. For example, an email specific could be sent to all participants after the Workshop informing them about the facilitator training and how to follow up and apply.
8. Enhance the youth survey by including questions: (4) I feel more connected to those I built Community with, and (5) I felt more trusting of people I built Community with.
9. Enhance the youth survey by removing a reference to "CBI" in question 10, as it is likely to become confusing in the future as CBI's role lessens.
10. Modify and standardize debriefing exercises in youth Workshops to help participants understand how to transfer what they have learned in the Workshop to their daily lives.
11. Modify and standardize how youth CBWs are facilitated and staffed (e.g., pre-work information and orientations, introductory comments, including peer specialists, adjusting guidelines and ground rules).
12. Include questions removed from the youth survey as discussed above.