

"The Mission of UF/IFAS Urban Extension is to develop knowledge in human, natural, and agricultural resources and to make that knowledge accessible in metropolitan regions to sustain and enhance the quality of human life."

Goals:

1. Increase the sustainability, profitability, and competitiveness of urban enterprises.
2. Enhance and protect urban water quality, quantity, and supply.
3. Enhance and conserve Florida's urban natural resources and environmental quality.
4. Conserve energy in urban regions.
5. Empower individuals and families living in urban regions to build healthy lives and achieve social and economic success.
6. Strengthen urban community resources and economic development.
7. Prepare urban youth to be responsible citizens and productive members of the workforce.

Guiding Principles:

1. Embrace diversity.
2. Improve quality of life through science based knowledge and training.
3. Increase organizational efficiency through innovation and flexibility.
4. Foster public and private partnerships.
5. Support municipal and county governments in metropolitan regions.
6. Respond to community needs. The University of Florida's Strategic Plan for Metropolitan Regions identifies a series of quantifiable steps that guide activities and resources to accomplish predetermined outcomes, along with a suggested time frame for implementation and the responsible agency or partnership. The Strategic Plan itself is best seen as a long-term process, a living and adaptable plan of action, and not a static product.

Specific Essential Elements and Performance Indicators provide a framework for defining Urban Extension and assessing Strategic Plan maturation, implementation and success. The Essential Elements reflect the mission and goals set by the Urban Extension Task Force, following Dean Place’s initial guidance.

Performance Indicators enable measureable progress towards the achievement of the Key Objectives for each essential element. Each Essential Element’s Performance Indicators are to be monitored to assess the effectiveness of Urban Extension, and to facilitate decision-making in the UF/IFAS Extension’s policy processes. The ultimate aim of this tool is to promote improved Urban Extension practices over time, and to further the development of a healthier and more productive life for urban recipients of Urban Extension deliverables.

The Essential Elements and Performance Indicators have been organized into four major frameworks: Institutional; Resources; Partnerships and Implementation. The Institutional and Partnership Essential Elements and Performance Indicators assess changing economic and social relationships that will be necessary to ensure the success of Urban Extension. The Extension Resource Essential Elements and Performance Indicators provide the means for measuring how well UF/IFAS is proceeding in sustaining or enhancing Urban Extension and for tracking subsequent changes. Implementation Essential Elements and Performance Indicators are used to monitor and provide an accurate assessment of the education/research/technical efforts.

The Essential Elements and Performance Indicators could be tied to a periodic (5-year cycle) critique and needs assessment. The needs assessment would provide a source of reference information for Urban Extension, policy makers, and concerned citizens. Such periodic assessments provide the information needed for tracking long-term trends and analysis.



The Essential Elements and Performance Indicators provide the University of Florida and its partners the assessment capability of using an **Adaptive Management** approach to Urban Extension which promotes flexible decision-making. Careful monitoring of the performance indicators will help UF/IFAS administration adjust policies or operations as part of the learning process.

Using Adaptive Management and Monitoring

Adaptive Management is a scientific approach that can be used in an Urban Extension decision process. It promotes flexible, adjustable decision-making in the face of uncertainty as outcomes from actions and other events become better understood. Careful monitoring of these outcomes both advances scientific understanding and helps management adjust policies or operations as part of the learning process. Adaptive management does not represent an end in itself, but rather a means to making more effective decisions and enhanced benefits. Its true measure is in how well it helps Urban Extension to meet environmental, social, and economic goals; increases scientific knowledge; and reduce tensions among staff and partners.

Using an adaptive management approach will require the consistent monitoring of all Urban Extension essential elements in order to judge if these new approaches are effective, and in identifying significant trends. This will allow UF/IFAS to quickly adjust management actions to changes in the urban environment and meet the expectations of the urban residents and partners.

Few activities suggested by the framework are as important to the success of Urban Extension as monitoring. Monitoring the UF/IFAS Urban Extension Strategic Plan is a process very similar to that already developed for business. We suggest a monitoring design that incorporates the principles of sampling design theory and experimental design such as that noted below.

Types of Monitoring

Monitoring here refers to the periodic and systematic measurement of observations of process or object. UFIFAS should institute three forms of monitoring in association with the framework: implementation, effectiveness and validation.

1. The implementation monitoring will determine if the framework is being implemented as designed. It asks, “Did we do what we set out to do?”
2. Effectiveness monitoring determines if the action achieved the stated goal or objective. It asks, “Did it work?”
3. Validation monitoring determines if assumptions and models being used are valid and effective.

Glossary

Essential Element – criteria, fundamental aspects of urban extension

Key Objective - a thing aimed at or sought

Performance Indicator - measurable value that demonstrates effectiveness in achieving a key objective

Action - process of doing something, to achieve an aim

UF IFAS Extension – Urban Extension Strategic Plan

Essential Element	Institutional Framework - Performance Indicators (Internal economic and social relationships)				Key Objective
	Low	Moderate	Good	Optimal	
University of Florida support and cooperation	UF does not fund Urban Extension beyond existing UF/IFAS budget allocation.	UF funds Urban Extension in a limited capacity as land-grant functionality expands within the university.	UF funds Extension appointments in some relevant university departments and cooperates through urban focused research and education.	UF funds Extension appointments in all relevant university departments and cooperates through urban focused research and education.	UF financially supports UF/IFAS Urban Extension and cooperates through urban focused research and education.
Urban extension policy	UF/IFAS utilizes existing Extension Policies to guide internal decision-making to address urban needs.	UF/IFAS compares existing policies to those needed for Urban Extension.	UF/IFAS reconciles Extension policies that are inconsistent with the Urban Extension Strategic Plan’s Guiding Principles.	UF/IFAS has a comprehensive Urban Extension policy that guides internal decision-making in accordance with the Urban Extension Strategic Plan’s Guiding Principles.	UF/IFAS has an Urban Extension policy that guides internal decision-making in accordance with the Urban Extension Strategic Plan’s Guiding Principles.
Current Status	2	0	0	0	

UF IFAS Extension – Urban Extension Strategic Plan

Essential Element	Extension Resources - Performance Indicators (Sustaining and enhancing Urban Extension)				Key Objective
	Low	Moderate	Good	Optimal	
Urban extension management plan**	UF/IFAS does not have a management plan** for Urban Extension.	A stand-alone management plan** for Urban Extension exists.	A management plan** for Urban Extension exists with some ties to UF/IFAS mission system wide.	A fully implemented management plan** for Urban Extension links UF/IFAS system wide.	UF/IFAS has a management plan** for Urban Extension that is systematically linked to the UF/IFAS mission.
UF IFAS funding	UF/IFAS has no funding to implement the Urban Extension management plan.	UF/IFAS secures one time funding for some pieces of the Urban Extension management plan.	UF/IFAS secures recurring funding for some pieces of the Urban Extension management plan.	UF/IFAS has dedicated funding to fully implement the Urban Extension management plan.	UF/IFAS has dedicated funding to implement the Urban Extension management plan.
Extension staffing	UF/IFAS uses discipline-based staff to address identified urban project needs.	UF/IFAS explores a project based staffing model with outside funding availability.	UF/IFAS uses limited project-based staffing to address identified urban project needs.	UF/IFAS fully invests in a combination of project-based and discipline-based staffing that serves to address identified urban needs.	UF/IFAS uses project-based and discipline-based staffing models to address identified urban project needs.
Accounting support for revenue generating classes and projects	Existing UF/IFAS accounting personnel assist with Urban Extension revenue needs for urban projects.	UF/IFAS investigates Urban Extension revenue enhancement over time to better address personnel and staffing needs.	UF/IFAS bolsters existing accounting personnel and staffing to help address Urban Extension revenue enhancement needs.	UF/IFAS has accounting personnel and staffing that specifically support revenue enhancement for Urban Extension.	UF/IFAS has accounting personnel that support revenue enhancement.
Research based knowledge for urban systems	UF/IFAS provides current Florida based research that addresses assessed urban needs where applicable.	UF/IFAS determines knowledge gaps in assessed urban needs that require new or additional research.	UF/IFAS collaborates with some UF departments to compile and extend their urban research.	UF and UF/IFAS Florida based urban systems research integrates all UF departments addressing assessed urban needs.	UF/IFAS Florida based urban systems research addresses assessed urban needs.

UF IFAS Extension – Urban Extension Strategic Plan

Urban Extension Specialists and Outreach Experts	UF/IFAS does not have Urban Extension Specialists.	UF/IFAS has Urban Extension Specialists.	UF and UF/IFAS have Urban Extension Specialists and Outreach Experts.	UF and UF/IFAS have Urban Extension Specialists and Outreach Experts in every extension district.	UF and UF/IFAS have Urban Extension Specialists and Outreach Experts, from a diversity of fields, with the knowledge and skills appropriate for working in Urban Extension.
Information and technology (IT) tools	UF/IFAS currently has basic IT tools and technology available.	UF/IFAS has IT support staff for Urban Extension.	UF/IFAS has IT support staff and technology to support Urban Extension.	UF/IFAS provides instructional design, web development and educational platforms to support Urban Extension.	UF/IFAS provides instructional design, web development and educational platforms to support Urban Extension.
Communications plan – internal	There is no internal communications plan that supports Urban Extension within UF.	There is an internal communication plan at a local level that supports Urban Extension.	There is an internal communication plan between county and campus faculty that supports Urban Extension.	There is an internal plan for communication within UF/IFAS that supports Urban Extension that can be replicated to include the greater UF.	An internal communications plan supports Urban Extension within UF.
Communications plan – external	There is no brand for Urban Extension.	There is a brand for Urban Extension, but no external communication plan to market achievements and solicit clientele.	There is a brand for Urban Extension and an external communication plan to market achievements and solicit clientele, but no implementation support.	There is a plan, functional mechanism and resource support to execute the communication guidelines for Urban Extension.	An external communications plan guides communication giving UF/IFAS Extension a recognized presence among urban audiences.
Accessible services	Urban Extension points of service are not accessible to the intended audience.	Urban Extension points of services are only accessible to clients with the means to access the service.	Urban Extension identifies access deficiencies to points of service.	Urban Extension points of service are deliberately designed to be easily accessible by the intended audience.	Urban Extension points of service are accessible to all people living in a metropolitan area.

UF IFAS Extension – Urban Extension Strategic Plan

Contracts and grants	UF/IFAS staff does not work with Urban Extension in writing, acquiring, managing and negotiating grants and contracts.	UF/IFAS staff located on main campus work with Urban Extension in managing grants and contracts.	District UF/IFAS staff works with Urban Extension in writing, acquiring, managing and negotiating grants and contracts.	UF/IFAS staff within urban counties works with Urban Extension in searching for funding opportunities, writing, acquiring, managing and negotiating grants and contracts.	UF/IFAS staff works with Urban Extension in writing, acquiring, managing and negotiating grants and contracts.
Professional development	UF/IFAS provides no professional training in Urban Extension.	UF/IFAS provides training that improves the professional competencies for Urban Extension.	UF/IFAS provides professional competency training specifically for Urban Extension faculty.	UF/IFAS provides comprehensive training for urban competencies.	UF IFAS provides Extension professionals training that improve the professional competencies needed for Urban Extension.
Current Status	7	5	0	0	

UF IFAS Extension – Urban Extension Strategic Plan

Essential Element	Partnership Framework - Performance Indicators (External economic and social relationships)				Key Objective
	Low	Moderate	Good	Optimal	
Cooperation with public agencies	Each county develops its own MOU.	UF/IFAS Identifies common goals for cooperation with municipal, county, state, and federal agencies.	UF/IFAS develops opportunities for achieving identified goals through cooperation with municipal, county, state, and federal agencies.	UF/IFAS Extension creates a framework for cooperation with municipal, county, state and federal agencies.	UF/IFAS Urban Extension cooperates with municipal, county, state and federal agencies.
Cooperation with K - 12 educational institutions	UF/IFAS continues its current partnership efforts with Florida’s K-12 institutions.	UF/IFAS develops a strategy to identify and develop statewide partnerships with Florida’s K-12 institutions.	UF/IFAS partners with K-12 institutions to implement key initiatives when goals and objectives align.	UF/IFAS works with K-12 institutions to develop and implement shared goals and objectives through significant investments at the state and local levels.	UF/IFAS Urban Extension works in partnership with Florida’s K – 12 institutions, educators and students.
Cooperation with colleges, universities	UF/IFAS continues to work with its current collegiate partners and cooperators.	UF/IFAS engages colleges and universities within the urban communities to discuss issues of common interest.	UF/IFAS cooperates with colleges and universities within urban communities to establish working groups on specific issues of common interest.	UF/IFAS partners with colleges and universities to work cooperatively on issues of common interest.	UF/IFAS Urban Extension partners with colleges and universities to work cooperatively on issues of common interest.
Cooperation with non-governmental organizations (NGOs)	UF/IFAS continues its current cooperation with NGOs.	UF/IFAS develops a strategy to identify and develop cooperatives with NGOs within the local urban community.	UF/IFAS develops a strategy to identify state and national NGOs who would support goals and objectives of urban communities.	UF/IFAS develops cooperatives with targeted local, state and national NGOs to support goals and objectives of urban communities.	UF/IFAS Urban Extension cooperates with NGO’s to support the goals and objectives of local urban communities.

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Cooperation with faith-based and service organizations	UF/IFAS County Extension cooperates on an “as needed” basis addressing local community needs.	UF/IFAS assesses urban community needs and identifies partners within local urban communities for cooperation.	UF/IFAS engages partners within urban communities for cooperation on specified projects.	UF/IFAS develops a broad, but uniform framework/plan for cooperation that is responsive to objectives of individual partners while supporting the goals and objectives of local urban communities.	UF IFAS Urban Extension cooperates with faith-based and service organizations to support the goals and objectives of local urban communities.
Advisory committees	UF/IFAS uses existing advisory committees to provide advice and advocacy for Urban Extension.	UF/IFAS recruits individuals to existing advisory committee structure to specifically provide advice and advocacy for Urban Extension.	UF/IFAS recruits local urban advisory committees that provide advice and direction according to assessed needs.	UF/IFAS extensively recruits, trains, and maintains active state wide urban advisory committees to provide advice and advocacy for Urban Extension.	UF/IFAS Urban Extension recruits, trains, and maintains urban advisory committees to provide advice and advocacy.
Volunteers	UF/IFAS Extension recruits, trains and uses volunteers.	UF/IFAS recruits volunteers for short-term projects that address assessed local needs within urban communities.	Statewide efforts are in place to recruit volunteers to address specific assessed needs within urban communities.	UF/IFAS has comprehensive statewide urban volunteer recruitment and training, to expand the capacity of faculty to address assessed needs within urban communities.	UF/IFAS recruits and trains volunteers to expand the capacity of faculty to address assessed needs within urban communities.
Sponsorships	UF/IFAS has sponsors that support Extension in urban areas.	UF/IFAS identifies potential sponsors for association with specific local Urban Extension activities	UF/IFAS sponsors are engaged to support Urban Extension initiatives to address regional needs.	UF/IFAS has sponsors that support all aspects of Statewide project based initiatives in Urban Extension.	UF IFAS has sponsors that assist in addressing specified needs in Urban Extension.
Current Status	7	1	0	0	

UF IFAS Extension – Urban Extension Strategic Plan

Essential Element	Implementation Framework - Performance Indicators (Education, research and technical efforts)				Key Objective
	Low	Moderate	Good	Optimal	
Needs assessment	Extension agents conduct pre/post assessments for specific individual classes.	Extension conducts educational needs assessments, in cooperation with local partners.	UF/IFAS uses needs assessments and other existing data to determine research, management and educational needs at the state, district and county levels.	Every five years, UF/IFAS uses a comprehensive unbiased, research based urban needs assessment to systematically collect and analyze information to determine research, management and educational needs at the state, district and county levels.	UF/IFAS uses a comprehensive unbiased, research based urban needs assessment to systematically collect and analyze information to determine research, management and educational needs.
Project development and management	UF/IFAS is unable to provide consulting, project design and management services.	UF/IFAS has limited and unsupported ability to provide consulting, project design and management service to local governments.	UF/IFAS has limited but supported ability to provide consulting, project design and management service to local governments.	Develop resources inside and outside of UF/IFAS that are responsive and flexible to provide project design and management services.	UF/IFAS provides science based consulting, project design and management services to local governments, NGOs and communities.
Web-based education	No web based education is produced.	Web based education is produced for local audiences.	Coordinated statewide web based education is produced.	A statewide system is developed that uses multiple delivery platforms that are tracked by web site analytics.	UF/IFAS provides regularly scheduled, interactive presentations tailored for urban audiences and cataloged for on demand access.
Logic model	Informal Logic Model concepts are only defined in terms of project goals and objectives but not specified.	Logic Model concepts are generally defined for project development and implementation to plan beginning phases of the project.	Static Logic Model concepts are well defined for project development, implementation and evaluation to guide process but seldom referenced.	Logic Models are used as living/modifiable documents throughout planning, implementation, and evaluation phases for all urban projects.	Logic models are used to guide all long term, place based - urban projects.

UF IFAS Extension – Urban Extension Strategic Plan

Applied research and demonstration	Urban based needs are identified but there is no coordination of research and demonstration projects.	Current UF/IFAS research and demonstration projects are assessed to determine applicability to assessed urban needs.	UF/IFAS cooperates with some UF departments to compile and extend their research and demonstration projects.	UF and UF/IFAS integrate Florida-based urban systems research and demonstration projects to address assessed urban needs.	UF/IFAS Florida applied research and demonstration projects address assessed urban needs.
Creative works and publications	UF/IFAS creative works and publications do not demonstrate innovation in concept, procedure, and application of science for Urban Extension.	UF/IFAS produces creative works and publications that demonstrate innovation in concept for Urban Extension.	UF/IFAS produces creative works and publications that demonstrate innovation in concepts and procedures for Urban Extension.	UF/IFAS produces creative works and publications that demonstrate innovation in concepts, procedures, and application of science for Urban Extension.	UF/IFAS produces creative works and publications that demonstrate innovation in concepts, procedures and applications of science based urban Extension.
Evaluation	UF/IFAS activities continue to conduct evaluations using 2015 standards.	UF/IFAS evaluates activities using 2015 standards specifically for efficiency and effectiveness in addressing assessed urban needs.	UF/IFAS develops and uses evaluation plans, tools and policies designed to address efficiency and effectiveness in assessed urban needs.	UF/IFAS urban efforts are evaluated, in cooperation with partners, for efficiency and effectiveness in addressing assessed urban needs.	UF/IFAS activities are evaluated for efficiency and effectiveness in addressing assessed urban needs.
Current Status	5	1	0	0	
Cumulative Status	21	8	0	0	

**The Urban Extension Management Plan consists of essential elements, key objectives, performance indicators, preferred alternatives for action and a monitoring program to track the plan’s implementation, effectiveness and validity.

INTEGRATION OF STRATEGIC PLAN WITH INITIAL CHARGE TO URBAN EXTENSION TASK FORCE

"The Mission of UF/IFAS Urban Extension is to develop knowledge in agricultural, human and natural resources and to make that knowledge accessible in metropolitan regions to sustain and enhance the quality of human life."

These statements briefly describe how the Urban Extension Strategic Plan addresses the initial set of charges.

Overall goals of the Urban Task Force in providing guidance for urban Extension:

Dr. Nick Place (Aug. 29th)

1. Build an urban program that strengthens Extension (urban and rural) as a whole. The Task Force reviews all Super Issues and High-Priority Initiatives associated with the Road Map and finds them all relevant to urban audiences.
2. "A rising tide floats all boats" ... The Task Force drafts a Strategic Plan for Urban Extension incorporates unique elements associated with working in metropolitan regions building upon the existing UF IFAS Extension Road Map.
3. More purposeful, directed, issues oriented. The Strategic Plan uses adaptive management and inclusive Needs Assessments.
4. Develop key principals (Best Management Practices) for urban Extension – the plan uses an integrated set of mission statement, general goals and guiding principles that are tied directly to the UF IFAS Extension Roadmap and Super Issues.
5. Strengthen relations with urban county/city administration – the plan identifies essential partnerships (Partnership Framework) and their active involvement in Needs Assessments and collaboration

Goals specific to this Urban Task Force at our initial meeting at EPAF:

1. What do we mean by Urban Extension? – Development of knowledge in agricultural, human and natural resources, and to make that knowledge accessible in metropolitan regions to sustain and enhance the quality of human life.
2. How can we advance urban programming and what might that look like for FL? - "The Mission of UF/IFAS Urban Extension program is to develop knowledge in agricultural, human and natural resources and to make that knowledge accessible in metropolitan regions to sustain and enhance the quality of human life."

3. What are some (short term, mid-term and long term) goals for urban Extension? – the plan contains goals (long term – general), criteria and key objectives (mid-term) and preferred alternatives for action (short term)
4. What are some (short term, mid-term and long term) goals for urban Extension? – see the plan
5. What is a realistic time line for accomplishing those goals? – the 20-yr strategic plan directs the development of 5-yr implementation plans (containing preferred alternative for actions which identify time lines and responsible parties for implementation)

University of Florida IFAS Extension Roadmap 2013 - 2023

Super Issues - *Broad societal challenges and needs requiring cross-programmatic efforts*

The Task Force found all Super Issues to be relevant to urban extension.

1. Awareness and appreciation of food systems and the environment.
2. Resource sustainability and conservation in Florida communities.
3. Financial security for individuals, businesses, enterprises, and communities.
4. Science, technology, engineering, and math opportunities for youth.
5. Help Floridians develop healthy lifestyles.

High-Priority Initiatives

Guiding program development, delivery, and impact assessment.

The Task Force found all High-Priority Initiatives to be applicable to urban audiences.

1. Increasing the sustainability, profitability, and competitiveness of agricultural and horticultural enterprises.

Sustainability of production systems and alternatives.
Farm economics, entrepreneurship, and management.
Citizen awareness of food systems and the environment.

2. Enhancing and protecting water quality, quantity, and supply.
 - Water conservation.
 - Water quality.
 - Public awareness of water issues.

3. Enhancing and conserving Florida's natural resources and environmental quality.
 - Informed community decision-making.
 - Natural resources operations.
 - Environmental stewardship.

4. Producing and conserving traditional and alternative forms of energy.
 - Conservation practices and efficiency improvement.
 - Alternative energy solutions.
 - Community capacity development.

5. Empowering individuals and families to build healthy lives and achieve social and economic success.
 - Food safety and nutrition.
 - Housing.
 - Family financial management.
 - Aging well.
 - Human development.

6. Strengthening urban and rural community resources and economic development.
 - Economic development and entrepreneurship.
 - Community capacity-building.
 - Resources for community decision-making.

7. Preparing youth to be responsible citizens and productive members of the workforce.
 - Youth development.
 - Organizational and volunteer systems.