Shaping Solutions
FOR Florida’s Future
THE UF/IFAS EXTENSION ROADMAP
2013 – 2023
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Executive Summary

The UF/IFAS Florida Cooperative Extension Service has delivered science-based information to foster healthy people, a healthy environment, and a healthy economy for 100 years. For about the last 50 years, Florida’s economy was based on growth, tourism and agriculture. Today, our population has stabilized, but the need continues for new information on food and fiber production, water conservation, natural resource protection, alternative energy and conservation, community resource development, and individual and family well-being. Florida Extension will continue to improve the lives of Floridians as we face the challenges of tomorrow and beyond.

Florida Extension will remain relevant to Floridians in three primary ways. First, we will renew our commitment to our mission, vision and fundamental values. We will continue to partner with communities to provide quality, relevant education and science-based expertise to solve contemporary problems. Our programmatic approach will encompass the land grant university values of unique purpose, excellence, integrity, collaboration and partnership, lifelong learning, diversity, responsiveness, innovation, open communication, and global reach.

Second, Florida Extension will implement “Shaping Solutions for Florida’s Future,” our Roadmap for 2013 to 2023. During the past 18 months, Florida Extension leaders listened to stakeholders from each of Florida’s 67 counties, sought input from focus groups and community leaders, read thousands of on-line comments, and questioned and challenged county and state faculty from the University of Florida and Florida A & M University. We heard passions and concerns from all types of Floridians about issues affecting people’s lives, the economy and jobs, and Florida’s environment.

From the myriad of concerns we heard, Florida Extension identified five broad societal challenges and needs we call the “super issues” and seven high-priority initiatives that will guide our program development, delivery, and impact assessment:

Super issues

1. The awareness and appreciation of our food systems and our environment.
2. The sustainability and conservation of resources in our Florida communities.
3. The financial security of individuals, business enterprises, and communities.
4. The opportunity for our youth to experience science, technology, engineering, and math (STEM).
5. The opportunity for Floridians to embrace healthy lifestyles.

High-priority initiatives

1. Increasing the sustainability, profitability, and competitiveness of agricultural and horticultural enterprises.
2. Enhancing and protecting water quality, quantity, and supply.
3. Enhancing and conserving Florida’s natural resources and environmental quality.
4. Producing and conserving traditional and alternative forms of energy.
5. Empowering individuals and families to build healthy lives and achieve social and economic success.
6. Strengthening urban and rural community resources and economic development.
7. Preparing youth to be responsible citizens and productive members of the workforce.

Third, Florida Extension will remain accountable to Florida’s stakeholders. Relevant programming and teaching remain axioms of Extension. Addressing important issues starts with increased awareness followed by increased knowledge. Yet, solutions to today’s problems also require behavior or practice change. Change typically occurs slowly and it is difficult to measure. However, assessing how our Extension programs make a difference is central to our accountability. In this Roadmap, we expand our commitment to document the impact of our programs and show how we solve problems.

Shaping Solutions for Florida’s Future serves as a guide for Florida Extension and it will keep us relevant through the next decade. Working together with the three land grant university missions – Research, Teaching, and Extension – we will provide time-proven and innovative solutions for Florida’s future.
Letter from the Steering Committee Chair

In January, 2011 a steering committee was convened by then Interim Dean for Extension Millie Ferrer-Chancy, who charged the committee with developing a Roadmap to guide UF/IFAS Extension during the next 10 years. The steering committee's members were drawn from both state and county faculty and administration from all across Florida, with representation from the University of Florida and its extension partner, Florida A & M University.

The steering committee guided the planning process, which resulted in listening sessions in every county, several focus group meetings around the state, an online survey where thousands of Floridians gave their input regarding Extension's future, and input from our county and state faculty, departments, and Research and Education Centers. The resulting information shaped the key elements in this Roadmap.

As chair of the steering committee, I would like to acknowledge and thank Millie Ferrer-Chancy for her leadership and support of the process, as well as the Extension Administration team and the UF/IFAS Program Development and Evaluation Center for their efforts.

I would also like to recognize and thank all of those who served on the steering committee and the writing team — Larry Arrington, Joan Dusky, Eric Simonne, Dorota Haman, David Diehl, Joy Hazell, Wayne Mackay, Mary Campbell, Tom Obreza, Tracy Tesdall, Pete Vergot, Susan Kelly, Rod Clouser, Jim Fletcher, Ray Mobley, Keith Diem and David Holmes — whose hard work made this plan a reality.

In this Roadmap, Florida Extension has laid out a clear path of action as an educational organization to support Florida's economy, environment and people and to meet the changing needs of Florida's communities. Together, we will shape solutions for Florida's future.

Tracy Irani, Professor
Chair, UF/IFAS Florida Extension Roadmap Steering Committee
UF/IFAS Florida Extension:  
SHAPING SOLUTIONS FOR FLORIDA’S FUTURE

UF/IFAS Extension Impacts All Floridians

Florida Extension has long played a leading role in helping Floridians address the state’s challenging issues. Florida Extension provides Floridians with educational programs that support lifelong learning through the University of Florida (UF) and Florida A & M University (FAMU), the state’s two land-grant institutions. Since the U.S. Congress established them through the Land Grant (Morrill) Acts of 1862 and 1890, Florida’s land-grant institutions have continuously extended knowledge to all of Florida’s residents. Today, our Extension specialists and county agents continue to translate the latest scientific research, information, and technology into applied and practical solutions for Florida residents. With offices located in each of Florida’s 67 counties and many partnerships between federal, state, and local governments, Florida Extension creates learning opportunities that help adults and youth enhance their lives and communities. As we move into the future, Extension will continue to shape Florida.

As Floridians seek innovative solutions to meet changing needs, Florida Extension must have a clear pathway to follow. With input from citizens, stakeholders, faculty, and leaders, the Florida Extension Roadmap “Shaping Solutions for Florida’s Future” will guide our efforts for the next decade. This Roadmap provides a mission, a vision, a direction, and flexibility of action while embracing our core values. Existing partnerships and collaborations will be strengthened and new ones will be forged. Through this new pathway, Florida Extension will continue to create social, economic, and environmental opportunities that will help shape Florida’s future and ultimately strengthen its economy.
The Extension Mission

UF/IFAS Extension partners with communities to provide quality, relevant education and research-based expertise to foster healthy people, a healthy environment, and a healthy economy.

Our Vision

UF/IFAS Extension is the resource that helps educate Floridians to solve problems related to agriculture, horticulture, natural resources, the environment, energy, youth, families, and communities.

Our Values

These core values form the foundation of UF/IFAS Extension:

- **UNIQUE PURPOSE** – We are committed to the land-grant tradition of bringing the best teaching, research, and extension to the people of Florida.
- **EXCELLENCE** – We provide relevant, high-quality, unbiased, research-based educational programs that empower Florida’s citizens to improve their lives.
- **INTEGRITY** – We serve all with mutual respect and honesty.
- **COLLABORATION AND PARTNERSHIP** – We commit to assemble the expertise needed to address important issues and extend the reach and depth of our educational programs.
- **LIFELONG LEARNING** – We value the personal development of our faculty, volunteers, and the people we serve.
- **DIVERSITY** – We support Florida’s diverse population and we ensure that our programs are accessible to all.
- **RESPONSIVENESS** – We provide timely solutions that are research-based, practical, and relevant.
- **INNOVATION** – We commit to the use of technology and innovation in the delivery of our educational programs.
- **COMMUNICATION** – We commit to open communication internally and externally.
- **GLOBAL REACH** – We address Florida’s challenges through local, regional, national, and international perspectives.
Building the Roadmap

Florida Today, Florida Tomorrow

During the last 50 years, Florida's population growth created an economy that was based on tourism, construction, real estate development, and agriculture. Now that population growth has stabilized, the state has the opportunity to focus on developing an economy based on continued and expanded tourism, agriculture, new and expanding businesses, and innovation. This change presents new challenges and opportunities.

While striving to expand the economy, both urban and rural Floridians recognize the need to continue to protect the state's rich natural resources while enhancing the lives of residents and their communities. The state faces challenging issues that must be addressed during the next decade if we are to ensure a healthy population, a clean environment, and a strong economy. A thriving economy will require empowered and well-informed citizens and workers. Extension will provide this needed information and knowledge.

Listening was at the core of the Florida Extension Roadmap planning process. Florida Extension actively sought diverse viewpoints regarding Florida's future through listening sessions, interviews, focus groups, and surveys that involved a wide range of citizens, educators, health care providers, state agencies, industry/trade associations, businesses, local governments, community leaders, and faculty members. This process identified a wide range of key issues that affect Florida's people, its economy, and its environment. These are the issues we heard most:

- **PEOPLE**
  - Healthy lifestyles
  - Youth engagement
  - Adult and youth leadership
  - Volunteer development
  - Family well-being

- **ECONOMY AND JOBS**
  - Energy production
  - Small farms and alternative enterprises
  - Bioenergy and bio-based products
  - Youth life skills and workforce development
  - Food production, safety, and security
  - Community development and growth management
  - Sustainable agriculture and horticulture
  - Farm labor
  - Technology use

- **ENVIRONMENT**
  - Water quantity and quality
  - Energy conservation and efficiency
  - Natural resource management
  - Sustainable landscape management
  - Coastal and marine environment
  - Climate variability
  - Land use
  - Pest/disease/invasives management
  - Urban/rural interface

Florida Extension condensed these societal challenges and needs into five “super issues:"

1. The awareness and appreciation of food systems and the environment.
2. The sustainability and conservation of resources in Florida communities.
3. The financial security of individuals, businesses enterprises, and communities.
4. The opportunity for youth to experience science, technology, engineering, and math (STEM).
5. The opportunity for Floridians to embrace healthy lifestyles.

Through four organizational goals and seven high-priority initiatives, the Florida Extension Roadmap will strengthen our families and our communities. They are designed to operate interdependently because complex issues require multi-faceted approaches. Success will be achieved through faculty interaction and teamwork.
Organizational Goals and Strategies

As we prepare to address these issues, it is imperative that Florida Extension examine and take appropriate steps to enhance our organization. During the Roadmap planning process, stakeholders indicated that we need to develop priorities, design and deliver our educational programs effectively and efficiently, invest in our people, and increase the visibility of our organization. To that end, we developed four organizational goals and defined strategies and actions necessary to achieve them.

Goal 1: Identify and develop high-priority programs that address Florida’s economic, social, and environmental issues.

**STRATEGY:** Prioritize issue-based Extension programming to meet broad societal challenges and needs.

**ACTIONS:**
- Analyze local, regional, and state challenges and emerging issues to identify the highest priority needs for the state.
- Identify and empower interdisciplinary issue-based leadership work teams to address high priority initiatives and to coordinate program development, delivery, and evaluation.
- Engage UF and FAMU experts to build greater capacity in the areas of critical issues.
- Strengthen existing partnerships and explore opportunities to develop new ones.

**STRATEGY:** Provide resources for high-priority, issue-based programs.

**ACTIONS:**
- Design an organizational structure to address new and evolving issues like community development and sustainability.
- Implement a staffing plan to deliver high-priority, issue-based programs and allocate resources to balance needs and funding.
- Employ appropriate county, regional, or multi-county agents. Review and update position descriptions, and provide necessary training to support new responsibilities.

Goal 2: Maximize organizational efficiency and effectiveness.

**STRATEGY:** Use the most up-to-date and effective teaching methods to deliver educational programs.

**ACTIONS:**
- Design and deliver in-service training to prepare Extension faculty to use the newest materials, technologies, and techniques for educational programs.
- Provide the infrastructure and resources necessary to implement new technologies for educational program delivery.
- Adopt and provide support for innovative technologies.

**STRATEGY:** Increase existing funding for UF/IFAS Extension.

**ACTIONS:**
- Diversify funding sources (including fee-based programming) and procure new private and public funding sources.
- Work with local elected officials to identify community needs; secure program funding for those that can be addressed by Extension.
- Strengthen existing partnerships and establish new ventures.

**STRATEGY:** Simplify procedures.

**ACTIONS:**
- Establish consistent best practices for policies.
- Simplify recruitment and hiring procedures.
- Review and simplify reporting methods.
Goal 3: Invest in UF/IFAS Extension’s human capital.

STRATEGY: Hire and retain a talented and diverse faculty.

ACTIONS:
- Develop programs to ensure diverse and talented employees are hired and retained.
- Develop strong mentoring programs that provide growth opportunities and produce leaders throughout the organization.
- Support and encourage work and personal life balance.

STRATEGY: Expand and strengthen Extension volunteers.

ACTIONS:
- Recruit and retain diverse and active volunteers.
- Create well-defined volunteer job descriptions and expectations.
- Provide opportunities for volunteer growth and development.
- Foster the strength of volunteer organizations.

STRATEGY: Design, deliver, and implement high-quality and effective professional development.

ACTIONS:
- Create a new and enhanced range of professional development opportunities for Extension faculty.
- Define a yearly internal professional development plan for faculty and provide the resources needed to accomplish its objectives.
- Encourage faculty to participate in external professional development.
- Conduct comprehensive training for new county faculty, state specialists, county Extension directors, and unit leaders.

Goal 4: Increase the visibility and demonstrate the impact of UF/IFAS Extension.

STRATEGY: Provide expertise and resources to implement, deliver, and evaluate high-priority programs.

ACTIONS:
- Develop Extension program evaluation tools and adjust programs to ensure they meet identified needs.
- Develop innovative evaluation procedures for educational programs and provide faculty with program evaluation guidance and training.
- Develop consistent, quantitative, and traceable performance measures for state-wide strategic initiatives.

STRATEGY: Develop, implement, and evaluate a marketing plan for Florida Extension.

ACTIONS:
- Use a visioning process to determine marketing goals.
- Establish best practices for marketing and branding, and conduct professional development.
- Allocate resources and personnel to implement marketing efforts.
- Develop a marketing campaign for high-priority programs.
- Share marketing successes throughout the Extension network.
- Develop specialized marketing leaders that will facilitate implementation of state and local marketing communication plans.
High-Priority Initiatives

After analysis of the issues we heard from our stakeholders, UF/IFAS Extension developed a set of priority initiatives to help focus educational programming and efforts during the next decade.

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

Agriculture, horticulture, and related industries are vital components of Florida’s economy. Florida’s 47,500 farms produce nearly 300 different commodities on more than 9.2 million acres. Florida’s agriculture and horticulture industries employ 750,000 people and contribute more than $100 billion to our state’s economy annually. These industries are extremely diverse. More than 90% of Florida’s producers are small farmers, including limited-resource farmers. It is imperative that our agricultural and horticultural producers continue to be economically and environmentally sustainable, as these enterprises provide the products that increase our quality of life and provide access to safe and nutritious food.

Sustainable agricultural and horticultural production

Florida’s agriculture and horticulture producers face increasing challenges, including rapidly changing technologies, local-to-global markets, climate extremes, varying consumer demands, and increasing regulations. Hence, Florida Extension’s educational programs must provide farmers, ranchers, and producers with the research-based knowledge they need to improve sustainability and profitability. Adoption of new technologies, new production practices, alternative crops, new marketing options, and a trained labor force will result in viable agricultural and horticultural production that continues to be sustainable and profitable and contributes to the state’s economy.

Food Systems, Food Safety, and Food Security

The number of farm and food entrepreneurs is increasing in rural and urban communities. Most communities do not have established food systems that can deliver food products from the farms to the consumers. Food system development includes farmers’ markets, community gardening, food hubs, processors, and wholesale/direct market development. Food system development also includes programs like Farm to School and Farm to Institution. Florida Extension education programs that focus on farm food safety, beginning farmer and rancher classes, food manager certification, marketing/business planning, and consumer education are needed to enhance understanding of food systems in local communities and to ensure access to safe and affordable food.

Initiative 2: Enhancing and protecting water quality, quantity, and supply

Water plays a critical role in sustaining Florida’s environment and economic vitality, which are keys to a high quality of life. Florida must enhance and protect its domestic water supply while also meeting the water requirements of agriculture, horticulture, tourism, and industry, as well as the state’s 19 million inhabitants and its natural systems, all without placing undue pressure on a finite resource.

Water Quality

Water-quality problems have been associated with highly urbanized areas and with intense agricultural, horticultural, and industrial land uses. Florida’s approach to water resource protection is centered on voluntary Best Management Practice (BMP) programs developed to meet water-quality standards. Florida Extension educates producers, urban landscape managers, homeowners, county and city government officials, and others about the science that supports BMPs, how they enhance and protect water quality, and how to implement and maintain them. To enhance and protect water quality, Florida Extension programming will continue to focus on creating behavior changes, such as installing improved management systems, using new procedures, and implementing innovative techniques that reduce pollution and ultimately result in more water bodies meeting their designated uses.

Water Quantity and Supply

Water shortages are not uncommon in Florida. Compounding this problem is the state’s projected population growth, which will demand an extra 150 gal of water per day for each additional resident. In the long term, Florida will rely greatly on water use efficiency, conservation, desalination, and reclaimed water to assure a sufficient future water supply. Through current Florida Extension efforts, major water users, including agricultural and horticultural irrigators, urban landscape managers, and homeowners learn how to use water efficiently through
improved understanding of irrigation scheduling, low-volume irrigation systems, Florida-Friendly Landscaping™ (FFL) principles, and domestic water-saving techniques. To achieve the outcome of maintaining plentiful water for all, Florida Extension programming must continue to provide educational programs that result in behavior change, including improved management and use of the latest technology to increase water conservation and decrease pressure on our resources.

**Initiative 3: Enhancing and conserving Florida’s natural resources and environmental quality**

Florida’s natural resources and environment are vital to a strong economy and sustainable communities. The natural environment is directly connected to tourism, sustainable community development, human health, and jobs. Natural resources must be conserved and enhanced to develop and support a strong local economy. For communities to flourish, Florida must actively manage finite natural resources and develop strategies to minimize environmental impacts.

**Natural Resources**

Pressure on our natural resources varies widely across Florida. Pressures include the loss of natural areas, an increase in urban development, the use of energy and water resources, and growing impacts on marine ecosystems. Florida Extension helps communities respond to all of these challenges. Educational programs teach Floridians about natural resource conservation, public issues, and community resource efficiency. Programs in this area provide in-depth training for volunteers to assist in our educational efforts. Florida Extension must focus on resource conservation and efficiency, community engagement and development, and BMP implementation. By doing so, Floridians will acquire a better understanding of their individual and collective role in the state’s effort to enhance and protect natural resources.

**Environmental Quality**

Local governments must provide leadership on the issues that balance the needs of the people and the economy with environmental safeguards. Florida Extension provides science-based information for environmental quality issues involving water, soil, urban and agricultural lands, and aquatic systems. Florida Extension programs must educate Florida’s diverse audiences about ways to address environmental impacts and assist local communities in improving environmental quality.

**Initiative 4: Producing and conserving traditional and alternative forms of energy**

Florida is the fourth most populous state in the nation. It ranks third in total fuel and electrical energy consumed annually, but it produces less than 1% of the total energy it consumes. Florida’s demand for electricity is expected to rise 30% during the next 10 years. Almost 90% of Florida’s energy is produced using fossil fuels. Thus, it is imperative that the state enter the bioenergy and bioproducts arena with special emphasis on improving self-sufficiency, alternative energy sources, addressing climate change, and stimulating economic development by transforming agricultural products into energy.

**Alternative Forms of Energy**

Rising fuel prices, environmental concerns, pressures for oil independence, and federal energy policy are creating a strong market for renewable energy. Within the United States, Florida has the climate, soils, land, and water to produce year-round diverse, fast-growing, high-yielding biomass feedstocks. Abundant opportunities exist in Florida to grow and process biofuel-producing crops without competing with food production. Florida Extension can provide the research-based information needed to produce, deliver, and process bio-based energy products while conserving natural resources.

**Energy Conservation and Efficiency**

Broad-based education and awareness are needed to enhance participation in utility conservation programs, enhance energy efficiency, and improve consumer choices about energy use. By using a conservation and efficiency approach, Florida Extension education programs can help residents acquire a better understanding of their roles and learn practices they can implement to reduce their individual and community energy consumption.
Initiative 5: Empowering individuals and families to build healthy lives and achieve social and economic success

Well-functioning families are the foundation of healthy communities. These families protect and nurture their members while teaching their children how to become thriving and contributing members of society. Families vary in structure, age, income, and other characteristics. Strong families foster the health, well-being, and financial security of all Florida communities.

Healthy Lives

Lifestyle-related illness and chronic disease lead to a poor quality of life and an increased economic burden on families, communities, and government. Floridians struggle with high rates of obesity, diabetes, high blood pressure, heart disease, and other chronic diseases. These health problems have grown considerably during the last few decades, and they are especially prevalent among low-income families and ethnic minorities. Florida Extension programs must focus on creating lifestyle behavior changes related to nutrition and health, food safety, and physical activity.

Social Success

Diverse family structures and underserved groups, such as teenage parents, single parents, grandparents raising grandchildren, cohabiting couples, dual-earner families, military families, aging adults, and caregiving families, are increasing in Florida. Poverty, social isolation, parental substance abuse and addiction, stress, child abuse, domestic violence, and marital instability are major challenges. In addition, many Florida families are concerned with housing issues, caregiving decisions, and stress caused by caring for an aging relative. Potential hurricanes and other natural disasters present additional challenges for families. Florida Extension programs must assist Florida’s diverse families to better understand healthy growth and development in children and help them improve individual and family function and well-being.

Economic Success

Floridians are experiencing a sustained period of economic challenge. Tens of thousands are outside the financial mainstream, lacking access to many key services needed for economic success. Affordable housing, foreclosure, home maintenance, and energy costs are also pressing challenges for Floridians. Florida Extension can improve economic viability for low- and middle-income families, senior citizens, immigrant families, social service providers, and teachers through comprehensive financial management training programs.

Initiative 6: Strengthening urban and rural community resources and economic development

Challenges are abundant in Florida’s rural and urban areas. Florida Extension’s Community Resource Development (CRD) program seeks to engage and empower communities to bring about change through economic development, capacity building, public policy education, and civic engagement.

Economic Development

Economic conditions have increased attention on unemployment, underemployment, job loss, business loss, stagnant incomes, and other associated economic impacts throughout the state. Even in strong economic times, these issues are at the top of concerns expressed by Floridians. CRD programs help counties, cities, and individuals understand their local economies and assess the impacts of potential economic loss or development. Additionally, through the CRD program, Florida Extension can aid individuals, entrepreneurs, local governments, existing businesses, and others with training for business start-ups, retention, and/or expansion.

Community-Based Capacity Building

Population growth has slowed in Florida during the last few years. Census data reveal that about 50% of the population resides in unincorporated areas and not in cities or towns. Long-term projections indicate that growth will again resume in Florida and, over the next several decades, millions of residents may be added to the state’s population. Therefore, issues such as land use and growth and the interface between rural/urban and incorporated/unincorporated areas and climate change will continue to challenge citizens, local governments, and communities. Florida Extension programs will focus on teaching alternative strategies that can be used to address these issues and to build leadership in our communities to direct developments.

Public Policy Education and Civic Engagement

Florida Extension must be among the leaders in helping counties and communities engage citizens in
determining their communities’ strengths, challenges, opportunities, and vision that will lead to increased community vitality. This program will continue to educate not just local elected decision makers about their duties, roles, responsibilities, and how to make public policy choices, but all who wish to engage in the process of community building. Expanding partnerships with statewide organizations that represent elected officials on policy alternatives will be critical to the success of this program.

**Initiative 7: Preparing youth to be responsible citizens and productive members of the workforce**

Today’s youth are tomorrow’s citizens, consumers, parents, and leaders. Florida Extension’s 4-H Youth Development Program offers age-appropriate, learn-by-doing educational opportunities that complement K–12 education to develop knowledge, life skills, and leadership abilities in Florida’s youth. These qualities empower youth to positively influence their communities and become contributing members of society.

**Youth Development**

Community members, leaders, and local officials are very concerned about opportunities for youth in their communities. Florida Extension 4-H programs must continue to work to supplement formal education, enhance life skills development, and prepare youth for tomorrow’s workforce. Participation in 4-H clubs provides the positive, supportive environment youth need to succeed. School enrichment, day and residential camps, and other types of programs introduce youth to longer-term learning experiences. Through participation in 4-H clubs and other educational activities, efforts will focus on meeting the highest-priority educational needs: helping youth develop science, technology, engineering, and math (STEM) literacy; helping youth develop an interest in learning that will equip them to succeed in a rapidly changing society and global economy; teaching youth responsibility, developing their ability to become leaders, and engaging them in their communities; helping youth develop healthy lifestyles; and encouraging youth to get outdoors to appreciate nature, agriculture, and natural resources.

**Developing Organizational and Volunteer Systems to Support Youth Development**

Research shows that the continuous presence of caring adults is critical to achieving positive youth development. With limited staff, volunteers can assist in reaching more youth. Florida 4-H is committed to developing youth and adult volunteers, valuing inclusiveness, and increasing the diversity of program participants. Florida Extension will provide training needed for volunteers to serve youth and their communities. In addition, Florida Extension will work to provide the support needed for volunteer-led organizations to be effective in helping the 4-H Youth Development Program meet its mission and goals. As an integral part of the land-grant mission, the 4-H program is relevant to diverse youth, achieves positive youth development, and, in the process, also provides opportunities for adults to develop their own leadership and workforce skills. Because 4-H is the youth development program of the Florida Cooperative Extension Service, UF and FAMU Extension faculty and staff will contribute their expertise to 4-H to achieve Extension’s youth development goals.
Using the Roadmap

To set the stage for using the Roadmap, UF/IFAS Extension has carefully considered how to best respond to the super issues, organizational goals, and high-priority initiatives. Our course of action was determined following a statewide planning summit attended by more than 300 county and state faculty and a retreat held by the Extension administration leadership team. These efforts identified and finalized key priorities and programs under each high priority initiative (Table 1).

Florida Extension will build Initiative Leadership Teams corresponding to the seven high priority initiatives. These teams will address identified priorities within each initiative by developing, monitoring and evaluating statewide educational programs.

Task forces comprised of faculty and administrators will develop recommendations to guide positive organizational changes that will help Extension successfully address its priorities:

- Identify high-priority programs that address Florida’s economic, social, and environmental issues.
- Maximize organizational efficiency and effectiveness.
- Invest in Florida Extension’s human capital.
- Increase the visibility and demonstrate the impact of Florida Extension.
TABLE 1. Key statewide priorities for each initiative in the 2013-2023 UF/IFAS Florida Extension Roadmap.

<table>
<thead>
<tr>
<th>Priority No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiative 1. Increasing the sustainability, profitability, and competitiveness of agricultural and horticultural enterprises.</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Sustainability of production systems and alternatives.</strong> Maintain and enhance production systems of all types and scales by improving knowledge and adoption of production efficiencies and effectiveness, new technologies, good agricultural practices, integrated pest management, food safety and environmental stewardship.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Farm economics, entrepreneurship, and management.</strong> Help producers and growers protect the economic sustainability of their operations by teaching about agricultural business planning, financial management and succession planning.</td>
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<tr>
<td>3</td>
<td><strong>Citizen awareness of food systems and the environment.</strong> Improve Floridians' knowledge about food systems, agricultural production, environmental services, and the environment through public education.</td>
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<tr>
<td><strong>Initiative 2. Enhancing and protecting water quality, quantity and supply.</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Water conservation.</strong> Conserve Florida’s finite freshwater resources by teaching rural, suburban and urban audiences how to use less water.</td>
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<tr>
<td>3</td>
<td><strong>Public awareness of water issues.</strong> Improve Floridians’ knowledge about water allocation, use, quality, and conservation through public education.</td>
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<td><strong>Initiative 3. Enhancing and conserving Florida’s natural resources and environmental quality.</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Informed community decision making.</strong> Improve community decision-making relative to natural coastal resources and policies by providing scientific and economic information on the consequences of various options.</td>
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<tr>
<td>2</td>
<td><strong>Natural resources operations.</strong> Develop and sustain natural resource entrepreneur opportunities by teaching clientele how to start and maintain businesses with focus on natural resources-related jobs.</td>
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<tr>
<td>3</td>
<td><strong>Environmental stewardship.</strong> Improve environmental quality by teaching citizens about the relevance and value of natural resources to Florida’s economy.</td>
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<tr>
<td><strong>Initiative 4. Producing and conserving traditional and alternative forms of energy.</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Conservation practices and efficiency improvement.</strong> Save energy by educating citizens and business people about the social, economic and environmental effects of energy use in Florida and conservation practices they can adopt as an integral part of their everyday lives.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Alternative energy solutions.</strong> Expand the energy landscape by teaching citizens and business owners about the availability, viability, applicability, and use of alternative energy and water (as related to energy) sources.</td>
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<tr>
<td>3</td>
<td><strong>Community capacity development.</strong> Improve community energy policy and management decision-making quality and capacity by educating professionals in the built environment, government, and industry about how to foster environmental, economic and social forces to shape sound foundations for change.</td>
</tr>
<tr>
<td><strong>Initiative 5. Empowering individuals and families to build healthy lives and achieve social and economic success.</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td><strong>Food safety and nutrition.</strong> Improve Floridians’ food choices and ability to handle food safely by providing education and intervention for consumers, families, and food handlers.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Housing.</strong> Improve Floridians’ access to affordable housing (purchase and finances) and teach owners and renters how to operate and maintain their homes.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Family financial management.</strong> Improve individual and family financial stability by teaching Floridians about knowledge and behavior aspects of money management.</td>
</tr>
<tr>
<td></td>
<td>Initiative 6. Strengthening urban and rural community resources and economic development.</td>
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<tr>
<td>1</td>
<td><strong>Economic development and entrepreneurship.</strong> Improve economic vitality of Florida's communities by engaging community members in assessments, strategic planning, and business/entrepreneurial support.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Community capacity building.</strong> Strengthen communities by helping engage citizens and build capacity by facilitating communication, leadership development, and problem solving as related to community issues and social concerns.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Resources for community decision-making.</strong> Improve community resiliency by facilitating responsible decision-making and policy establishment. Work with communities in conflict resolution, planning development community interaction, civic engagement and deliberative forum modeling.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Initiative 7. Preparing youth to be responsible citizens and productive members of the workforce.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Youth development.</strong> Engage youth in experiential learning using Extension's community-based 4-H Youth Development program to complement formal education that will lead to an interest in learning, development of important life skills, and workforce readiness.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Organizational and volunteer systems.</strong> Foster learning environments to make positive 4-H Youth Development possible by educating caring adults about volunteerism and using youth-adult partnerships.</td>
</tr>
</tbody>
</table>