Introduction

On Tuesday, June 24th, Wednesday, June 25th and Thursday June 26th, University of Florida/IFAS Extension held a workshop in St. Pete Beach, Fl to discuss Urban Extension in Florida. Thirty-six county faculty, county extension directors, extension specialists and extension administrators attended the workshop which was facilitated by alumni of the Natural Resources Leadership Institute. The workshop objectives were to

1. To identify strategies to move urban extension towards the best possible future by overcoming process constraints and emphasizing opportunities.
2. To develop a shared understanding of urban extension in Florida and how it interacts with/ compliments traditional extension.

Workshop Opening

The workshop began with an hour of activities designed to set a positive collaborative tone for the rest of the workshop. Dr. Vavrina and Dr. Place welcomed participants and Dr. Place encouraged members of the organization to look forward and consider several challenges.

Challenges

1. Develop clear and attainable goals about what urban programming means for us and how we can put “University of Florida flair” on that.
2. Consider how we can do these things in ways that mutually benefit the organization and constituents.
3. Be champions for urban programming.

Opening activities included introductions, an explanation and clarification of the meeting agenda and objectives and participant-generated expectations for the meeting and group norms (Appendix A).

Overview Presentation and Panel Discussion

Dr. Brad Gaolach from Washington State University Extension and Dr. Deno De Ciantis with Penn State University Outreach and Extension gave presentations summarizing the state of Urban Extension in their respective systems. They detailed struggles and success in adopting or adapting new models to urban environments and audiences. They spoke about lessons learned and setbacks along the way and how they integrated with traditional extension. A copy of each presentation is available at XXX.edu

The presentations were followed by a panel discussion. The panel included the presenters and representatives from Urban Extension at Michigan State University, Detroit Metropolitan area and Louisiana State University, New Orleans Parish. A full transcript of the panel question and answer session is available in Appendix B.

“Defining” Urban Extension

The final activity of Day 1 was a continuation of the visioning process and addressed concerns presented at the preliminary Urban Task Force meeting at EPAF 2013. Task Force members voiced concern about proceeding with the task of building an urban program that strengthens Extension as a whole without a thorough understanding of what is meant by urban extension. In ten words or less, participants were asked to write what their view of urban extension is in Florida. Facilitators provided examples from Drs. Gaolach and De Ciantis’s presentations and from the reports Urban Extension: a National Agenda and Extension in the Urban West. While each statement was different, there were
noticeable commonalities and participants were asked to group individual statements based on common themes. The emerging themes were: Why (describes why we’re doing this), Issues-based, Partnerships and Collaboration, Resources, and Land Grant Mission. Complete statements can be found in Appendix C.

Day 2 Opening
Day 2 of the workshop began with a review of the previous day’s activities, an introduction of new participants, and an overview of the current day’s structure and activities.

“Defining” Urban Extension continued
Day 2 continued with the visioning process for urban extension. Participants were split into 6 groups and each group was asked to formulate 2-3 sentences to address the question “What is urban extension in Florida?” while incorporating most, if not all, of the themes established in the previous day’s activity. Participants were reminded that this was one of many steps in “defining” urban extension and were asked to suspend wordsmithing as this will be assigned to the Task Force for completion. After some time, groups were asked to revisit their statements, determine if it was uniquely applicable to urban extension and refine as necessary. Lastly, groups were asked to write down what was challenging about completing this activity. Groups then presented their statements to the entire faculty. Statements can be found in Appendix D.

Scenarios Planning
Following the technology training, faculty transitioned into a visioning process by participating in a scenario planning exercise called Blue World/Green World/Yellow World (Appendix E). The scenario planning exercise was used as a first step to visioning and goal setting. It allowed participants to think outside of the box by creating an imagined future through facilitated brainstorming. The process was participatory and started at a big-picture scale where consensus is easier to achieve. Scenario planning can help lead to better results by getting everyone on the same page before decisions are made and is therefore an easier and more successful first step rather than defining a mission statement or organizational goals outright. Participants were split into six groups, two were tasked with envisioning an ideal Florida Urban Extension Program ten years in the future, two imagined the bleakest future for Florida Urban Extension Program and two groups imagined a future of Urban Extension in Florida were nothing has changed. All teams listed possible decisions, forces, and events that led to their future scenarios. Following planning by individual groups, they presented skits and other creative presentations representing what happened that led to their scenarios 10 years in the future. These skits included: three poems, two news programs, and one floating bus. Details of each scenario planning can be found in Appendix F.

To complete the scenarios planning activity participants were asked summary questions. Their answers are as follows:

1. What did the scenarios have in common?
   a. Lack of follow-through
   b. Change of attitude
   c. Awareness of opportunities
   d. Cities are becoming more powerful
   e. Inability or reluctance to change
   f. Partnerships and collaborations
   g. Funding
   h. Visibility
   i. Staff location
   j. Community needs
   k. UF President/Administration
   l. Responsiveness
m. Staffing
n. Diversity

2. What ideas/concepts did you hear that you hadn’t thought of?
   a. Wal-Mext (unique partnerships)
   b. Urban centered REC
   c. Hover bus
   d. Virtual agent
   e. Innovative ideas
   f. League of Cities funding
   g. Future positions to focus on skills, not content
   h. Transformation

3. What is the value of scenarios planning?
   a. Plan for unintended consequences
   b. Broadening perspectives
   c. Identifying strengths and opportunities
   d. Change takes a LONG time?
   e. Every action has a consequence (good or bad)

**Brainstorming Strategies for Achieving Desired Future**

The next step of the meeting was to identify strategies for achieving ideal scenario given constraints and opportunities using a roaming flip chart method. The activity began with splitting participants into 6 groups. Each group was assigned to a flip chart containing two questions. The group spent 15 minutes brainstorming their responses to the two questions then moved to another flip chart containing two questions. This was repeated 6 times until each group was able to answer all the questions.

The questions that participants addressed were:

1a. What would have to change and how could it be changed?
1b. What are we doing right now and how could we improve it?

2a. Who are the main actors involved to achieve an ideal scenario?
2b. In what way would the actors have to work together?

3a. What should we start doing?
3b. What should we stop doing?

4a. What can and can’t be realistically changed?
4b. What is under our control and what is not?”

5a. How can constraints and weakness be minimized?”
5b. How can opportunities and capacities be built upon?

6a. What resources would be required to move Urban Extension on and up?
6b. What are the most efficient points of leverage?

Responses to the questions are listed in Appendix G.
Seven Words or Less
For the day’s final activity participants were asked to write their feelings/thoughts/emotions about the workshop thus far on a large sticky note. They were asked to do this in seven words or less. The goal of the activity was to have participants and facilitators reflect on the amount they had accomplished and what lay ahead. Responses can be found in Appendix H.

Review of Days 1 and 2
The opening activity of day 3 included a review of the work that had gone in the workshop to date and a preview of the day 3 agenda and objectives.

Develop Steps to Maximize Work Accomplished and Move Urban Extension Forward
The final activity of the workshop allowed participants to work in small groups under a theme that had emerged during the previous two days. Each group was tasked with identifying some preferred and realistic items under an action plan that would move Urban Extension in Florida towards a desired future. The action plan contained four elements:

1. Action items: two to three action items, some that can be delivered quickly some that are more ambitious and long term
2. Who: who is responsible for the action item
3. Resources needed: what is needed in terms of personnel, time and financial means to accomplish each action item
4. Timeline: what steps need to be completed by when to accomplish each action item.

Facilitators identified 6 themes that had emerged during the workshop. It was agreed two of the themes: staffing and time management had faculty dedicated in separate task forces and that we should provide those task forces with our notes to bolster their work while dedicating our limited time to themes not already being addressed. The remaining themes are:

- Urban Center with an Entrepreneurial Approach
- Partnerships
- Alternative Funding Sources
- Audiences and Diversity
- Evaluation, Deliverables and Metrics
- Urban Task Force Goals and Structure

Participants were asked to self select the theme that they would like to work on. Urban Task Force members were asked to work on the Urban Task Force goals and structure theme so they could brainstorm how they would use meeting results.

Results from the final activity are as follows. The Evaluation, Deliverables and Metrics theme was not chosen so is not reflected in this report out. The Urban Task Force may choose to address that theme in the future.

Urban Center with an Entrepreneurial Approach
- Creating economic value to local government
- Adapting existing programs to non-traditional audiences, emphasis on youth
Audiences and Diversity

- Utilize a social network mapping system with a given geographic region to develop brokers and create a pilot program
- Identify three regions – Miami Dade, Hillsborough, Duval
- By July 15th, August 15th – Who can do it, budget and time
- October 15th - Meet with brokers and identify needs – January 15th
- Identify resources needed – March 1st
- Send link about social network mapping

Alternative Funding Sources

- Proposals for a legislative budget request should be in by Aug 1st
- Identify legislative champion – Start with Mary Ann Hooks – by 2015
- Foundations and corporations to buy in to the idea of urban extension
- How to we keep the money local
- UF development office outside of Gainesville
- Should this be something the task force takes on, or should this be sent as a report to the revenue committee.
- Possibility of both happening

Partnerships

- Head CEO’s of different organizations
- Bonding programs
- Hospitals, associations, sports teams, the media
- Possibility of involving the cruise industry, and theme parks.
- Packaging and marketing programs better
- Selling partnership at top level, but then making sure it is built at lower county levels as well

Urban Task Force

- Need to have sub-committees
- Members of the task force can be champions for extension
- Have a webinar series on successes to get the word out
- Start to define what the urban extension is, but not get caught up with the definition, and focus on how to address the needs
- Make connections between the urban and rural
- How urban areas can help and affect rural areas
- Just the UF media department cannot be depended upon to publicize
- Funnel and connect resources
- Need to be an active voice for urban extensions
- Professional development specifically for urban issues.
- Make connections to other colleges and departments within the university
- Funding and resources to do/ have possible retreats
- Have talking points to share with other faculty
- Have Charlie on extension connections to update everyone on what is happening
Response to Report Out:
- Talking points need to be done immediately
- Why can’t it be its own initiative?
- How to be successful with programs at this level
- Find a champion, but not necessarily a program leader
- Think about how it ties to the roadmap
- If it is not listed as initiative, it could just be lost.

Debrief and Wrap Up
To wrap up the workshop participants were asked to close their eyes and identify a salient point from the conference and share these in pairs. Some responses shared with the whole group included:
- Conversation with Deno about Pittsburgh urban center
- Reflecting on Eric’s definition of urban extension and how that validates work we’ve been trying to do
- Urban center, talking to Deno. (Several agreed)
- Scenario exercise and how it might be applied to reinvigorating Master Gardener programs (Joy made the materials for this activity available to interested participants)
- Land Grant Mission and structure was set up so a researcher processed information for agents who processed it for consumers, but this has broken down for urban extension. A center might reestablish this chain of communication.
- Report (Urban Extension and National Agenda) from 20 years ago is still applicable in many ways- somewhat disappointing, somewhat useful.

Charlie gave some closing remarks reminding people that this meeting is a beginning of a long process. It will serve as a launching point for the task force, his “coalition of the willing.” He encouraged people to ensure that all faculty members are aware of the progress made here. Calling upon all attendants to do something for the task force within the next week, Charlie reminded those present that if the issue isn’t being talked about, it fades from peoples’ minds.
Appendix A. Workshop Opening Activities

Group Expectations
- There are going to be a lot of ideas, we might not be able to develop all of them, but we should aim to get at least one done that becomes fully developed and a role model for other organizations.
- Find our niche in urban extension while recognizing/building on existing strengths.
- Prioritize programs for maximum impact.
- Begin to understand what urban programming looks like.
- Identify specialist support that would go along with urban programming
- Finding a way to build partnerships with groups working in areas that line up with extension goals (slow food movement, etc.)
- Identify funding sources
- How to obtain external influential champions
- How to increase visibility of urban programming

Group Norms
- Technology? Be here and present. No technology. If you need to take a call, you may step out. Place phones on vibrate.
- Raise hand to be recognized to speak.
- Active listening? Look at the person who is talking, don’t focus on your response to what someone is saying- focus on them.
- All viewpoints are valid.
- No side bar conversations.
- Best thinking- Be innovative and entrepreneurial.
- Be kind to note takers- one speaker at a time.
Appendix B: Panel Discussion

Panel Discussion

Brad Gaolach (Seattle), Marie Ruemenapp (Detroit), Deno De Ciantis (Pittsburgh), Bobby Fletcher (New Orleans), Charlie Vavrina (South Central Florida), Walt Sell (Indianapolis)

Q. In Florida, we have an issue with marketing extension; Brad and Deno, both of your programs dedicate time and money to this. My question is simple: When you put out a press release saying “we did this”, who is the “we”?

A- Deno: Extension and Outreach or Outreach and Extension.
   Brad: We often play as a partner, but we often aren’t mentioned in press releases. We tend to do a lot of work, and give our time but get lost in the shuffle.
   Deno: When we say Penn State, people recognize that brand and connect it with that prestige.
   Bobby: LSU Ag. Center... For me there’s a difference between communications and marketing.
   Marie: Admittedly, this hasn’t worked particularly well in Detroit, but it has in the other counties. One thing that has been successful for us is when executive offices have marketing and communications people and have tried to make them part of our staff with co-branding and using their local mass media contacts.

Q: How have you been able to address extension faculty who aren’t on tenure tracks?
   Brad: There is a general shift from tenure track to non-tenure track. There is still a system for non-tenure positions moving up the ranks.
   Bobby: Agents aren’t tenured.
   Deno: In Pennsylvania, we have extension educators who aren’t tenured. Evaluations are done by state officials now.

Q: How did you get into the door on some of the bigger community foundations in your area?
   Deno: For quite a while I was meeting with these foundation people, cultivating a relationship and getting to know them while telling them about what we were doing without asking for money. It’s getting to the point now where foundations approach us with ideas of things that they want. It’s about figuring out their priorities and working with them.
   Walt Sell: To add on to what Deno said, we ran into the same thing, where foundations are willing to give money to programs they will see in the community but don’t want to see it go up to the state university.
   Bobby: The president we work with now knows who we are and what we’re doing and sees the value.

Q: When you say you go out and work with the community, do you engage with other universities?
   Brad: In my areas, I can use my status as a UW alum. We mostly see a complimentary relationship. Issues in this area are complex and you can find places where you can work together. It’s relationship based. One thing I learned early on is that when you rent faculty, you find out who you do or don’t want to play with. If they aren’t a good partner, you recognize those issues and look for someone you play better with.
   Deno: I would be lying if I said we have a lot of projects working with neighboring institutions. As a land grant, there is a culture of long term engagement that most institutions don’t have. They engage with the community almost exclusively for the benefit of students and faculties. We go in looking for equal benefit to the community. A lot of marginal communities no longer want to engage because they are research-tired.
   Bobby: I think we need to go in and see how we can use our strengths and their strengths. We just met with Tulane, through a connection made through Twitter; within 2 months we had a project going. I think you need to reach out and maybe 1 out of 10 will make sense, but you have to reach out or you’ll miss out.

Q: What is the division of marketing—more in traditional or social media?
Deno: We are still vetting the marketing plan. Right now, we think mass media is an immediate need. Being in an area of 1.3 million people, social media works to a certain extent but you need networks in place. We're trying to jump that to a certain extent by using mass media.

Bobby: We have had a semi-aggressive marketing campaign using billboards, newspapers and some social media.

Deno: Penn State gets something like 106,000 applications and hasn't had a need to do much marketing. But regional campuses weren't doing well, and we started hearing ads for them. It was an incredible boon for us.

Q: Are there plans to expand into other communities in your states?

Brad: My position is a year old. I've focused a lot on building centers, but my job description includes growth from the Puget Sound area to other urban centers.

Deno: We've been developing Pittsburgh with the idea of replicating in Philadelphia next. The Philly center is just starting to come together, but there are some issues. When I referred to work-arounds, we all know we have to work the system. How do you institutionalize these things so you don't have to do work-arounds anymore? So how can we attack that?

Marie: We have piloted a lot of things in District 11, the Detroit area. But we have 2 other areas with larger urban populations. So things we pilot in Detroit we take to those areas and try to replicate. Michigan State went down the same structuring path about 2 years before Penn State, so we're looking back at that now. We had a pretty strong urban team prior to restructuring. They were called the Urban Collaborators, and they were dissolved in the restructuring and their work was incorporated into other areas. We're now looking back and wondering if we are maybe missing something. I don't know where we will go with that.

Bobby: New Orleans is our major metropolitan area. We are relatively new in the urban scene, but we are building out into Baton Rouge to some extent. We develop in New Orleans and then see about moving them to other urban centers. Administratively, we can make decisions relatively quickly.

Q: My county (Polk) is urbanizing, but still has a strong agricultural component. How do you support both of these kinds of extension without creating a large separation?

Brad: King County is 2/3 rural 1/3 urban. In reality, I define urban differently; when are issues being influenced by urban centers? Even the issues for our rural population come from the metropolitan centers in a lot of cases (rising land prices, etc.). Trying to serve both crashed and burned for us because we didn't have the ability to bring additional resources and be flexible. Someone who doesn't report to the county or clearly added capacity can work around the fight for limited resources.

Deno: Listen to your community. Listen to people who know where the community is and where it is going. And be open. Try to address the needs based on whatever resources you can align to those issues. We often make the mistake of trying to tell people what they need based on what resources we have.

Bobby: You need to look at other collaborators and partners that are trusted and doing good work. Expand those partnerships, though it takes a lot of time and coffee. That's a challenge when you have a lot of responsibilities, but you have to have a dedicated person to putting in that transaction time.

Q: For your roles, do you see yourselves as consultants, facilitators, consensus builders or some other roles?

Marie: Yes. All of that.

Bobby: I call myself a catalyst because I can go out in the community and establish and start some things.

Brad: Ditto. If I see the opportunity to make a project into a program, I push them into the counties to see if they can be adopted. So, being a catalyst but handing them off to the system at some point.

Bobby: I think we need to use social media to effectively identify opportunities.

Q: What competencies do you look for as far as professional development?
Marie: We have an action team coming out on professional development to identify successful characteristics of good extension workers. We are finding a few states (Western states) have looked at this before for successful urban extension staff. There are pieces in different states but the work group is looking to make something more comprehensive.

Deno: Professional development is systemic. It happens at orientation when people come in, but I don’t have faith that Penn State will add a piece for people coming to work in offices like mine. I think what our national network allows is for people to have opportunities to link across states in metro and urban areas.

Q: As a lot of counties develop their rural programs, I see a lot of connection with the urban areas. How does urban extension then exert itself into policy and planning? At what level?

Brad: My county missed the boat on a lot of things. Look far enough out to see things coming. One competency I look for is the ability to understand how policy works. University of Washington planners have been able to come in and fill gaps. There has been a lot of transfer of development rights. We haven’t developed the expertise to do things that the Land Grant university should be handling. So you have to look at where you want to be in 20 years and figure out how you want to get there. Right question, but I don’t have the answer.

Marie: I would say, across all urban issues, that we’ve gotten into policy discussions. We engage in discussions about broad ranging issues like land use planning and zoning. We have a Citizen Planner program where we are doing training for staff that are part of planning in counties. One of our key audiences is people on zoning boards, etc. We engage faculty in discussions and do commissioner training for county commissioners. We’re working in Detroit on policy issues, but in every single case it hasn’t been developed specifically to work in an urban environment.

Deno: We are supposed to be objective and have opinions based on best practices. It’s important to read the environment and focus your efforts accordingly. On the policy side, we’re being asked to convene and facilitate because I have 130 municipalities (Pittsburgh is 1), the county struggles with trying to herd cats.

Bobby: We can learn a lot from Sea Grant agents. Community resiliency. Best practices and being careful.

Brad: Start small and work your way in. Offered to get faculty to review documents; it didn’t take them very long but it made him an invaluable committee member.

Q: Does extension need to rebrand itself? How important is that?

Bobby: I think in urban environments we don’t need rebranding so much as we need branding. Look at it as a clean slate. What do we want people to perceive us as? Identify and develop visible and successful programs. Utilize existing media and social media in traditional and non-traditional ways. Look for research and outreach opportunities. You can’t wait for someone else to do it. What’s the brand going to be? How can we use existing resources?

Deno: Look at it strategically and do some research on your market’s perspective. I can’t tell you if you have the right brand. Do a real market study, see where you’re at and consider how you can move forward.

Brad: There are two ways to look at this. Do you want to do incremental change or look at where you want to be way in the future and how to get there from here?
Appendix C: Statements to Describe Urban Extension in Florida Grouped by Theme

- Reasons why we are doing this
  - Science – based unbiased consultants for local governments
  - Land grant for the masses
  - 500,000
  - Modern relevancy
    - Relevancy = funding
  - Develop and support
    - Relevant programs to the actual population
  - ID gaps, fill need, don’t duplicate effort
  - Must continue to develop to survive

- Resources
  - Project/program city is willing to pay for
  - Who pays the bills
  - ↑ collaborations ↑ demands ↑ resources
  - How to serve the poor w/ resources from the rich?!?
  - Communication and marketing
  - Don’t re-invent wheel, re-invent attitude
  - Strategy and methods
  - Resource development (innovative)
  - Dense populations over many miles
  - Requires special/unique skills + support

- Values:
  - Diversity
  - Quality of life
  - Cooperation
  - Innovation

- Partnership and Collaboration
  - Cooperate with local, state and regional partnerships
  - Partnerships
  - Need close partners with urban organizations
  - Connect and collaborate
  - Collaborative strategies/planning w/ traditional and non-traditional audiences
  - Front door to university resources to address issues in urban
  - Involves delivery methods relevant to the “culture” of urban areas
  - Diverse community connections
  - Urban extension = economic development → future generations
  - How can we share resources without getting lost in partnerships
  - County partnerships
  - Partner w/ cities to offer impactful issues based programs
  - Crossroads where people, cultures, issues; opportunities + resources converge

- Issue Based
  - Florida urban extension flexible to quickly developing urban issues
  - Responsive issues driven
o New model with complex issues and complex language
o Public policy education
• Land Grant Mission = All
  o Design a rural urban interface
  o Expand locations of programs
  o Serve untraditional audiences
  o A focus of urban influenced issues
  o Educate city folks; promote land grant mission
  o Develop an urban land grant mission
  o Needs results outcomes in food and health = the land grant mission
  o Addressing the needs of non-traditional audiences
  o Land grant mission delivered by all university units
  o Not just urban extension in the future!
  o FL urban extension will be at the table for urban policy discussions
  o Not a separate model
Appendix D: “Defining Urban Extension Part II

- Group 1: Efficiently leveraging resources to connect university expertise to develop strategies to address local issues through greater collaboration & partnerships in building capacity within the community.

- Group 2: Urban extension means... strategies for delivery. [New Sheet] Urban extension, grounded in the mission of the land grant university, provides relevant programming that is responsive to the needs of diverse residents, built upon a foundation of innovation and entrepreneurial partnerships, funding and other resources. [Revised response] “…partnerships, business models and other resources”

- Group 3: Brokering resources + building partnerships to address issues in urban areas while being flexible and responsive outside traditional program areas. [Revised response, addition] Establish strong working relationships with the movers and shakers.

- Group 4: Identification of unique issues facing urban communities + leveraging existing resources, and acquiring new partners + resources to further the land grant mission through innovative methods by embracing the cultures and systems of urban environments. [Revised response] Identifying and addressing unique and dynamic challenges and issues facing (urban) communities and leveraging existing resources, and acquiring new partners and resources to further the land grant mission through innovative methods. By embracing the diversity of cultures, systems, and opportunities in higher population areas.

- Group 5: In response to Florida’s changing demographic Fl. Extension will address the needs of urban communities with issues based products, transformational education & consultations to deliver the Land Grant Mission/ science based research to all Fl. Residents. This will be delivered through collaborative partnerships to maximize current and potential resources. [Revised response] In an urban environment, the role of extension is to help community leaders and elected officials to 1. Establish quality control on the services provided by all “teaching groups” and 2. Provide data/feedback on how all the community-based groups are changing/addressing the community issues.

- Group 6: Urban Extension is identifying and responding to the needs of non-agrarian audiences. We network with new partners and incorporate new and innovative resources and delivery methods to provide unbiased information

[Further notes on above responses]

Group 1
- What is unique to urban vs. what we are already doing
  - Efficiently leveraging resources to connect university expertise to develop strategies to address local issues through greater collaboration and partnerships in building capacity within the community
  - Languages and cultural diversity
  - Serving more as a convener (sp?)

Group 2
- Urban extension grounded in the mission of the land mission provides for the needs of citizens
  - Based on a foundation of entrepreneurial/community/universities resources
  - We need to build business models that encompass all of the local parties

Group 3
- Be flexible and responsible outside of traditional program areas
- Established strong working relationships with the movers and shakers in communities

Group 4
• Identifying and addressing the dynamic and unique challenges in urban communities
  o Engaging and leveraging existing resources, and acquiring new partnerships
  o Higher population density
  o Different systems and infrastructure to contend with

Group 5
• In urban areas, there are far more organizations competing for funding and attempting to bring to light the issues the intend to address
  o “We need to be more than just one more string on the guitar”

Group 6
• Urban extension is identifying and responding to the needs of non agrarian audiences
  o We partner incorporate old alliances and strive to connect with new partners in order to more effectively achieve our goals

What was challenging about this activity?
• Creating a distinct definition of urban extension while staying within current Extension framework. Defining exactly what the unique issues are in densely populated areas complexity of issues. Intensity.
• Define “urban”. We were trying to be inclusive. Writing a cohesive statement early in the morning that integrated all urban concepts. We were defining urban based on our subject matter.
• What does it mean to be urban? Population? Cultural? Density?
• What was different between what we do now vs. urban extension – decided no difference, just the target audience and partners.
• Stuck on old model. “Thinking. “Audience. Florida urban sprawl =/= NYC, Chicago, LA. We haven’t heard from urban clients- redefined needs.
• Scope, diversity/cultural, identity crisis, flexibility, project based agenda, more issue driven
Appendix E: Blue World/Green World/Yellow World

Green World

For this activity please read and follow the instructions carefully. Designate a person to record on the flip chart and a spokesperson for the group.

**Step 1a & 1b.** (25 min.) In your team, discuss the situation below.

It is the year 2024 and Urban Extension in Florida is in wonderful shape. It is hard to imagine how things could possibly be better. You are meeting with fellow faculty and staff to review the previous ten years and document what happened to present to Congress.

a. Briefly describe the current wonderful situation in financial, political, and environmental terms (internal and external): create a verbal snapshot of the current wonderful situation. *(List on a flip chart)*

b. Brainstorm the events, decisions and forces that led to the positive situation. *(List on a flip chart)*

Note: For this exercise to be effective, it is important that the events, decisions and forces listed could have, in the best of worlds, actually happened.

**Step 2.** (15 min.) Seek consensus on the events, decisions and forces listed that are most likely to have led to the current (2024) great state of affairs. Eliminate duplicate or similar ideas.

**Step 3.** (15 min.) List the events, decisions and forces on a new piece of flip chart paper so that they start in 2014 and lead up to today (2024). Use this chronological list to create the story of the success of Urban Extension in Florida.

**Step 4.** (20 Min) You may present the story as a skit, poem, news event or any creative means of your choosing. Make it sounds as if it unfolds inevitably. Rehearse it.

**Step 5.** (30 min. – 6 min. per team) Each team presents its story to the entire group.
Blue World

For this activity please read and follow the instructions carefully. Designate a person to record on the flip chart and a spokesperson for the group.

Step 1a & 1b. (25 min.) In your team, discuss the situation below.

It is the year 2024 and Urban Extension in Florida is in sad shape. It is hard to imagine how things could possibly be any worse. You are meeting with fellow faculty and staff to review the previous ten years and document what happened to present to Congress.

a. Briefly describe the current awful situation in terms economic, political, social, and environmental terms (internal and external): create a verbal snapshot of the current awful situation. (List on a flip chart)

b. Brainstorm the events, decisions and forces that led to the awful situation. (List on a flip chart)

Note: For this exercise to be effective, it is important that the events, decisions and forces listed could have, in the best of worlds, actually happened.

Step 2. (15 min.) Seek consensus on the events, decisions and forces listed that are most likely to have led to the current (2024) sad state of affairs. Eliminate duplicate or similar ideas.

Step 3. (15 min.) List the events, decisions and forces on a new piece of flip chart paper so that they start in 2014 and lead up to today (2024). Use this chronological list to create the story of the sad state of Urban Extension in Florida.

Step 4. (20 Min) You may present the story as a skit, poem, news event or any creative means of your choosing. Make it sounds as if it unfolds inevitably. Rehearse it.

Step 5. (30 min. – 6 min. per team) Each team presents its story to the entire group.
For this activity please read and follow the instructions carefully. Designate a person to record on the flip chart and a spokesperson for the group.

**Step 1a & 1b.** (25 min.) In your team, discuss the situation below.

It is the year 2024 and Urban Extension in Florida is essentially the same as it was 10 years ago. It is surprising how little has changed over the last ten years. You are meeting with fellow faculty and staff to review the previous ten years and document what has or has not happened to present to Congress.

a. Briefly describe the current stagnant situation in terms economic, political, social, and environmental terms (internal and external): create a verbal snapshot of the current awful situation. *(List on a flip chart)*

b. Brainstorm the events, decisions and forces that led to the stagnant situation. *(List on a flip chart)*

Note: For this exercise to be effective, it is important that the events, decisions and forces listed could have, in the best of worlds, actually happened.

**Step 2.** (15 min.) Seek consensus on the events, decisions and forces listed that are most likely to have led to the current (2024) stagnant state of affairs. Eliminate duplicate or similar ideas.

**Step 3.** (15 min.) List the events, decisions and forces on a new piece of flip chart paper so that they start in 2014 and lead up to today (2024). Use this chronological list to create the story of the stagnant state of Urban Extension in Florida.

**Step 4.** (20 Min) You may present the story as a skit, poem, news event or any creative means of your choosing. Make it sounds as if it unfolds inevitably. Rehearse it.

**Step 5.** (30 min. – 6 min. per team) Each team presents its story to the entire group.
Appendix F: Flip Chart Notes from Blue World/Green World/Yellow World Activity

Group 1 (blue)

- Step 1: Briefly describe the current awful situation in terms economic, political, social, and environmental terms (internal and external): create a verbal snapshot of the current awful situation. (List on a flip chart) Brainstorm the events, decisions and forces that led to the awful situation.

  - Economic
    - External
      - Population increase
    - Tax base change
    - Internal
      - Loss of funding (traditional)
        - Not taking advantage of grants/contributions
        - Don’t consider traditional business model
  - Political
    - External
      - Turnover
    - Leg: district changes
    - Municipalities gain power
    - Internal
      - Failure
      - No leverage to reach outside of IFAS for expertise
      - Loss of influential champions
      - Power structure change
        - Not working with municipalities
  - Social
    - External
      - Diversity
      - Increase gap of economic classes
    - Internal
      - Demographics don’t reflect
      - County demographics
      - No leveraging assets properly (through money)
  - Environmental
    - External
      - Climate change
      - Water quality/quantity
    - Internal
      - Not offering a rational framework on environmental issues
      - Low moral/higher stress
        - Leads to turnovers

- Step 2: nothing
- Step 3: List the events, decisions and forces on a new piece of flip chart paper so that they start in 2014 and lead up to today (2024).
- Head in the sand
- Stuck in IFAS comfort zone
- Lack of scenario planning
- Global instability (resource Diversion)
- Didn’t reach out to all UF
- Continue with extension programs as usual (not projects)

**Group 2 (blue):**


[Page 2] Political connection in counties. CED freedom to leverage resources. Market share loss to other universities. Loss of “expert” title in county.

[Page 3] Scenario. Urban extension irrelevant to counties. Irritating to rural Ag stakeholder gone Not responsive flexible


**Group 3 (green):**


[Page 3] Partnerships with multiple gps. Staffing. Funding. Curricula tied to technology. Interactive feedback mechanism. Eg. TED with feedback. Twitter, Pictures (Instagram) Tailor impacts to funders needs (vs. current academic prog.) CEDS- county administrators city to give us leverage direct report to city/county manager.


Group 4 (green):
[Page 1] It’s a wonderful world...! Multiple funding sources are supporting extension. Foundations. Non-governmental. City/County/State. Government entities are paying/hiring Extension instead of private consultants. Elected officials know and support. Extension is widely known & respected. The Dean (and admins) are known by local officials.

[Page 2] Climate organizations (S. Fl.) addressing climate change are collaborating w/ UF/IFAS. Non-land grant universities are working with UF/IFAS to advance service to urban areas. People know extension as the organization to ask – not a secret anymore. Relationships are mutually beneficial. Barriers to collaboration are non-existent. Expertise outside UF/IFAS is utilized in collaborative efforts.

[Page 3] Extension’s success stories are communicated and are newsworthy (media). B. Extension has been taken to the people, not “come to us”. Access to extension. We’ve been listening to the community (needs) We’ve piloted urban REC’s. Comm. Resource Dev. Prog. Received major funding support resources - UF/IFAS *LBR

[Page 4] Hiring of urban-savvy (county) agents and urban (departmental) specialists expanded. Capacity. UF understands and applies land grant mission (utilizing current faculty to support urban efforts) Engaging other higher-ed institutes. We’ve utilized current and traditional technologies to engage.

[Page 5] 2014-3rd quarter - We had a conference! We listened to comm. Needs focusing on two urban communities. Strategy formulated to address needs. Ramped up CRD Program. LBR submitted. Water. CRD. 2015- Received major funding from new sources identified. New UF president, along with higher ed, work toward land grant mission in urban.

[Page 6] 2015-2017 LBR- Hiring of staff to support urban –RECs –Campus –County New pos. description to increase flexibility of programming- responsiveness to needs. Launch of urban rec. pilots. 2015- Launch of “mobile extension” centers, taking “to the people”. Since the beginning of these efforts, technologies have been effectively employed.

Group 5 (yellow):
- Step 1
  - ECO
    - Level fund
    - Status quo
    - No new external funding
    - Funding keeping pace with population growth
  - POL
    - Same political environment
    - Solely relying on traditional support
  - SOC
    - Economic inequality
    - Population >> diversity
  - ENV
    - Stresses + issues
  - MISC
    - Complacent
    - Tax base does not change
    - No follow through on planning
    - New administrative does not support V.E.
    - Strategic staffing plan narrows too slowly
• Dislike change
• Have not established new champions
• Institutional memory too strong
• Not embracing technology

• Step 2: none
• Step 3:
  ▪ 1. We go back to our office on 6/27/2014 and do what we always do
  ▪ 2. Taskforce does not follow through with our plans
  ▪ 3. Admin retires/resigns so no pressure to implement; successors do not carry on the legacy of previous administration
  ▪ 4. Traditional champs dying – no champs recruited
  ▪ 5. Social science specialists not located @ REC’s
  ▪ 6. CEDs in urban areas are still trying to do programming
  ▪ 7. I.T. support is mediocre
  ▪ 8. Not developing new partners
  ▪ 9. Avoid contentious issues between departments

Group 6 (yellow):
• Step 1:
  ▪ A. child obesity worse
  ▪ A. communities struggling with economy
  ▪ A. student load debt
  ▪ A. lack of jobs
  ▪ A/B. political unrest
  ▪ A. Extension – no motivation to change
    ▪ Using same model/road map
  ▪ B. deadlock in legislative funds
  ▪ B. no new funding/staffing
  ▪ A. water shortages/quality continue
  ▪ A. food insecurity/cost of living
  ▪ B. land-use/development
  ▪ A. climate variability
  ▪ B. flooding
  ▪ A. youth at risk
    ▪ A. preparing academically – opportunities
    ▪ A. inspiring youth leadership
  ▪ B. top down programs
    ▪ Community issues
  ▪ B. failure to retain millennials
  ▪ B. silo mentality – programmatic and geographic

• Step 2
  ▪ Turnover mitigation – lack of political will
  ▪ Not proactive; too reactive
  ▪ Too broad focus – not prioritizing
- Letting go of old programs to be responsive to emerging needs
- Failure to engage/build effective advisory committees
- Failure to engage/build effective advisory committees
- Failure to adopt tenure/promotion system
  - Prioritize on how it fits team work

- Step 3
  - 1. Turnover eg – Charlie and Joe retire
  - 2. Long period before hiring
  - 3. Urban task force inactive for 3 years
  - 4. Programming continues to be too unfocused/reactive. Tenure/promotion system continues to promote individual work
  - 5. Failure to build and engage advisory committees
  - 6. Lack of political will = no funding/staff
Appendix G. Responses to Brainstorming Activity

1a. What would have to change and how could it be changed?

- Building stakeholder relationships
- Collaboration and teamwork
- Assess situational/identify needs
- Advisory committee
- Improve engagement, IST – do it better
- Science based info
- Long term planning
  - Need shorter term response plan
- Programs – adapt to new audiences
- Our people/talent pool
  - Training
  - Salary incentive
    - Benefits
    - Vacation
    - Staff support
  - Improve reflection
  - Short-term issue-based hires
- Facilitating community discussion
  - Reach more diverse demographics

1b. What are we doing right now and how could we improve it?

- Build more flexibility into schedule
- Let go some programs/projects
- University reporting
  - Report short term deliverables
  - ROA/reward innovation/responsiveness
- new specialists – urban issues, economics, etc
- reach out new stakeholders
- IT support
- New teaching method
  - Train trainer
  - Digital
- Workforce with new skill sets
  - IST
  - Hive
  - Write new position description
- Funding
  - New pots of money
  - Shifting/spreading
  - Faculty invoice incentive program
2a. Who are the main actors involved to achieve an ideal scenario?

- UF president
- UF IFAS SR. VP
- Dean of extension
- D.E.D.
- C.E.D.
- Farm Bureau and allied AG stake
- UF college deans
- County agents
- New clientele/audiences
- City/county officials
- Florida association of counties
- Advisory committee
- NGO  
  - Faith
  - Community
- Business
- Youth
- Non-profits
- Schools
- Cities/other municipalities
- State agencies
- Governor/leg
- Other universities/higher education
- League of cities
- FL association of city and county mtrs
- Urban extension lobbies

2b. In what way would the actors have to work together?

- M.O.U.’s to define relationships
- Dean of EXT
- County/city office
- Identify and secure external funds  
  - Shared/collaboration
- Shared vision
- Formal communications
- Define measures of success
- Celebrate success
- Emphasize partners
- Recognition of contribution
- Face to face meeting with all actors
- Community issues based action groups
- Project contracts
- Urban alliance

3a. What should we start doing?

- Start new partnerships we have not worked with
  - Economic council
  - NGO’s
  - Downtown development authorities
  - Anchor industries
  - Foundations
  - Hospitals
  - Grassroots – local clubs
  - New American clubs
    - Hatian
    - Hispanic
    - Cuban
    - Finnish
    - Italian
    - German
  - Other universities
- Change escalation Structure
  - Evaluate methodology
  - Reporting requirements?
  - New metrics
  - Non tenured positions
- Go into communities
  - Go to local meetings
  - Listen
- Effective marketing of shared success
  - What are we selling?
  - What deliverables?
  - Building on the credibility of extensions
- Serve as front door
  - Engineering
  - Health
  - Develop workshop to discuss working across colleges
- Be more flexible
  - Change pow
  - Projects vs. programs
- Reduce program requirements for CEDs
- Use an entrepreneurial model
  - Deliver products loss
  - Pilot program collaboration to address urban issues
- Provide training/skills to work in urban communities
  - Webinars
  - Modules
  - EPAF
  - Face to face
  - Existing professional organizations
- Hire folks with non-traditional/ not subject matter drive
  - Social media
  - RSA's → multi-county

3b. What should we stop doing?

- Stop being inflexible
- Stop focusing on content skills when we hire
- Stop being all things to all people
- Stop living in the box (IFAS SILO)
- Stop doing programs without local high impact
- Traditional delivery methods are not impactful

Joy- “1. What can and can’t be realistically changed? 2. What is under our control and what is not?”

[Underlined→ bold→ italicized→ asterisks indicate increasing levels of voiced support for ideas]

1. What can and can't be realistically changed?
   - Methods of working with urban audiences
   - Methods of delivery
   - Take programming piece away from urban CEDs
   - **Create a system that rewards teamwork (internal teams)**
   - Reach nontraditional audiences
   - ID issues by listening to urban decision makers on advisory committee
   - Reach out to cities
   - **Add diversity to staffing**
   - w/out real changes can’t increase gov. funding
   - We can be at the table in county admin structure
   - We can’t change extension mission
   - Can change staffing model (current and future)
   - Can look at staffing with expertise and regional strategies
   - Can have an effective marketing plan
   - Can have the “bus”- innovative ideas
   - Overall philosophy with urban extension
   - Own attitude about change
• w/in own organization  
• Can/Can’t change space to accommodate staffing changes  
• Our delivery methods  
• Sources of revenue  
• Increase revenue  
• Enlist current clientele to move urban ext. forward  
• Expand our network of influence  
• CAN’T change basic economic conditions  
• CAN’T change political climate  
• Can influence political climate  
• Open job descriptions  
• Redefine where new hires will be working within county  
• Can choose what we focus on in our counties  
• CAN/CAN’T The way counties pay for their extension programs, buying programs rather than people  
• Training can focus more on skills applicable in urban environment  
• CAN/CAN’T What county funding is used for ↔ staffing  
• Get multilingual agents  
• Assess requirements are needed for faculty and make requirements appropriate for position  
• Be at the table where policy is discussed.  
• Can train existing faculty in other languages  
• CAN’T plan for every need that may emerge  
• Ensure multilingual agents have needed expertise or change staffing model to partner expert and language skills individuals  
• Create non-tenure track subject matter experts  

2. What is under our control and what is not?  
• Methods  
• Hiring  
• Programs  
• NOT county political climate  
• NOT UF politics/president  
• NOT Top down directives  
• Follow through  
  o Take synthesized ideas and write out clear objectives, get into POWs and boots on the ground  
  ▪ Need a team leader who can/will move things forward  
• Can foster relationships and promote ext within climate  
• Can’t change UF priorities  
• Can have shared governance and input into “top down” directives  
• CAN/CAN’T control University resources brought to bear for county issues  
• Ourselves  
• Out attitudes  
• Our time  
• Our county faculty and staff foci
NOT faculty programs at a macro content level (hort. To sea level rise)
Responsiveness
Train new faculty to choose urban specific program areas
Choose to say no to non-impactful programs
Be strategic about your yes and no
Awareness of potential political fallout
Manage the change we are working on and have everyone on same plan/note to lessen political fallout
Decide what we say and how we say it
Engage traditional clients in the change

Lara- “1. How can opportunities and capacities be built upon? 2. How can constraints and weakness be minimized?”

1. How can opportunities and capacities be built upon?
   - Be more purposeful in our staffing \( \rightarrow \) skill agents
   - More clear job titles/roles/regions
   - Build on existing info w/ tools and technology
   - Partner with C.O.C. business development center to build capacity
   - Viable business plan for urban extension
   - Be clear with start, middle, and end point with projects, plans, programs
   - Have at max a 5 year evaluation of the “plan”
   - Proposal for pilot urban center
   - Educate count and cit admin. On what ext. is.
   - Be open to new ideas
   - CEDs free of promo and p.s. status process (some disagree)
   - Be flexible when filling empty positions
   - Search for new $ opp.
   - CEDs oversee mult. Dep.
   - Utilize entire capacity of UF to address comm. Needs
   - Examine old/current models that work and apply in new prog. Areas within urban areas (example: MGs)
   - Work with national urban group to see ideas that work or not to apply/avoid
   - What are other UF colleges doing for outreach as well as other colleges in FL
   - There is an ext. facility in every county in FL (use this to build on partnerships)
   - ID partners and set up some type of meeting/forum to talk with them
   - Eco dev dept. partner/work w/ them to see how we can collaborate w/ them/support
   - “pilot” urban CED w/ admin assignment ONLE
     - Works on partnerships
   - ID counties/areas where above pt. can be tested

2. How can constraints and weakness be minimized?”
   - Convince NIFA to initiate $ an urban ext. initiative
   - ID areas where political capacity $ exists
   - Build on county/city admin relations
   - CEDs oversee mult. Dept.
• Opp. To revise MOU
• Reliance on counties limits relations with cities
• Partnerships public/private (corporations)
• Skill set of current agents not in line with urban ideals
• Look at CED span/control to determine more/less admin vs. program
• Keep CEDs as 1 county (more rural... but still something to consider)
• Understanding the terms and cond. Of federal $
• Cost recovery requires additional staff support.
• Top 10 Public university effort... Tie ext. into this
• Rethink how we frame Extension
  o Is it service outreach
• Teaching, research, service... not ext. needs to be redefined from the top down
  o UF president

JP- “1. What resources would be required to move Urban Extension on and up? 2. What are the most efficient points of leverage?”

1. What resources would be required to move Urban Extension on and up?
   • University funding
   • City + county
     o Workload measures
     o Business plan approach
   • Hire different skill sets
     o Soft skills- visioning
     o Partnership devel.
   • ID Needs of new stakeholders
     o Community
     o Gov’t
   • Utilize community as resource
   • Become ‘go-to’ expert for funding agencies
   • Buy in from internal stakeholder and cities and county.
   • Corporate partnerships
     o Buy hired gun to get corporate sponsors
   • Sponsorship development for all programs
   • Head up looking forward organizationally
   • Investigate international sources
   • Get paid for the thing we are doing NPDS-Example
   • Make donations easy  click here EIN  UF to streamline
   • UF EIN Number for county accounts
   • Piece of all grants goes to extension? (Indirect Rate)

2. What are the most efficient points of leverage?
   • Market success to attract more partners
• Working with successful community organization compliment comm. Org. work
• Partner with city and counties- gateway
  o Relationship building
• Comprehensive plan- inclusion policy
• Making urban ex. programs indispensible
• Change from behavior change to deliverables
  o Project management changes
• Focus on smaller benchmarks
• Merit process adoption/evolution
• Corporate partnerships
• Ability to evolve to change programs structure of organization, approaches. “Flex agents”. Active agents of change.
• Track record of getting the job done- letting folk know: evidence based testimonials, references
• UF/IFAS as a whole grant advantage.
• Presence in every county
• Alumni use
  o Advocating
  o Success stories
  o Get county list from UF and contact  Development office
  o Gator Clubs
  o Students and faculty
• Finding key things UF can do to help counties- Facebook pilot
• Using traditional clients to advance urban extension programs
• Working with other colleges and universities
• Link with athletic assoc. events. commercials
  o Tebow
Appendix H. Seven Words or Less

- Engaging, Challenging, Learning, Revealing, Inspiring, Motivation, Goal
- Right Thing, Right Time, Right Place
- Hard, Exciting,
- Good but don’t know where this headed
- Enlightening, Excited, Exhausting, Diverse opinions, change is good
- Energetic Thought Provoking Planted A Seed
- Inspiring Challenging Frustrating Productive Important Impactful FUN!
- Optimistic, visioned, impressed, enthusiastic, thankful, encouraged, smarter
- Difficult, facilitators enthusiastic, worthwhile/important, stretching
- Anxious, Hopeful, Encouraging, Cautiously Optimistic
- Hope to go forward in near future
- Encouraged-new depressed-same old hopeful
- Future planning Retaining 100 Years of Experience
- Therapy Sharing Change Innovative Challenging
- Moving Forward Common Ground Eyes Open Exciting
- Tired Lost Positive about Future
- Enlightened relevant energized
- Relevant, necessary, timely, grinding, rushed, academic, cacophonic!
- Team work! Collaboration Great facilitators Creative process Energy and Synergy
- Helping understand urban extension idea
- Urban Extension is complex, difficult, and necessary
- Tired, optimistic, hopeful, cynical, invigorated, ready to do it.
- How does this impact urban counties?
- 1. Increased knowledge 2. Networking opportunity 3. No eggs for breakfast 4. Overall good
- Need to be more specific: cautiously optimistic
- Good experience wondering where it will go
- Collaborative, enlightening, thought provoking, hopeful, timely, exhausting
- Mind bent reframed connected to process empowered
- Encouraged Motivated Excited Ready Risky About Time
- Creative, enjoyable, well run, focused, thought provoking
- Exhausting, innovative, stimulating, stretching, thoughtful,
- Motivated, validated, future encouraging, challenging
- New perception, difficult to articulate, encouraging