Issues & Development of Urban Extension
In the West

Brad Gaolach
Community Sustainability
WSU Extension

gaolach@wsu.edu | 206.219.2429
Geographic Diversity

2,200 square miles
Twice as large as average U.S. county
2 million residents (of State’s 6.9 million) – 29%
14th largest county in nation
Political Complexity

Political Structure
- Neighborhood (Seattle – 15)
- Cities (King County – 39)
- County Council (King – 9)
  - Pop’n / dist: 214K
- MPO: 90 jurisdictions
- Elected vs. Appointed
- State Legislature
  - 36 of 49 in Puget Sound

Google maps, King County GIS, Census 2010, State of Washington; Burger blog
Funding

Washington Counties and Extension

• Funding Extension
  – WSU: Faculty: 2/3 salary, all benefits
  – County: 1/3 faculty salary, all local costs (operating; support staff)

• County Revenue
  • No income tax
  • County sources
    • General Fund: sales tax (8.6+%) and property tax (capped at 1% increase)
    • Use Fees

Metro King County
King County Extension
WSU Metropolitan Center
Western CMER
Issues & Development of Urban Extension

Organization

Executive

Planning

Extension

DNRP

Water & Land

Agr & Forestry

King County – 14,000 employees

Extension – 14 Fac; 40 total
Funding

King County government perspective
- Decreasing budgets
- Desire for different program mix

KCE funding 1999-2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2000</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2001</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2002</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2003</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2004</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2005</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>2006</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2007</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2008</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>2009*</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

Legend:
- Total King County Allotment
- Direct WSU Extension
- Grants & Contracts
A new model - Transition

Key Model Attributes:

- Has fewer long-term programs
- Emphasizes applied research and short term, extramurally funded projects of value to County Gov. and other public or non-profit organizations
- Intermediary organizations become the target audience
- Requires access to all of WSU’s intellectual resources
Why a new organization – the West

The WEDA Study conclusions

The *urban* West offers a unique opportunity for Extension

Our county financial partners are:
- now funding “issue based programs”
- using outside consultants for short term R&D projects
- they are interested in accessing University research
Why a new organization – the West

Base upon the study & our conclusions:

- A new approach to King Co Extension was outlined.
  - developed in consultation with Puget Sound county Extension Directors and others
  - vetted with the VP and Dean of Extension
  - sanctioned by King Co Executive
  - reviewed by WSU Deans as having real potential
Why a new organization – the West

*Transformation vs Transition:*

- Hoped for systematic transition over 3 years

- New budget realities have lead us to transformation (six – 12 months)

- We will adjust as situation/input warrant but we are committed to the model being presented to you today.
Transition

The future urban extension educator
- possess *Rainmaker* attributes
- has *Project Development/Management* skills rather than content deliverer
- versed in *Applied & Action Research* methodologies
- uses *Social Change & Education Processes*
- will be *Multicultural, Multilingual and “Urban Savvy”*
Issues & Development of Urban Extension

Organization

County Director

Support Staff & Assistants (2-3)

Environmental Stewardship and The Built Environment

Healthy Eating Active Living & Strong Families

Economic Development

Effective Government & Governance

On-going Programs
Launch

Make it so!

Ron, will you be part of my administration?

Sure, Mr President

Deputy Exec

Ron Sims, KC Exec

Dist Dir

Brad
Developing a WSU Extension Urban Center

Take 2 (2013)
Community Sustainability Specialist

- Work with urban public, non-profit and neighborhood decision makers
- Advance social equity, economic vitality, and environmental quality
- Deliver consultation and educational workshops
- Link higher education and other resources
- Emphasis on:
  - Leadership and public governance
  - Local economic development, including food systems
  - Environmental stewardship
A Western States Approach

• Extension in the Urban West (2008).
  – To develop and refine one or more models of urban Extension; and
  – To explore the feasibility of establishing an urban research and extension center in the West to provide the needed research base for urban Extension programs.
A Western Approach

• Urban Task Force (2010).
  – Review and report on the research base for operationalizing the model for urban extension presented in *Extension in the Urban West*.
  – Determine best practices for working with 25 to 34 year olds in urban settings.
  – Because an increasing amount of Extension’s work in urban areas will be through intermediaries, recommend tools and evaluation methodologies to assure Extension’s contributions to and impact on joint projects with urban partners are both understood and recognized.
  – Recommend ways that Extension personnel in urban areas across the West might better support each other and learn from each other.
  – Identify potential partners for urban extension.
  – Recommend how to advance the urban agenda in the West.
Summary Recommendations

• At the state / local level
  – How does Extension stay relevant and impactful

• Regional Level:
  – Explore establishing a Regional Center that would support state / local level activities.
Establishing a Regional Center

WEDA Urban Task Group proposes to establish a Western Center for Metropolitan Extension and Research (Center) to:

- Increase the internal capacity of Western Extension programs to address metropolitan issues.
- Elevate the stature and value of Cooperative Extension to external metropolitan audiences.
Applied Research

- Identifying best practices and organizational models for metropolitan Extension

- Exploration of emerging metropolitan issues where land-grant universities can contribute to decision making and policy development.
Applied Research

• Criteria for Center Engagement
  – the significance of the issue;
  – decision-makers’ stated readiness to address the issue;
  – the potential for Extension and the land-grant university system to add value to the project, and
  – the possibility that the project may attract outside funding resources.
Applied Research

- Center’s Role:
  - Establish the project team, drawing on Western Extension expertise
  - Identify the research scope of work;
  - Support these teams in their work;
  - Help obtain sufficient extramural funding to underwrite the research; and
  - Assure the quality and timeliness of the team’s research products.
Professional Development

• Needed skills:
  – project development and management skills;
  – multicultural, multilingual capabilities;
  – ability to work through intermediary organizations;
  – ability to relate cross-generationally, especially with 25-34 year olds; and
  – ability to evaluate program impacts within the context of multi-stakeholder collaborations
Professional Development

- Potential Activities:
  - Webinars;
  - Staff exchanges;
  - Build on WELD;
  - Western Metropolitan Conference
    - Single issue focused, links issue area with staff professional development;
    - Support and participate in the professional training to identified core competencies for metropolitan extension professionals
Activities

The Center will work on two major foci:

- **Applied research** on issues and best Extension practices.
- **Professional development** for Extension educators.

### Topic Identification
- Issue-Based
- Professional development

### Team Assembled
- Led by Center Director
- Utilize Extension expertise

### Applied Research
- Managed by Project Specialist

### Outputs
- **Scholarship**:
  - Policy briefs
  - Journal articles
  - Conferences
- **Professional Development**:
  - Pre-conference
  - Webinar
  - WELD add-on
  - Staff exchanges

### Outcomes
- Informed decision making
- Skilled Extension staff
- Elevated profile of Extension in metropolitan regions