

UF IFAS Extension – Urban Extension Strategic Plan

Essential Element	Institutional Framework - Performance Indicators (Internal economic and social relationships)				Key Outcome		
	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.		
Alternatives for Action					Year impl	Responsible party	Capital costs
The Dean for Extension will formally request funding from UF to advance extension through campus-wide engagement to include efforts in metropolitan regions.					1	Dean	None
Explore opportunities for internships to advance urban extension objectives in cooperation with other colleges across campus and linking with counties or municipalities.					1	Dean, Unit Leaders, Municipalities	?
IFAS Extension will pursue student internships with other colleges across campus through linkages with counties and municipalities.					1	Dean, CFO	?
UF will fund an Extension Liaison position to work with all campus departments coordinating resources for total campus engagement in Ext.					2	Sr. VP, Dean	?
The UF President will provide funding to other UF colleges for FTEs to support total engagement of the university to support urban Ext. activities.					3 or 4	Dean, Sr. VP, UF President	\$3.5 million LBR
UF and UF/IFAS submit a Legislative Budget Request (at least \$5 million) for funding multiple urban centers to implement/test some pieces of the UF/IFAS Strategic Plan for Extension in Metropolitan Regions.					4	Dean, Sr. VP, Dean Research, Dean Teaching	\$5 million LBR
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 Ext. 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.		
Alternatives for Action					Year impl	Responsible party	Capital costs
The UF/IFAS Extension leadership team will review the UF/IFAS Strategic Plan for Extension in Metropolitan Regions and subsequently determine priorities and implement strategies to achieve them.					1	Extension Leadership Team	None
The Extension Leadership Team determines if additional policies should be implemented to address needs in metropolitan regions.					3	Extension Leadership Team	None
Current Status of Performance	2	0	0	0			

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Essential Element	Extension Resources - Performance Indicators (Sustaining and enhancing Urban Extension)				Key Outcome
	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.
Alternatives for Action			Year impl	Responsible party	Capital costs
The Dean for Extension formally endorses the implementation of the UF/IFAS Strategic Plan for Extension in Metropolitan Regions.			1	Dean	None
The UF/IFAS Strategic Plan for Extension in Metropolitan Regions is reviewed by the Extension leadership team and priorities and strategies for implementation are determined.			1	Extension Leadership Team	None
The UF/IFAS Strategic Plan for Extension in Metropolitan Regions will be communicated, promoted, and intentionally implemented across the university and with stakeholders.			1-3	Dean, UF President, Prog. Leaders, DEDs	None
UF IFAS funding	UF/IFAS has no funding to implement the Urban Extension management plan.	UF/IFAS secures one time funding to implement some pieces of the Urban Extension management plan.	UF/IFAS secures recurring funding to implement 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.
Alternatives for Action			Year impl	Responsible party	Capital costs
The Dean for Extension will request funding from the UF President to support roll out of the UF/IFAS Strategic Plan for Extension in Metropolitan Regions.			1	Dean	None
The Dean for Extension determines key elements of the UF/IFAS Strategic Plan for Extension in Metropolitan Regions as incubator projects and identifies possible funding sources for those projects.			1	Extension Leadership Team	None
Fiscal year budgets are evaluated and adjusted to include one-time funding for some pieces of the UF/IFAS Strategic Plan for Extension in Metropolitan Regions.			2	Dean	None
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.
Alternatives for Action			Year impl	Responsible party	Capital costs
UF/IFAS utilizes the Strategic Staffing Plan to explore Urban Extension project-based staffing.			1	Extension Leadership Team	None

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DEDs and CEDs will explore contract opportunities with municipalities to fund time-limited staff that will produce desired outcomes/products.	1	Urban DEDs and CEDs	None
Developing a plan for university-wide leadership of the urban initiative.	1	Extension Leadership Team	None
UF/IFAS Extension will develop an urban initiative to increase and embrace diversity in hiring.	1	Extension Leadership Team	New hire costs
UF/IFAS Extension state and county faculty apply for national, state or local grants or contracts specific to issues in metropolitan regions for a specific time period.	2	County faculty, ext. specialists (with support from unit leaders), CEDs, DEDs	None
UF/IFAS will seek external funding to support a localized pilot of a project-based staffing model.	2	IFAS Development, Dean	None
Urban Extension will adopt the PREC model for funding of staffing and to engage counties and municipalities.	3	Extension Leadership Team	Funding from fee for service

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.
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Alternatives for Action	Year impl	Responsible party	Capital costs
Accounting support is provided through the Strategic Staffing Plan.	1	Dean	\$50,000 plus benefits est.
A representative of the Extension Dean’s office is dedicated to the establishment and management of accounting practices via a full FTE to serve county-level needs for revenue-generating classes and projects.	1	Office of the Dean for Extension, possibly county offices.	1.0 FTE Fiscal Person
The Dean for Extension will identify and assign existing UF/IFAS accounting personnel to support Urban Extension revenue needs for urban projects.	4	Dean	? Costs for additional staff may be required

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.
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Alternatives for Action	Year impl	Responsible party	Capital costs
UF/IFAS commits funding for a grad student to a comprehensive needs assessment to identify areas where new or additional research is required.	1	AEC graduate student	\$32,000 for one year of tuition and stipend (*note – this cost would help in funding needs assessment essential element)

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UF/IFAS Urban Extension faculty will conduct a comprehensive urban needs assessment and inventory both internally and externally.				2	Dr. Harder/Prog. Ass't (See Needs Assessment below)	Travel & support costs of needs assessment
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
UF and UF/IFAS redirect existing FTE or hires new faculty with Extension/Outreach FTE that aligns with identified needs in metropolitan regions.				3	UF President and university-wide college deans	Unknown (Est. 5.0 Extension/Outreach FTE)
The Dean for Extension engages departments across campus to contribute specialist time in support of the Urban Needs Assessment.				3	Dean	None
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
UF/IFAS will identify, prioritize, and implement key technology projects as specified in the present LBR.				1	Dean, ext. specialists, and Faculty	None
Support the current LBR for IT support. Additional staff will be hired to support county and state Extension faculty in the efficient and effective use of information and technology tools.				2	IFAS IT	0.5 FTE with funds obtained from a LBR
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
UF/IFAS Extension will develop an organizational internal communication plan to support Urban Extension.				1	Communications Dir., Urban CEDs	None
Each UF/IFAS Extension District will, in conjunction with appropriate RECs, develop an internal communication plan to support Urban Extension.				2	DEDs	None

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Extension Offices will develop an internal communication plan to support urban Extension programming.				2	Select urban CEDs	None
Communications plan – external	There is no marketing for Urban Extension.	There is marketing for Urban Extension, but no external communication plan to market achievements and solicit clientele.	There is marketing 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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
Urban Extension Faculty, the UF/IFAS Extension leadership team and IFAS Communications will develop a visibility and awareness strategy for Urban Extension.				2	Urban extension faculty, Extension Leadership Team, IFAS Communications	Costs of developing a strategy
Urban Extension Faculty, the UF/IFAS Extension leadership team and IFAS Communications will implement a visibility and awareness strategy for Urban Extension.				3	Urban extension faculty, Extension Leadership Team, IFAS Communications	\$100,000
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
Deficiencies to points of service are identified through an Urban Extension needs assessment.				2	Urban extension faculty and grad student/post-doc	Unknown (Travel support costs of needs assessment)
Implementation of deliberately designed services accessible by the intended audience.				3	Grad student/post doc	Unknown (Travel support costs of needs assessment)
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.	

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Alternatives for Action				Year impl	Responsible party	Capital costs
UF/IFAS will develop new district-level positions to support Extension grant writing and management.				3	Dean	Unknown see LBR
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
Assessment of professional development needs and training is provided to Extension faculty, staff and leadership to increase the professional competencies needed to address Urban Extension issues in metropolitan regions.				3	Drs. Harder & Bengé (AEC)	\$50,000 (travel support; honorariums, outside instructors)
Current Status of Performance	7	5	0	0		

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Partnership Framework General Action	Year impl	Responsible party	Capital costs
Create principles and guidelines for working/collaborating with partners.	1	Dr. Lindsay	None

Essential Element	Partnership Framework - Performance Indicators (External economic and social relationships)				Key Outcome
	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.

Alternatives for Action	Year impl	Responsible party	Capital costs
Municipal and county agencies are identified for existing and potential cooperation with county Extension in metropolitan regions.	1	County faculty, CEDs, DEDs	None
Representatives of urban counties will engage in an activity to establish common goals for municipal, county, state, and federal agencies.	2	Dean, with support from DEDs and CEDs	None, if internal facilitation services used

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 & local level.	UF/IFAS Urban Extension works in partnership with Florida’s K – 12 institutions, educators and students.
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Alternatives for Action	Year impl	Responsible party	Capital costs
Leverage existing relationships and partnerships with the Lastinger, Ag in the Classroom, and other school enrichment programs to increase collaborations with urban school systems.	2	4-H Specialists, UF/IFAS extension faculty	None
Next step and consistent with 4-H Strategic Plan: IFAS representatives of urban counties and K – 12 institutions will engage in facilitated planning activities to establish a plan for increasing partnerships.	2	FCS Prog. Leader	None, if internal facilitation services used

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 Urban Extension cooperates with colleges and universities within urban communities to establish working groups on specific issues of common	UF/IFAS Urban Extension 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.
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interest.						
Alternatives for Action				Year impl	Responsible party	Capital costs
UF/IFAS identifies collegiate partners in proposed Urban Extension areas with whom to partner. Areas of common interest are defined and prioritized.				1	UF/IFAS DEDs and CEDs	None
UF/IFAS Extension leadership team, and/or select DEDs, CEDs and Urban Extension Faculty identify and forge relationships with urban college and university departments and centers.				3-4	Extension Leadership Team, and/or select DEDs, CEDs, urban extension Faculty, select REC and departmental faculty	None
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
NGOs within local communities are identified for cooperation with county Extension in metropolitan regions.				1	CEDs, DEDs, extension faculty, RECs as appropriate	None
Each urban county Extension office will identify collaborative programs with NGOs.				2	CEDs, RECs, UF/IFAS Extension Faculty	None
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
Faith-based and service organizations within local communities will be identified for cooperation with county extension in metropolitan regions.				1	CEDs	None
CEDs and/or Urban Extension Faculty identify new and build upon existing service and faith-based organizational relationships guided by local urban community needs and the urban needs assessment.				2	CEDs and/or urban extension faculty	None
Advisory committees	UF/IFAS uses existing overall advisory committees to provide advice and advocacy for	UF/IFAS recruits individuals to existing advisory committee structure to specifically	UF/IFAS recruits local urban advisory committees that provide advice and advocacy and	UF/IFAS extensively recruits, trains, and maintains active state wide urban advisory	UF/IFAS Urban Extension recruits, trains, and maintains urban advisory committees to	

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	Urban Extension.	provide advice and advocacy for Urban Extension.	direction according to assessed needs.	committees to provide advice and advocacy for Urban Extension.	provide advice and advocacy.	
Alternatives for Action				Year impl	Responsible party	Capital costs
District and County Extension Directors will define the skill sets and areas of concentration needed to specifically provide advice and advocacy for Urban Extension in order to recruit the appropriate individuals to existing advisory committee structures.				1	DEDs, CEDs, PDEC	None
County advisory committees will be expanded to include members who can provide advice and advocate for Urban Extension in metropolitan regions.				1	CEDs	None
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
DEDs, CEDs, and UF/IFAS Extension faculty define the needed skill sets and areas of concentration in order to recruit volunteers for short-term projects that address assessed local needs within urban communities.				1	DEDs, CEDs, 4-H ext. specialists	None
UF/IFAS will adapt existing volunteer guidelines and procedures for use in short-term urban Extension projects.				2	FCS Prog. Leader, 4-H ext. specialists	None
UF/IFAS Urban Extension faculty will incorporate the use of volunteers into the development of short-term urban projects through logic models & POW .				2-5	Urban extension faculty	None
Volunteers are recruited, as needed, for short term projects within urban communities.				2	State and county faculty	None
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
The UF/IFAS Development office provides key strategies and guidelines to obtain regional sponsors.				2	IFAS faculty with support from UF/IFAS Development office	None
UF/IFAS Development will conduct regional campaigns in urban areas to secure sponsors to support urban Extension initiatives.				2	Faculty with support from IFAS Development with support from Dean	None
Current Status of Performance	7	1	0	0		

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Essential Element	Implementation Framework - Performance Indicators (Education, research and technical efforts)				Key Outcome
	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.
Alternatives for Action			Year impl	Responsible party	Capital costs
UF/IFAS will investigate ways to acquire funding, and then use this funding to hire a research assistant that will oversee the urban needs assessments.			1	Dean, AEC, PIE Center	\$98K budget support
UF/IFAS, in cooperation with local partners and contracted services, if necessary, will conduct a needs assessment to determine knowledge gaps and educational needs in both content and presentation, to address issues in metropolitan regions.			1	Dean, AEC, PIE Center, DEDs and CEDs	\$50,000
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.
Alternatives for Action			Year impl	Responsible party	Capital costs
An internal plan for UF/IFAS consulting, revenue enhancement, and contract services is developed to formalize IFAS Extension contracting services that is reflective of groups we work with and for local governments/NGOs.			1-2	CFO	None
UF/IFAS will establish a project consulting and management short course for urban Extension professionals.			3	PREC	Unknown
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	UF/IFAS provides regularly scheduled, interactive presentations tailored for

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				web site analytics.	urban audiences and cataloged for on demand access.	
Alternatives for Action				Year impl	Responsible party	Capital costs
CEDs, DEDs, Program leaders, IFAS Communications, and IFAS Information Technology collaborate to develop a fundamental statewide web platform for delivery of Extension education.				1	Dean empowers CEDs, DEDs, Program Leaders, IFAS ICS, IFAS IT	\$5,000 travel
Specific metropolitan regions will establish teams to develop and produce web-based education for local communities that is easily accessible via available technologies (e.g. smart phones, inexpensive computers or public computers).				2	IFAS ICS, IFAS IT	\$150,000 tied to IT LBR
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.	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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
Training will be provided to county and state faculty on Logic Model concepts as they apply to project development, implementations, and evaluation.				1	PDEC faculty	None
IFAS IT will collaborate with PDEC to investigate and create an automated info-tech based way to create a logic model.				1	Dir IT and Dr. Harder	Start-up funds and revenue generation
Logic model concepts are utilized in developing and promoting short-term urban Extension programming.				3-5	Urban Extension Faculty	None
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.	
Alternatives for Action				Year impl	Responsible party	Capital costs
Ongoing university-wide research and demonstration projects are assayed to determine applicability and consistency with the previously defined needs assessment.				2	DEDs, CEDs, and Program Leaders	None
Creative works and publications	UF/IFAS creative works and publications do not demonstrate innovation in concept, procedure, and	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	UF/IFAS produces creative works and publications that demonstrate innovation in concepts, procedures, and	UF/IFAS produces creative works and publications that demonstrate innovation in	

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	application of science for Urban Extension.		Urban Extension.	application of science for Urban Extension.	concepts, procedures and applications of science based urban Extension.
Alternatives for Action			Year impl	Responsible party	Capital costs
Based on needs assessment results, creative works and publications for metropolitan audiences will be developed.			2	IFAS faculty	None
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.
Alternatives for Action			Year impl	Responsible party	Capital costs
A tool-box containing evaluation templates that can be used to evaluate program effectiveness in addressing assessed needs will be created.			1	PDEC evaluation faculty	None
Current Status of Performance	5	1	0	0	
Cumulative Performance or State of Urban Extension	21	8	0	0	