PEOPLE, PURPOSE, IMPACT: A STRATEGY FOR ENGAGEMENT IN THE 21ST CENTURY
STRATEGIC PLAN 2014-18

MISSION

Cornell Cooperative Extension puts knowledge to work in pursuit of economic vitality, ecological sustainability and social well-being. We bring local experience and research based solutions together, helping New York State families and communities thrive in our rapidly changing world.

VISION

Cornell Cooperative Extension is a national leader in creating positive change on behalf of families and communities through rigorously-tested extension programs. We create measurable change in five priority areas by aligning local needs with the resources and priorities of the land grant system and its state and federal partners.

PRIMARY MISSION AREAS

- Agriculture and Food Systems
- Environment and Natural Resources, Sustainable Energy, and Climate Change
- 4-H Youth Development/Children, Youth, and Families
- Nutrition, Food Safety and Security, and Obesity Prevention
- Community and Economic Vitality

These areas provide the lens through which decisions regarding program content, funding, staffing, and infrastructure will be assessed.

Cornell Cooperative Extension of Columbia and Greene Counties will achieve the following goals and objectives by December 31, 2018 (unless otherwise specified):

Strategic Initiative A: UNIVERSITY-COMMUNITY ENGAGEMENT

CCE of Columbia and Greene Counties will work with Cornell University’s federally and statutorily mandated efforts in public engagement and outreach, thereby ensuring that the research, knowledge, and collaborative potential across the University is readily accessed and utilized by Columbia and Greene County residents, institutions, and communities.

GOAL A.1 A research partnership(s) between CCE educators, university-based research, extension, and outreach faculty will be an integral part of the program organizational structure of CCE of Columbia and Greene Counties.

Standing Committee Assigned: Executive
Administrative Team Member Assigned: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Objective A.1.1 Continue to be engaged in our current partnerships with Cornell University by 12/31 each year.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp
- Invasive Species (Marilyn Wyman)
- Master Naturalist Program (Marilyn Wyman)
- Program Work Teams
**Objective A.1.2** Foster new relationships and identify new research partnerships with Cornell University and students from other local universities by 12/31/16.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

**Action Step A.1.2.1** Contact Cornell University by 12/31 each year to determine the availability of new research partnerships that may be available for local CCE Educators for the following fiscal year.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

**Action Step A.1.2.2.** Identify CCE educators interested in forming a research partnership with Cornell University. Executive Director will assign and approve this partnership relationship by 12/31 of each year.

Assigned to: Chuck Brook, Marilyn Wyman, and Linda Tripp

**GOAL A.2** Engage Cornell University students and students from other local universities in project and outreach activities in various aspects of CCE programs and administrative services on an annual basis.

Standing Committee Assigned: Executive

Administrative Team Member Assigned: Chuck Brooks

**Objective A.2.1** Develop and implement paid and non-paid internships, practicum experiences, and other educational opportunities for college students in CCE programs and administrative services by 12/31/2015.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

**Action Step A.2.1.1** Plan for one or more paid internship positions in the CCE budget by 12/31 of each year for the following fiscal year.

Assigned to: Evon Antonio

**Action Step A.2.1.2** Identify potential internship, practicum, and other paid and non-paid student educational opportunities for college students at our local association by 12/31 of each year.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

**Action Step A.2.1.3** Notify Cornell University and other local universities of internships, practicums and other educational opportunities (paid and unpaid) at the CCE of Columbia and Greene Counties by 1/30 of each year.

Assigned to: Chuck Brooks

**Objective A.2.2** Consider possible relationships with secondary school students in leadership and support roles in CCE programs and activities by 12/31/2014.

Assigned to: Chuck Brooks and Administration Team

**Action Step A.2.2.1** Beginning in 2014, identify potential CCE leadership roles for secondary school youth on board, committees, programs, and other activities by 9/31 of each year.
**Action Step A.2.2.2**  
Review list of roles for secondary school with Administrative Team and Program Advisory Committees and identify potential students to fill these roles by 10/31 of each year.  
Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

**Action Step A.2.2.3**  
Recommend list of roles with suggested youth to fill these roles to the CCE Board of Directors for approval (if necessary) by 12/31 of each year.  
Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

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**Strategic Initiative B: CORE PROGRAMMING**

CCE of Columbia and Greene Counties will identify, develop, and give priority to supporting core educational programs that address critical and emergent needs within Columbia and Greene counties. These programs will be reflective of Cornell faculty research priorities and be positioned within and across the five primary mission areas.

1. Agriculture and Food Systems  
2. Environment and Natural Resources, Sustainable Energy, and Climate Change  
3. 4-H Youth Development/Children, Youth, and Families  
4. Nutrition, Food Safety and Security, and Obesity Prevention  
5. Community and Economic Vitality

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**Agriculture and Food Systems**

**GOAL B.1** Diligently convey the relevance of the commerce of agriculture and importance of the agricultural culture and country landscape to our rural area.  
Advisory Committee Assigned: Agriculture and Food Systems  
Administrative Team Member Assigned: Mick Bessire

**Objective B.1.1** Develop and provide a series of educational programs and activities that present Agriculture as a vital industry in the area and as a viable career path for youth and adults by 12/31/2015.  
Assigned to: Mick Bessire

**Action Step B.1.1.1** Organize an agricultural careers conference with professionals from several agricultural fields presenting occupational requirements, responsibilities, and returns of each of their respective positions. The first installment will be presented in by 6/30/2014.  
Assigned to: Mick Bessire

**Action Step B.1.1.2** Link up with agriculturally oriented agencies and organizations to help plan and produce events in promotion and support of agriculture. We will be participating in ongoing events such as FarmOn, Farming Our Future, Growing Agriculture in the Hudson Valley, Harvesting New Opportunities, Beginning Farmer Conference, Ag Fest, County Fairs, etc. by 12/31/2015.  
Assigned to: Mick Bessire

**Action Step B.1.1.3** Collaborate and assist with 4-H and FFA “Career Path” programs, activities, and events designed to enlighten and encourage youth in agri-science careers they can pursue, based on
their 4-H and FFA experiences. Public Presentations, leadership events, crop and livestock judging, Enviro-thon, and additional programs to promote careers in agri-science will be in place by 12/13/2014

Assigned to: Mick Bessire and 4-H Agriculture Educator

Objective B.1.2 Design a positive promotion campaign for local agriculture directed to consumers, students, and government policymakers (local, county, state, and federal) by 12/31/2015.

Assigned to: Mick Bessire

Action Step B.1.2.1 Identify sources of funding to financially support a marketing effort to promote local farms, farmers, and food systems by 12/31/2015.

Assigned to: Mick Bessire

Action Step B.1.2.2 Develop a marketing plan to promote local farms, farmers, and food systems through channels of information, programming, affiliation, and participation by 12/31/2015.

Assigned to: Mick Bessire

Action Step B.1.2.3 Orchestrate a full-spectrum media campaign to promote local food systems and to increase consumer awareness and participation. Revamp and update Farm Guide Map publications, both Our Farms and Bounty of the County by 6/30/2014.

Assigned to: Mick Bessire

Action Step B.1.2.4 Become actively involved in the Emergency Preparedness Systems for the two counties, as Agricultural Resource lead in Emergency Support Functions. Help to perform critical functions during emergencies that affect agricultural resources and personnel by 12/31/2013.

Assigned to: Mick Bessire and Chuck Brooks

Objective B.1.3 Reorganize and expand the local CCE Agriculture Roundtable Discussion Group to identify legislative, zoning, planning, and economic development personnel and agencies to meet together a minimum of two times per year to share common relevant information, projects, visions, and action steps for the future of agriculture in our service area by 12/31/2015.

Assigned to: Mick Bessire

Action Step B.1.3.1 Collection of data from the roundtable discussion meetings, the CCE Ag Committee, and the Regional Ag teams, as well as input from our client-patrons - to review on an annual basis, new and emerging, relevant agricultural practices/methods/initiatives and develop and provide programs and workshops in these areas within 12 months of their recognition. The system is to be implemented by 12/31/2014.

Assigned to: Mick Bessire

Action Step B.1.3.2 Utilizing the Agriculture and Food Systems Program Advisory Committee help develop and implement an initiative to identify, recruit, and enroll experienced farmers to be actively involved with efforts to educate the public and local government officials, toward helping to shape policy that beneficially affects area agriculture and consequential land-use management by 12/31/2015.

Assigned to: Mick Bessire

Objective B.1.4 Identify and encourage efforts to expand broad-band internet service to the rural areas of our service area to help increase connectivity and productivity.

Assigned to: Mick Bessire

Action Step B.1.4.1 Cooperatively develop an assessment survey and distribute to rural populace to document the perceived Importance of technology in making agricultural businesses more efficient, competitive, and profitable. Results of survey to be shared with policymakers by 12/31/2015.
GOAL B.2 Provide producers with specific methods of production, management, processing, and marketing that will lead to prospering, thriving agricultural businesses.

Advisory Committee Assigned: Agriculture and Food Systems
Administrative Team Member Assigned: Mick Bessire

Objective B.2.1 Our association will continue to connect with and support Regional CCE Agriculture and Horticulture teams’ expertise and improve our constituents’ knowledge of the program to provide a seamless referral system and access to the teams by the local agricultural community. Measurable progress to be demonstrated by 12/31/2014.

Assigned to: Mick Bessire

Action Step B.2.1.1 Host more regional discussion groups locally, in various, specific enterprise disciplines and enlist and encourage attendance of farmers with interest in the subject matter area beginning 6/30/2014.

Assigned to: Mick Bessire

Action Step B.2.1.2 Hold meetings in different venues, different time-slots, and with more program leadership drawn from the advisory boards - more direction from the farmers themselves, in more farmer to farmer interchange by 12/31/2014.

Assigned to: Mick Bessire

Action Step B.2.1.3 Invite the teams to more events and meetings that will increase their exposure to policymakers and county officials, as well as the patron-clients of the service areas by 6/30/2014.

Assigned to: Mick Bessire

Objective B.2.2 Offer cooperative efforts with other agricultural organizations and agencies (FSA, CCE regional teams, Soil and Water, NRCS, Hudson Mohawk RC & D, Farm Credit East, Farm Bureau, etc.) to provide educational programs and activities for both commodity and alternative method producers, both large and small farms as well as for beginning and experienced operators by 6/30/2015.

Assigned to: Mick Bessire

Action Step B.2.2.1 Collaborate with other agricultural related organizations(FSA, CCE Regional Teams, Soil and Water, NRCS, Hudson Mohawk RC & D, Farm Credit East, Farm Bureau, etc.) to identify new and emerging initiatives, technology, and markets for agricultural products, and support the development of new methods, new markets, and expansion of marketing channels to be completed by 12/31/2014.

Assigned to: Mick Bessire

Action Step B.2.2.2 Contract with named organizations to deliver more educational programs about the emerging technology and innovation, identified as timely and relevant to farmers. This partnership in educational efforts will be expanding yearly beginning by 12/31/2014.

Assigned to: Mick Bessire

Objective B.2.3 In addition to traditional farming methods offer programs and training in developing and emerging agricultural methods including: Waste management, On-farm compost-making and centralized collection compost production systems; Farm processing of fruits, vegetables, and livestock; Use of technology in record keeping and farm business management; Transitioning the farm business to the next generation; Grass-based livestock enterprises – haying, Rotational grazing techniques; Proper forage finishing of livestock
certified humane livestock production; Silvo-pasturing principles; Nutrient density principles as applied to all production models; Utilization of IPM principles in livestock and crop production; Effective marketing strategies concerned with local processing and value-added production; Farm beer-making principles and procedures for hop and barley producers and potential producer; Agricultural Safety by 12/31/2014.

Assigned to: Mick Bessire

**Action Step B.2.3.1** Develop and provide a minimum of 2 workshops/meetings per year by 12/31/2014.
Assigned to: Mick Bessire

**GOAL B.3** In partnerships with the County Economic Development and Planning officials, CCE of Columbia and Greene Counties will be the leader of the development and promotion of Columbia County and Greene Counties as key areas for regional agricultural economic development and as agri-tourism destinations in New York State.

*Advisory Committee Assigned:* Agriculture and Food Systems
*Administrative Team Member Assigned:* Mick Bessire

**Objective B.3.1** Promote agri-tourism to farmers as a viable, complementary agricultural enterprise capitalizing on the educational potential, the economic possibilities, and the nostalgic interest of the public in being a part of local agriculture. Efforts in promoting agri-tourism will be operational by 12/31/2014.

Assigned to: Mick Bessire and Marilyn Wyman

**Action Step B.3.1.1** Collectively organize an Agri-Tourism Conference, bringing in exemplary existing operations to present to prospective agri-tourism farmers to be held by 12/31/2015.
Assigned to: Mick Bessire and Marilyn Wyman

**Action Step B.3.1.2** Publish a list of agri-tourism and eco-tourism venues within the service-area and in the region for dissemination to the Tourism Departments, the Counties’ Chambers of Commerce, and other organizations promoting the Columbia-Greene experience, both near and far. To be completed by 12/31/2014.
Assigned to: Mick Bessire and Marilyn Wyman

**Objective B.3.2** Encourage and support Agricultural economic development in the area by 12/31/2015.

Assigned to: Mick Bessire

**Action Step B.3.2.1** Identify and develop a list of agricultural economic development projects in the region by 12/31/2015.
Assigned to: Mick Bessire

**Action Step B.3.2.2** Identify sources of funding and work to secure funding to support agriculture economic development in the area by 12/31/2015.
Assigned to: Mick Bessire

**Action Step B.3.2.3** Begin promotion program for agricultural economic development by 12/31/2015.
Assigned to: Mick Bessire

**GOAL B.4** Present excellence in service through our Consumer Horticultural Program.

*Advisory Committee Assigned:* Agriculture and Food Systems
*Administrative Team Member Assigned:* Mick Bessire

**Objective B.4.1.** Provide a high quality Consumer Horticultural Program to the residents of our service area under the leadership of professional CCE horticulture program educators by 12/31/2014.
**Action Step B.4.1.1** Provide consumer horticultural specialists for both the Hudson and Acra offices through the support of county core programming funds, fund raising efforts, and grants/contacts. These program educators will be solidly in place by 12/31/2014.

**Assigned to:** Evon Antonio, Chuck Brooks, and Mick Bessire

**Action Step B.4.1.2** Develop a universal fee for service horticultural program system to advance the Consumer Horticulture Program and Master Gardener Volunteer Program by 12/31/2014.

**Assigned to:** Mick Bessire, Donna Peterson and Rick Burstell

**Action Step B.4.1.3** Sponsor one or more advanced Master Gardener Training programs each year to support the Consumer Horticulture Program and increase the involvement of Master Gardener volunteers.

**Assigned to:** Mick Bessire, Donna Peterson and Rick Burstell

**Objective B.4.2** Recruit, train, cultivate, and retain Master Gardener Volunteers to help maintain excellence in service education. Annual initiative beginning by 12/31/2014.

**Assigned to:** Mick Bessire, Donna Peterson and Rick Burstell

**Action Step B.4.2.1** Conduct annual recruitment and training campaigns for new MGV’s beginning by 12/31/2013.

**Assigned to:** Mick Bessire, Donna Peterson and Rick Burstell

**Action Step B.4.2.2** Sponsor annual events and activities that recognize and honor Master Gardener Volunteer efforts, with the system in place by 12/31/2014.

**Assigned to:** Mick Bessire, Donna Peterson and Rick Burstell

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**Environment and Natural Resources, Sustainable Energy, and Climate Change**

**GOAL B.5** The Agroforestry Resource Center and the Siuslaw Model Forest will be an acknowledged regional facility providing research, education and applications related to the protection and enhancement of regional forests leading to effective forest stewardship practices.

**Advisory Committee Assigned:** Environment and Natural Resources, Sustainable Energy, & Climate Change

**Administrative Team Member Assigned:** Marilyn Wyman

**Objective B.5.1** Continue currently funded projects relating to forest stewardship. (Watershed Agricultural Council’s Landowners Education and Logger Training)

**Assigned to:** Marilyn Wyman and Ron Frisbee

**Action Step B.5.1.1** Complete deliverables per contract.

**Assigned to:** Marilyn Wyman and Ron Frisbee

**Action Step B.5.1.2** Monitor and submit requests for continued or expanded funding as identified

**Assigned to:** Marilyn Wyman and Ron Frisbee

**GOAL B.6** The Agroforestry Resource Center and the Siuslaw Model Forest will be acknowledged regional facilities providing research, education and applications related to the protection and enhancement of water resources leading to effective watershed and water resource practices.

**Advisory Committee Assigned:** Environment and Natural Resources, Sustainable Energy, & Climate Change

**Administrative Team Member Assigned:** Marilyn Wyman
Objective B.6.1. Continue currently funded projects relating to effective watershed and water resource practices. (Hudson Estuary Watershed Resiliency Project)

Assigned to: Elizabeth LoGiudice, Audrey Kropp, Ron Frisbee and Marilyn Wyman

Action Step B.6.1.1 Complete deliverables per contract.

Assigned to: Elizabeth LoGiudice, Audrey Kropp, Ron Frisbee and Marilyn Wyman

Action Step B.6.1.2 Monitor and submit requests for continued or expanded funding as identified

Assigned to: Elizabeth LoGiudice, Audrey Kropp, Ron Frisbee and Marilyn Wyman.

GOAL B.7 The Agroforestry Resource Center and the Siuslaw Model Forest will be key regional tourism destinations focusing on the ecological and economic values of natural resources such as trees and water quality.

Advisory Committee Assigned: Environment and Natural Resources, Sustainable Energy, & Climate Change

Administrative Team Member Assigned: Marilyn Wyman.

Objective B.7.1 Develop a plan for the ARC/SMF that positions them as key regional tourism destinations focusing on the ecological and economic values of natural resources such as trees and water quality by 12/31/2015.

Assigned to: Elizabeth LoGiudice, Audrey Kropp, Ron Frisbee and Marilyn Wyman.

Action Step B.7.1.1 Develop a plan for the ARC and SMF docents/guide program by 12/31/2015.

Assigned to: Marilyn Wyman and Natural Resource Staff

Action Step B.7.1.2 Convene a task force to determine the feasibility and components of an ARC/SMF docents/guide program by 6/30/2014.

Assigned to: Elizabeth LoGiudice, Audrey Kropp, Ron Frisbee and Marilyn Wyman.

Action Step B.7.1.3 Develop and implement components of an ARC/SMF docents/guide program by 1/31/2015.

Assigned to: Elizabeth LoGiudice, Audrey Kropp, Ron Frisbee and Marilyn Wyman.

Action Step B.7.1.4 Develop a marketing plan for the ARC/SMF docent/guide program by 6/30/2015.

Assigned to: Marilyn Wyman and Angela Tallarico

GOAL B.8 The Agroforestry Resource Center and the Siuslaw Model Forest will be key regional tourism destinations focusing on energy conservation and renewable energy, including the utilization of low grade woody biomass from regional forests, such as the SMF and other woodlands.

Advisory Committee Assigned: Environment and Natural Resources, Sustainable Energy, & Climate Change

Administrative Team Member Assigned: Marilyn Wyman and Ron Frisbee

Objective B.8.1 Integrate energy conservation and utilization of low grade woody biomass into the ARC campus by 12/31/2016.

Assigned to: Marilyn Wyman and Ron Frisbee

Action Step B.8.1.1 An assessment will be done relating to the feasibility of integrating energy conservation and utilization of low grade woody biomass into the ARC campus utilizing New York State Energy Research and Development Authority, and other potential partners by 12/31/2014.

Assigned to: Marilyn Wyman and Ron Frisbee
GOAL B.9 Cornell Cooperative Extension of Columbia and Greene Counties will be recognized as a premier education and outreach resource organization related to increasing the awareness of the risk and management of invasive species.

Advisory Committee Assigned: Environment and Natural Resources, Sustainable Energy, & Climate Change
Administrative Team Member Assigned: Marilyn Wyman and Rick Burstell

Objective B.9.1 Continue current funded projects. (Catskill Regional Invasive Species Partnership, Cornell Cooperative Extension Invasive Species Program).
Assigned to: Marilyn Wyman and Rick Burstell

Action Step B.9.1.1 Complete deliverables per contract.
Assigned to: Marilyn Wyman and Rick Burstell

Action Step B.9.1.2 Monitor and submit requests for continued or expanded funding as identified.
Assigned to: Marilyn Wyman and Rick Burstell.

GOAL B.10 Provide information and resources that will lead to healthy and safe home environments.

Advisory Committee Assigned: Environment and Natural Resources, Sustainable Energy, & Climate Change
Administrative Team Member Assigned: Marilyn Wyman and Theresa Mayhew

Objective B.10.1 Cornell Cooperative Extension of Columbia and Greene Counties will be recognized as a premier education and outreach resource organization related to increasing the awareness of the risk and management of Lyme disease and other tick transmitted diseases by 12/31/2016.
Assigned to: Marilyn Wyman and Mick Bessire

Action Step B.10.1.1 Information and resources about CCE CG’s response relating to the risk, prevention and management of Lyme disease and other tick transmitted diseases will be developed and circulated to potential funders by 12/31/2013.
Assigned to: Marilyn Wyman and Rick Burstell

4-H Youth Development/Children, Youth, and Families

GOAL B.11 Youth participating in 4-H Youth Development program activities will gain life skills and career awareness in subjects supported by the land-grant university system, in the areas of agriculture, the environment, healthy living and citizenship.

Advisory Committee Assigned: 4-H Youth Development/Children, Youth, and Families
Administrative Team Member Assigned: Linda Tripp

Objective B.11.1 The number of youth who will gain knowledge, skills and career awareness in the agriculture program area will increase by 50%.
Assigned to: 4-H Agriculture Educator

Action Step B.11.1.1 Offer career awareness activities and trip(s).
Assigned to: 4-H Agriculture Educator
✓ 2014 – Four youth will attend Agribusiness Careers Conference.
✓ 2015-2017 – The number of participants attending the Agribusiness Careers Conference will increase to eight youth and two chaperones.
✓ 2015-2017 – Six youth will complete the Dairy Visions and/or the Junior Dairy Leaders programs.
✓ 2015 – a new team of instructors for tractor certification will be trained and 14 youth will earn DOL certificates.

**Action Step B.11.1.2**  Provide adult training and support.
*Assigned to:* 4-H Agriculture Educator
✓ 2014-2017 – Quiz bowl coaches will receive annual training on youth development techniques.
✓ 2014-2017 – One animal-specific curriculum training will be offered each year through the 4-H club animal science work groups.
✓ 2014 – teachers and libraries will be trained in the use of the “Farm Animal Adventures” kit in conjunction with Ag Literacy Week.

**Action Step B.11.1.3**  Organize youth programs, workshops and clinics.
*Assigned to:* 4-H Agriculture Educator
✓ 2014-2018 – Increase participation in Columbia-Greene quiz bowl selection days to 35 youth.
✓ 2014-2018 – Each year offer two summer clinics or workshops for youth enrolled in animal projects.
✓ 2014-2018 – Increase attendance at monthly livestock business project meetings to twenty youth.

**Action Step B.11.1.4**  Promote the use of project books and manuals.
*Assigned to:* 4-H Agriculture Educator
✓ 2014-2018 – Create page on CCE website with links to 4-H animal science resources that will be maintained and updated every six months.
✓ 2014-2018 – Provide manuals for more independent project options – finding the best match from other land-grant colleges.

**Action Step B.11.1.5**  Provide youth leadership skill-building opportunities.
*Assigned to:* 4-H Agriculture Educator
✓ 2014-2018 – Increase the number of Animal Ambassadors to 15 and increase the number of school/library programs they lead to four.

**Objective B.11.2 The** number of youth who will gain knowledge, skills and career awareness in the natural environment area will increase by 50%.
*Assigned to:* Crystil-Lee Skoda

**Action Step B.11.2.1**  Offer career awareness activities and trip(s).
*Assigned to:* Crystil-Lee Skoda
✓ 2014 – The Forestry Weekend Trip will become a supported Teen Trip.
✓ 2014-2018 – The number of Forestry Weekend Trip participants will increase to 11 4-H members and 3 chaperones.

**Action Step B.11.2.2**  Provide adult training and support.
*Assigned to:* Crystil-Lee Skoda
✓ 2014-2018 – Recruit two Shooting Sports instructors annually to participate in required training.
✓ 2014-2018 – Partner with DEC to hold an annual educator training (Project WET, Project WILD, etc.).
✓ 2014-2018 – Offer annual teacher/leader training sessions based on natural resources curriculum (i.e. fishing, gps, hiking, birds).
Action Step B.11.2.3  Organize youth programs, workshops and clinics.
Assigned to: Crystil-Lee Skoda
✔ 2014 – Increase from three to four schools participating in Environmental Awareness Day.

Action Step B.11.2.4  Promote the use of project books, manuals, and other resources.
Assigned to: Crystil-Lee Skoda
✔ 2014-2018 – Create page on CCE website with links to 4-H natural resources and the environment resources that will be maintained and updated every six months.
✔ 2014-2018 – Provide manuals for more independent project options – finding the best match from other land-grant colleges.

Action Step B.11.2.5  Provide youth leadership skill-building opportunities.
Assigned to: Crystil-Lee Skoda
✔ 2014 – 2018 – Build the 4-H Jr. Master Gardener/Naturalist club to 15 members, meeting six-eight times per year.
✔ 2015-2018 – Take leadership for the Siuslaw Model Forest mapping project to be completed by the Jr. Master Gardener/Naturalist club.

Objective B.11.3 The number of youth who will gain knowledge, skills and career awareness in the healthy living area will increase by 50%.
Assigned to: Linda Tripp and Beth Horton

Action Step B.11.3.1  Offer career awareness activities and trip(s).
Assigned to: Linda Tripp and Beth Horton
✔ 2014-2018 – Provide annual opportunities which may include visiting a chef/restaurant, fitness center, nutritionist and trip to the CIA.

Action Step B.11.3.2  Provide adult training and support.
Assigned to: Linda Tripp
✔ 2014 – Introduce to 4-H club leaders the healthy club goals.
✔ 2015-18 – Grow the number of 4-H clubs successfully implementing the healthy club goals to 75%.
✔ 2015-2018 – Bi-annual teacher/leader training on specific 4-H projects.
✔ 2014-2018 – Monthly sessions with school garden partners.

Action Step B.11.3.3  Organize youth programs, workshops, clinics.
Assigned to: Beth Horton
✔ 2014-2018 – “Fabulous Tuesday Chefs” program will meet ten times per year with an average of 15 participants.
✔ 2015-2018 – “Mini-Chef” program for young school-age youth will be created and meet two times per year.
✔ 2014 – “Families Growing Together for Healthier Living” will be held in two locations – six sessions each.

Action Step B.11.3.4  Promote the use of project books, manuals, and other resources.
Assigned to: Linda Tripp and Beth Horton
✔ 2014-2018 – Create page on CCE website with links to 4-H healthy living resources that will be maintained and updated every six months.
✔ 2014-2018 – Provide manuals for more independent project options – finding the best match from other land-grant colleges

Action Step B.11.3.5  Provide youth leadership skill-building opportunities.
Objective B.11.4 The number of youth will gain knowledge, skills and career awareness in the citizenship area will increase by 50%.

Assigned to: Linda Tripp, 4-H Agriculture Educator, Crystil-Lee Skoda and Beth Horton

**Action Step B.11.4.1** Offer career awareness activities and trip(s).

*Assigned to: Linda Tripp*

- 2014-2018 – Four teens will participate in 4-H Capital Days annually.
- 2014-2018 – Ten teens and two adults will participate in the Cornell Career Explorations trip annually.

**Action Step B.11.4.2** Provide adult training and support.

*Assigned to: Linda Tripp*

- 2014-2018 – Include citizenship and community service in 4-H club leader training sessions.

**Action Step B.11.4.3** Promote the use of project books, manuals and other resources.

*Assigned to: Linda Tripp*

- 2014-2018 – Create page on CCE website with links to 4-H citizenship resources that will be maintained and updated every six months.
- 2014-2018 – Provide manuals for more independent project options – finding the best match from other land-grant colleges.

**Action Step B.11.4.4** Provide youth leadership skill-building opportunities.

*Assigned to: Linda Tripp*

- 2014-2018 – An average of 10 teens will participate annually in the Hudson Teen Ambassador 4-H Club.
- 2014 – Pursue volunteers to support the Hudson Teen Ambassador 4-H Club and start the Acra Teen Ambassador Club.
- 2015 – Form the Acra Teen Ambassador 4-H Club.
- 2016-2018 – An average of 10 teens will participate annually in the Acra Teen Ambassador 4-H Club.

**Action Step B.11.4.6** Organize a vibrant 4-H public speaking program.

*Assigned to: Beth Horton*

- 2014-2018 – Increase the number of 4-H members participating in the 4-H public presentation program by 5% annually to a total of 60%.
- 2014-2018 – Outstanding 4-H presenters making up the “Team Presenters” will average twenty each year.
GOAL B.12 Youth development professionals and volunteers in Columbia and Greene Counties will see the 4-H Youth Development program as a source of education and training that builds capacity to engage youth in meaningful activities.

Advisory Committee Assigned: 4-H Youth Development/Children, Youth, and Families
Administrative Team Member Assigned: Linda Tripp

Objective B.12.1 A minimum of semi-annual trainings will be provided to 4-H club volunteers.
Assigned to: Linda Tripp, 4-H Agriculture Educator, Crystil-Lee Skoda, Beth Horton

Action Step B.12.1.1 CCE enrolled volunteers will participate in a CCE orientation program before beginning their volunteer activity.
Assigned to: Linda Tripp

Action Step B.12.1.2 CCE enrolled volunteers who will be working in a 4-H capacity will participate in a 4-H Orientation program before beginning their volunteer activity.
Assigned to: Linda Tripp

Action Step B.12.1.3 4-H Club Organizational Leaders will participate in two trainings each year.
Assigned to: Linda Tripp

Action Step B.12.1.4 One training in 4-H curriculum will be provided for 4-H leaders, teachers, and other community partners annually.
Assigned to: Linda Tripp

Objective B.12.2 At least one training in current youth development topics will be provided to community program staff and volunteers annually.
Assigned to: Linda Tripp

Action Step B.12.2.1 Each year recruit at least one community organization to provide youth development training to.
Assigned to: Linda Tripp

Objective B.12.3 At least two trainings in 4-H curriculum will be provided for 4-H leaders, teachers, and other community partners annually.
Assigned to: Linda Tripp, 4-H Agriculture Educator, and Crystil-Lee Skoda

Action Step B.12.3.1 Annually determine which two 4-H curriculum will have a training provided.
Assigned to: Linda Tripp, 4-H Agriculture Educator, and Crystil-Lee Skoda

Action Step B.12.3.2 Annually, promote and present the two training sessions.
Assigned to: Linda Tripp, 4-H Agriculture Educator, and Crystil-Lee Skoda

GOAL B.13 4-H Youth Development programs will reach all towns in Columbia and Greene Counties.

Advisory Committee Assigned: 4-H Youth Development/Children, Youth, and Families
Administrative Team Member Assigned: Linda Tripp

Objective B.13.1 Recruitment of 4-H club volunteers and/or sponsors will take place in towns currently without 4-H clubs.
Assigned to: Linda Tripp, 4-H Agriculture Educator, and Crystil-Lee Skoda

Action Step B.13.1.1 Recruit 4-H Volunteers/Sponsors
Assigned to: Linda Tripp
☑ 2014 – Map current towns hosting 4-H clubs.
Objective B.13.2 Host sites for community youth programming will be pursued in all towns of Columbia and Greene Counties.

Assigned to: Beth Horton, 4-H Agriculture Educator, and Crystil-Lee Skoda

Action Step B.13.2.1 Secure Host Community Sites

Assigned to: Beth Horton

2014 – Map current youth program sites conducted by CCE staff.
2015 – Target two towns with least CCE youth presence to pursue program sites.
2016-2018 – Increase CCE youth presence by one additional town each year.

Nutrition, Food Safety and Security, and Obesity Prevention

GOAL B.14 Develop and implement health, nutrition, food safety and security, and wellness programs for individuals, families and the community.

Advisory Committee Assigned: Nutrition, Food Safety and Security, & Obesity Prevention

Administrative Team Member Assigned: Rebecca Polmateer

Objective B.14.1 Continue with our current programming in the areas of nutrition and parenting based on the availability of funding.

Assigned to: Rebecca Polmateer, Nutrition Team, and Parenting Team

Action Step B.14.1.1 Submit requests to renew current grants/contracts annually.

Assigned to: Rebecca Polmateer

Action Step B.14.1.2 Complete all deliverables expected of nutrition programs annually.

Assigned to: Rebecca Polmateer and Nutrition Team

Action Step B.14.1.3 Complete all deliverables expected of parenting programs annually.

Assigned to: Rebecca Polmateer and Parenting Team

Objective B.14.2 Implement a community parenting program in Columbia County that would reach 100 families per year through classes and home visits by 12/31/2014.

Assigned to: Rebecca Polmateer and Parenting Team

Action Step B.14.2.1 Prepare program plan and budget by 12/13/2013.

Assigned to: Rebecca Polmateer

Action Step B.14.2.2 Submit grant/contract request by 6/30/2014.

Assigned to: Rebecca Polmateer

Action Step B.14.2.3 Implement new program by hiring and training new educators by 12/31/2014.

Assigned to: Rebecca Polmateer and Parenting Team

Objective B.14.3 Develop and implement a community nutrition and fitness program in Columbia and Greene Counties which is open to the general public through classes at community gathering places beginning with 3 classes (~8 people/class) by 12/31/2015 and increasing to 5 classes by 12/31/2017.

Assigned to: Rebecca Polmateer and Nutrition Team

Action Step B.14.3.1 Prepare program plan and budget by 12/31/2014.
Action Step B.14.3.2 Submit grant/contract request by 6/30/2015.
Assigned to: Rebecca Polmateer

Action Step B.14.3.3 Implement new program by 12/31/2015.
Assigned to: Rebecca Polmateer and Parenting Team

Objective B.14.4 Post online nutrition and parenting lessons/videos that can be posted to the CCE website and utilized by anyone who visits by 12/31/2016.
Assigned to: Rebecca Polmateer, Nutrition Team, and Parenting Team

Action Step B.14.4.1 Search CCE resources (other associations) to see what is already done and can be used by 12/31/2015.
Assigned to: Rebecca Polmateer, Nutrition Team, and Parenting Team

Action Step B.14.4.2 If needed, create lessons/videos to be posted by 6/30/2016.
Assigned to: Rebecca Polmateer, Nutrition Team, and Parenting Team

Action Step B.14.4.3 Post lessons/videos to website by 12/31/2016.
Assigned to: Rebecca Polmateer, Nutrition Team, and Parenting Team

Community and Economic Vitality

GOAL B.15 Individuals, families, and older youth will acquire information and resources they need to improve their basic financial and consumer literacy skills (basic budgeting, savings, credit management and retirement planning principles).
Advisory Committee Assigned: Community and Economic Vitality
Administrative Team Member Assigned: Theresa Mayhew

Objective B.15.1 Provide at least 500 adult residents and 200 youth with information that will help them develop and/or strengthen their financial and consumer literacy skills.
Assigned to: Theresa Mayhew

Action Step B.15.1.1 Offer a mix of family economics and resource management (FERM) programs and public displays/exhibits on such topics as “Making Ends Meet”, “Know Your Consumer Rights,” “Fair Housing,” and “Identity Theft Prevention” to both general public and targeted community groups to sharpen their financial and consumer literacy knowledge base. Offer a minimum of three FERM workshops and two public exhibits per year.
Assigned to: Theresa Mayhew

Action Step B.15.1.2 Identify local personal financial planner to collaborate on “Who Gets Grandma’s Yellow Pie Plate” workshop, which deals with the transfer of non-titled personal belongings and offer on an annual basis starting by 6/30/2014.
Assigned to: Theresa Mayhew
Assigned to: Theresa Mayhew

Objective B.15.2 Deliver similar information to 200 frontline health & human services agency personnel to broaden community outreach efforts.
Assigned to: Theresa Mayhew

Action Step B.15.2.1 Be an active member of the 2015 Columbia-Greene Interagency Awareness Day event planning committee (mid 2014 through spring 2015).
Assigned to: Theresa Mayhew

GOAL B.16 Provide energy conservation programming under the auspices of the Consumer Education Program for Residential Energy Efficiency (CEPREE) program and expand programming efforts to include safe home environments, building trades' workforce development and the promotion of alternative energy residential applications.
Advisory Committee Assigned: Community and Economic Vitality
Administrative Team Member Assigned: Theresa Mayhew

Objective B.16.1 Increase knowledge of 300 consumers regarding low and no-cost energy conservation techniques that will increase their home’s comfort level and reduce their utility bills, as well as promote “Green” career opportunities and alternative energy sources such as wind, solar and geothermal.
Assigned to: Theresa Mayhew

Action Step B.16.1.1 Conduct five EmPower “Save Energy, Save Dollars” energy conservation programs in each county by 12/31/2014.
Assigned to: Theresa Mayhew

Action Step B.16.1.2 Offer “Living Off the Grid” tour in both Columbia and Greene County that both showcases alternative energy systems and promotes green jobs and businesses by 12/31/2015.
Assigned to: Theresa Mayhew and Marilyn Wyman

Action Step B.16.1.3 Conduct energy conservation, water resource management, and indoor air quality workshops, and promote Building Performance Institute (BPI) certification and Lead-Safe programs to construction technology students/staff at Questar III and other academic institutions or organizations with similar interests or programs on an annual basis or as requested.
Assigned to: Theresa Mayhew

GOAL B.17 Be regarded as a leading community resource in the area of community and economic vitality (CEV), based on ability to access and utilize regional and state organizations and agencies, including CaRDI at Cornell University to meet local needs.
Advisory Committee Assigned: Community and Economic Vitality
Administrative Team Member Assigned: Theresa Mayhew

Objective B.17.1 Identify CEV programs being conducted in both counties to ascertain CCE’s role and future program concentrations, especially those that have natural resources and the environment connections (i.e., County Lakes Coalition, CAC Roundtable).
Assigned to: Theresa Mayhew

Action Step B.17.1.1 Interview agencies and organizations currently involved in community and economic development initiatives and program, such as green infrastructures storm water management, Complete Streets, etc. by 6/30/2014.
**Action Step B.17.1.2** Attend on an ongoing basis Chamber of Commerce CEV/tourism activities held in both counties to assist with identifying collaboration or partnership potential on events or programs that tie in with CCE CEV goals.

Assigned to: Theresa Mayhew

**Action Step B.17.1.3** Research efficacy of Family Resource Centers operating in NYS and northeastern U.S. to determine replication potential in CCE service area. Do so in conjunction with Greater Hudson Promise Neighborhood’s Family and Community Program Action Team by 12/31/2014.

Assigned to: Theresa Mayhew

**Objective B.18.2** Explore potential community and economic vitality (CEV) program options—including eco-tourism, building upon existing outreach efforts and working in tandem with established county agencies and local organizations as well as regional entities engaged in CEV programming.

Assigned to: Theresa Mayhew

**Action Step B.17.2.1** Develop a comprehensive community and economic vitality program based on the results of findings and research by 12/31/15.

Assigned to: Theresa Mayhew

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**General Programs and Services**

**GOAL B.18** Our Association programming will reflect the regional, economic, social, cultural, racial, ethnic, and linguistic diversity of our area to ensure engagement and equitable benefit to all residents.

*Committee Assigned:* All Program Advisory Committees

*Administrative Team Member Assigned:* Chuck Brooks

**Objective B.18.1** Identify diversity goals for our cumulative association programs and activities.

Assigned to: Chuck Brooks

**Action Step B.18.1.1** Determine association diversity statistics beginning with the 2012 federal program reports by 12/31 of each program year.

Assigned to: Angela Tallarico and Chuck Brooks

**Action Step B.18.1.2** Using census data from CCE, determine current diversity statistics of our service area by 12/31 of each year.

Assigned to: Angela Tallarico and Chuck Brooks

**Action Step B.18.1.3** Determine an Association “diversity goal” for each program year after analyzing the previous year’s federal statistics and upcoming year census data by 12/31 of each year.

Assigned to: Chuck Brooks and Angela Tallarico

**Action Step B.18.1.4** With the Administrative Team (and all CCE Staff) identify ways to improve and successfully attain our “diversity goal” for the upcoming year. Report to Board of Directors by 1/31 and the beginning of the program year.

Assigned to: Chuck Brooks and Administrative Team
GOAL B.19 Understand, verify, and analyze CCE program and service evaluations to increase the impact of CCE programs and services on program participants and to determine the extent to which program results are being achieved.

Standing Committee Assigned: Executive
Administrative Team Member Assigned: Chuck Brooks

Objective B.19.1 Written program evaluations will be completed by all participants in all CCE programs, workshops, and activities by 12/31/2014.
Assigned to: Angela Tallarico and Administrative Team

Action Step B.19.1.1 Develop an effective evaluation tool to determine the success of CCE program and activities by 12/31/2014.
Assigned to: Angela Tallarico and Administrative Team

Action Step B.19.1.2 Develop a written quarterly summary of program evaluations to be reviewed and analyzed by the Administrative Team and shared with their respective staff teams in April, July, October, and January (last quarter of the previous year) by 12/31/2014.
Assigned To: Angela Tallarico and Administrative Team

Action Step B.19.1.4 Distribute evaluation tool to all program attendees prior to the end of the class to be completed and returned to the instructor before they leave by 12/31/2014.
Assigned to: Angela Tallarico and Administrative Team

Action Step B.19.1.4 Review of written program evaluations and quarterly summary by Executive Director on a quarterly basis; Program Advisory Committees on a Quarterly basis by 12/31/2014.
Assigned to: Chuck Brooks

Objective B.19.2 Focus Group meeting of representatives of program participants from each program area at least one time per year.
Assigned to: Chuck Brooks and Administrative Team

Action Step B.19.1.1 CCE Administration Team shall schedule a series of program focus groups by January 31 of each year.
Assigned to: Chuck Brooks and Administrative Team

Action Step B.19.1.2 Administrative Team members shall provide a summary of each focus group meeting to the Executive Director within 30 days of each meeting scheduled.
Assigned to: Angela Tallarico and Administrative Team

GOAL B.20 Our Association will seek out contracts for services to organizations and agencies to allow the utilization of the expertise and leadership of CCE educators for programs and services that can benefit from the use of CCE experts.

Standing Committee Assigned: Executive
Administrative Team Member Assigned: Chuck Brooks

Objective B.20.1 Identify CCE educators who may be able to provide their services on a contract basis to other organizations and agencies for program leadership and other services.
Assigned to: Chuck Brooks and Administrative Team

Action Step B.20.1.1 Identify and contact selected organizations and agencies to make them aware of the availability of CCE educators to provide program leadership and services.
Assigned to: Chuck Brooks and Administrative Team
GOAL C.1 CCE of Columbia and Greene Counties recognizes the focus of CCE Administration to develop implementation strategies for a new system of regional networks throughout the CCE system. Our goal is to remain as an active participant and leader in the CCE network system as it develops and expands in our region.

Standing Committee Assigned: Executive
Administrative Team Member Assigned: Chuck Brooks

Objective C.1.1 The Executive Director or designated representative will attend and be an active participant in the Association Management Group (AMG) (SBN - Shared Business Network, CAAHP – Capital Area Agriculture and Horticulture Program, ENYCHP – Eastern New York Commercial Horticulture Program) and other administrative leadership groups (Nutrition) that currently exist and as they are developed in the future.

Assigned to: Chuck Brooks

Action Step C.1.1.1 The CCE Executive Director shall attend meetings as scheduled with regular reports provided to the CCE Board of Directors.

Assigned to: Chuck Brooks

Objective C.1.2 Program educators and administrative staff will attend and be active participants in the program and administrative regional networks approved by the Executive Director.

Assigned to: Chuck Brooks

Action Step C.1.2.1 Identify regional networks available each year and identify CCE educators and administrative staff that can serve as an active participant and representative from our association.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Action Step C.1.2.2 CCE Executive Director assigns appropriate CCE Educators and administrative staff to available regional networks by 12/31 of each year.

Assigned to: Chuck Brooks

Objective C.1.3 CCE of Columbia and Greene Counties will actively pursue the development of a regional support system throughout the state for a Natural Resource Program Group including innovative approaches such as ecotourism.

Assigned to: Marilyn Wyman

Action Step C.1.3.1 Develop a written description of a Natural Resource Program Group by 12/31/2016.

Assigned to: Marilyn Wyman

Action Step C.3.1.2 Meet with appropriate CCE Administration staff to discuss Natural Resource Program Group description and method of implementing a regional support system throughout the state by 12/31/2017.

Assigned to: Marilyn Wyman

Action Step C.3.1.2. Identify and convene CCE association representatives to discuss and develop plan of work for the implementation of this statewide support program by 12/31/2017

Assigned to: Marilyn Wyman
Objective C.1.4 Local CCE educators will be identified and assigned each year to participate in the state-wide CCE Program Work Teams.
Assigned to: Chuck Brooks

Action Step C.1.4.1 Identify CCE Program Work Groups available each year and identify CCE educators and administrative staff that can serve as an active participant and representative from our association.
Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Action Step C.1.4.2 CCE Executive Director assigns appropriate CCE Educators and administrative staff to available CCE Program Work Groups by 12/31 of each year.
Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Objective C.1.5 The Board of Directors, with the Executive Director, shall determine our association’s ability to serve as the host association for any appropriate regional CCE programs that open in our CCE region and submit a proposal to serve in this capacity if appropriate.
Assigned to: Chuck Brooks

Action Step C.1.5.1 CCE Administrative announces the acceptance of proposals for a host association for any regional CCE programs that may become available.
Assigned to: Chuck Brooks

Action Step C.1.5.2 The Executive Director, in consultation with the Administrative Team and CCE Executive Committee, develops a proposal for consideration by the CCE administration.
Assigned to: Chuck Brooks

Action Step C.1.5.1.3 The Executive Director, with the support of the Administrative Team and CCE Executive Committee, provides a presentation to the association Board of Directors for the approval of the submission of a proposal to CCE Administration.
Assigned to: Chuck Brooks

Objective C.1.6 The Executive Director, with the assistance of the Administrative Team, shall develop a recommendation to the CCE Board of Directors for the participation of the association in regional program efforts through our Shared Business Network (including regional marketing and Smith-Lever supported program funding).
Assigned to: Chuck Brooks

Action Step C.1.6.1 As a member of the AMG for the SBN program, the Executive Director becomes aware of any decisions or recommendations for regional program efforts that may be developed through the SBN.
Assigned to: Chuck Brooks

Action Step C.1.6.2 Executive Director discusses the discussion/recommendation for regional programs efforts by the SBN to the Administrative Team to develop a recommendation to the CCE Board of Directors.
Assigned to: Chuck Brooks and Administration Team

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**Strategic Initiative D: RESOURCE STABILITY**

The allocation of existing core resources and the acquisition of new resources will be focused on building the capacity of the system to achieve new strategic initiatives and the ongoing priorities of all CCE programming and administrative functions in Columbia and Greene Counties.
GOAL D.1 COLUMBIA-GREENE COMMUNITY COLLEGE – Develop an active collaborative/partnership relationship with Columbia-Greene Community College for the purpose of benefitting the residents of our service area through programs and services.

Standing Committee Assigned: Executive
Administrative Team Member Assigned: Chuck Brooks

Objective D.1.1 The association shall meet with the College President or Dean of Students to begin to develop an active collaboration/partnership with Columbia-Greene Community College by 12/31/2015.

Assigned to: Chuck Brooks

Action Step D.1.1.1 The association and college will identify ways in which the association and college can develop CCE/CGCC programs and services in partnership with CGCC facilities by 12/31/2015.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Action Step D.1.1.2 The association and college will identify ways in which the CCE and CGCC can utilize CGCC students to serve as paid and unpaid interns, practicum students, etc. by 12/31/2015.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Action Step D.1.1.3 The association and college will identify ways in which the association and college can develop CCE program(s) using CGCC facilities by 12/31/2016.

Assigned to: Chuck Brooks, Marilyn Wyman, and Linda Tripp

Action Step D.1.1.4 The association and college will determine the utilization of CCE Master Program Curriculum and Career Path Development for the residents of our area including Master Naturalist, Master Forest Owner, Master Gardener, Master Consumer Sciences, and any other emerging CCE “Master” programs by 12/31/2016.

Assigned to: Chuck Brooks, Marilyn Wyman, and Theresa Mayhew

GOAL D.2 PERSONNEL - CCE’s future success is contingent on retaining, obtaining, and engaging talented staff that reflect the diversity of our programs and services. Our goal is to retain, recruit, educate, and develop employees that produce strong CCE leaders and ambassadors.

Standing Committee Assigned: Finance & Human Resources
Administrative Team Member Assigned: Chuck Brooks and Angela Tallarico

Objective D.2.1 Create the position of Grant Writer or Development Director (Grants/Fund Raising/Communications) as a new paid part-time or full-time position for the association by 12/31/2016.

Assigned to: Chuck Brooks and Angela Tallarico

Action Step D.2.1.1 Develop a position description and salary range for this position by 12/31/2015.

Assigned to: Chuck Brooks and Angela Tallarico

Action Step D.2.1.2 Determine source of funding and include the implementation for this new position in the FY 2016 association budget.

Assigned to: Chuck Brooks, Evon Antonio

Action Step D.2.1.3 Secure approval for the position/funding by the CCE Board of Directors for the FY 2016 budget by the CCE Board of Directors by 1/31/2016.

Assigned to: Chuck Brooks
Objective D.2.2 Develop a paid/volunteer “Volunteer Manager” position to assist in the organization of the local volunteer program including paperwork, training, scheduling, etc. by 12/31/2015.
Assigned to: Chuck Brooks

Action Step D.2.2.1 Develop a position description and salary range for this position by 12/31/2015.
Assigned to: Chuck Brooks, Angela Tallarico, and Administrative Team

Action Step D.2.2.2 Determine source of funding and include the implementation for this new position in the FY 2015 association budget by 12/31/2014.
Assigned to: Chuck Brooks, Angela Tallarico, and Administrative Team

Action Step D.2.2.3 Secure approval for the position/funding by the CCE Board of Directors for the FY 2016 budget by the CCE Board of Directors by 1/31/2015.
Assigned to: Chuck Brooks, Angela Tallarico, and Administrative Team

Action Step D.2.2.4 Recruit and hire new staff position by 6/30/2015.
Assigned to: Chuck Brooks, Angela Tallarico, and Administrative Team

Objective D.2.3 CCE employees will attend trainings and conferences as assigned and approved by their supervisor and Executive Director, and participate in online webinars to increase personal knowledge base on an as needed basis.
Assigned to: Chuck Brooks and Administrative Team

Action Step D.2.3.1 Develop a historical list of trainings/webinars, etc. completed by all CCE staff and maintain in their personnel records by 12/31/2014.
Assigned to: Angela Tallarico

Action Step D.2.3.2 As part of the “Performance Dialogue” completed each January, Administrative Team members will identify trainings and workshops CCE employees should complete or may want to attend during the course of the upcoming year.
Assigned to: Chuck Brooks and Administrative Team

Action Step D.2.3.3 Employee development plan will be established for the year and approved by the Executive Director by 1/31 of each year.
Assigned to: Chuck Brooks and Angela Tallarico

Action Step D.2.3.4 CCE employees shall attend additional training/webinars/etc. for the benefit of the association as assigned and approved by their supervisor and Executive Director during the course of each year.
Assigned to: Chuck Brooks and Administrative Team

Objective D.2.4 Develop a diversity of skills in CCE employers in order to provide multiple skills and leadership to a number of grants and contracts by 12/31/2014.
Assigned to: Linda Tripp, Marilyn Wyman, and Administrative Team

Action Step D.2.4.1 As part of the “Performance Dialogue” completed each January; Administrative Team members will identify skills and knowledge to be considered for staff assignments to other grants/contracts/etc. that may be identified during the course of the year by 12/31/2014.
Assigned to: Linda Tripp, Marilyn Wyman, and Administrative Team
GOAL D.3 GOVERNANCE/BOARD - In order to achieve our strategic goals and ensure the long-term sustainability of the association, the CCE of Columbia and Greene Counties realizes it must have effective key volunteers willing to work within the regulations that govern our subordinate association. Our goal is to build a board of key community volunteers who are committed to the success and growth of our CCE and its mission.

Standing Committee Assigned: Executive
Administrative Team Member Assigned: Chuck Brooks

Objective D.3.1 Complete annual board audit to identify priorities for upcoming board openings by September 1 of each year.
Assigned to: Chuck Brooks and Angela Tallarico

Action Step D.3.1.1 Complete annual board audit of current board openings and present to the association Nominating Committee by 8/1 of each year.
Assigned to: Chuck Brooks and Angela Tallarico

Action Step D.3.1.2 Nominating Committee reviews the board audit and develops a list of characteristics of individuals to help identify potential Board members by September 1 of each year.
Assigned to: Chuck Brooks and Nominating Committee

Action Step D.3.1.3 List of characteristics is presented to the Board of Directors by 9/30 of each year to be used to help identify possible board members of the future.
Assigned to: Chuck Brooks and Nominating Committee

Objective D.3.2 The association will utilize Program Advisory Committees with both Board Member and non-Board member participants to assist CCE staff in the development of their respective program areas utilizing a Committee plan of work to be developed in the fall of each year as part of the association budget process by 12/31/2018.
Assigned to: Chuck Brooks and Administrative Team

Action Step D.3.2.1 As part of the nominating process, the Nominating Committee shall identify individuals who will bring expertise to our Program Advisory Committees by November 1 of each year.
Assigned to: Chuck Brooks and Nominating Committee

Action Step D.3.2.2 The Administrative Team will review Program Advisory Committee lists by 11/1 of each year and suggest possible non-board members to be considered and invited as members of Program Advisory Committees by Administrative Team members.
Assigned to: Chuck Brooks and Administrative Team

Objective D.3.3 The Board of Directors shall consider having a secondary high school student involved in CCE activities to serve as a youth advisor to the Board of Directors by 12/31/2015.
Assigned to: Chuck Brooks and Linda Tripp

Action Step D.3.3.1 The Administrative Team shall develop and present a recommendation to the Board for the involvement of a secondary high school student to serve as a youth advisor to the CCE Board of Directors by 12/31/2015.
Assigned to: Chuck Brooks, Linda Tripp, and Administrative Team

Action Step D.3.3.2 Upon approval of the Board, the Administrative Team shall identify one or more students to be considered by the Board to serve as a Youth Advisor by 12/31/2015.
Assigned to: Chuck Brooks, Linda Tripp, and Administrative Team

Objective D.3.4 Improve compliance with the NYS Open Meeting Laws by identifying a way to provide CCE monthly board agenda and meeting documents to the public on-line using the CCE web site by 6/30/2014.
Action Step D.3.4.1  Contact and research how other CCE associations provide their Board documents on-line for public review by 2/31/2014.
Assigned to: Angela Tallarico

Action Step D.3.4.2  Identify options for providing Board documents for public review on the internet with Executive Director and develop a recommendation to the CCE board of Directors for approval by 12/31/2014.
Assigned to: Angela Tallarico

Objective D.3.5  Review the Association By-Laws a minimum of every 3 years.
Assigned to: Chuck Brooks

Action Step D.3.5.1  Under the leadership of the Executive Committee, the CCE Administrative Team with input from the Executive Committee and Board of Directors shall review and recommend potential changes in the Association By-Laws by 9/30/2014 and 9/30/2017.
Assigned to: Chuck Brooks and Angela Tallarico

Objective D.3.6  Review the Association Operational Guidelines in the fall of every year.
Assigned to: Chuck Brooks and Angela Tallarico

Action Step D.3.6.1  Under the leadership of the Executive Committee, the CCE Administrative Team with input from the Executive Committee and Board of Directors shall review and recommend potential changes in the Association Operational Guidelines by 11/30 of every year.
Assigned to: Chuck Brooks and Angela Tallarico

GOAL D.4 FACILITIES - CCE of Columbia and Greene Counties recognizes that to maximize the benefits to our program participants, as well as program and administration operations, we need to improve, maintain, and expand, as dictated by program development, our facilities and program spaces in a fiscally responsible manner.
Standing Committee Assigned: Facilities
Administrative Team Member Assigned: Chuck Brooks, A.J. Melino

Objective D.4.1  The CCE association shall create a multi-year plan for rationalizing long-term facility use, including modernizing and managing CCE facilities by 6/30/2014.
Assigned to: Chuck Brooks, A.J. Melino, Angela Tallarico, and Facilities Committee

Action Step D.4.1.1  The Facilities Committee shall develop a Maintenance and Repair Priority list for improvements and repairs of CCE facilities and equipment by 12/31/2013.
Assigned to: Chuck Brooks, A.J. Melino, Angela Tallarico, and Facilities Committee

Action Step D.4.1.2  The Facilities Committee shall visit each association facility and develop a list of maintenance, repair, and replacements needs for the CCE facilities by 12/31/2013.
Assigned to: Chuck Brooks, A.J. Melino, Angela Tallarico, and Facilities Committee

Action Step D.4.1.3  The Facilities Committee shall meet with the Administrative Team to review the facility needs for both current and future CCE programs and activities by 3/30/2014.
Assigned to: Chuck Brooks, A.J. Melino, Angela Tallarico, and Facilities Committee

Action Step D.4.1.4  CCE staff will develop a list of program facility needs and options based on current and future CCE programs and activities by 9/30/2014.
Assigned to: Chuck Brooks, A.J. Melino, Angela Tallarico, and Facilities Committee
**Action Step D.4.1.1.5**  
Develop a long term plan for facility repair, maintenance, improvement, modernizing, and expansion including the replacement of CCE facilities if needed to meet the current and future program needs of the association by 12/31/2015.  
*Assigned to:* Chuck Brooks, A.J. Melino, Angela Tallarico, and Facilities Committee

**Action Step D.4.1.1.6**  
As grants and contracts are identified and developed by CCE staff, staff will work to identify community partners to help deliver programs and services to the community using facilities owned and operated by other organizations and agencies.  
*Assigned to:* Chuck Brooks and Administrative Team

**Action Step D.4.1.1.7**  
As grants and contracts are identified and developed by other community agencies and organizations, CCE staff will work with these organizations to develop program partnerships to help deliver programs and services to the community using facilities owned and operated by other organizations and agencies.  
*Assigned to:* Chuck Brooks and Administrative Team

**GOAL D.5 FINANCES -** CCE of Columbia and Greene Counties recognizes that maintaining financial stability will enhance our position in the communities that we serve. It is our goal to operate in a fiscally sound manner to ensure positive cash flow and long-term stability, while reducing debt.  
*Standing Committee Assigned:* Finance & Human Resources  
*Administrative Team Member Assigned:* Chuck Brooks, Evon Antonio, Angela Tallarico

**Objective D.5.1** CCE administration shall present and the Board shall approve a balanced budget by 12/31 of each fiscal year.  
*Assigned to:* Evon Antonio

**Action Step D.5.1.1** Each year the CCE staff shall present a balanced budget for approval by the CCE board of Directors by 12/31.  
*Assigned to:* Evon Antonio

**Objective D.5.2** The Association will increase contributed income by 5% over the preceding year to strengthen our ability to serve more people and provide support for new initiatives beginning 1/1/2014.  
*Assigned to:* Chuck Brooks and Financial Development Committee

**Action Step D.5.2.1** As part of the budget process, CCE staff will recommend a minimum of a 5% increase in the amount of fund raising revenue to support new program initiatives by 12/31 of each year.  
*Assigned to:* Evon Antonio

**Objective D.5.3** Create a planned giving program to increase the CCE’s Endowment Fund and designated fund balance by 12/31/2015.  
*Assigned to:* Chuck Brooks and Financial Development Committee

**Action Step D.5.3.1** The association shall develop a planned giving program including plans to increase the endowment fund and develop a Named Giving and Memorial Gift Program by 12/31/2015.  
*Assigned to:* Chuck Brooks

**Objective D.5.4** The association shall eliminate association’s capital debt by 12/31/2018.  
*Assigned to:* Chuck Brooks and Financial Development Committee

**Action Step D.5.4.1** The association shall develop a fund raising strategy to eliminate the association’s capital debt by 12/31/2014.
Action Step D.5.4.2 The association’s capital debt elimination plan shall begin by 6/30/2015.

Assigned to: Chuck Brooks and Financial Development Committee

Action Step D.5.4.3 Develop a “Burn the Mortgage” celebration as part of the debt elimination program by 12/31/2018.

Assigned to: Chuck Brooks and Angela Tallarico

Objective D.5.5 Continue to increase fund balances including maintenance, depreciation, and capital replacement reserves as part of the annual budget process by 12/31/2015.

Assigned to: Evon Antonio and Finance & Human Resources

Action Step D.5.5.1 As part of the budget process, CCE administration shall determine a specific figure to be included in the annual budget with the intention that that figure (or more) will be placed in one or more designated funds at the end of the fiscal year.

Assigned to: Evon Antonio

Objective D.5.6 Develop a “Grant Team” of CCE Board and staff to go to the Columbia-Greene Community College development office and other sources (NY State Museum) to use their resources to look for potential grants to support our current and developing Association programs two times per year by 12/31/2018.

Assigned to: Chuck Brooks and Administrative Team

Action Step D.5.6.1 In September of each year, the Administrative Team shall develop a list of current and potential future CCE programs that may be able to be supported by grant or contract funding in the future.

Assigned to: Chuck Brooks and Administrative Team

Action Step D.5.6.2 This “Program Grant List” shall be shared with the CCE Board of Directors for them to add additional program and activity ideas by 12/31 of each year.

Assigned to: Chuck Brooks and Evon Antonio

Action Step D.5.6.3 The Administrative Team shall identify potential volunteers, including CCE regional team members, by 12/31 of each year to visit one or more local college (or other agency) development offices to research possible grants and contracts that CCE may consider creating a proposal to seek funding for CCE programs and Services.

Assigned to: Evon Antonio

Action Step D.5.6.4 The Administrative Team shall identify available list serve sites to add the CCE contact information in order to receive regular information on potential grants/contracts to be considered by the CCE for the submission of a proposal.

Assigned to: Evon Antonio

Objective D.5.7 Complete a cost analysis of all CCE programs and services by 12/31/2015.

Assigned to: Chuck Brooks and Administrative Team

Action Step D.5.7.1 Identify a cost analysis computer program to be used to develop and complete total cost analysis of association programs and services by 12/31/2015.

Assigned to: Chuck Brooks and Administration Team
**Action Step D.5.7.2**  Complete a written cost analysis of CCE programs and services to determine the actual cost of providing individual programs and services to our community by 6/30/2015.
*Assigned to:*  Evon Antonio

**Action Step D.7.1.3**  Administrative Team will review and analyze the completed cost analysis and provide a written recommendation to the CCE Board of Directors for changes in fees, programs, etc. in CCE programs by 9/30/2015.
*Assigned to:*  Evon Antonio

**GOAL D.6 MARKETING AND COMMUNICATIONS** - The association shall use a mix of internal and external strategies and initiatives to develop an annual marketing and communications plan to coordinate ways of identifying, anticipating and satisfying the interests and demands of the residents of our service area.

*Committee Assigned:*  
*Administrative Team Member Assigned:*  Chuck Brooks, Angela Tallarico

**Objective D.6.1**  Identify the approach we will follow to manage the marketing mix of our local area by developing an annual association marketing and communications plan by October 31 for the upcoming program year.
*Assigned to:*  Angela Tallarico and Chuck Brooks

**Action Step D.6.1.1**  Develop an annual marketing plan as part of the budget process to be completed by 12/31 or each year.
*Assigned to:*  Angela Tallarico and Chuck Brooks

**Action Step D.6.1.2**  Identify major CCE programs by 12/31 of each year and develop a Mini-Marketing Campaign for each program for the upcoming program year.
*Assigned to:*  Angela Tallarico and Administrative Team

**Action Step D.6.1.3**  Develop an annual Communications Plan for both internal and external communications by 12/31/ each year for the following program year.
*Assigned to:*  Angela Tallarico and Chuck Brooks

**Action Step D.6.1.4**  Maintain an association contact list (name, address, phone, e-mail) on a quarterly basis including program participants, contributors, volunteers, and government officials.
*Assigned to:*  Angela Tallarico

**Action Step D.6.1.5**  Identify and link CCE web address on county government and CCE partner web sites on a quarterly basis.
*Assigned to:*  Angela Tallarico

**Objective D.6.2**  Advance the association’s mission, vision, and values by providing excellent, timely, and cost-effective customer service by investigating and implementing the following items:
*Assigned to:*  Angela Tallarico

**Action Step D.6.2.1**  Explore options to improve the association’s operating hours – noontimes, evenings, weekends – to better serve our constituents by 12/31/2014.
*Assigned to:*  Angela Tallarico and Chuck Brooks

**Action Step D.6.2.2**  Research the use of credit cards/PayPal system and make a recommendations to Executive Director for its implementation by 6/30/2014.
*Assigned to:*  Angela Tallarico, Chuck Brooks, and Evon Antonio
**Action Step D.6.2.3**  
Research the CCE On-Line Program Registration Program and make a recommendation to the Executive Director for its implementation by 6/30/2014.  
Assigned to:  Angela Tallarico

**Objective D.6.3** Stimulate community interest, concern, and support for CCE programs and services through community involvement activities by 12/31/2018.  
Assigned to:  Chuck Brooks and Administration Team

**Action Step D.6.3.1**  
Identify options and participate in one or more service area community event(s) per month by 12/31/2014.  
Assigned to:  Chuck Brooks and Administration Team

- ✓ January
- ✓ February
- ✓ March  **Agency Awareness Day**
- ✓ April
- ✓ May
- ✓ June
- ✓ July  Greene County Youth Fair
- ✓ August  Pratts ville Mudfest?
- ✓ September Columbia County Fair
- ✓ October
- ✓ November
- ✓ December

**Action Step D.6.3.2**  
Identify service club representation for the association throughout the service area by 12/31 of each year.  
Assigned to:  Chuck Brooks

**Action Step D.6.3.3**  
Identify local organizations, chamber, and government committees to help and support utilizing the research and educational resources of Cornell University by 12/31 of each year.  
Assigned to:  Chuck Brooks and Administration Team

**Action Step D.6.3.4**  
Provide two or more CCE community-wide events per year by 12/31/2014  
Assigned to:  Chuck Brooks and Administration Team

**Objective D.6.4** Disseminate accurate CCE information in real time by utilizing social media as a marketing tool as well as a way for CCE participants and supporters to stay in touch and feel connected to CCE by 12/31/2014.  
Assigned to:  Angela Tallarico and Administration Team

**Action Step D.6.45.1**  
Explore the use and expansion of the use of the current and emerging social media for use by the CCE in their marketing efforts for the association by 12/31/2014: Facebook, Twitter, E-Newsletters, E-Mail Blasts.  
Assigned to:  Angela Tallarico and Administration Team

**Objective D.6.5**  
Provide local, state, and federal government officials with a better understanding of the programs and priorities of CCE locally and throughout New York State by 12/31/2015.  
Assigned to:  Chuck Brooks

**Action Step D.6.5.1**  
Attend at least 75% of the at county government meetings on an annual basis.  
Assigned to:  Chuck Brooks

**Action Step D.6.5.2**  
Provide CCE presentations at government meetings as requested and scheduled.  
Assigned to:  Chuck Brooks
Action Step D.6.5.3  Maintain a government official mailing list and update on a quarterly basis.
Assigned to:  Angela Tallarico

Action Step D.6.5.4  Identify and sponsor a Government Officials Lunch/Brunch/Dinner/Reception/Other at least one time per year by 12/31/2015.
Assigned to:  Chuck Brooks and Angela Tallarico

Action Step D.6.5.5  Invite county, state, and government officials to visit CCE offices or visit them in their offices a minimum of six (6) times per year.
Assigned to:  Chuck Brooks

Objective D.6.6  Develop and implement a yearlong “CCE Centennial Celebration” program recognizing the 100 years of CCE programs and services in both Columbia and Greene Counties for 2017 by 12/31/2016.
Assigned to:  Angela Tallarico

Action Step D.6.6.1  Develop a CCE Centennial Celebration Committee of Board members, CCE employees, and other interested community individuals to develop a program by 12/31/2016.
Assigned to:  Angela Tallarico

Action Step D.6.6.2  Implement Centennial Celebration program in by 1/1/2017.
Assigned to:  Angela Tallarico

Objective D.6.8  An association-wide crisis communication plan shall be reviewed and approved by the CCE Board of Directors each January and communicated to all CCE employees.
Assigned to:  Angela Tallarico

Action Step D.6.8.1  Association crisis communication plan will be developed/reviewed/revised and reviewed with the Administration Team and approved by the CCE Board by November 30 of each year.
Assigned to:  Angela Tallarico

Assigned to:  Chuck Brooks and Mick Bessire

Action Step D.6.9.1  Determine the Emergency Preparedness Plan for both Columbia and Greene Counties and determine a manner in which the CCE can be involved and help by 12/31 of each year.
Assigned to:  Chuck Brooks and Mick Bessire

GOAL D.7 LONG RANGE STRATEGIC PLAN  This Long Range Strategic Plan, providing the focus for the work of the CCE of Columbia and Greene Counties, is a dynamic document that must be reviewed and updated on a regular basis.

Standing Committee Assigned:  Strategic Planning
Administrative Team Member Assigned:  Chuck Brooks

Objective D.7.1  This Long Range Strategic Plan shall be reviewed and updated by 11/30 of each year by the Administration Team with recommendations presented to the Strategic Planning Committee and CCE Board of Directors for approval.
Assigned to:  Chuck Brooks

Action Step D.7.1.1  A spreadsheet shall be developed to identify Strategic Plan Assignments to be reviewed by the Administration Team on a quarterly basis.
Assigned to:  Chuck Brooks

Action Step D.7.1.2  The Strategic Planning Committee shall review the progress of the CCE Strategic Plan in April and October of each year with the CCE Board of Directors.
Action Step D.7.1.3   The Strategic Plan will be evaluated by the Administration Team in October of each year to determine changes and updates to the plan for the following year.
Assigned to: Chuck Brooks and Administration Team

Action Plan D.7.1.4   Administrative Team Recommendations for changes in the CCE Strategic Plan will be recommended to the Strategic Planning Committee in November of each year and then recommended to the CCE Board of Directors by 12/31 of each year.
Assigned to: Chuck Brooks

Objective D.7.2 The CCE association will develop and complete a Long Range Strategic Planning Day to review the current plan and update and revise a new Plan to be in place beginning January 1, 2019 – December 31, 2023 by 6/30/2018.
Assigned to: Chuck Brooks and Strategic Planning Committee.

Action Step D.7.2.1 The association Strategic Plan Committee shall develop a strategy for updating and developing a new CCE Strategic Plan for 2019-2024 by 3/1/2018.
Assigned to: Chuck Brooks and Strategic Planning Committee.