

**CCE Dutchess County
Strategic Plan
2022-2024**

Overview and Planning Process

Beginning in the spring and into fall of 2021, Cornell Cooperative Extension Dutchess County embarked upon a strategic planning process to lay the groundwork for the organization's future. The project was funded in part by the Dyson Foundation and facilitated by David Ringwood and Andrew Marietta from the New York Council of Nonprofits.

The planning process included input from board members, stakeholders, and volunteers, as well as CCEDC staff through an online survey that provided the opportunity for participants to reflect upon the organization's mission and values; develop a vision for the organization; undertake an assessment of the extension's internal strengths and weaknesses as well as external opportunities and threats; and to begin to identify action items to accomplish that vision.

The full survey report was shared with the board, strategic planning committee, and staff prior to planning retreat sessions held over September and October 2021 with the strategic planning committee. These sessions provided the opportunity for members of the strategic planning committee to help identify goals and key priorities and suggest actions to help set the course for the next three to five years.

The resulting draft strategic plan has been reviewed and revised by the Strategic Planning Committee, completing the first draft in August of 2022. The committee presented the plan to CCEDC's IDEA Taskforce to ensure that the plan both addresses and integrates principles and programming that foster inclusion, diversity, equity, and access. Upon review of the IDEA Task force and the Strategic Planning Committee, a final draft will be shared with the Board of Directors as a final plan in September 2022. This plan will serve as a living document, driving organizational decision making and providing a shared roadmap for the success of this extension.

This work plan presents a strategic vision for Extension that will work to inform organizational culture and board decisions identifying and addressing the following:

Key Strategic Issues

1. Governance

Goal: Ensure an active, engaged, and informed Board of Directors that is responsive to emerging needs and trends.

2. Revenue Generation

Goal: To generate sufficient financial revenue for the organization to sufficiently provide the various services, programs, and education to the community and help fulfill the mission.

3. Programs and Education

Goal: Maintain and expand quality programs that foster knowledge and self-sufficiency.

4. Marketing and Partnerships

Goal: CCEDC will enjoy strong recognition and support from all local communities, sectors, and constituencies.

5. Operations

Goal: Internal operations and communications will support effective operations and promote employee morale.

Mission, Vision, and Values

Revised Mission

Cornell Cooperative Extension Dutchess County brings local experience, research-based solutions, and programs together to help individuals, families, and communities thrive through economic vitality, ecological sustainability and social well-being in our rapidly changing world.

Vision

- 1) CCEDC will have the financial stability to respond to the community needs in Dutchess County effectively and efficiently through the use of technology and its flagship programs.
- 2) CCEDC will be needs driven and serve and assist Dutchess County community members throughout their lifespan, while conveying a culture of diversity in our staff and volunteers.
- 3) With financial support, CCEDC will collaborate and respond to the priority community needs of Dutchess County.
- 4) Through collaboration, increased financial support and public engagement, CCEDC will meet the defined community needs and have a positive impact throughout the lifespan of individuals.

Values

- *We know and understand current issues and how to address them*
- *We educate people with research-based solutions*
- *We adapt to an ever-changing landscape of challenges and solutions*
- *We orient our programs to community needs so that we are respected and valued by our community*
- *We emphasize justice, equity, diversity and inclusiveness in everything we do*
- *We represent and convey a culture of diversity in our staff and volunteers*

Environmental Assessment/SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> ● Board engagement and support ● Staff passion, expertise and dedication ● Volunteer expertise and dedication ● Support of the greater Cornell University community ● Grants/contribution support ● Longevity and reputation ● Partnerships ● Diverse programming ● Community connections ● Research-based recommendations ● Extension Administration control and support 	<p>WEAKNESSES / AREAS OF IMPROVEMENT</p> <ul style="list-style-type: none"> ● Reliance on grants ● Audit compliance and systems ● Building safety and maintenance issues ● Staff coordination and teamwork ● Staff retention, compensation, benefits, support, and professional development to address changing needs and maintain equity ● Limited staff capacity ● Staff leadership transition ● Lack of staff diversity ● Limited fundraising ● Reaching out to younger demographic ● Engaging with a more diverse audience ● Need for meaningful metrics and reporting ● Lack of defined roles and responsibilities and accountability ● Volunteer dependence ● Bureaucracy ● Aged systems, technology, facilities (building and infrastructure), lack of office space for growing staff ● Mission creep in pursuing grants ● Silo issues and competition between different program areas
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ● Expand reach globally ● More volunteers, interns, fellowships, research placements ● Develop support from Dutchess County government ● New and expanded programming ● Engage and attract a more diverse and underserved audience ● Seek new grants and fundraising ● Partnerships and collaborations with other organizations and community groups ● Outside expertise in digital and online communication ● Youth development programs ● Hiring a new ED ● Increasing recognition in the community ● Increase staffing ● Collaborative programming within the association and with other organizations locally ● Opportunity to use technology to reach a broader and global audience ● Consideration of overhead percentage and support to the organization 	<p>THREATS / CHALLENGES</p> <ul style="list-style-type: none"> ● COVID-19 ● Lack of funding and cuts ● Resistance to change ● Program and funding competition with other organizations ● Losing staff and attracting new staff ● Lack of capital funds ● Changing climate ● Fractured/polarized society ● IT technology changes ● Lack of strategy, direction and support from Cornell ● Reliance on county support/approval for maintenance and upkeep of building, infrastructure, office space

2022-2024 Work Plan

1) Strategic Key Issue: Governance

Goal: *Ensure an active, engaged, and informed Board of Directors that is responsive to emerging needs and trends.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
1.1 Board of Directors will have a clear sense of purpose and direction	Clearly written job descriptions and expectations	Draft board member/PAC reps job description (1- sheet) <i>within constitution framework</i> . Link to CCEDC account with Board Source	Board Pres. welcome letter; Info, history, mission. Elevator Speech	ED and Board President with Administrative Support Recruitment letter, and new board member.	2022-Q2	
	Structure formal board recruitment, orientation, and provide training on board duties and responsibilities *Be specific as to what the orientation will include. Include agency as a whole, structure, program areas, etc.) **Include similar for PAC member orientation (responsibilities including communicating emerging needs and trends) and DEI information (as well as for volunteers) PAC orientation can be part of the BOD orientation Separate Recruitment and Orientation	Feedback from recent recruited board members on the process and materials (helpful?) Committee lists (standing & ad hoc) and Program Advisory Committees as well. Search Committee as well. Relationship to Cornell (with graphs, visuals) **Combine and update all areas and update related materials (modules: basic/core, PAC, BOD) *Clear statements about each Recruitment separate from Orientation	Communication among President (welcome), Nominating committee. **Comprehensive manual with all component modules *Clear expectations	IDEA Task Force to review Include input from current and past BOD leadership DEI issues **See #5 Strategic Key Issues re: BOD presentations of programs	2022-Q2	
	Monitor and evaluate strategic plan regularly	Quarterly board meetings to review, update, adjust plan	Timely implementation	ED, BOD Pres, BOD	On-going Qtrly	
	Develop an outline/Guidelines for board leadership transition	Outgoing presides over 1 st (re-org) meeting. Design succession planning for BOD Officers	Governance and Nominating	BOD Pres and Executive Leadership (officers), connection for new members when needed	2022 Q-1 Re-Org Mtg	

1) Strategic Key Issue: Governance (continued)

Goal: *Ensure an active, engaged, and informed Board of Directors that is responsive to emerging needs and trends.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
1.2 Recruit a diverse representative Board of Directors consisting of sector, skill, demographic, and geographic diversity	Informal "Board Mentor" Program	Identify knowledgeable members available for questions/support.	New board members to indicate standing committee interest (<i>if appropriate</i>).	members when needed (taking under your wing)	2022 Q-2 Ongoing	
	Appoint Nominating Committee	Revisit the constitution, clearly outline roles related to this process *Utilize the resources and board support from Board Source	Curated slate of BOD member candidates	BOD Nominating Committee	At re-org meeting (January)	
	Utilize board inventory to identify current and future skills / needs	Board asset and inventory and Matrix (NYCON) https://mhvcommunityprofiles.org/dashboards/ *(including geography, racial diversity) for use by nominating committee (to represent community and constituents)	PAC member orientation and training, including BOD roles for future appointment		**Yearly/Ongoing	
1.3 The Board will provide leadership in public relations and resource development.	Board representation to be visible at important organizational events.	List of potential events (appropriate) Opportunity to present new ED. Press.	Calendar of Events		Yearly/Ongoing	

1) Strategic Key Issue: Governance (continued)

Goal: *Ensure an active, engaged, and informed Board of Directors that is responsive to emerging needs and trends.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
1.4 Ensure that the organization is prepared for staff leadership transitions.	Complete successful search and hire new ED	Recruit diverse and representative search committee	Well informed, engaged and diverse search committee	BOD Pres, State Ext. Specialist	2022-Q2/3/4	
	Develop a plan for staff development	Succession Planning internal? (Senior Admin) *Staff seeking clarification as to what this means *Who is second in command and assumes the position in the absence of the ED- emergency document planning	Clear leadership plan for emergencies and transitions	Personnel Committee and Executive Director	2022-Q2-Q3	
		*How do we foster staff for upward mobility? Including toward ED position	Clear pathways for upward mobility			

2) Strategic Key Issue: Revenue Generation

Goal: To generate sufficient financial revenue for the organization to sufficiently provide the various services, programs, and education to the community and help fulfill the mission.

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
2.1 Develop a resource development infrastructure	Appoint/Create Resource Development Committee including a wide range of organizational representation	Program leaders synchronize/coordinate/communicate with fundraising committee		Fundraising Committee to provide oversight (look at target) Unrestricted, operating, admin.	Begin the conversation to sync and on-going	
	Review gift policy and management of unrestricted gifts	Develop design policy (stocks, real estate)		Fundraising Committee and Finance Committee	2022	
	Create endowment	Create endowment policy -Cornell have this?		Fundraising Committee and Finance Committee	2022	
	Address need for designated development Director/ED/Marketing **Development Director **Grants Administrator or Manager	Assess costs, funding source, outline competencies needed for each position		Personnel and Finance Committees, HR Lead, ED, Finance Dept.	2022-Q2-Q3	
2.2 Improve fund development efforts by identifying and pursuing alternative funding streams	Develop a case statement for distribution among staff, board, programs and advisors	Identify marketing and outreach efforts in diverse environments	Unified and compelling messaging to explore and secure a diverse funding portfolio	Program Leaders, Fund Development Committee	On-going, Q1 2023	
	Identify various revenue streams available beyond grants	Coordinate sponsors/donors		Program Leaders	On going	
	Explore contacts, collaborators and partnerships	Coordinate lists – central donor database **Appropriate Software Add communication re: all Grantors		ED – (formerly filled) Senior Administrator to track/coordinate grants (who, what, when)	Ongoing, 2022	

2) Strategic Key Issue: Revenue Generation

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STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
	BOD engagement/ support fund development efforts (Time, Talent, Treasure)		Outline appropriate opportunities for BOD engagement with CCE guidelines	Fund Development Committee	Ongoing	
2.3 Increase community engagement and awareness for donations	Develop marketing materials and include in all *appropriate correspondence	Coordinate materials from programs (branding?) *Coordinate website and ability to give support **opportunity to add to membership and/or attendance fees where appropriate		Association Wide	2022 Q2 and Q3	
2.4 *Collaborative Fund Development- flesh out language that pushes us to collaborate and standardize across program areas		*Identify appropriate opportunities for grants and opportunities cross internal programs/community partner collaborations		Program Leaders, ED	On-going	

3) Strategic Key Issue: Programs and Education

Goal: *Maintain and expand quality programs that foster knowledge and self-sufficiency.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
3.1 Develop ways to promote current CCEDC programs and associated community benefits.	Design marketing plan and identify appropriate audiences and outlets **Work with Cornell Marketing	Sharing Success stories **CCEDC Annual Report	Annual Report	BOD Pres, ED, Admin, Program Leaders/Educators	3/31 at Year End Closing Q2	
	Impact(quarterly) report to community (currently shared with funders) in comprehensive format	Coordinate program impact reports in one report Public - Share with donors, staff, community, board recruitment, etc. (i.e. United Way)	Impact Statements and succes sharing via Program Newsletters, Correspondence, Website, Press Releases	Program Leaders/Educators, Admin	On-going, monthly, quarterly	
3.2 Ensure programs meet existing, and identify new needs, trends, and interests	Conduct periodic and regular community needs assessments for demand and relevancy	Doing needs assessments, driven by funders (follow the \$) ***Do program assessment and comprehensive program lists calendar to aid in doing needs and program assessments	Targeted educational programming that meets local needs and wants, evaluation and assessment tools for programs	PAC, County of Dutchess, CCE Statewide Plans of Work	On-going	
	Encourage collaboration & communication of Programs Periodic training on assessment, etc. Create opportunities to do this	Provide opportunity for sharing. "Collaborative projects"	Complimentary programs across depts, collaborative grant applications	ED, Program Leaders with input from Educators		

3) Strategic Key Issue: Programs and Education

Goal: *Maintain and expand quality programs that foster knowledge and self-sufficiency.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
3.3 *Collaborative programming, breaking down silos Alternate programs and fee-based services	Other CCEs in the region beyond Dutchess					

4) Strategic Key Issue: Marketing and Partnerships

Goal: *CCEDC will enjoy strong recognition and support from all local communities, sectors, and constituencies.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
4.1 Develop and support a staff and marketing committee to promote and publicize the importance and community need for CCEDC programs and education	Identify and assess the various partners, collaborators, constituents across the organization	Coordinate all marketing, media, social media, lists, solicitations. (ex. Facebook pages)	Centralized, unified message Collaborative relationships at all levels Support to Fundraising Committee	Designated staff liaison who works with regional marketing/communication committee with support from Program Leaders and Educators	Q3, ongoing	
**Instead of a committee, staff feel there should be a staff position that does this in collaboration with the IDEA Taskforce	Develop list of media and social media venues available to the Extension	Coordination and oversight	Centralized list of outlets	Designated staff liaison who works with regional marketing/communication committee with support from Program Leaders and Educators	Q3, ongoing	
	Aim and endeavor for coordinated unified database for the Association.	Coordination and oversight	Unified database	Designated staff liaison who works with regional marketing/communication committee with support from Program Leaders and Educators	Q3, ongoing	
	Designated marketing and communication staff to facilitate and manage requests	**Cost of adding staff and how to provide the funding. (Look to other CCEs and non-profits)	Designated Staff	Executive Director	Q3, ongoing	

4) Strategic Key Issue: Marketing and Partnerships

Goal: *CCEDC will enjoy strong recognition and support from all local communities, sectors, and constituencies.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
4.2 Expand community understanding of the importance of Extension programs and education	Share cause statement and elevator speech with all board members, staff, and PAC members	Coordinate overall message with info on each specific program (identify what ties them all together IDEA Task Force to assist in messaging	Unified messaging using Extension Administration Branding Standards	Designated staff liaison who works with regional marketing/communication committee with support from Program Leaders and Educators	On-going	
	Messaging CCEDC is a nonprofit deserving of donations to continue valuable LOCAL services Incorporate messaging in publications and press	Draft a Case of Support Newsletter	Unified messaging using Extension Administration Branding Standards	Designated staff liaison who works with regional marketing/communication committee with support from Program Leaders and Educators	On-going	

5) Strategic Issue: Operations

Goal: *Internal operations and communications will support effective operations and promote employee morale.*

STRATEGY	ACTIONS	TASKS	DELIVERABLE	RESPONSIBILITY	TARGET DATE	COST
5.1 Develop opportunities for staff training and development **Commit to and develop opportunities for staff both personal and professional (work related) training and development *Time Management could be an issue	Identify opportunities and training for various levels of staff **Is there %of time/funds available in staff policy for professional development?	Opportunity online – share the resources to staff. (<i>Skills for Success</i>)	% Staff time for training **institutionalize, create metric to show all staff positions by time/funds? Feasibility?	ED, Program Leaders	Q1, 2023 Budget	
	*Add Professional Development to budget, increase PD fund to over 1%	Consider budget increase for staff professional development (what are the resources) **Grant funded or provide alternate sources	Standard % charged to funding source to cover time/fees for PD, maybe a fundraising initiative to fill PD fund?	ED, Program Leaders	Q1, 2023 Budget	
5.2 Encourage cross collaboration across departments to encourage collaborations and understanding of the whole organization	Share appropriate news and accomplishments across the various departments	Program presentations at full staff meetings (news/successes) research updates. (<i>Sharing successes and dividing the pain</i>) **Program reports first on BOD agenda to highlight the programs and impact	10-minute program highlight presented at the BOD meeting each month	ED, Program leaders and program staff	Q1 2022	