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## **Introduction**

Cornell Cooperative Extension, Schuyler County (CCESC) is committed to continuing the work it began over 100 years ago when founded with the goal of turning unbiased, research-based information into knowledge for residents of Schuyler County and beyond. We have been able to provide these services to the county for these many years, thanks to the help of hundreds of volunteers, staff and Board members and through the generous support of Schuyler County, the State of New York, Cornell University and countless contributors.

In 2014, CCESC developed a multi-year strategic plan to help guide the Association through the challenges of fiscal constraints and changing priorities. That plan will expire at the end of 2019.

Early in 2019, the CCESC Board of Directors and staff began the process of developing a new 5-year Strategic Plan for CCESC. More than 10 months in the making, the effort involved analysis and reflection by the staff and Board of Directors, gathering community input through a Community Needs Assessment and one-on-one interviews of community members conducted by staff and Board members. The staff and Board also participated in a retreat held at Hidden Valley 4-H Camp to refine our Mission, Vision and Values.

The purpose of this strategic plan is to identify key program areas and services that will best meet the needs of county families and communities. The plan outlines the programs and services we currently conduct, looks for ways to improve and expand on those programs and addresses the many challenges we face in maintaining services. It provides steps to address future needs and program potential, while identifying the resources necessary to successfully deliver each selected program priority. The plan will also focus on the means to continue and expand our engagement with Cornell University and the vast educational resources it makes available to our Association. The plan will provide a roadmap to success through supporting core programs while providing flexibility to address emerging local and regional priorities.

It is important to also mention that CCESC has many partners who help to carry out its mission. We work with federal agencies such as the USDA and the National Forest Service; NY state agencies such as Ag and Markets; local governments such as Schuyler County and the surrounding towns and villages; local agencies such as the Department of Social Services and Office for the Aging; our partners at Cornell University and other CCE Associations; and with non-profit agencies such as the ARC of Schuyler and Schuyler County Partnership for Economic Development. These and many other longstanding relationships are critical if we are to work cohesively for the betterment of our residents and businesses. While this plan outlines what CCESC will do in the coming years to solidify our programming, look for new programming opportunities and expand our resources to accommodate growth and improvement in services, we must also continue to nourish and embrace our partnerships and collaborations to maximize our effectiveness.

## **CCESC Mission, Vision and Values**

In the spring of 2019, the CCESC Board of Directors and staff met in a retreat setting at Hidden Valley 4-H Camp. The purpose of the retreat was to assess and refine our Mission and Vision and establish an explicit set of core Values for CCESC. Another meeting was held in June 2019 and the following Mission, Vision and Values were adopted by both the Board and staff:

### **Mission**

To sustain and support our community through collaborations that put experience and research to work.

### **Vision**

Honoring the past, preparing for the future through:

- life-long learning
- sustainable agriculture and natural resources management
- healthy adults, youth and families
- engaged communities

### **Core Values - RISE**

R – Resilience – As individuals, and as an organization, we are agile and able to adapt; we embrace challenges as an opportunity to learn and continually improve.

I – Innovation – We are committed to unearthing untapped potential by exploring alternatives and constantly seeking and offering new solutions.

S – Sustainability – Our 100+ year commitment to sustainability is in our DNA. We believe in using what history has taught us while thinking strategically about our future.

E – Education – CCE's foundation: it is what we do. We are committed to providing conventional and alternative ways of educating a cross-generational community of people interested in and committed to learning and putting knowledge to work to enrich their lives.

## **Context & Current Conditions**

The Federal Smith-Lever Act was passed just over a century ago and is the foundation of the Cooperative Extension system across the country. Signed into law by President Woodrow Wilson, the Smith-Lever Act established the cooperative relationship between the Federal government and the states to extend the research of the land grant universities to the general population. Initially, Cooperative Extension was concerned with agriculture, home economics, and rural energy. Then over the past century the Extension system expanded into youth development, specialized agricultural industries, nutrition and food safety, environmental education, energy independence, workforce development and disaster preparedness.

In New York State, Cornell University is designated by State Law 224 as the “agent of the state” to administer and oversee the extension system. Within the same law, counties are authorized to allocate funding each year from their own budgets to match with federal and state funds to operate county-based Associations. Just as Federal and New York State core funds have dwindled, many counties have also experienced significant fiscal stress in the past decade in New York. This stress has reduced county funding, the third major source of funds for most Associations.

As a result, Associations have engaged more program-specific grants and contracts to meet local needs, to continue to provide active programs in traditional areas and to expand into new areas of research or education. While generally this diversification in funding brings positive benefits and mirrors non-profit industry trends, it can also harbor risks in the form of mission drift and the potential loss of independent local program governance. Increasingly, many grants limit the ability of recipients to charge off administrative or staff time. These restrictions, while well intentioned, can starve an organization of essential support and leave the Association less able to respond quickly and entrepreneurially to emerging issues and opportunities. This presents a major challenge to growth and innovation within the system and may hinder the ability of Associations to serve as strong partners for new research opportunities emerging from campus.

Cornell Cooperative Extension, Schuyler County (CCESC) experienced significant reductions in both funding and active programs over the past decade but remained focused on the core program areas of Agriculture & Natural Resources, 4-H Youth Development & Families and Parenting Education.

New programming in energy (Clean Energy Communities Program and Clean Energy Engagement Program) and after-school youth programming (21<sup>st</sup> Century BOCES/REACH: Raising Education Attainment Challenge) have been a boost to the Association and staffing levels have begun to rise over the past several years. CCESC has also entered into a new partnership with EDEN, the Extension Disaster Education Network, in providing preparedness and response education programming through a part-time effort of one of our existing staff. Further in 2019, CCESC was successful in getting a grant to reinvigorate the SNAP Education Program (Supplemental Nutrition Assistance Program) and will be starting up that five-year program in 2020. In addition, CCESC will

serve as the primary subcontractor on a municipal food scraps grant that the Village of Montour Falls received from the Department of Environmental Conservation (DEC).

However, despite these recent successes, CCESC continues to have very limited capacity to respond to new opportunities where funds might be needed to pay staff and administrative costs associated with those new opportunities. Another threat to long-term fiscal health is the cyclical nature of grants. CCESC's BOCES/REACH grant for after school 4-H programming is a five-year grant, with annual awards. It will cease at the close of 2021. Our Clean Energy Communities grant is due to expire in June 2020, with only limited possibility of continued funding. Our Clean Energy Engagement Program is due to expire in early 2021. These are examples of where our programming is dependent on grant funds that are not sustainable in the long-term and will continue to jeopardize our fiscal health into the next several years.

## **Goals**

The primary focus areas for Extension work are set by Cornell Administration and the National Institute of Food and Agriculture (NIFA). The areas of work are:

- 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

All our current and future programming must align with these priorities, however the breadth and depth of these areas is sufficient to allow us to serve our county residents in a variety of ways and in a variety of topics, as we have done for much of our history.

Given the focus areas above, our updated Mission, Vision and Values, the opportunities and risks, and based on input solicited from our Community Needs Assessment and other stakeholder input, the Board of Directors and staff has established the following goals for implementation over the life of the Strategic Plan (2020 – 2024).

### **Goal One: Enhance Current Programming**

Continue to develop high quality, relevant programs in cost effective ways that yield measurable impacts and outcomes in our core areas of Agriculture & Natural Resources, 4-H Youth Development & Families, Energy & Environment, and Nutrition & Community Wellness. Implementation schedules for this goal and associated (detailed) action steps will be incorporated into the four-year and annual plans of work.

#### **A. Agriculture and Natural Resources:**

**Farms and Gardening.** The Schuyler County Agriculture Program supports a thriving and diverse farming industry of 400 farms through direct assistance to

farm operations, educational workshops and events for farmers, and increasing public awareness and appreciation of Schuyler County agriculture. In our consumer horticulture programs, we pass research-based education on to our community in order to foster greater partnerships and improved practices that lead to healthier and more active lifestyles through gardening.

**Forests/Natural Resources.** Over 50% of our region is forested. These rich forest resources provide numerous benefits to landowners and local communities. By taking a leadership role in these topics, Extension hopes to provide valuable information to the public, landowners, businesses and government officials which will lead them to act in making Schuyler County a more sustainable, prosperous, safe, and beautiful place to live.

**Grapes.** Schuyler County is part of the thriving Finger Lakes wine grape production region. To serve our grape growers and the wine industry, CCESC is an active participant in the Finger Lakes Regional Grape Program (FLGP). This program provides extensive educational services to this growing and vibrant industry.

**Action Steps:**

Provide research-based knowledge to grow and sustain our agricultural base and increase productivity and access to markets for Schuyler County Farms. CCESC will:

1. Support active forest management by rural landowners, the production of forest products, forestry-related industries and implementation of innovative techniques such as silvo-pasturing and rotational grazing.
2. Help coordinate relationships between local growers and restaurants and institutions. Continue to support the FLGP and look for ways to increase program value to growers.
3. Nurture small organic and niche product farms/producers.
4. Connect local farms to regional farmer's markets and food hubs.
5. Provide consumer information to facilitate access to local growers and their seasonal products.
6. Develop mechanisms to include agriculture and natural resources in local school curriculum.
7. Facilitate the development of value-added agricultural products by working with entrepreneurs and others who see new markets and uses for agricultural products produced locally (maple, wood products, grapes, hops, etc.).

**Responsibility:** Agricultural and Natural Resources Program Leader; staff

## **B. 4-H, Youth Development and Families**

**Youth Development.** The 4-H Youth Development Program utilizes a positive youth development approach. We provide youth with opportunities to build connections to other youth, adults and volunteers as well as support the development of life skills related to Science, Technology, Engineering, the Arts and Math (STEAM), Citizenship, and Healthy Lifestyles. Experiential learning is the foundation of 4-H programming along with projects focused on the 4 pillars of 4-H; Belonging, Mastery, Generosity, and Independence. We also support programs teaching social/emotional learning and programs to resist peer pressure and early use of drugs and alcohol. These programs have been proven to promote healthier lifetime outcomes for the youth involved, their extended peer group and their entire community.

**Outreach and Engagement.** CCESC is experiencing an increase in participation numbers and programming that are relevant to our county's youth. While this area is strong, there is an expressed community need to increase participation, programming, and communication to our current members, new audiences and the general community.

**Staffing and Training.** As programming demands and needs increase in 4-H, CCESC will proactively plan for adequate staffing and volunteer levels to support existing programs and allow for growth. Local volunteer leadership and training is a crucial component of providing high-quality, sustainable programs, and it needs to be supported.

**Parent Education.** CCESC works effectively with families and community and campus partners to reduce the risk of family disruption and out-of-home placement. When children have been removed from the home, our evidence and research-based models of parent education support successful reunification.

### **Action Steps:**

1. Work with GST BOCES and the School Districts to continue 4-H programming in afterschool settings, focusing on the mission mandate areas of Science, Technology, Engineering, and Math (STEM), Citizenship, and Healthy Lifestyles.
2. Recruit, train and retain local volunteers to become leaders with 4-H clubs. Streamline volunteer and club management procedures to maximize program effectiveness.
3. Support the existing Parenting Education Home Visitor Program and look for additional funding to support expanded prevention and resilience focused activities and staff.
4. Continue coached visitation support and implementation.
5. Continue collaboration with the Family Play and Resource Center for programs to reach early childhood and underserved audiences.



6. Strengthen our engagement with key partners, including Cornell University and external stakeholders, on the development of a Community Prevention Team Model serving families prenatally through adolescence.

**Responsibility:** Program Issue Leader; staff

### **C. Hidden Valley 4-H Camp**

**Preserve History.** Hidden Valley 4-H Camp will be celebrating 75 years of service in 2020 and is still an active, vibrant, successful summer camp program. Hosting over 500 campers every summer has led to strong community support for the camp and a deep love for, and dedication to, camp and its many traditions.

**Fostering 4-H.** Hidden Valley 4-H Camp is also one of the delivery methods for our 4-H program and is an integral way of engaging youth from Schuyler and surrounding counties with programs focused within the 3 Core areas mentioned above: STEAM, Citizenship, and Healthy Lifestyles. Citizenship opportunities include our Counselor in Training (CIT) and Junior Counselor programs which provide older youth (ages 15-17) with workforce-readiness skills.

**Camper Experience.** Camp is not without challenges. Parents want the very best for their children, and their money, and there are many other camps and programs throughout the area that compete for those dollars and children. To stay successful, Hidden Valley will need to ensure its programming remains engaging and timely and that its staff are responsible and effective at delivering a safe, wholesome and enriching camp experience.

**Infrastructure Investment(s).** The physical infrastructure at camp can be challenging as CCESC does not own the facility but instead rents it from the NY State Parks Dept. Our rental agreement was re-negotiated in 2019 and is in force through 2024, however there are improvements that CCESC would like to make to the facility but for which major capital investment would be required. This includes a new pavilion for daytime programming and potentially a changing room/bathhouse for the pool area.

**Staffing Sustainability.** Staffing at camp is a significant problem which gets worse with an improved economy and low unemployment rates. Fortunately, Hidden Valley Camp has a tradition of campers working their way up through CIT and Jr. Counselor positions to a point where they become Sr. Counselors and management staff, resulting in a retention rate of over 60% year-to-year. Staffing for Health Directors continues to be problematic as the salary offered and the working conditions tend to cause annual turnover.

**Action Steps:**

1. Hire a new Camp Manager with the right combination of maturity and experience who intends to stay with the camp over multiple seasons and build the quality of the camp experience.
2. Identify needed programming improvements and adjust programming as needed in 2020 and beyond.
3. Build a network of qualified Health Directors and work with them early enough in the year to line up staff well in advance of the camping season. Recruit broadly throughout the Rochester and Syracuse markets.
4. Continue to recruit (through new and existing contacts, local schools and other camp resources) and retain camp staff who embody a commitment to camp programming and values and have the expertise, maturity, and background to create an exceptional experience for campers (and their families).
5. Identify infrastructure needs for Hidden Valley 4-H Camp and investigate the feasibility of building a new pavilion on site; to be performed in concert with NY Parks Department donations, CFA funding, and other sources.
6. Improve the current Hidden Valley Camp website.
7. Seek ACA accreditation in 2020 to bolster the camp's presence and qualifications.

**Responsibility:** Executive Director, Issue Leader, Camp Manager, staff

**D. Nutrition, Health and Well Being**

Helping consumers make healthy food and activity choices involves more than education and personal action. Collaborative, community-wide actions in addition to individual choices and responsibility are needed to create healthier environments and to effectively address the obesity epidemic. In low-income communities, as is found in Schuyler County, food insecurity is often present alongside obesity and chronic nutrition-related illness. Through a focus on access to local foods, exercise, research-based information on meal planning, food preparation, food safety and the application of the Dietary Guidelines for Americans, we will decrease the incidence of food insecurity and reduce the incidence of diet-related chronic diseases and food-borne illnesses.

**Action Steps:**

1. Support the new Southern Finger Lakes SNAP Ed Program and provide new health and nutrition programs that focus on promoting wellness across the diverse demographics of Schuyler County
2. Effectively communicate programs and participation opportunities.
3. Develop programs for maximum participation.
4. Promote the importance of exercise and physical activity for all ages.
5. Continue to focus on decreasing childhood obesity.

**Responsibility:** Executive Director, SNAP Ed staff, SNAP Partners

## **E. Energy and Environment**

**Clean Energy.** CCESC has two energy programs currently operating in Schuyler and surrounding counties: The Clean Energy Communities (CEC) Program and the Clean Energy Engagement Program (CEEP). CEC is designed to help local governments adopt clean energy goals and programs in their communities. Several communities in Schuyler, Chemung and Steuben counties have adopted programs and been recognized by the New York State Energy Research and Development Authority (NYSERDA). The Clean Energy Engagement Program (CEEP), also sponsored by NYSERDA, focuses educational programming on low and moderate-income homeowners and renters to help them reduce energy burdens and take advantage of NYSERDA incentives for weatherization and renewable heating programs. Both current grant opportunities come to CCESC through CCE Tompkins County and neither are guaranteed to last more than the current funding cycle (CEC is 2020 and CEEP is 2021).

**Composting and Food Scraps.** CCESC is included in a recent Department of Environmental Conservation (DEC) municipal food scraps grant obtained by the Village of Montour Falls to help educate village residents on proper food waste reduction and disposal techniques. The Village has received the grant and will be engaging CCESC as a subcontractor to help with the education campaign beginning in 2020.

**Renewable HVAC.** CCESC recently applied to NYSERDA for another grant to help educate residents and businesses on renewable heating and cooling technologies, particularly air source heat pumps (ASHP). ASHPs are preferable to oil or propane fueled heating option as they are cheaper and cleaner to operate and can save on greenhouse gas emissions in home heating and cooling.

**Expanded Funding.** We know from our Community Needs Assessment conducted in conjunction with this plan that county residents are interested in issues affecting the environment, including water quality, recycling, energy efficiency and climate change. CCESC needs to continuously look for new funding opportunities that are within the focus areas of Extension, but which also resonate with county residents and ensure that grant programs are flexible enough to allow us to apply and succeed in providing such services to residents.

### **Action Steps:**

1. Continue to work with CCE Tompkins in securing extensions to both the CEC and CEEP programs.
2. Successfully fulfill the subcontractor requirements for the Montour Falls food scraps recycling grant.
3. Continue to look for other new grant opportunities in energy and environmental focus, especially as it relates to water quality and recycling.

**Responsibility:** Executive Director, staff

## **F. Resilience and Community Wellness**

**Emergency Preparedness.** With evolving changes in our climate, and an increased risk of flooding and property loss due to extreme weather events, emergency preparedness and resiliency planning have come into focus for many local governments and residents. CCESC has already entered this new field through a cooperative relationship with EDEN, the Extension Disaster Education Network at Cornell University and is providing part-time staffing for statewide EDEN related work.

**Adaptation Education.** As more and more communities struggle with catastrophic losses, storm events, heatwaves, etc. additional attention will be paid to adaptation strategies for climate change and education will play a key role in successfully preparing our residents and municipalities. CCE Administration has taken steps to engage DEC on how CCE as a statewide system might help in educational programming statewide, however little progress has been made thus far in establishing CCE as the go-to resource for resilience planning and education. CCESC is well positioned to take a lead role in such activities in the future.

### **Action Steps**

1. Maintain our relationship with EDEN and build on it where feasible.
2. Look for other opportunities to address local concerns with climate issues through grants from DEC or other entities engaged in climate planning.
3. Market the work we are doing with EDEN and build EDEN's capacity to serve local municipalities.

**Responsibility:** Executive Director, staff

## **Goal Two: Expand Programming**

CCESC will continue to assess the potential for instituting new programs or expanding existing programs that address critical and emerging needs that are within or span the five primary statewide mission areas noted above. Our Community Needs Assessment revealed several areas where county residents wanted to see increased or modified programming. Examples of these include:

- Increased focus on gardening education
- Expansion of 4-H clubs and activities
- More workshops on beekeeping and backyard chickens

- More workshops and opportunities for western Schuyler County
- New programming in adult cooking classes, opioid response, food preservation, farm to school, financial planning and environmental improvements such as recycling and water quality protection
- Partner with other organizations and expand offerings to workforce development, entrepreneurialism, and businesses aligned with the CCE Mission.

New programming however, will require new funding and in many cases new staff. New grant opportunities from federal, state and local sources are available for many of the programs and topics within the realm of CCE, however competition is robust, and opportunities are often targeted for communities larger than Schuyler. Additional funding from local and state sources for issues of local concern like water quality in our lakes and the opioid epidemic are also possibilities. Aligning grant or funding opportunities with the needs and interests of the community, while working within our organization's financial constraints is the challenge that needs to be met.

#### **Action Steps:**

1. Bring in educators from other CCE associations who may have experience teaching new program materials like financial planning, beekeeping or other new topics.
2. Work with our horticultural expert and Master Gardeners in offering gardening workshops periodically throughout the growing season.
3. Look for grants or other funding sources to bring in an environmental educator to address needs in recycling and water quality.
4. Partner with other local organizations and Cornell University to develop programming for a broader range of topics to include agricultural, economic development and homemaking skills and opportunities.
5. Continue participation in regular calls/touchpoints with leadership from other regional CCE's to share lessons learned, leading practices, and identify areas for cross-extension collaboration(s).

**Responsibility:** Executive Director, program staff.

### **Goal Three: Sustain Our Organization**

With today's uncertain economy and the reality of tax caps and other funding limitations, CCESC faces the challenges of providing needed programs while staying within approved budgets. We have been fortunate over the past two to three years to have obtained new funds from Schuyler County, and grants for energy, BOCES After School Program, and nutrition. Grants however often do not allow for administrative charges and expenses that are required to maintain critical services like communications, human resource and fiscal support, insurance and other basic operational costs. Funding from Schuyler County has not kept up with increased operational costs and state 224 funding

has remained flat for over 20 years. Federal funding has also remained flat but makes up only a small percentage of our budget.

#### **A. Increase and Diversify Funding**

CCESC is constantly looking for opportunities to obtain external funding to invest in our programs. One of the problems often encountered is the need to match new grant funds with cash or in-kind resources, which are often not available under our current staffing plan or budget. We must investigate opportunities for additional funding sources to support CCESC activities from traditional and non-traditional sources that can be used to meet programming needs as well as basic operational needs. We must also build our base of funds to allow us to compete for grants that require a local match.

##### **Action Steps:**

1. Sustain and increase existing funding sources from the County and State 224 appropriations.
2. Extend and enhance existing contracts in energy, BOCES/REACH, nutrition, parenting education and emergency preparedness.
3. Develop metrics to demonstrate CCE's value to the community.
4. Identify new funding sources for program and/or operations expenses, focusing on program connections to outside and corporate funders, particularly in the areas of STEM education, the environment, resiliency and community wellness.
5. Seek new partnerships with faculty and staff at Cornell University that can bring new resources to CCESC.
6. Implement an annual giving campaign to bolster community support for our operations and to build funds to be used as matching funds for new grant opportunities and/or be used to sustain basic operational needs of the Association.
7. Explore and utilize sustained giving campaigns platforms, such as Patreon or Amazon Smile, that allow CCESC supporters to make micro/small donations in the background of their regular financial transactions.

**Responsibility:** Executive Director, Board of Directors, program leaders, staff

#### **B. Investing in Staff**

Our staff is our greatest strength. Together the *staff in CCESC have over 100 years of relevant experience in providing educational services to residents of Schuyler County*. The knowledge and skills of key programmatic staff are utilized across the CCE system here in the Southern Tier and beyond, in areas of youth development, agriculture, forestry, energy and horticulture. Our staff field countless questions every week from residents of the community and are known for providing quality, research-based information.

**Action Steps:**

1. Continue to engage staff, the Board, and our volunteers in pursuing our Mission and Vision and living our Core Values as part of what we do every day.
2. Ensure that staffing is aligned with program priorities and anticipated areas of growth, and implement policies and practices to attract, develop and retain a qualified, diverse and dedicated staff.
3. Review organizational chart and staffing levels each year at the organizational meeting. Review and approve staffing needs in Plan of Work process.
4. Review classifications and benchmark compensation against comparable positions using the new (2019) compensation study – and future studies - released by CCE Administration.
5. Provide adequate time and resources for program leadership and staff development. Identify opportunities through the annual performance discussion.

**Responsibility:** Executive Director, Board of Directors, Personnel Committee

**C. Building Mission Awareness**

We are a resource for the entire county, and we need to make it a priority to ensure our community is aware of our presence, the services and programming we offer and how CCESC fundamentally exists to ***“sustain and support our community through collaborations that put experience and research to work.”***

Our Community Needs Assessment revealed that over 80% of those surveyed found our services to be very good to excellent, with many accolades for our good work and reputation. There are, however, many residents who don't know what we do, or are not aware of the workshops and programming that we conduct daily. The community survey showed that people get their information from a variety of sources, including Facebook and the internet, but also through more traditional means such as newspapers, digital sources such as the Odessa File, and print media. As such, we must use multiple and targeted communication vehicles to reach our diverse stakeholders/audience.

**Action Steps:**

1. Create and utilize a tracking system or community database to track contacts with CCE and enable us to reach out to all our customers and benefactors in a manner most effective for all.
2. Build and maintain a list of CCESC customers/stakeholders, to support outreach, program development and fundraising.
3. Create, adopt and implement marketing and public outreach strategies that will inform the community about CCESC programs.

4. Increase community participation in our programs.
5. Review and revise marketing and outreach strategies on an annual basis

**Responsibility:** Executive Director, Marketing Committee, staff

## **Implementation**

This plan is intended to be the road map CCESC follows to accomplish the mission and goals described herein. Responsibility for performance against the plan rests primarily with the Executive Director, along with support from the Board of Directors and staff. In certain cases, the Board will take a more active role where appropriate. The Executive Director, in turn, assigns responsibility to the respective project leads at his/her discretion.

### **Action Steps:**

1. The Executive Director shall make final copies of this plan – as well as a one-page executive summary - available to the Board, staff and the general public immediately following its adoption and outline key messages to ensure the CCESC community speaks with one voice in enhancing our brand, increasing visibility, expanding programming and soliciting additional support (including fundraising).
2. Progress in attaining action steps for goals shall be reported once per quarter to the Board of Directors to ensure standardization and effective use of the Strategic Plan by staff and the Board of Directors.
3. Where necessary, milestones will be developed and made a part of individual performance plans and work plans for all employees and reported to the Board of Directors as requested.