

Cornell Cooperative Extension of Columbia & Greene Counties
2021-2025 CCECG Strategic Plan Goals Chart

Strategic Area: Leadership

Goals	Objectives	Actions	Time Frame
Have in place a Board/staff plan and process for recruiting and hiring Executive and senior leadership positions	<ul style="list-style-type: none"> Completed framework and plan to conduct an Executive Director search once the present ED indicates a retirement date Fully identify a set of qualifications, characteristics, and experience required in the next ED of CCECG Establish a committed selection committee and process that can be adapted as needed for future hire of key leadership positions as openings occur 		By November 2021
Have an organizational culture that ensures an environment where there is unity of values, mission, vision, and purpose across the two counties	<ul style="list-style-type: none"> Staff and Board member know and agree to adhere to the core values and guiding principles that define CCECG Physical office space is set up to most efficiently and effectively blend staff into one unified group that operates collaboratively Physical and other defining characteristics of the two-county area are used to enhance programming and administrative policies and practices to best serve customers and constituents 		2021-2025
CCECG is guided by a fully involved Board of Directors in which every member is actively engaged in the fiduciary and programmatic health and resilience of the organization	<ul style="list-style-type: none"> Every Board member has specific assignments to organization and/or program committees, and actively fulfills on those commitments Every Board member fully understands association financial statements and other financial and program requirements, and contributes to discussions at Board and committee meetings 		By Nov 2021
CCECG is fully aligned with and committed to the CCE SBN region that best fits its business and programmatic needs and interests	<ul style="list-style-type: none"> Board and ED have a clear rationale about the best region to meet the needs of CCECG, and develop a plan to be an active member of that region administratively and programmatically If CCECG determines the need for a change in SBN, Board and ED secure agreement from CCE Admin to enact that transfer of regional alliance CCECG becomes a fully engaged and contributory member of the SBN region to which it commits 		2022

Strategic Area: Resource Development

Goals	Objectives	Actions	Time Frame
Increased creation of new networks of partners and collaborators for participation in future joint initiatives	<ul style="list-style-type: none"> • Establish programmatic connections with CCEs in every region of the state to share efforts, resources, and find funding opportunities • Secure a broader, more diversified range of funding sources to ensure that every CCECG program area has multiple funders to accomplish its goals • Secure additional sources of general operating funds that support core association functions 		2021-2025
There is a system in place for regular assessments to gain data on the needs of presently-served and underserved communities	<ul style="list-style-type: none"> • Develop standardized survey tools and methodologies to capture customer input and feedback on an annual basis that can be used to guide program development and targeting • Achieve program efficiencies through new and existing partnerships with community organizations providing similar and complementary services and programs • Successfully expand program reach to communities and customer bases that presently do not receive CCECG programs and services 		2021-2022
Increase by 100% the number of Extension contacts and collaborations with Cornell faculty, CCE Admin, CG Community College and other universities	<ul style="list-style-type: none"> • Engage Cornell faculty support and collaboration in every program area to tap research opportunities that will strengthen and build CCECG program rationales and approaches • Establish research connections with regionally-located colleges and universities that are pursuing similar goals and interests • Secure funding that incorporates partnerships with other CCEs across the state to achieve mutual research and programming goals 		2021-2023
CCECG has provided leadership on at least one regional initiative that tests new approaches in alternative community education and outreach	<ul style="list-style-type: none"> • Apply newly-developed expertise in technology-based learning and services to lead and assist program efforts and customer outreach of other non-profits and government agencies in the two-county area • Secure at least one multi-county grant that gives CCECG the lead role on program expansion in one or more focus areas 		2022

Strategic Area: Communications and Public Relations

Goals	Objectives	Actions	Time Frame
Complete the development of enhanced association policies to expand alternative work arrangements	<ul style="list-style-type: none"> • Determine and approve needed written policies and procedures for the continuation of work-from-home options for program staff post-COVID • Put in place a system of checks-and-balances with the work-from-home policies to ensure transparency, compliance and fairness 		2021
Increase CCECG Internet traffic by 200% through platforms expansion	<ul style="list-style-type: none"> • Determine, through customer and partner feedback, the most appropriate platforms for CCECG to add to its outreach efforts to positively impact program effectiveness • Determine and implement the most effective messaging being used to attract new customers and retain present users • Devise and launch a constant feedback system that tracks platform traffic, and use those data to modify and update information and messaging 		2021-2023
Maintain and enhance print and in-person messaging and outreach for non-tech customers	<ul style="list-style-type: none"> • Determine, with customer and partner feedback, the audiences most effectively reached and impacted by print and in-person contact • Determine and implement the most effective print and in-person conduits and messaging that will maintain and build audience awareness and participation • Devise and launch a constant feedback process that tracks the impact of print and in-person messages and their influence on customer response and behavior 		2021-2022
Ensure core organizational values and guiding principles underpin all organizational actions and behaviors to establish a unified culture	<ul style="list-style-type: none"> • Clarify, as a staff and Board, what the core values and guiding principles are and what they mean in terms of behavior and decision-making • Ensure that everyone on staff and Board are in agreement with the core values and guiding principles • Revise hiring guidelines and Board recruitment processes to ensure that new employees and Board members are aware of and agree to uphold the core values and guiding principles in all their regular decision-making and action. 		2021

Strategic Area: Infrastructure Development

Goals	Objectives	Actions	Time Frame
Establish and implement standardized time-tracking tools and processes	<ul style="list-style-type: none"> • Convert all in-house time-keeping and benefits-tracking systems to one computer-based program, and eliminate paper tracking and reporting • Establish project-based time tracking processes and guidelines that allow accurate staff time allocation to individual projects and tasks • Ensure that funders and partners continue to receive more accurate reports on CCECG program time and effort commitments as these align with outcomes and accomplishments 		2021-2022
Establish data-tracking and analytics that can demonstrate value and outcomes for CCECG programs	<ul style="list-style-type: none"> • Establish evaluative parameters and methods most effective in building program-related databases, and identify and implement appropriate tools and instruments for each program area • Ensure partner and funder congruence on measures that constitute successful learning and outcomes for each program • Ensure consistency in data utilization so that it is applied to improve program design and delivery leading to higher level of ROI 		2021-2023
Create and assess a dedicated employee professional development and training benefit to foster employee growth, satisfaction and retention	<ul style="list-style-type: none"> • Strengthen and promote an association funding pool dedicated to staff skills- and knowledge-building in order to improve overall staff capacity and competencies • Ensure updated policies that guide and determine equitable staff access to association-supported development opportunities • Ensure successful staff outcomes from training and development, skills-building and research projects through evaluation methods and measures that track employee growth, satisfaction and retention 		2022-2024
Apply lessons learned on successful practices and learnings from COVID-period programming to post-COVID operations	<ul style="list-style-type: none"> • Create a database of COVID19 impacts on CCECG programs and services, with input from CCE Admin and other CCEs across the state, to determine the breadth and depth of positive and negative impacts • Project programming changes needed through 2023 to be able to successfully 		2021

	<p>meet customer needs in a pandemic-impacted society</p> <ul style="list-style-type: none"> • Maintain all beneficial COVID19-related programming changes and incorporate them into on-going programs post-pandemic 		
Ensure staff are equipped and trained to meet technological demands required for high-quality programming	<ul style="list-style-type: none"> • Ensure all program staff have the correct technology they need to perform their jobs at the highest level • Ensure that all staff have access to the training they need to utilize the technology in programming and service provision to customers in the two-county area • Ensure that alternatives to technology-based program and service delivery are available to and accessible by customers lacking broadband access 		2021
Ensure staff policies are fair and equitable in order to lead to improved morale, performance and productivity	<ul style="list-style-type: none"> • Determine the specific policies that are deemed by staff to be problematic and interfering with association performance and productivity • Create a joint leadership/Board committee to review association policies on an on-going basis to ensure understanding of background rationale for a given policy, and determine its fairness and equitability • Establish a tracking system for changed policies to ensure they are achieving the desired positive impact on association performance and productivity 		2021-2023
Have annual performance review processes that ensure leadership staff are solidly skilled and effective in their supervisory roles	<ul style="list-style-type: none"> • Ensure that every supervisor is trained and capable of conducting objective performance reviews of staff • Ensure HR oversight of the performance review system that makes sure reviews are objective and consistent with CCE guidelines and needs • Ensure that all staff understand the purpose of their performance review vis a vis their job description, what internal promotion pathways are available, and that they have knowledge of the benchmarks they need to achieve to be eligible for promotion and/or benefit access 		2022
Have a set of policies and circuit-breakers in place to protect against financial	<ul style="list-style-type: none"> • Establish the essential core financial needs required to keep CCECG in existence under the “worst case scenario” of funding loss due to 		2021

instability and insecurity	<p>external conditions, including those not in control by CCECG</p> <ul style="list-style-type: none"> • Ensure the financial director has the knowledge and capacity to trigger budget trip-points to prevent association deficit spending, and that those trip-points are known and agreed to by Leadership Team members and Board leadership • Ensure that all management level staff are competent and willing to lead and assist fundraising efforts through grants preparation or other avenues of revenue generation 		
Offer non-monetary and low-monetary incentives that attract staff interest and commitment	<ul style="list-style-type: none"> • Determine the list of non-monetary and low-monetary incentives that attract staff interest and commitment • Establish benchmark achievement requirements for eligibility for each incentive, and track benefit access use to ensure equity of application, staff satisfaction and staff retention relative to the provision of these benefits • Incorporate these benefits into position advertising and promotion to attract high-quality CCECG employees 		2022

Strategic Area: Program and Education

Goals	Objectives	Actions	Time Frame
Institutionalize the use of technology in all program areas to reach customers	<ul style="list-style-type: none"> • Ensure all program staff have the competencies and technology to provide alternative means for delivering programming • Expand the use of technology to reach underserved and unserved customer groups in the two-county area • Determine new areas of programming consistent with CCECG's mission that could be developed to expand reach and program repertoire in Columbia and Greene Counties • Explore opportunities to provide technology training for customers with limited access to/knowledge of technology 		2023
Fulfill education and support needs of both commercial and non-commercial agricultural	<ul style="list-style-type: none"> • Complete a full assessment of ag community needs for education and services that are not being met by regional ag teams, and determine the level of CCECG resources and 		2022

communities in the two-county area	<p>commitment needed to meet those needs</p> <ul style="list-style-type: none"> • Develop and have ready a position description for an ag educator that would allow the organization to advertise and attract a successful candidate to that position if and when needed • Ensure a robust education program that prepares and integrates local ag producers to access TNY market outlets 		
Have cross-program area education as a regular offering for every focal area	<ul style="list-style-type: none"> • Determine specific program areas where cross-silo programming could benefit the two-county area, and cost and staffing efficiencies could be realized • Establish staffing integration patterns that open avenues of cross-silo programming opportunities, efficiencies, and skills development • Secure funding for at least two cross-program initiatives that demonstrate full integration of program goals and objectives across at least two program areas 		2021-2025
Have a cadre of available translators to reach all non-English customer groups in the two-county area	<ul style="list-style-type: none"> • Determine bi-lingual needs of staff to meet and expand customer outreach in the two-county area • Establish partner and collaborator connections that would provide translation opportunities for outreach and education in non-English speaking communities • Include bi-lingual competencies as a valued qualification in any future job postings for program staff 		2022-2023
Build assurances that CCECG receives adequate ROI from regional programs it supports financially	<ul style="list-style-type: none"> • Assess the level and quality of assistance that growers in the two-county area are receiving from regional agriculture programs • Undertake a cost-benefit analysis of internal v. external ag customer support to growers in Columbia and Greene Counties, and report those findings to the CCECG Board for their consideration 		2022

Strategic Area: Individual Program Area Goals

Agriculture & Natural Resources and Climate Change & the Environment: *The Agriculture & Natural Resources and Climate Change & the Environment programs work as one cohesive team to provide all our communities’ evidence-based education that supports sustainable and resilient systems and enhances the health, economic viability and understanding of the environment.*

Goals	Objectives	Actions	Time Frame
<p>Deliver high-quality woodland education by upholding established programs supported by key partners.</p>	<p>Continuously deliver effective programs that advance participant knowledge and build impactful relationships with the woodland community.</p> <p>These programs include:</p> <p>TLC, Forest Owner Education Program Series, woodland owner workshops, Forestry Friday, online resources for CCE and MyWoodlot, GOL for women and WOW, AVID and community response.</p> <p>Maintain strong relationships with the following long-term funding partners.</p> <p>(1) WAC Forestry Program (2) NYS and Cornell AVID (3) Wentorf Foundation (4) NYC DEP Model Forest Program (DEP, WAC, SUNY ESF, model forests).</p> <p>Secure extended or new agreements that:</p> <p>(1) advance long-term partnerships based on shared goals (2) continually meet the needs of the CCE community and partners (2) foster and support evidence-based woodland stewardship concepts (3) Expand programs to meet the needs of new and diverse audiences.</p>	<p>Actions for all projects:</p> <p>Develop annual work plans based on agreement terms, partner and community input, internal goals, capacity and delivery mechanisms.</p> <p>Perform routine evaluations and collect both qualitative and quantitative data to effectively improve and track program impact.</p> <p>Make targeted improvements for delivery based on participant and partner input, social and web analytics, quarterly reporting and evidence-based shifts in the woodland stewardship sector.</p> <p>Fulfill all reporting requirements and incorporate program improvement goals based on factors highlighted above.</p> <p>Proactively communicate with funding partners in advance of contract expiration to outline future agreements.</p>	<p>Nov-Jan annually</p>

<p>Expand natural resource education to meet evolving need and support new and diverse audiences.</p>	<p>Widen social media content to highlight issues relevant to new and diverse audiences,</p> <p>Secure relevant input through community needs assessments, surveys, forums and outreach efforts.</p> <p>Continue to develop relationships and resources with new and underserved groups in the natural resource community such as indigenous people, people of color, women and others.</p> <p>Work with new woodland owners in Columbia & Greene Counties in support of sustainable management practices. Foster existing municipal relationships to provide education on sustainable natural resource management.</p> <p>Identify overlapping opportunities with the CCE C&G programs to address farmer, youth, public health and other overlapping community needs.</p> <p>Monitor NYS Climate Leadership and Community Protection Act implementation to identify impacts and opportunities for woodland communities and stewards.</p> <p>Establish on-going partnerships with other CCE associations and organizations to regionally educate on natural resources subjects with impacts beyond Columbia & Greene (e.g. woodland management, climate change adaptation techniques invasive species, ecosystem health and resilience).</p> <p>Continue to address woodland legacy and conservation issues through direct programming and collaboration with partners</p>	<p>Maintain open communication with staff, partners and community members to identify those topics.</p> <p>Facilitate 1 input gathering effort annually for a specific program/group or as part of a wider CCE C&G effort)</p> <p>Maintain active role in WOW as the program evolves into regional groups. Expand programming /research to include indigenous land use.</p> <p>Offer enrichment programming to urban areas and communities of low, socio-economic status</p> <p>Create realtor cards and other printed and digital media.</p> <p>Develop resource summaries on funding, programs and services for open space, urban forestry and gardens, riparian buffers and other community health and resiliency priorities.</p> <p>(e.g) Create different AVID presentations that expand to audiences such as farmers and naturalists</p> <p>Focus on the use of biogenic carbon fuel sources for thermal heating and engage Cornell faculty and local practitioners around biochar development and application opportunities regionally.</p> <p>Participate in PWTs and annual FRESH gatherings.</p> <p>Coordinate additional check-ins with counterpart educators in CCE associations that neighbor C&G or share common</p>	
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	such as Columbia Land Conservancy, The Nature Conservancy, WAC Easement Program, other CCE associations.	natural resource education goals.	
Sustain robust Master Gardener and Master Forest Owner Volunteer Programs.	<p>Assess COVID-19 impacts on volunteer participation and program potential. Explore new opportunities for innovation, training and public engagement.</p> <p>Provide direct MGCV service to community members through phone, email, visits and special events (i.e. programs, plant sales)</p> <p>Provide direct MFO service through facilitating volunteer visits and resource sharing for woodland owners</p> <p>Work with staff and existing volunteers to recruit new members and design roles that best fit volunteer skillsets and passion. Provide training and room for volunteers to work autonomously under CCE guidance.</p> <p>Co-coordinate regional trainings for new MGCV volunteers and provide opportunities for continuing education credits.</p> <p>Support the annual statewide MFO training for new volunteers and coordinate regional refresher trainings for the Catskill/Hudson Valley group.</p> <p>Promote and fully implement the “Enhanced” MFO service for CCE associations in the Catskill/Hudson valley MFO region</p>	<p>Keep volunteers safe and engaged using virtual training and safety protocols while meeting the need of the community and visit requestors in the COVID-19 era.</p> <p>Reach out to volunteers via annual trainings, calls and emails for ideas on how to advance the goals and build community engagement.</p> <p>Plan annual volunteer trainings and back-schedule recruitment efforts.</p> <p>Expand and support 4 sub-regional MFO volunteer groups to become more autonomous.</p> <p>Assume responsibility for Agroforestry section of the state-wide MFO training protocol.</p> <p>Expand contracts with CCE associations to multi-year contracts so as to facilitate successful renewals and reciprocity.</p> <p>Recognize the increased participation afforded by virtual trainings that increases the scope and range of volunteer participation especially in areas and demographics currently under-served.</p>	Annually ongoing:
Make the Agroforestry Program a regional leader in partnerships, research and knowledge.	<p>Coordinate high-quality, introductory programs while integrating advanced topics to maintain engagement and build trust with our audiences.</p> <p>Obtain a working knowledge of current practices and needs in the agroforestry sector.</p>	<p>Offer 4 annually and expand programming as new resources and funding become available.</p> <p>Conduct statewide survey and needs assessment with PWT targeting farmers and</p>	2021

		agroforestry producers. Use these results to inform strategic path to goal/objective achievement.	
	Engage intermediate and expert level producers/stewards and build community network.	Build relationships with stewards and producers through the regional ag and local programs (WAC, SMIP MFRB, MFO, social media).	Ongoing
		Become a host for one regional grower association (ginseng).	2022
	Continually build partnerships through affiliations and collaborative work teams.	Directly engage with the Cornell Agroforestry Program Work Team, Cornell Small Farms, NEMA, the USDA's National Agroforestry Center, U. of Missouri's Agroforestry Research Center, and the National Association for Temperate Agroforestry.	Ongoing
		Become a member of the Association for Temperate Agroforestry and The Appalachian Beginning Forest Farmers Coalition.	2021
	Update online resources and expand content availability through local and partner platforms.	Develop a relationship with indigenous people/ tribes from our region to identify and meet their needs to restore and reestablish traditional agroforestry food production systems	2021-2022
		Work with Communications Team to build templates and professional quality resources.	2021
		Overhaul CCE C&G agroforestry website with updated agroforestry resources.	2021-2022
		Provide partner websites with new and updated resources linking to CCE C&G pages.	2021-ongoing
	Leverage existing funds to deliver agroforestry programs and resources.	Increase social media presence using tools to increase reach and access.	2021-ongoing

	<p>Secure new funding for projects, programs and research.</p> <p>Work with affiliates and local partners to establish land-based research projects and tours to further regional experience and advance best practices.</p> <p>Develop a framework and determine feasibility of a fee-for-service model to provide land assessments, business planning, land and market access and value added product support to new and existing agroforestry producers.</p> <p>Assess need and interest in an annual conference, an agroforestry school or a regional agroforestry team based in C&G counties.</p> <p>Research and implement a community-based maple program that utilizes the saphouse facility for production on top of its current limited E and O function.</p> <p>Recognize the potential for use of the existing greenhouse and MFO/MG volunteers to produce nursery stock of species for MFRB projects that are not available commercially.</p>	<p>Create 1 new agroforestry resource annually for MyWoodlot and the CCE C&G website.</p> <p>Pursue 1 new project annually with the goal of developing longer-term agreements (2-5 years).</p> <p>Establish MFRB demonstrations on SMF and BCTF and locally with partner farms/landowners</p>	<p>2022-2023</p>
<p>Make Siuslaw Model Forest the best woodland education and research forest site in the region.</p>	<p>Complete the Forest Management Plan incorporating feedback, new tools and innovative goals.</p> <p>Develop plan for implementation of management goals and establishment of new educational sites with partner support and funding.</p> <p>Complete assessment and build multiple use outdoor education space, new demonstrations for advanced forest stewardship and adopt a safe transportation model through the forest.</p> <p>Implement research programs for undergraduate and graduate students to utilize the forest for research projects.</p> <p>Launch an annual outdoor expo with sponsors, speakers, demonstrations, and interactive hikes and tours.</p>	<p>Secure the funding needed for Phase 2.</p> <p>Update and refine other existing plans and maps</p> <p>Process CFI data and determine current condition</p> <p>Conduct stakeholder survey and workshops on identifying education goals and opportunities based on those conditions..</p> <p>Design and implement management tools using innovative platforms to make the FMP process and educational program in itself.</p>	<p>2021</p> <p>2021-2022</p> <p>2021</p> <p>2021</p> <p>2022</p>

		<p>Create a compilation of maps to support the FMP and as tools in management and education.</p> <p>Explore eligibility of WAC MAP funding to implement demonstrations of MAP practices on SMF as per new FMP.</p> <p>Complete a full assessment of the infrastructure, utility and equipment needs;</p> <p>Determine funding and resources needed to build it out;</p> <p>Secure funding to complete on basic infrastructure improvement, 2 new demonstrations and buy 1 gas powered ATV (4 seat min)</p> <p>Design and implement research proposal and approval process to utilize the forest for research projects.</p> <p>Hold and support 2-4 research projects annually.</p> <p>Secure resources needed to implement the first outdoor expo</p>	<p>2021-2022</p> <p>2021</p> <p>2022</p> <p>2022-2023</p> <p>2022</p> <p>2023 – ongoing</p> <p>2024-2025</p>
<p>Re-establish local agriculture program that meets the needs of Columbia & Greene Counties</p>	<p>Conduct region-wide assessment of the agriculture sector to determine CCE C&G's near and long-term goals for a local ag program</p>	<p>Compile 2020-2021 ag assessment data, relevant survey data, ag census and other available information.</p> <p>Work with regional ag staff and neighboring CCE's to assess existing farmer programs available to Columbia & Greene county operations.</p> <p>Hold internal meetings to determine perceived and data-driven gaps in agriculture services in the two counties.</p>	<p>2021</p> <p>2021-2022</p> <p>2021</p>

		Communicate with regional farm and farm support organizations to determine their role and shared goals.	2021-2022
		Conduct (1) two-county survey and host two listening session with aspiring, new and existing farmers.	2021-2022
	Build and maintain strong relationships with Taste NY vendors and develop new ones through CCE staff and board, outreach, partners and existing programs.	(See Taste NY goals.)	
		Maintain a master contact list and connect with resources and updates at least twice annually.	Ongoing
		Directly engage farmers on agroforestry and woodland stewardship topics that are relevant to operations.	
	Develop the core agricultural program goals in close collaboration with program staff, committee and Taste NY.	Establish (1) new agriculture educator position that works closely with the program and Taste NY managers.	2022
	Develop the core agricultural program goals and aggressively pursue those through new partnerships and funding.	Seek partnerships and funding opportunities to build capacity in those identified areas	Ongoing

Goals	Objectives	Actions	Time Frame
Sustain impactful work with municipalities in building resilient communities through established programs and partnerships.	Deliver complex and highly impactful climate change adaptation education and technical assistance to municipalities, elected officials/staff and CSC task forces.	Develop annual work proposals based on partner and community input, capacity and delivery mechanisms.	Sep-Nov Annually
		Ensure successful delivery and reporting of CSC actions, road-stream crossing plans and any related project within the annual SOW.	Ongoing
	Maintain strong relationships with partners and funders in the Climate Resilience Partnership, regional road-stream crossing teams, and supporting organizations.	Actively participate and co-lead quarterly partner calls and special project delivery teams.	Quarterly, ongoing

	<p>Maintain strong relationships with past, current and new municipal partners ensuring steady participation and momentum.</p> <p>Work collaboratively with CCE and external partners to shape future resilience work in the Catskill/Hudson Valley Region.</p> <p>Develop new partnerships to support this work beyond current capacity.</p> <p>In close partnership with Trout Unlimited, continue road stream crossing assessment and inventory projects and pursue larger applications for their use.</p> <p>Pursue opportunities with CCE staff and partners on dam assessment, removal and restoration.</p> <p>Support Cornell’s research and share resources for road-side ditch vegetation, storm water and other water management BMPs.</p>	<p>Perform annual follow-ups and proactively engage new elected officials and hires whenever possible.</p> <p>Maintain records and open communication on areas for improvement and opportunity.</p> <p>Create a “success stories” or case study document to promote engagement especially in Greene County</p> <p>Research municipal activities/projects i.e comp planning, CAC’s to gauge opportunities for projects</p> <p>Launch first cohort with CCE Dutchess, Ulster and New World Foundation Lifeboats team.</p> <p>Collaborate with TU, DEP and GCSWCD to develop Road-Stream Crossing Management Plan for mountain top towns and the county.</p> <p>Work with partners to identify/map small/un-inventoried dams and prioritize potential and benefits of removal.</p> <p>Update resources for community towns and residents.</p>	<p>Quarterly, ongoing</p> <p>Dec. Annually</p> <p>2022</p> <p>Ongoing</p> <p>2021</p> <p>2022</p>
<p>Be a leader and ally in climate change education for C&G’s communities and its most vulnerable groups.</p>	<p>Work with the Family & Consumer Sciences Program to identify overlapping needs and pursue projects collaboratively (e.g. public health, financial planning)</p> <p>Monitor and strategically education the community on federal and state legislation (NYS Climate Leadership & Community Protection Act) with colleagues and partners.</p>	<p>Create a list and overview of these groups and challenges faced locally across the two counties</p> <p>Proactively promote CACs and DOS Model Local Laws</p>	

	<p>Seek new funding and partnerships to equitably assess, model and support projects for C&Gs most vulnerable communities.</p> <p>Expand Climate Change & the Env. Team capacity and hire a new position to carry out grant funded projects.</p>	<p>Research possible partners and existing projects/programs other organizations and communities have (create lists)</p>	
<p>Be a leading local source for high-quality, trust-worthy information on sustainability, environmental health and climate resilience.</p>	<p>Grow online and social media presence highlighting legislation, programs and practices that support personal, community and environmental resilience.</p> <p>Expand resources and programs for landowners and farmers on sustainable flood plain and riparian buffer management.</p> <p>Continue water resource and watershed protection projects including fluvial geomorphology and stream restoration education.</p> <p>Update online resources for residential drought, storm and flood preparedness</p> <p>Expand online resource offerings on sustainable energy and residential improvement programs (with Family & Consumer Sciences Program).</p> <p>Work with CCE C&G programs and volunteers to incorporate pollinators, biodiversity and ecosystem health into outreach efforts.</p> <p>Expand climate change and natural resources tools and partnerships to better education on evolving adaptation strategies through partnerships with NIACS and TNC.</p> <p>Support the team and other programs in integrating environmental factors and priorities into projects in Siuslaw, public programming and resources.</p> <p>Support the 4-H Youth Development program in engaging youth and families on these issues.</p>	<p>Identify streamside landowners and farms and outreach. Distribute “Living in Harmony” resource.</p> <p>Seek to implement the recommendations for CCW</p> <p>Update resources and maps identified in the CCW recommendations</p> <p>Update and refine Streams 101</p> <p>Re-energize and expand the Bowery Creek Training Facility, both in terms of E and O programming, but also as a training facility using the Learning Stations and curriculum developed through SMIP and DEC Resiliency partnerships.</p> <p>Work with TU to provide the Culvert Design workshops</p> <p>Create a story map for either one of these</p> <p>Utilize the TNC Natural Resource Navigator to identify vulnerabilities and overlap</p>	<p>Ongoing</p> <p>2022</p> <p>2022-2025</p> <p>2021</p>
<p>Be the first line of support for the community on invasive species identification, management and eradication.</p>	<p>Maintain strong relationship with CRISP and county CCEs within the jurisdiction through annual contracting that supports region-wide community education through our websites, fairs, programs and Master Gardener hotlines.</p>	<p>Identify ways to engage the community and volunteers to fill mapping gaps (use of story maps in addition to iMapInvasives).</p>	

	Improve training opportunities for staff and volunteers and improve resource access for stewards and landowners.	Work with Catskill (CRISP) and Capital District PRISMs and their steering committee partners.	
Coordinate programs that foster a deeper understanding of complex ecological systems	<p>Continue to coordinate the Hannacroix Creek Glass Eel monitoring site in partnership with HREP.</p> <p>Explore new program opportunities with partners and local conservation organizations that explore the deeply connected ecological systems within our communities (water systems and habitat, wildlife, symbiotic fungi, etc).</p>	<p>Maintain active volunteer and public engagement base.</p> <p>Increase engagement from local schools by first creating a list of current science (STEM) teachers or programs in area schools.</p> <p>Conduct annual school outreach and scheduling for monitoring site programming.</p> <p>Identify one new project that advances this goal in partnership with Columbia & Greene Community College or local organization.</p>	

Program Collaboration Goals – *Internal*

Provide the community multifaceted support and resources that overlap program expertise to: improve the effectiveness of all programming through more holistic education; increase association competitiveness as a leader and funding seeker; improve internal efficiency, etc.

Goals	Objectives	Actions	Time Frame
Become the source of holistic education programs that address the purchase and use of local agriculture by school districts throughout the two-county area	Identify and secure farm-to-school grant opportunities with local school districts to combine CCECG ag, nutrition, youth education and public health programs	<p>Apply for 2021 USDA grant</p> <p>Implement if awarded</p> <p>Seek additional funding to maintain momentum with current school districts and work with new partners.</p>	<p>2021</p> <p>2021-2022</p> <p>2022-ongoing</p>

Family and Consumer Sciences: The FCS program provides resources that advance community resiliency and family well-being, and works to contribute to the advancement of socio-economic potential of communities and the empowerment of people to achieve optimal well-being.

Goals	Objectives	Actions	Time Frame
Provide resources to help ensure low-income residents in Columbia and Greene Counties have access to the resources they need to find adequate housing	Incorporate programming that addresses aspects of pursuing and successfully locating affordable and safe housing	Incorporate topics of budgeting, housing search/application process, how to have success, etc. into parenting education program	By 2023
		Create short videos for CCE social media/YouTube on housing related topics	By 2023
	Have available low-income housing options for families to pursue if needed	Create an internal database of low-income housing in the area that should be updated monthly with only educator access	By 2024
Be the most comprehensive parenting support, education and referral program in the two-county area.	Have available a full catalog of on-line programming that complements each component of parenting that we now provide by in-person education	Record videos that cover important parenting topics for CCE social media/YouTube channel once per month	By 2022
		Begin to offer parenting education classes online via zoom	By 2022
	Provide some type of meaningful childcare during parenting education group programming	Incorporate a youth education/4-H program for children of participating parents to run at some time and location as parenting classes	
	Expand more fully into remote areas of the two counties where programming is minimal	Offer parenting education in-person through the Parenting with Confidence program on the Mountain Top in Greene County and outside Hudson in Columbia County	By 2025
	Incorporate resources on finding meaningful employment into programming	Incorporate employment topics into parenting education	By 2022
	Create internal database of perspective employers that can be referenced by educators and should be updated monthly. Specifically, employers that do not require much experience and will hire people with sporadic work histories	By 2025	
Have a collaborative network with 100% of all community-based organizations doing similar or complementary work.	Have a comprehensive referral system in place that ensures that at least 40% of program participants are provided access to the resources they need to function successfully in society	Create an internal database of agencies to refer to based on participants identified needs	By 2023
		Continue participation in networking opportunities in both Columbia and Greene Counties	Ongoing

	<p>Ensure community agencies in Columbia and Greene Counties are aware of each other's presence and what each agency provides</p>	<p>Continue the work that has been done on the Interagency Awareness yellow pages, as well as participation on the Interagency Awareness Day</p> <p>Utilize the internal database to make connections between organizations in Columbia and Greene Counties providing similar and/or complimentary programming</p> <p>Compile an internal database of potential partners for funding opportunities based on complimentary programming</p>	<p>Ongoing</p> <p>Ongoing</p> <p>By 2022</p>
<p>Achieve at least a 75% success rate in re-uniting parents with their families after prolonged absence from the family unit.</p>	<p>Work with at least 40% of incarcerated parents in prison and jail facilities in the two-county area to provide a full complement of parenting programs that will guide and support positive and successful interactions with their family upon their release</p> <p>Work with at least 40% of parents returning to their families after a prolonged absence in the two-county area due to reasons besides incarceration</p> <p>Establish partnerships between agencies working on issues pertinent to ReEntry in Greene County</p> <p>Incorporate resources on finding meaningful employment into programming</p>	<p>Continue parenting education programming in Columbia County jail</p> <p>Connect with all jail/prison facilities in the two counties to educate them on available programming</p> <p>Partner with organizations that are serving these populations and ensure they are referring into our program</p> <p>Continue to offer Parenting with Confidence program to participants that do not have CPS involvement</p> <p>Seek funding to develop a ReEntry program in Greene County</p> <p>Organize a ReEntry program similar to ReEntry Columbia for Greene County</p> <p>Incorporate employment topics into parenting education</p> <p>Create internal database of perspective employers that can be referenced by educators and should be updated monthly. Specifically, employers that do not require much experience and will hire people with sporadic work histories</p>	<p>Ongoing</p> <p>By 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>By 2024</p> <p>Dependent on success in obtaining funding</p> <p>By 2022</p> <p>By 2025</p>

**Program Collaboration Goals: Internal
FCS/Ag&NR/CC&E/4-H/TNY:**

Goal	Objective	Actions	Time Frame
Cornell Cooperative Extension of Columbia and Greene Counties will be a trauma-informed agency	Have all staff knowledgeable about trauma and its impact on program participation	Offer a trauma 101 training for all staff and board members Create a continuing trauma training program for each program area that is specific to the programs needs	By 2022
	Ensure all CCE facilities are designed for participants to feel safe and not re-traumatized Have employee policies that ensure staff feel safe and not-re-traumatized, as well as deal with issues related to secondary trauma	Redesign public spaces so they are trauma sensitive EAP policy incorporated Break policies that allow staff time to process difficult/traumatizing interactions with participants Redesign staff spaces so they are trauma sensitive	2021

4-H: *The 4-H program develops and offers supportive, hands-on and experiential learning programs through a wide variety of formats and locations to fit the interests and needs of the diverse young people ages 5-19 who live in rural and urban communities in Columbia and Greene Counties.*

Goals	Objectives	Actions	Time Frame
Implement a wide-reaching 4-H program marketing plan.	<p>Research and create a complete listing of local marketing strategies including virtual, social media and traditional newspaper and radio.</p> <p>Ensure that staff are provided training and resources needed to best use these marketing approaches.</p> <p>Create an updated and current marketing package that will be carried through all marketing methods including brochures, displays, social media, etc.</p> <p>Build 4-H webpage as an active resource for current 4-H members and others looking for youth resources.</p>	<p>Compile the list and then update annually.</p> <p>Begin using new marketing materials and create timeline for 4-H marketing.</p> <p>Review CCE resources and training available and participate in those appropriate.</p> <p>Create a Columbia and Greene 4-H “brand” to use throughout</p> <p>Create marketing package of materials using the “brand”</p> <p>Review to reduce number of pages but improve access to information via links.</p> <p>Update pages and resources.</p>	<p>By August 2021</p> <p>By May 2022</p> <p>By October 2021</p> <p>By January 2022</p> <p>By March 2022</p> <p>By August 2021</p> <p>Ongoing</p>
Youth from every town will participate in 4-H programming that fits their interests and life circumstances.	<p>Establish a connection with a decision-maker in each school district who will help to promote 4-H and its programs.</p> <p>Create a mechanism to connect with home school groups and learn how best to involve their youth in 4-H programming.</p> <p>Collaborate with at least five youth-serving community organizations to provide 4-H programming to their enrolled youth.</p> <p>Respond to requests for 4-H club membership within one week of receipt.</p>	<p>Connect with the elementary principal in each school district.</p> <p>Connect with at least four home school groups in the area.</p> <p>Work with at least two community organizations.</p> <p>Work with at least three community organizations.</p> <p>Work with at least four community organizations.</p> <p>Work with at least five community organizations.</p>	<p>By March 2022</p> <p>By May 2022</p> <p>2022</p> <p>2023</p> <p>2024</p> <p>2025</p>
Increase the participation in agriculture and natural resources project areas by 100%.	Create short-term SPIN clubs that will provide an introduction for both adult volunteers and youth to 4-H participation.	<p>Dog obedience SPIN Club</p> <p>Seven incubation and embryology in elementary school classrooms</p>	<p>2021</p> <p>2022</p>

	<p>Gain commitment from a full complement of community-based experts to provide support to 4-H clubs and programs on an as-needed basis.</p> <p>Increase participation in career awareness trips and teen leadership opportunities.</p>	<p>Ten incubation and embryology in elementary school classrooms</p> <p>Junior Catskill Guide SPIN Club</p> <p>Recruit and train two additional Shooting Sports instructors each year</p> <p>Recruit knowledgeable individuals in agriculture field</p> <p>Partner with DEC to provide annual educator/volunteer training using their curriculum (Project WET, Project WILD, etc.)</p> <p>NYS 4-H Agribusiness Careers Conference</p> <p>NYS Dairy Visions and Junior Dairy Leaders programs</p> <p>NYS 4-H Forestry Weekend</p> <p>NYS 4-H Adventure Weekend</p> <p>Cornell Career Explorations</p>	<p>2023</p> <p>2022</p> <p>2022+</p> <p>2021+</p> <p>2022+</p> <p>2022+</p> <p>2022+</p> <p>2022+</p> <p>2022+</p> <p>2022+</p>
<p>Goal: Youth have opportunities to develop healthy eating habits and skills through 4-H-provided programming and opportunities.</p>	<p>An Agriculture Ambassador program will provide opportunities for 4-H members enrolled in agriculture projects to share knowledge about local foods with the public.</p> <p>Youth will have hands-on opportunities to build their food selection and preparation skills.</p>	<p>Create position description and program outline; recruit 2 teens</p> <p>Recruit two additional teens each year to join the cohort</p> <p>50 youth will participate in virtual cook-along programs (4 sessions in length).</p> <p>25 youth will participate in the plant to plate challenge</p>	<p>2022</p> <p>2023+</p> <p>2021</p> <p>2021</p>
<p>Goal: 4-H clubs and their members will understand and embrace the importance of their being an integral part of their local community.</p>	<p>Every 4-H club will complete at least one community service project benefiting their local community per year.</p> <p>At least four 4-H members will participate in the NYS 4-H Capitol Days trip each year.</p>		
<p>Goal: Every 4-H member is exposed to the 4-H public speaking program.</p>	<p>Engage a minimum of 50% of new 4-H members in the public speaking program within their first year of 4-H membership.</p> <p>Involve experienced 4-H public speakers in teaching and mentoring other 4-H members in related skills.</p>	<p>Engage leaders of new 4-H clubs in a training session.</p> <p>10% of local presenters selected for District Public Pres Event.</p> <p>Actively recruit two teens to participate in 4-H Teen Evaluator Training each year.</p>	<p>2022+</p> <p>2022+</p> <p>2022+</p> <p>2021+</p>

	Ensure that 4-H members are included as regular members of the 4-H Advisory Committee and all 4-H Work Groups.	Recruit two younger teens for the 4-H Advisory Committee, to join the two older teens – in an effort to create consistency and have a consistent four teens each year. Recruit a minimum of two teens for the 4-H Livestock Work Group and the 4-H Dairy Cattle Work Group to have a consistent two to four teens each year.	2021+
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TNY: The Taste New York program is designed to provide more exposure to local agricultural producers, and educate the public on the benefits of supporting local agriculture. TNY improves agri-business performance, management and marketing, and provides education, training, and certification opportunities for farmers interested in placing products in the TNY Market.

Goals	Objectives	Actions	Time Frame
Examine economic impact of wholesale purchasing on Columbia and Greene county	-Develop comprehensive tracking protocol to organize data -Systematically input wholesale purchases from Columbia and Greene county vendors in order to have a quarterly overview of impact -Data will be presented to Economic Development committees and for CCE's annual report	-Determine number of vendors from each county -Develop a spreadsheet for tracking monetary inputs from Taste NY	2021 - 2025
Find ways to be more sustainable/ecologically focused within Taste NY store	-Expand on ongoing measure that are already in place; reusable bags, no plastic bags, eliminating plastic straws; recycling/reusing all the packing materials that products come in, working with vendors to use reusable packaging for bakery deliveries, onboard more sustainably conscious brands -Reduce wasted food; this is difficult when customer traffic has been irregular due to COVID.	-Find ways to reduce and reuse products all within food safety laws -Find a new/better system for food waste that cannot go to a local food bank	2021 - ongoing
Expand promotion and marketing content	-Begin monthly coffee subscription for regular customers -Customers can sign up for quarterly newsletters which showcase local vendors and give customers insight to their operations -Begin customer surveys again for feedback on products and customer service	-Work with Deven to prepare a plan for 2021	Have in place by late 2021
Annual in-depth customer service training for employees	-Expand upon the customer service training designed with Taste NY Todd Hill of CCE Dutchess Co.	-Designate a specific month each year, during the slower season, to focus on customer service training	Begin mid-2021

	<ul style="list-style-type: none"> -Work with other Taste NY/Welcome Centers to have consistent trainings across the brand -Propose to Ag and Markets that customer service training modules or videos be accessible/created 	<ul style="list-style-type: none"> -Consider which employees may be interested in Food Safety Training -Work with Taste NY managers to create a uniform model for trainings 	
TNY Program Collaboration Goals – <i>Internal</i>			
Goals	Objectives	Actions	Time Frame
Develop mapping tool identifying resources for vendors in the region	<ul style="list-style-type: none"> -Having a detailed list of resources vendors can access to expand business opportunities; certified commercial kitchens, rental spaces for fridge and freezers, co-packers, certified butchers, local printers, local marketing agencies, market places, etc. - Work with ENR to identify extensive ag resources 	<ul style="list-style-type: none"> -Work with Ag&NR to develop map 	2021 - ongoing