

Cornell University
Cooperative Extension
Nassau County

CCE
NASSAU
COUNTY
STRATEGIC
PLAN

2019-
2021

Adopted by Board of Directors:
March 25, 2019

Submitted by:

Consultant: Howard Weill
Board President: David Rolnick
Past Board President: Larry Berger
Executive Director: Greg Sandor

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III. Introduction – Strategic Plan

Since 1914, Cornell Cooperative Extension of Nassau County (CCE-Nassau) has responded to the needs of our county residents with unbiased, research-based information, tools and education that people have come to depend on. Our educational programs are based on dynamic and current data from Cornell University and other Land Grant universities across the nation.

Over the years we have been challenged to change, adapt and re-invent ourselves as an organization in order to better serve our residents. As Nassau County constantly changes as a dynamic urban and sub-urban county, so must CCE-Nassau. This is one of the primary reasons we have put together this Strategic Plan. The CCE-NC Board of Directors, Staff and Program Committees have worked diligently to develop this three year Strategic Plan that will serve as a guide to lead us into the future.

CCE-Nassau has produced strategic plans in the past and often they didn't relate to the day to day realities (financial and operational) that the Association faces. Under the leadership of Mr. Howard Weill, we have worked to keep this Strategic Plan simple, attainable and practical. We believe this is a realistic three year plan that is "living" and can be adapted and changed based on funding or other challenges the Association may experience. This Strategic Plan commenced at our Annual Board of Directors Retreat in August of 2016. It has been a work in progress since then including planning meetings with our Board of Directors, two other annual retreats (both facilitated by Howard Weill), and many meetings with CCE-NC Staff and CCE-NC Program Committees.

We look forward to your feedback and involvement as we lead CCE-NC into the next few years and beyond. Please join us in sending a heartfelt thank you to Howard Weill for his tremendous leadership. Howard, we couldn't have done this without you. Here's to a successful journey over the next few years!

All our best,

David Rolnick, Board President

Larry Berger, Past Board President

Gregory M. Sandor, Executive Director

IV. Purpose of Strategic Plan

- Provide a direction to the organization as to the highest priority initiatives to work toward.
- Send a clear message to the organization and community as to what projects and areas are most important over the next three years.
- Focus on tangible 2019 short term projects with measurable goals and completion dates.
- Engage the CCE-NC Board of Directors in higher level goals and objectives of the organization and allow them to provide the necessary leadership and guidance as called for in their positions as Board members.
- Deploy resources to those things that truly matter.
- Prevent the organization from being too bogged down in the day-to-day.
- Synchronize employee work plans and budgets to be consistent with these plans. Results will be reviewed at least quarterly to determine progress and evaluate changes.

V. CCE-NC Mission Statement

The mission of Cooperative Extension of Nassau County (CCE-Nassau) is to enable people to improve their lives and communities through partnerships that put “hands-on” experience and research based knowledge to work. Professional extension staff and trained volunteers deliver high quality education programs, conduct research, and encourage community collaborations. Our educators connect people with the information they need on topics such as environmental science, horticulture, urban forestry, food, wellness, nutrition, youth development, community development, and sustainable food systems. Our ability to match university resources with community based needs helps us play a vital role in the lives of individuals, families and businesses throughout Nassau County. CCE-Nassau operates the East Meadow Demonstration Farm in East Meadow, the Long Island Taste NY Marketplace at the LI Welcome Center on LIE and the DPF Nassau County 4-H Camp in Riverhead. The operation of these facilities, along with our many community based education projects, makes up the core of our outreach work.

*CCE-Nassau is a 501(c)(3) non-profit educational organization (through Cornell University) and is part of the National Cooperative Extension land grant system, a partnership between County, State, and Federal governments that is administered in New York State (NYS) through Cornell University. Each county's NYS Cooperative Extension association is independent and works to serve the needs of the county in which it is located.

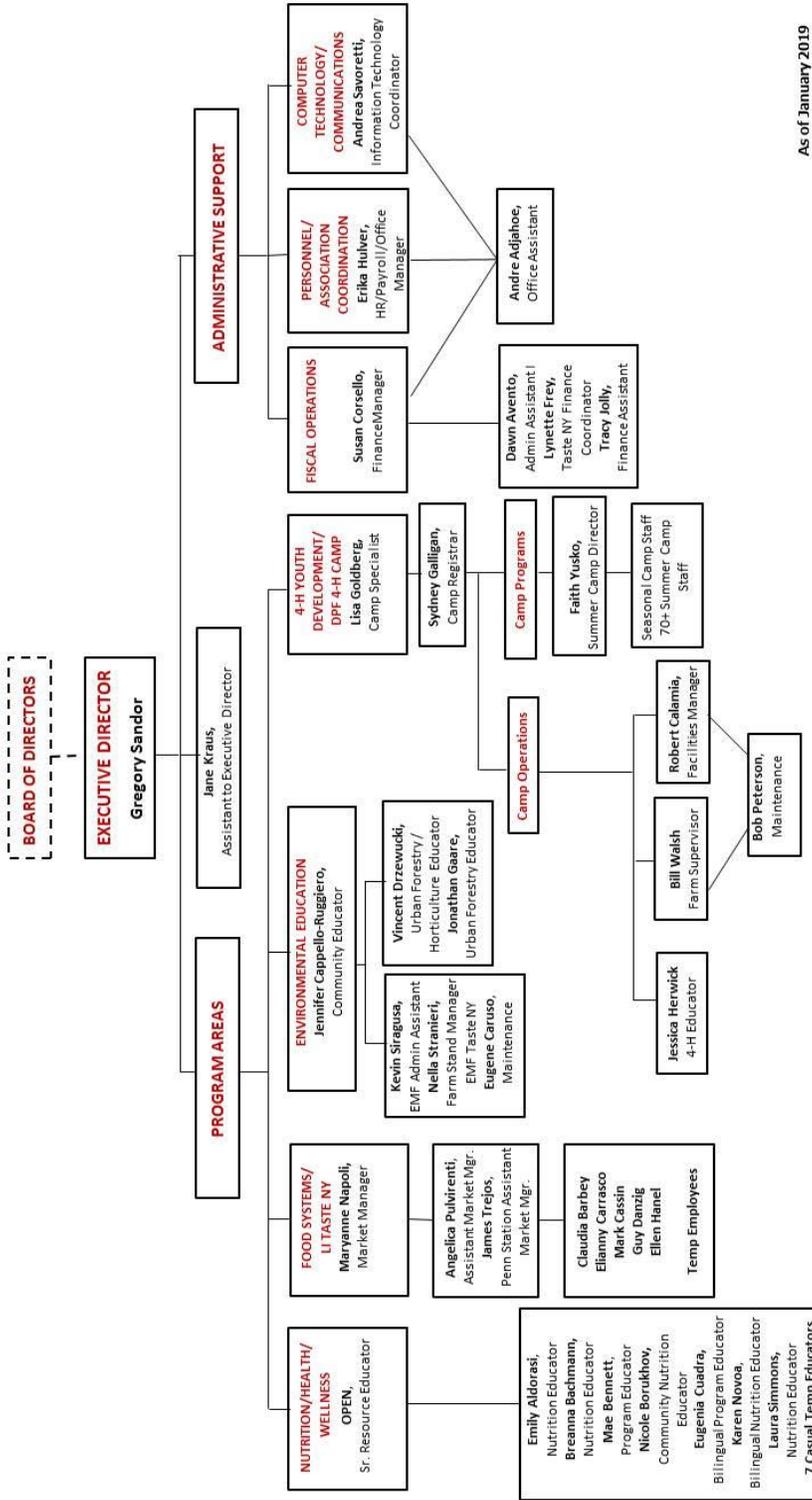
VI. 2019 CCE-NC Board of Directors

NAME/TITLE	OCCUPATION	TERM ENDS
<u>PRESIDENT</u> <i>David Rolnick</i>	Retired Dentist	1st Term ends 2020
<u>VICE-PRESIDENT</u> <i>JoAnn Zenewitz</i>	Librarian, Malvern Public Library	2 nd Term ends 2019
<u>SECRETARY</u> <i>Reese Michaels</i>	Hygeia Realty Inc. President	2 nd Term ends 2021
<u>TREASURER</u> <i>Colleen Woodell</i>	Retired Credit Analyst	1 st Term ends 2021
<i>Larry Berger</i>	Retired Nassau County Planning Dept.	2 nd Term ends 2018
<i>Donald O' Callaghan</i>	Retired Cooperative Extension Educator and 4H Camp	2 nd Term ends 2019
<i>Kathleen Levine</i>	School Social Worker Uniondale School District	2 nd Term ends 2021
<i>Susan Carlsen</i>	Family and Consumer Science Teacher, East Meadow School	1 st Term ends 2019
<i>Judith Wilansky</i>	Retired Superintendent of Schools, Cold Spring Harbor	1 st Term ends 2021
<i>Jay Litzman</i>	Attorney-at-Law	1 st Term ends 2021
<u>EXECUTIVE DIRECTOR</u> <i>Greg Sandor</i>	Executive Director	
<u>CORNELL EXTENSION SPECIALIST</u> <i>Renee Smith</i>	Cornell Cooperative Ext. State Specialist	

VII. CCE-NC Staff Organization Chart



CCE NASSAU STAFF ORGANIZATIONAL CHART



As of January 2019

VIII. CCE Statewide Strategic Plan

Cornell Cooperative Extension

People, Purpose, Impact:

A Strategy for Engagement in the 21st Century

MISSION STATEMENT

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 STATEMENT

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 the following priority areas by aligning local needs with the resources and priorities of the land grant system and its state and federal partners.

PRIMARY AREAS

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

STRATEGIC INITIATIVES

University-Community Engagement: CCE will serve as the flagship for the 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 New York State residents, institutions, and communities.

CORE PROGRAMMING

CCE will identify, develop, and give priority to supporting core educational programs that address critical and emergent needs within New York State. These programs will be reflective of Cornell faculty research priorities and be positioned within and across the six primary mission areas.

REGIONAL NETWORKS

In partnership with CCE associations, the CCE system will implement regional program and administrative networks as the formal operational structure for high quality program delivery and efficient business system support across the state.

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.

People, Purpose, Impact: A Strategy for Engagement in the 21st Century is Cornell Cooperative Extension's five-year plan which outlines a strategy to strengthen CCE's position as a leader in solving real-life problems by linking people and communities across New York State with the rich resources of Cornell University.

Cornell Cooperative Extension will assume an active, high level role in planning how Cornell University fulfills its mission to bring research and knowledge to New York State residents, institutions and communities over the next five years. These efforts will include renewing and reinvigorating partnerships between University-based research, extension, and outreach faculty, CCE educators, students and campus leadership. We will work to raise the profile of extension work within the greater Cornell community, emphasizing the value of working with CCE at state and county levels to early career faculty members and how extension efforts can be incorporated into research and teaching portfolios.

CCE's successful student internship program will be expanded. Additional opportunities to involve students in the work of CCE will be developed and promoted by working with undergraduate program directors. Students will have more exposure to CCE programming both on campus and across the state.

Strong campus and community relationships will be sustained in part by establishing specific requirements and expectations for CCE educators and campus-based extension staff. A robust system in which these groups connect regularly with each other and with stakeholders in NYS communities will drive the development of highly relevant, research-based educational programming.

In partnership with CCE associations, CCE administration will expand the development and delivery of high quality regional programs. CCE staff hiring guidelines will be established that support this goal. The economic, social, cultural, racial, ethnic, and linguistic diversity of the entire state will be taken into account in the development of regional programs.

Digital technology methods and support systems will be deployed regionally. Learning styles and needs of all generations will be taken into account, as well as the needs and opportunities identified by community stakeholders.

A complete transition to regionally-based business operations, or "shared business networks", will be a high priority. The base level model for the SBN system began on October 1, 2013.

The land grant mission of Cornell University, which brings local experience and research-based solutions together, endures through Cornell Cooperative Extension. A strategy which rejuvenates connections to University resources and maximizes CCE's well-established relationships will drive the development of high-quality programming over the next five years. Sharing expertise through regional networks will help ensure that high quality programs are delivered equitably and in the most cost efficient manner to all of New York State's communities.

Learn more about Cornell Cooperative Extension at: cce.cornell.edu

2019 Key Initiates- Short Term Goals: Area /Objective:	Task	<u>Status</u>
I. BOARD OF DIRECTORS		
Board of Directors/ Board Recruitment/Orientation to focus on diversity, skills needed	Nominating Committee – plan to meet on regular basis.	
	Needs to recruit new BOD Members from diverse communities in Nassau.	
	Nominating Committee- <u>interview</u> new Board candidates and recommend new members to the Board for 2019 membership.	
	Board needs to provide training, resources, best-practices for new members.	
Board of Directors/ Leadership, Committees & Governing documents	Finalize slate of officers and leadership plan moving forward. Vote at 2019 Org. Mtg.	Completed
	Request Representative from Legislature & County Executive per constitution.	
	CCE-NC Program Committees need to meet quarterly.	
Board of Directors/ Personnel Committee	HR/Personnel Committee (is the CCE-NC Exec. Comm.) needs to meet to finalize compensation, bonuses, and vacation accrual for existing staff and new hires.. Meet to discuss COL increases for 2019.	
	Recruit and hire new Finance Manager.	Completed
	Evaluate the Executive Director.	
Establish Board Level Fundraising/Grant writing/Marketing	Create Board Level Fundraising/Grant writing Committee. Chaired by Judith Wilansky.	
4H Camp/ Ownership & Lease issue	Resolve Camp Ownership issue. Work with Peconic Land Trust, other organizations, to attempt to secure CCE-NC Ownership or long term lease for Camp Property.	Grant applied for, will hear back in early April 2019.

2019 Key Initiates- Short Term Goals: Area /Objective:	Task	Status
II. ADMINISTRATION		
Finance/Get help with higher level financial reporting and planning and budgeting	Finalize Association budget (2019). Adopted by Board.	
	Financial reports submitted on a regular basis. Analyze by Program Areas.	
	Liquidity ratios- need quarterly cash flow projections.	
Finance/ Camp Budget Development	Work with SBN Finance Lead and Assn. Finance Manager to develop a separate camp budget.	
Finance/Audit	Conduct 2018 Audit. Executive Director, Treasurer and Finance Manager to work with independent audit firm.	
Fundraising	Develop one signature Annual Fundraiser for entire Association.	
HR/Performance Reviews- staff guidance.	Executive Director to implement performance reviews.	
Finalize 2019 Plans of Work	Finalize 2019 Plans of Work.	
Training and Professional Development	Set up professional development plans for key staff Set up leadership training classes on Cornell Campus for key staff.	
Continue to work closely with Cornell Research Lab in Riverhead	Bill Walsh involved more with Cornell Research Lab Farm.	
HR/ Staffing- organization chart and structure to align with Strategic Plan priorities	Finalize Phase II of reorganization plan.	
	Review all Position Descriptions make sure all are up to date and in line with Strategic Plan.	
Marketing/Promote CCE Nassau events, programs	Create a consulting or P/T position to focus on communications and marketing. Hire marketing/communications consultant for late 2019.	
Grant writing & Fundraising/ Develop	Hire a consultant for grant writing/fundraising in 2019.	
	Finalize all 2019 fundraising events dates and plans.	
	Develop an in-house grant writing team as well; made up of staff, volunteers, BOD members, etc.	
	Develop a very specific plan for 2019 fundraising.	
Fundraising/Diversify financial revenue streams	Identify priorities that need funding, lay out plan for expansion of revenue streams.	
	Develop tactics to support ongoing funding raising plans.	
Local Government/Attend Leg. Meetings	Finalize schedule for 2019 Leg. Meetings; Executive Director will attend or send a representative.	
Local Government/ Meetings with Nassau County Executive	Continue to meet with County Executive, Commissioners and Legislators.	

2019 Key Initiates- Short Term Goals: Area /Objective:	Task	Status
II. ADMINISTRATION CONT.		
Federal & State Government/ Executive Director annual trip to Albany and DC	Finalize Jan. trip to Albany and Summer plan to DC.	<i>Completed</i>
Admin/ Office move, finalize plan: make move	Finalize office move to SAC House (Eisenhower Park) in June or July 2019.	
Finance/Develop a capital improvement plan for all facilities; special focus on Camp.	Creation of committee to develop capital improvement plan; input from Camp Team Leader and Camp Committee.	
Legal/Need to hire or have an attorney on retainer for all aspects of Association.	Need to come up with options– interview and hire an attorney to be on retainer, budget for this.	

2019 Key Initiates- Short Term Goals: Area/Objective:	<u>Task</u>	<u>Status</u>
III. HEALTHY LIVING / NUTRITION		
Healthy Living/Nutrition-Hire part time educator for Paid Programs	Post and hire P/T position. Develop and implement new paid programming.	<i>Completed hiring, Training & Program Development in progress.</i>
Healthy Living/Nutrition- execute existing grants	Continue EFNEP, SNAP-ED and Senior Grants.	
Healthy Living/Nutrition-write/obtain new grant	Finalize 2019-2024 SNAP-Ed Grant. Obtain and implement new 5 year grant.	
Healthy Living/Nutrition-Wellness- Program Expansion	Hire New Nutrition Team Leader, include in new Position Description working outside programs, beyond grants (1 day/week).	<i>Completed (Training in progress).</i>
Healthy Living/Nutrition-Diabetes, Childhood Obesity	Launch new Family Wellness program. Will focus on education physical fitness, diabetes childhood obesity, etc.	

2019 Key Initiates-Short Term Goals: Area/Objective:	Task	Status
IV. 4H YOUTH DEVELOPMENT/ DPF 4-H CAMP		
4H Camp/Explore possibilities for expansion of Camp Farm	Work with Camp Team Leader and Camp Farm Manager and develop a comprehensive farm production/business plan, including a CSA and EMF Farm-stand expansion.	
4H Youth Dev./Re-establish 4-H in Nassau County	Community needs assessment; determine CCE Nassau 4H "niche" in Nassau County.	
4H Youth / Camp	Organize/ plan and execute 95 th Anniversary Camp fundraising campaign and 95 th Anniversary Celebration October 26- 27, 2019.	
	Continue to offer STEAM programs/projects	
	Seek to attract and hire older summer staff	
	Evaluate pay scale for summer staff	
	Finalize and publish list of top 5 improvement projects for 2019	
	Approve 2019 Camp Dates and Rates.	Completed
4H Youth Development- Expand 4H Involvement at LI Fair	Work with Ag. Society and Parks Dept. to expand CCE-NC & 4H involvement at LI Fair. Initiate fundraising to add 4h staff for the LI Fair. Submit proposal to operate 4H Livestock Pavilion at LI Fair Grounds at OBVR.	
4H Youth/ Camp (off season)	Develop comprehensive plan for off season expansion and revenue generation at DPF 4H Camp.	
4H Youth/ EMF	Work closely with EMF to further develop youth programs	
	Work with EMF re; pilot day camp program.	

2019 Key Initiates- Short Term Goals: Area /Objective:	Task	Status
V. EMF/ENVIRONMENTAL SCIENCE		
Implement Urban Forestry Grants	Implement DEC & Urban Forestry grants; continue to expand our Urban Forestry program.	
Ag in the Classroom	Work with Committee to implement in 2019 and plan for 2020.	Executing in March 2019
LI Fair @ Old Bethpage Village Restoration	Work with LI Fair Committee to expand EMF and MG involvement at the LI Fair. Assist with the Farmer for the Day program at LI Fair.	
EMF-Office & classroom space issue	Secure an office space trailer, if affordable (potential \$10,000); portable bathrooms. Need expanded office and classroom space.	

Grant writing- create MG Grant subcommittee for EMF smaller grants.	Work with Jennifer to identify MG's to assist at EMF. Work closely with CCE-NC Grant Writing Committee.	
Environmental Science/Forestry-Green infrastructure - storm water and permeable surfaces	Explore needs and opportunities- new programs	
EMF-Outreach	Sands Point classes, possible Jr. Master Gardener Program	
Environmental Science/Networking/1 day Gardening School	Develop and deliver one day (off site) Fall Gardening Classes/School in the Fall 2019.	
Environmental Science/Networking- work with CCE- Suffolk Marine Program.	Work with CCE-Suffolk on DEC Marine Grant, one or two CCE-NC marine science positions beginning early 2019.	
EMF-Horticulture- Master Gardener Program	MG class scheduled fall 2020; work to include new class into overall Association goals. Prioritize community projects.	
Marine- Initiate 2019 Marine Program	Staff trip to Suffolk to tour marine facility. 2019 Marine Camp with NYS Sea Grant.	
EMF Day Camp/ Expand 4h reach and revenue	Pilot Day Camp Jr Master Gardener program at EMF and Sands Point Preserve in 2019.	

2019 Key Initiates- Short Term Goals: Area /Objective:	<u>Task</u>	<u>Status</u>
VI. FOOD SYSTEMS/TASTE NY		
Food Systems/TNY	Expand on local farming and LI agricultural education at LIWC	
	Finalize opening of TNY @ EMF	
	Continue to operate TNY at LI Welcome Center, Penn Station	
Food Systems/Expand TNY	Educate staff/ expand on mission- more educational programs at TNY stores. Greater CCE-NC presence at TNY Stores.	
Food Systems/Expand mission of Taste NY Program	Work with Nassau Food Coalition re; planning Food Systems 2019 Conference.	
Food Systems/Expand TNY (Penn Station)	Finalize Taste NY Penn Station expansion plans	
Food Systems- LI Food Alliance, Cornell Small Farms, Nassau and Suffolk Chambers	Host a larger Food Systems B2B vendor conf. at LI Welcome Center in 2019.	

X. 2020-2021 Major Initiatives – Long Range Goals

A. Board of Directors:

- Continue to recruit experienced Board Members.
- Build on Board Diversity, Involve diverse communities.
- Integrate Board Members into overall Association Fundraising.
- Board Members continue to build and revise and fine tune CCE-NC Strategic Plan.

B. Administrative:

- Develop a comprehensive plan for Financial Stability for CCE-NC for the long term.
- Maximize Facilities utilization – explore long term plan to make EMF the headquarters.
- Negotiate and sign long term lease at EMF.
- Expand on Community Supported Agriculture (CSA) project at Camp Farm/EMF.
- Solidify Farmstand/CSA business plan and staffing for sustained growth.
- Continue to work closely with Cornell Research Lab in Riverhead
- Work with Cornell Small Farm Program (Anu Rangarajan on campus)
- Expand overall CCE-NC internship program and working with colleges on Long Island.

C. PROGRAM AREAS:

I. 4-H Youth Development

- Expand Nassau County 4H Programs.
- Hire a part time educator in Nassau County.
- Work with at risk youth- address drug abuse/addiction crisis.
- Establish STEM and other new science 4H Programs.
- Work with Cradle of Aviation.
- Develop/initiate 4-H Programs w/Nassau County Dept. of Youth Services.

II. DPF 4-H Camp

- Improve DPF 4H Camp programming.
- 4-H camp alumni plan to support camp facilities improvement.
- Develop comprehensive marketing plan for 2020 Camp Season.
- Goal to grow sleep over camp registration by 10%.
- Work closer with Cornell Research Lab in Riverhead
- Expand CSA and Camp Farm program.
- Improve energy efficiency by exploring sustainable energy options.
- Implement a stronger effort to reach Camp and 4H alumni.
- Encourage the scanning of old photos/documents from 4-H and Camp.
- Establish a camp history room or building at Camp.
- Evaluate the moving of buildings in good condition from the East Side.

III. **Environmental Science Education / East Meadow Farm –**

- Further develop programs and involvement in ground water pollution arena.
- Continue to work with Cornell Campus and local leaders re; more educational programming relating to Climate Change. Develop hands on programming in this arena.
- Continue to expand our involvement in sustainable energy and alternative/renewable energy (solar and wind).
- Set up solar demo at EMF.
- Expand Commercial Horticulture- work with established businesses.
- SOD/Golf Course work, with improved IPM practices for golf courses.
- Work with other organizations to reduce pesticides/chemical use in Nassau County.
- Partner with other environmental organizations (EED, NYS Sea Grant, DEC, Seatuck, etc.).
- Work with Cornell Small Farm Program.
- Develop 2020 pilot day-camp plan for EMF.
- Expand Marine Education program and Day Camps.
- Expand Master Gardener Program to work on designated Community, library and school projects in Nassau County.
- Expand EMF 4H Youth Programs-Work with LI Children’s Museum.
- Expand on paid 4H Youth EMF programs- paid by PTAs or schools.
- Energy-Explore opportunities. Set up follow up meeting with Tara Schneider regarding planting a garden at point lookout.
- Urban Forestry program-expand at camp.

IV. **Sustainable Food Systems – Taste NY**

- Expand TNY Programs.
- Expand CCE-NC presence and programs at TNY Locations.
- Continue to work with other organizations re; Economic Development, small business development, etc.

V. **Nutrition/Healthy Lifestyles/Wellness**

- Expand Nutrition Programs.
- Expand Health and Wellness Programs (i.e. Childhood obesity, Diabetes prevention, etc.).
- Expand Paid Programming (Farm to table, chefs, libraries, etc.).
- Work closely with Taste NY and EMF to provide hands on nutrition education classes that involve sustainable food systems and gardens.