

**V(A). Planned Program (Summary)**

**Program # 7**

**1. Name of the Planned Program**

Community & Economic Development

**2. Brief summary about Planned Program**

Community Development outreach works with municipal, county, state, and federal agencies, nongovernmental organizations, and citizens to create dynamic processes that address local and regional needs/issues. Our efforts focus on facilitating community planning processes that engage all stakeholders affected by an issue in ways that lead to better informed decisions and help communities understand and deal with change. It includes providing information and resource connections, which might include community impact analysis of economic activity or evaluation of the drivers of local economies. This work encourages collaboration to build regional economies and create entrepreneur/business friendly communities. Innovative and collaborative leadership activities/trainings are provided to engage new diverse leaders and strengthen community organizations.

**3. Program existence :** Intermediate (One to five years)

**4. Program duration :** Long-Term (More than five years)

**5. Expending formula funds or state-matching funds :** Yes

**6. Expending other than formula funds or state-matching funds :** Yes

**V(B). Program Knowledge Area(s)**

1. Program Knowledge Areas and Percentage

| KA Code | Knowledge Area   | %1862 Extension | %1890 Extension | %1862 Research | %1890 Research |
|---------|--|-----------------|-----------------|----------------|----------------|
| 601     | Economics of Agricultural Production and Farm Management                               | 0%              |                 | 20%            |                |
| 605     | Natural Resource and Environmental Economics   | 0%              |                 | 30%            |                |
| 608     | Community Resource Planning and Development  | 100%            |                 | 20%            |                |
| 610     | Domestic Policy Analysis   | 0%              |                 | 10%            |                |
| 803     | Sociological and Technological Change Affecting Individuals, Families, and Communities | 0%              |                 | 20%            |                |
|         | <b>Total</b>   | 100%            |                 | 100%           |                |

**V(C). Planned Program (Situation and Scope)**

**1. Situation and priorities**

Colorado communities are changing rapidly as a result of many factors, including loss of agricultural water, influx of retirement populations, development of gas and oil industries, incidence of military deployment, and changes in cultural composition of residents. Colorado has some unique needs due to: dense populations along the central area of the Front Range and more sparse populations throughout the remainder of the state, a high natural amenity base (and share of public lands), a more transitory population and relatively low public service provision. Communities and urban neighborhoods struggle to develop and maintain resources; human, financial, physical, social, environmental and political. They also

are challenged to provide the organizational capacity to assess, plan and implement activities to address resource development and management. Knowledge to evaluate resource base of a community, their economic and social service alternatives, and their futures is also critical to Colorado communities. Many of these issues are especially acute in smaller rural communities where there is a sparse population, marginal internet access, and limited public funds and public transportation. More specifically, rural areas of the US and Colorado are facing challenges due to marked differences in economic, educational, health and social opportunities relative to more urban areas. People in rural areas tend to be older, more likely to be uninsured, and less educated than their urban counterparts. Youth in rural communities tend to leave the community for better educational and work opportunities and do not return, despite their stated desire to return to raise their families in their home town. Lack of good job opportunities in rural areas, continues the "brain-drain" of potential community members and future community leaders.

Communities must find ways to thrive in a diverse and rapidly changing economic environment. Over the past decade, 2000 - 2010, Colorado has experienced:

- Increased gap between population change, labor growth, and job creation.
- Unimpressive job growth that was mixed across regions with western slope showing greatest job growth while eastern region experienced losses.
- High unemployment in south central region, while the rates being the lowest in the western slope and eastern regions.
- Stagnation of household well-being and flat income/wage growth.
- Continued population growth despite mundane economic performance.

(Source: [http://outreach.colostate.edu/docs/state\\_economic\\_update](http://outreach.colostate.edu/docs/state_economic_update) Did the Great Recession Wipe Out a Decade of Economic Progress in Colorado? Assessing the State of the State's Economy. Shields, M. and Marturan, M. March 2011.)

Communities are increasingly confronted with complex, controversial issues. Issues such as economic development, taxes and public finance, land use, environmental issues, county health plans, local educational issues, to name just a few, are complex issues because there are no simple solutions. Many individuals, groups and organizations have a "stake" in the decision and, because the stakes are high, the issues can quickly become controversial. Conflicts emerge as stakeholders place different values on what is important and what the solution should be.

Too many times in community decision making and problem solving process we see the following emerge:

- Individuals who have much stronger skills for adversarial democracy rather than for deliberative democracy.
- Individuals lack judgment, decision-making, or critical-thinking skills.
- There is a lack of trust and understanding between perspectives.
- Organizations fight for financial support from the same governmental or philanthropic sources, thus a culture of competition rather than cooperation may dominate.
- There is a general lack of coordination and collaboration between organizations working on similar issues.
- Individual "silos" develop between organizations or issue efforts that severely limit the potential impact of combined efforts
- Individuals with a passion for a community issue may essentially reinvent the wheel rather than join with other likeminded individuals to make a broader impact.

(Source: The Goals & Consequences of Deliberation: Key Findings and Challenges for Deliberative Practitioners. Prepared for the Kettering Foundation. Carcasson, M. and Christopher, E. August, 2008)

Communities need high quality community participatory processes to overcome these challenges and engaging citizens by providing effective problem solving /decision making experiences.

Leadership is essential for communities to move forward because, without local citizens who have skills and feel confident they can make a difference, a community seldom will be successful. Many communities have residents who want to see positive outcomes in their communities but may lack the required skills or have a perception that they could not be successful planning and implementing

community programs.

Efforts to enhance the leadership capacity for development of rural communities and underserved urban neighborhoods are especially important to the viability of limited resource communities. These communities often have unique challenges and barriers to engagement in formal traditional leadership development which in turn leaves a vacuum of leadership for the community. This lack of effective leadership development in rural and urban underserved areas also contributes to a deficit in the diversity of leadership that reflects the community/neighborhood.

**2. Scope of the Program**

- In-State Extension
- Integrated Research and Extension

**V(D). Planned Program (Assumptions and Goals)**

**1. Assumptions made for the Program**

- The competencies of CD have been around for a long time and are still appropriate.
- Program planning is not always a one-time process. What is developed will need constant monitoring and adjustment.
- CSU and Extension are experiencing financial and political stress that requires us to engage new and expanding audiences.
- Extension has the organizational capacity to facilitate team building, situation assessment, and prioritize applied research needs in communities of Colorado.

**2. Ultimate goal(s) of this Program**

Develop and conduct educational programs/ research that contribute to healthy and vital communities.

**V(E). Planned Program (Inputs)**

**1. Estimated Number of professional FTE/SYs to be budgeted for this Program**

| Year | Extension |      | Research |      |
|------|-----------|------|----------|------|
|      | 1862      | 1890 | 1862     | 1890 |
| 2015 | 1.0       | 0.0  | 6.0      | 0.0  |
| 2016 | 1.0       | 0.0  | 6.0      | 0.0  |
| 2017 | 1.0       | 0.0  | 6.0      | 0.0  |
| 2018 | 1.0       | 0.0  | 6.0      | 0.0  |
| 2019 | 1.0       | 0.0  | 0.0      | 0.0  |

**V(F). Planned Program (Activity)**

**1. Activity for the Program**

- Training for Extension personnel in community mobilization, facilitation, economic development.
- Working with rural communities on a regional approach to small town tourism including making optimal use of environmental resources, respecting the socio-cultural authenticity of host communities while conserving their built and living cultural heritage and traditional values, and ensuring viable, long-term economic operations, including stable employment and income-earning opportunities.
  - Conducting basic and applied research in areas exploring the interface between agribusiness, rural development, and natural-resource-amenity-based opportunities.
  - Conducting workshops and other educational activities with Extension professionals and community stakeholders.

**2. Type(s) of methods to be used to reach direct and indirect contacts**

**Extension**

| Direct Methods  | Indirect Methods   |
|---|--|
| <ul style="list-style-type: none"> <li>• Education Class</li> <li>• Workshop</li> <li>• Group Discussion</li> <li>• One-on-One Intervention</li> <li>• Other 1 (Tourism rallies)</li> </ul> | <ul style="list-style-type: none"> <li>• Public Service Announcement</li> <li>• Newsletters</li> <li>• Web sites other than eXtension</li> </ul> |

**3. Description of targeted audience**

- Community members, general public, consumers, students, youth
- Communities and their formal and informal leaders in the public and private sector, businesses, entrepreneurs
- Community organizations, government agencies, other agencies, potential and existing non-profits, staff, board members, and others affiliated with the organization
- Emerging and existing adult and/or youth leaders reflecting community demographics and sectors, and underserved residents
- Community steering committee, workshop participants, project team members, community volunteers

## **V(G). Planned Program (Outputs)**

NIFA no longer requires you to report target numbers for standard output measures in the Plan of Work. However, all institutions will report actual numbers for standard output measures in the Annual Report of Accomplishments and Results. The standard outputs for which you must continue to collect data are:

- Number of contacts
  - Direct Adult Contacts
  - Indirect Adult Contacts
  - Direct Youth Contacts
  - Indirect Youth Contact
- Number of patents submitted
- Number of peer reviewed publications

Clicking this box affirms you will continue to collect data on these items and report the data in the Annual Report of Accomplishments and Results.

## **V(H). State Defined Outputs**

### **1. Output Measure**

- 1. Number of group educational events: classes, trainings, workshops, demonstrations, field days, providing content expertise, fairs, shows, booths, other group events.
- 2. Individual Education: one-on-one direct client contacts by site visit, office drop-in, e-mail, telephone, Ask an eXpert, etc.
- 3. Number of meetings convened and/or facilitated; includes strategic participation that contributes to program development.
- 5. Number of Extension-related research and assessment projects. External funding proposals, including local, state, federal.
- 6. Number of peer-reviewed publications including fact sheets, decision tools, curricula, multimedia, etc.
- 7. Number of media releases: indirect contacts through media releases, appearances, newsletters, blog posts, other non-peer reviewed publications, kit development, non-peer reviewed curriculum, PowerPoints or videos.
- 8. Number of online posts: Web posts, hits.

Clicking this box affirms you will continue to collect data on these items and report the data in the Annual Report of Accomplishments and Results.

**V(I). State Defined Outcome**

| <b>O. No</b> | <b>Outcome Name</b>  |
|--------------|--|
| 1            | C&ED Outcome 1.1: Community members engage in community and economic development planning and action.                                    |
| 2            | C&ED Outcome 1.2: Community plans are developed.   |
| 3            | C&ED Outcome 1.3: Community plans are implemented.   |
| 4            | C&ED Outcome 1.4: Entrepreneurs initiate new ventures (small business, invention, societal initiatives, community event/activity, etc. ) |
| 5            | C&ED Outcome 1.5: Businesses, non-profits, agencies, community members increase links to resources and community assets.                 |
| 6            | C&ED Outcome: 1.6: Community members increase engagement in community and/or organization through new leadership opportunities.          |

### **Outcome # 1**

#### **1. Outcome Target**

C&ED Outcome 1.1: Community members engage in community and economic development planning and action.

**2. Outcome Type** : Change in Action Outcome Measure

#### **3. Associated Knowledge Area(s)**

- 608 - Community Resource Planning and Development

#### **4. Associated Institute Type(s)**

- 1862 Extension

### **Outcome # 2**

#### **1. Outcome Target**

C&ED Outcome 1.2: Community plans are developed.

**2. Outcome Type** : Change in Action Outcome Measure

#### **3. Associated Knowledge Area(s)**

- 608 - Community Resource Planning and Development

#### **4. Associated Institute Type(s)**

- 1862 Extension

### **Outcome # 3**

#### **1. Outcome Target**

C&ED Outcome 1.3: Community plans are implemented.

**2. Outcome Type** : Change in Action Outcome Measure

#### **3. Associated Knowledge Area(s)**

- 608 - Community Resource Planning and Development

#### **4. Associated Institute Type(s)**

- 1862 Extension

#### **Outcome # 4**

##### **1. Outcome Target**

C&ED Outcome 1.4: Entrepreneurs initiate new ventures (small business, invention, societal initiatives, community event/activity, etc. )

**2. Outcome Type** : Change in Action Outcome Measure

##### **3. Associated Knowledge Area(s)**

- 608 - Community Resource Planning and Development

##### **4. Associated Institute Type(s)**

- 1862 Extension

#### **Outcome # 5**

##### **1. Outcome Target**

C&ED Outcome 1.5: Businesses, non-profits, agencies, community members increase links to resources and community assets.

**2. Outcome Type** : Change in Action Outcome Measure

##### **3. Associated Knowledge Area(s)**

- 608 - Community Resource Planning and Development

##### **4. Associated Institute Type(s)**

- 1862 Extension

#### **Outcome # 6**

##### **1. Outcome Target**

C&ED Outcome: 1.6: Community members increase engagement in community and/or organization through new leadership opportunities.

**2. Outcome Type** : Change in Action Outcome Measure

##### **3. Associated Knowledge Area(s)**

- 608 - Community Resource Planning and Development

##### **4. Associated Institute Type(s)**

- 1862 Extension

#### **V(J). Planned Program (External Factors)**

## **1. External Factors which may affect Outcomes**

- Natural Disasters (drought, weather extremes, etc.)
- Economy
- Appropriations changes
- Public Policy changes
- Government Regulations
- Competing Public priorities
- Competing Programmatic Challenges
- Populations changes (immigration, new cultural groupings, etc.)

### **Description**

•With new emerging opportunities in communities, programs may shift in response to community need.

•Extension role in community development is emerging and it may take three to five years to establish strong programs with measurable outcomes.

## **V(K). Planned Program - Planned Evaluation Studies**

### **Description of Planned Evaluation Studies**

Pre-assessment, focus groups, interviews, and surveys will be conducted to provide base line data. Metrics will be tracked for number of trainings, participants, consulting sessions, partnerships, grant \$, etc. Pre-and post-surveys of workshop participants will be conducted to capture immediate changes in knowledge, short-term changes based on identified indicators of this plan of work. A combination of case studies, community visits, and focus groups will be conducted to measure longer-term impacts.