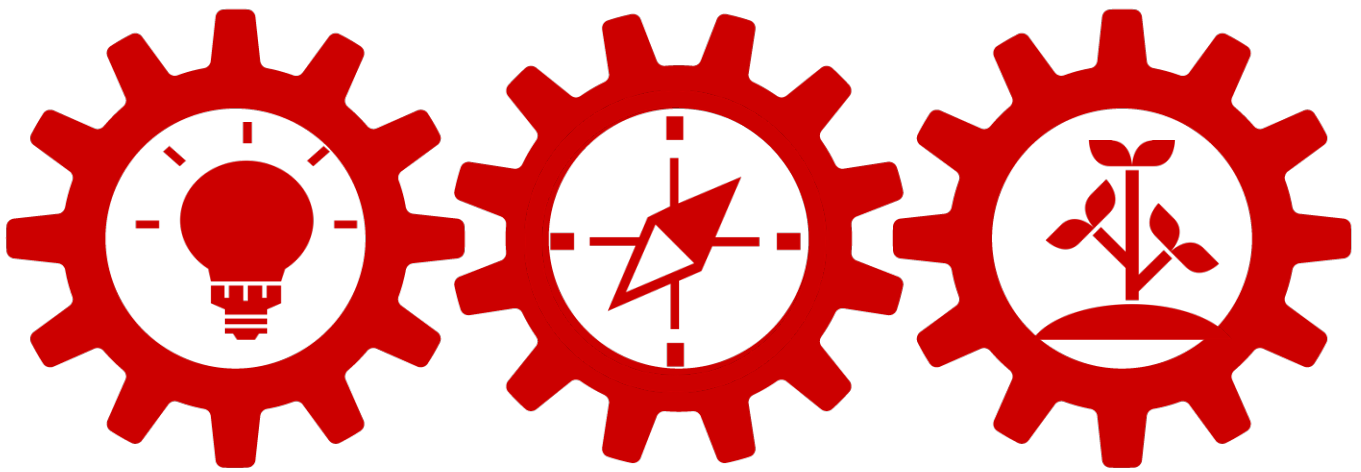# NC STATE EXTENSION

Extension Performance Management (XPM)

SMART Strategy Development, 2021

S.M.A.R.T. strategies should be developed through an interactive discussion between the employee and supervisor to ensure they align with Extension's mission, goals and strategic initiatives.

S	**SPECIFIC**	➢ The strategy clearly defines the outcomes to be delivered, with any necessary interpretation by the employee and manager in advance. ➢ Although specific tasks can be included in the description, the emphasis should be on the overall deliverable or end-product.
M	**MEASURABLE**	➢ The strategy is quantified or an indicator of progress is presented. ➢ Consider how you will know that this strategy has been accomplished and/or how the strategy can be measured? ➢ You may use quantitative metrics, such as customer satisfaction, or qualitative outcomes, such as compliance requirements.
A	**ATTAINABLE**	➢ The employee has the resources (time, access to people and data, tools, etc.) to achieve the strategy. ➢ If a strategy is too easy to achieve, it may not be an effective strategy. Simultaneously, the outcome should not be unrealistic. ➢ Consider what level of outcome would not be value-added (too small of a stretch for the employee) and what would be unattainable (too big of a stretch for the employee).
R	**RELEVANT**	➢ The strategy addresses work and results that clearly align with the goals of the County Extension Center, NC Cooperative Extension, CALS and/or NC State. ➢ There are many projects that employees could accomplish and many strategies that could be achieved; consider what is relevant and necessary.
T	**TIME-BASED**	➢ The strategy clearly specifies a delivery or completion date. ➢ Consider if it is reasonable for this strategy to be completed in the current performance cycle. ➢ What deadlines and/or key milestones can be defined to measure progress?

About this guide

This resource guide was developed to assist County Extension Directors, during the annual performance management cycle, write SMART strategies for Extension Agents that align with our Extension goals. This guide is intended to be a reference to provide suggestions and ideas to get you thinking about possible strategies. These ideas can be used with little modification, significant modification, or as a launching point to get you started in the right direction to write your own SMART strategies.

There is not a minimum or maximum number of strategies required for each goal. Taken as a whole, the expectations for an employee should be attainable and this will often differ from employee to employee based on experience level and job specific factors. Therefore, it is important that CEDs to work collaboratively with each employee when developing strategies. You may also seek assistance from your District Extension Director to evaluate the appropriateness of the strategies you develop before you finalize an annual performance plan.

This resource guide is organized into sections based on the four current Agent performance management goals included in the XPM system. Each section is further divided into suggested Universal strategies, 4-H Youth Development strategies, Family & Consumer Sciences strategies, Agriculture & Natural Resources strategies, and Community & Rural Development strategies.

-Extension Evaluation & Accountability

Goal 1	Program Planning: Plan comprehensive research-based educational programming to address identified local issues.
Description:	Work with program advisory committees, clientele, underserved audiences and other stakeholders to identify and prioritize local issues and educational needs. Develop a comprehensive Extension program using a program planning framework. Use Extension developed or approved curricula, Extension publications and other research-based content appropriate for the intended audiences or work with campus Specialists to adapt or identify content as needed. Review programming to ensure it meets Extension program policies including issues of branding, programs with minors, copyright infringement, Americans with Disabilities Act (ADA) inclusion, use of the non-discrimination statement and accommodation statement, limited English proficiency requirements, etc.

Program Planning: Sample Universal Strategies
By *{insert date}* conduct an initial meeting with {insert name of advisory leadership committee} to plan a program needs assessment. By *{insert date}* conduct a needs assessment to identify the priority educational program needs within the county. Select the top needs as the focus for programming efforts in the upcoming year.
By *{insert date}* conduct a *{survey / focus group}* with *{insert name of stakeholder group / community members}* to identify program needs. By {insert date} meet with your program advisory committee to review the results and prioritize program needs. Select the top needs to focus programming efforts in the upcoming year.
By *{insert date}* update your Individual Plan of Work to reflect changes due to results of your needs assessment.
By *{insert date}* identify similar programs or services in the county. Review the programs and services offered and determine if there is program or service duplication. Discuss any duplication in programming with CED and whether adjustments to Extension program offerings should be made.
By *{insert date}* identify other service providers in the county for potential partnership opportunities. Invite identified program providers to participate in your program needs assessment process.
Attend program specific training (or engage in professional development activities) in an area identified in the needs assessment to increase your competency level and your ability to deliver identified programming within *{insert number}* months following completion of a program needs assessment.
By *{insert date}* review the composition of all program advisory committees and make necessary adjustments to recruitment and selection so all program advisory groups are representative of the county or area served.
(Newer agents) By *{insert date}* establish a program advisory committee that is composed of individuals that reflect the population of the county or area served.
By *{insert date}* work with program advisory committee/stakeholder groups to identify underserved groups in the community, identify ways to provide targeted outreach to these populations, provide outreach, and track success of these outreach methods.
By *{insert date}* consult with campus Specialists to identify curricula, information, Extension publications, or other materials for use with {insert program}.
By {insert date} work with campus Specialists/ASA's to plan *{insert number}* meetings/field days/trials.
By *{insert date}* make contact with at least *{insert number}* community organizations to explore partnership opportunities.
By *{insert date}* identify other service providers in the county for potential partnership opportunities. Invite at least *{insert number}* program providers to meet and discuss possible program partnership opportunities.
By {insert date} find at least *{insert number}* sponsors for {insert name} meeting/field day/trial.
Use Eventbrite for {insert number}% of programs/events conducted and to generate revenue for {insert name} program.
(newer agents) By {insert date} attend training to increase knowledge of (programming with minors, civil rights requirements, branding, copyright....)

Program Planning: Sample 4-H Youth Development Strategies

4-H Youth Development Goal: Provide opportunities for all youth, ages 5 – 18, to identify their passions or 'Spark' and develop life-skills that prepare them for future success. *Civic Engagement:* Youth will become well-informed citizens who are actively engaged in their communities and world. *Healthy Living:* By learning the foundations of physical, social and emotional well-being, youth will become champions of healthy living in their families and communities. *STEM Engagement:* Youth will identify passions and be prepared for future success in the fields of science, technology, engineering and math through hands-on projects.

Use social media and provide targeted outreach to individuals employed in agriculture, science, and technology related fields to promote volunteer opportunities within 4-H and recruit {insert number} new 4-H adult volunteers by {insert date} to provide STEM programming and lead STEM focused clubs.

Use social media and provide targeted outreach to local college students enrolled in agriculture, science, and technology related programs to promote volunteer opportunities within 4-H and recruit {insert number} new 4-H adult volunteers to provide STEM programming and lead or assist with STEM focused SPIN clubs.

Use social media and provide targeted outreach to individuals employed in medical, health, and wellness related fields to promote volunteer opportunities within 4-H and recruit {insert number} new 4-H adult volunteers by {insert date} to provide healthy living programming and lead healthy living focused clubs.

Use social media and provide targeted outreach to local college students enrolled in nutrition, physical education, counseling, nursing, and other health related programs to promote volunteer opportunities within 4-H and recruit {insert number} new 4-H adult volunteers to provide healthy living programming and lead or assist with healthy living focused SPIN clubs.

Use social media and provide targeted outreach to individuals employed in public service or non-profits or associated with civic organizations to promote volunteer opportunities within 4-H and recruit {insert number} new 4-H adult volunteers by {insert date} to provide civic engagement programming and lead civic engagement focused clubs.

Use social media and provide targeted outreach to local college students enrolled in political science, government, public administration and related programs to promote volunteer opportunities within 4-H and recruit {insert number} new 4-H adult volunteers to provide civic engagement programming and lead or assist with civic engagement focused SPIN clubs.

Provided targeted outreach to former 4-H members living in the county to promote the benefits of giving back to 4-H and the adult volunteer opportunities within 4-H. Recruit {insert number} new 4-H adult volunteers by {insert date}.

Re-engage 100% of current and former 4-H adult volunteers so they feel comfortable re-engaging in leading 4-H clubs and programs using other delivery modes by {insert date}.

Provide content training to {insert number}% of active 4-H adult volunteers in Civic Engagement 4-H programs and curriculum by {insert date} so they feel comfortable leading 4-H Clubs and programs using other delivery modes.

Provide content training to {insert number}% of active 4-H adult volunteers in Healthy Living 4-H programs and curriculum by {insert date} so they feel comfortable taking the leadership in 4-H Clubs and programs using other delivery modes.

Provide content training to {insert number}% of active 4-H adult volunteers in STEM 4-H programs and curriculum by {insert date} so they feel comfortable taking the leadership in 4-H Clubs and programs using other delivery modes.

Provide content training to {insert number}% of active 4-H adult volunteers in {insert name of program or curriculum} by {insert date} so they feel comfortable taking the leadership in 4-H Clubs and programs using other delivery modes.

Develop and market {insert number} fundraising events in support of youth participation in local, district, state and national events and activities.

Develop and market {insert number} fundraising events in support of volunteer development and management.

Develop and implement a fundraising campaign targeting former 4-H members to increase awareness of donor opportunities.

Program Planning: Sample 4-H Youth Development Strategies
Use a statewide or national 4-H fundraising campaign to raise funds for your county program and increase target fundraising goal by {insert number}%.
Assess the composition of the county-wide 4-H advisory council. This council should consist of 4-H alumni, volunteer leaders, 4-H youth, and county leaders and represent the business, social and demographic metrics of the county. Recruit new council members to achieve proper participant balance.
Work with county 4-H advisory council to assess and prioritize the youth development program needs in the county.
Work with county 4-H advisory council and campus Specialists to identify 4-H curriculum and programs appropriate to address identified community needs.
Review data on the demographics of the county's youth population. Assess the parity of 4-H program participation. Develop and implement outreach to increase participation by underserved audiences by {insert date}.
By {insert date} meet with Ag and FCS agents to develop comprehensive county 4-H program calendar of activities.

Program Planning: Sample Family & Consumer Sciences Strategies

Nutrition & Health Goal: Reduce chronic disease risk and food insecurity by promoting policies, environments, and education that sustain healthy behaviors through the consumption of healthy diets, active lifestyles, access to nutritious food and the achievement and maintenance of healthy body weights.

Food Safety Goal: Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards.

Families and Communities Goal: Empower individuals and families to build healthy lives and achieve optimal social and economic well-being.

Meet with the program advisory committee at least *{insert number}* times to identify and prioritize the top three issues related to nutrition, wellness, and food safety.
Work with FCS program advisory committee to identify an underrepresented community or population to target outreach and suggest the best venues to market {insert name} programs.
(New agent) Meet with the current FCS program advisory committee in the first 6 months for introductions, updates, and relationship building. Over the next 12 months, identify {insert number} new community leaders to invite to join the FCS program advisory committee.
Or, over the next 12 months, identify potential candidates to begin developing an FCS program advisory committee. Work with CED, mentor, and specialists throughout the process to understand expectations, goals, etc.
By {insert date}, use the logic model to identify specific goals, strategies/workshops, short/long term expected outcomes for the top three issues identified by the program advisory committee, and other reliable data.
Conduct community asset mapping to identify individual and organizational assets in your community to help you identify potential partners from public, private, non-profit and other sectors to work on implementation of a policy, system, or environmental (PSE) change. Build partnerships with community stakeholders. Ensure that the partnership includes stakeholders who can effectively implement or support evidence-based PSE change interventions.
By *{insert date}* identify and facilitate the implementation of at least *{insert number}* policy, system or environmental (PSE) change initiatives that promotes safe places to be physically active OR increases access to healthy foods and beverages OR creates a supportive nutrition environment that makes the healthy choice the easy choice in order to promote healthy lifestyles.
Collaborate with the local faith community to identify {insert number} sites in underserved communities to offer Faithful Families.
Collaborate with at least *{insert number}* schools, Environmental Health, hospitals, and other food service entities to reduce the risk of foodborne illness.
Collaborate with *{insert name}* county health department and *{insert name}* hospital to develop a comprehensive plan for community education to reduce the risk of heart disease, diabetes, stroke, and cancers related to poor food choices, obesity, and physical activities.

Program Planning: Sample Agriculture & Natural Resources Strategies
Agronomic Crop Production Goal: Improve crop production efficiency through increased yields, improved quality, and decreased input costs.   **Horticulture Plant Systems Goal:** Increase profitability and efficiency across all areas of the horticulture industry through adoption of recommended Best Management Practices (BMPs).   **Animal Production Systems Goal:** Increase profitability of animal agriculture, equine, and forage production.   **Food Safety Goal:** Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards.   **Environmental and Natural Resources Goal:** Sustain the quality and diversity of North Carolina's natural resources by conserving and protecting the environment, boosting sustainable energy and mitigating climate change.
Meet with Ag specialized committee in *{insert month}* and *{insert month}* to review current educational efforts, analyze evaluation data, identify new and emerging issues.
Meet with pesticide specialized committee in *{insert month}* and *{insert month}* to review current educational efforts, analyze evaluation data, and identify new and emerging issues.
Review composition of advisory committees compared to Census of Agriculture data (for producers) and US Census data (general programs). Recruit diverse members if the committee is not representative of the community served.
Collaborate on pesticide safety planning efforts with the NCSU Pesticide Coordinator, NCDA&CS Regional and State Pesticide staff, and local pesticide retailers to target licensed and unlicensed pesticide applicators and farm workers.
Collaborate on educational program planning efforts with the County Soil & Water staff, Farm Service Agency staff, Agribusiness operators to target grain and specialty crop farming operations.
Collaborate on developing educational programs with neighboring County Extension Agents and the NCSU Grains Specialists, Cotton Specialists, Tobacco Specialists and Hemp Specialists.
By {insert date} secure funding to support all meetings and on-farm tests.
Utilize Eventbrite for program registrations and monitor/expend funds in the receipt accounts when fees are charged.
Secure at least *{insert number}* summer interns.
Meet with the Livestock Advisory Committee *{insert number}* times per year.
Utilize the Livestock Association as a secondary committee - meet *{insert number}* times per year.
Work with advisory members to raise money, provide animals and equipment, locations for field days and demonstration plots.
Utilize an informal needs assessment such as trends in phone calls/texts, farm visits and regulations and program evaluations to identify community needs for Extension Ag programming.
Assist with livestock shows throughout the year. {insert name} county goat and chicken show (possible lamb show) - assist with registration, weigh in, line up, ring steward, ribbons, announce. {insert name} county goat show - assist with registration, weigh in, ring steward, and line up. Judge the {insert name} adult exhibits. {insert name} chicken show - set up, registration, line-up, ring steward. {insert name} Special chicken show - judge and ring steward. State fair shows - registration, weigh in, line-up, ring steward.

Program Planning: Sample Community & Rural Development Strategies

Economic Development Goal: Catalyze NC's local economies to be attractive places to live, work, and play.

Community Development Goal: Amplify capacity of NC's leaders, organizations and communities to ensure sustainable and equitable prosperity for all North Carolinians.

Infrastructure Development Goal: Strengthen NC's infrastructure and resilience to build on technological opportunity and meet rapidly shifting climate impacts, demographics, workforce health and safety, and consumer demands that build the future economic, health and social well-being of NC communities.

Local Food Systems Goal: Create opportunities for resilient local food systems that promote increased production, processing, marketing, and consumption of food that is grown, caught, and raised within North Carolina.

Utilize a feasibility study to determine the farms and markets that would use a food processing and distribution facility.

Utilize an assessment tool (online survey) to determine farmer readiness to participate in collaborations like multifarm CSAs or selling to institutional markets.

(Newer agents) Identify potential candidates to begin forming a program advisory committee. Work with CED, mentor, and specialists throughout the process to understand expectations, goals, etc. and to establish the committee.

Meet with the program advisory committee to identify and prioritize the top three issues related to local economic development, community capacity, community infrastructure or community resilience. Review current educational efforts, analyze evaluation data, identify new and emerging issues.

Use a logic model to identify specific goals, strategies/workshops, short/long term expected outcomes for the top three issues identified by the program committee, and other reliable data. Confirm with county partners and NCSU departments involved.

Ensure that program advisory committees are representative of the community served. Identify *{insert number}* community leaders or points of contact from new groups to invite to join the program committee.

Try to reach out to groups that represent the community, but with whom Extension needs to improve partnership and outreach.

Collaborate with the local faith community to identify two sites in underserved communities to build relationships and assess programming opportunities.

Utilize an informal needs assessment such as trends in phone calls/texts/emails, presentations, community partner meetings and collaborations to identify community needs.

Utilize program evaluations to identify future needs and focus areas.

Goal 2	**Program Delivery:** Deliver research-based programs and services using varied educational strategies and teaching methods to help clientele solve complex problems and implement appropriate research-based strategies.
Description:	Deliver timely and relevant educational information. Use new and emerging technologies, appropriate equipment, and devices to offer learning in interactive and appropriate ways. Collaborate with Area Specialized Agents, Extension Specialists and community partners to address clientele needs, implement educational programs and/or secure resources or funding. Build and maintain a volunteer system for the delivery of Extension programs. Provide targeted outreach to reach new or underserved audiences. Provide a learning environment that supports diverse populations.

Program Delivery: Sample Universal Strategies
Achieve a *{insert number}%* satisfaction rating from end of session feedback surveys over the course of the evaluation period.
Utilize technology to facilitate the delivery of at least *{insert number}%* of your program activities.
Increase the use of volunteers in *{insert number}%* of your program activities.
Integrate *{insert name}* technology into learning experience to enhance interactivity.
Increase program participation by *{insert number}%* by utilizing technology to reach a larger audience.
Collaborate with *{insert number}* new internal and/or external partners to deliver educational programs.
Make contact with at least *{insert number}* new agencies or community groups and recruit at least *{insert number}* of them to participate in a series of classes.
Maintain a record of all educational programs, consultations, and facilitations conducted and a record of all contacts made. Update ERS on a weekly basis.
By *{insert date}* document all efforts that were undertaken to reach new or expanded audiences. Place a copy of documented outreach efforts in the county civil rights file.
Within *{insert number}* days following each Extension event, place copies of marketing and outreach materials in the county civil rights file to demonstrate that policy was articulated and the non-discrimination and accommodation statements were used.

Program Delivery: Sample 4-H Youth Development Strategies

4-H Youth Development Goal: Provide opportunities for all youth, ages 5 – 18, to identify their passions or Spark and develop life-skills that prepare them for future success. *Civic Engagement:* Youth will become well-informed citizens who are actively engaged in their communities and world. *Healthy Living:* By learning the foundations of physical, social and emotional well-being, youth will become champions of healthy living in their families and communities. *STEM Engagement:* Youth will identify passions and be prepared for future success in the fields of science, technology, engineering and math through hands-on projects.

Increase the number of youth participating in 4-H clubs by {insert number}%.

Increase the number of youth attending 4-H residential camp by {insert number}%.

Monitor county 4-H club accounts, charters and IRS compliance.

By June 30, reward {insert number}% of volunteer leaders through informal or formal means.

Establish one new civic engagement focused 4-H club led by a volunteer club leader by {insert date}.

Establish one new healthy living focused 4-H club led by a volunteer club leader by {insert date}.

Establish one new STEM focused 4-H club led by a volunteer club leader by {insert date}.

Increase the number of teachers using 4-H curriculum in the classroom by {insert number}%.

Increase the number of youth participating in 4-H in-school programs delivered by teachers by {insert number}%.

Conduct in person programs for youth audiences through a varied array of delivery modes like clubs, camps, in-school, after-school, special project programming.

Conduct virtual programs for youth audiences through a varied array of delivery modes like clubs, camps, in-school, after-school, special project programming.

Conduct in person and virtual training {insert frequency} for adult volunteer audiences on {insert topics}.

Increase the number of youth participating in local and state competitions by {insert number}%.

Deliver *{insert number}* new SPIN programs using 4-H curriculum.

Program Delivery: Sample Family & Consumer Sciences Strategies
Nutrition & Health Goal: Reduce chronic disease risk and food insecurity by promoting policies, environments, and education that sustain healthy behaviors through the consumption of healthy diets, active lifestyles, access to nutritious food and the achievement and maintenance of healthy body weights. **Food Safety Goal:** Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards. **Families and Communities Goal:** Empower individuals and families to build healthy lives and achieve optimal social and economic well-being.
By {enter date}, implement the 8 session Take Control Program in 2 locations in the County. At least 75% of participants will increase knowledge in *{insert knowledge area}; 50%* will increase their physical activity over 12 months; 50% will reduce their sodium intake, 75%% will increase their consumption of fruits and vegetables.
By {enter date}, implement Safe Plates in *{enter name}* school system and for the general public. *90%* of participants will increase their knowledge and skills in *{enter knowledge area}*; *75%* will *{insert behavior change}.*
By {enter date}, implement 4 week Cook Smart, Eat Smart program in collaboration with *{insert name}*. Participants will increase knowledge in *{insert knowledge area}*.
Collaborate with the FCS program advisory committee and other community leaders to identify *{insert number}* new communities to market wellness programs.
All wellness programs will be marketed through venues frequented by underserved communities identified by the FCS program committee.
Collaborate with specialists to identify and implement new technologies including social media and video.
Create a speaker's bureau platform to introduce Extension to new audiences. Participants will have five (5) educational topics (30 minutes) to choose from that are relevant to current issues identified by the program committee and other health assessments.

Program Delivery: Sample Agriculture & Natural Resources Strategies
Agronomic Crop Production Goal: Improve crop production efficiency through increased yields, improved quality, and decreased input costs. **Horticulture Plant Systems Goal:** Increase profitability and efficiency across all areas of the horticulture industry through adoption of recommended Best Management Practices (BMPs). **Animal Production Systems Goal:** Increase profitability of animal agriculture, equine, and forage production. **Food Safety Goal:** Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards. **Environmental and Natural Resources Goal:** Sustain the quality and diversity of North Carolina's natural resources by conserving and protecting the environment, boosting sustainable energy and mitigating climate change.
Increase opportunities for pesticide applicator recertification. Provide Private Pesticide Applicators recertification training in January, February and March.
Increase opportunities for pesticide applicator recertification. Commercial Pesticide Applicators will have access to 6 hours of "X" credit in the tobacco, grains, cotton and sweet potato meetings. There will be *{insert number}* hours of "all-category" training available.
A pesticide collection day will be held in {insert month} by NCDA&CS Pesticide Section and marketed in the county by Cooperative Extension.
Provide producers with research-based information to increase productivity. Hold Winter Production Meetings in {insert month}, Regional Tobacco Meeting with NCSU Tobacco Specialists and {insert collaborating county names} County Agents in {insert month}; Cotton Meeting with NCSU Cotton Specialists in {insert month}; Collaboration on Area Grains Meeting in {insert name} county with NCSU Grains Specialists in {insert month}; Hemp Meeting with NCSU Hemp Specialists and NCDA&CS Regulatory in {insert month}.
Provide producers with research-based information to increase productivity. Provide growers with monthly crop updates sent electronically and mailed quarterly newsletters.
Conduct On-Farm Tests {insert names of planned tests}.
Work with growers on individual field problems utilizing technology for rapid responses and drawing upon support from NCSU Specialists when appropriate.
Use meetings, demonstrations and hands-on training to diversify the teaching style to meet the needs of different people and topics.

Program Delivery: Sample Community & Rural Development Strategies

Economic Development Goal: Catalyze NC's local economies to be attractive places to live, work, and play.

Community Development Goal: Amplify capacity of NC's leaders, organizations and communities to ensure sustainable and equitable prosperity for all North Carolinians.

Infrastructure Development Goal: Strengthen NC's infrastructure and resilience to build on technological opportunity and meet rapidly shifting climate impacts, demographics, workforce health and safety, and consumer demands that build the future economic, health and social well-being of NC communities.

Local Food Systems Goal: Create opportunities for resilient local food systems that promote increased production, processing, marketing, and consumption of food that is grown, caught, and raised within North Carolina.

Strengthen North Carolina's local economies by implementing at least *{insert number}* of the following programs: Downtown Revitalization, Rural Development, Workforce Development, Asset Development, Tourism, Placemaking, BRE, and Entrepreneurship.
Foster community decision making that is inclusive, based in evidence and/or resulting in proactive programs by implementing at least *{insert number}* of the following programs: Civic Dialogue, Facilitation, Mediation, Forums, Visioning, and Policy Development.
Amplify community capacity to ensure sustainable and equitable prosperity by teaching facilitative leadership, conducting training and skill development workshops, building partnerships, collaboration, and expanding engagement with new and diverse audiences
Support at least *{inset number}* of infrastructure development projects that increases community vitality through research, planning and partnership to target infrastructures including farmers markets, gardens, facilities, utilities/ broadband, LID, and green infrastructure.
Increase community resilience that sustains and builds community vitality through research, planning and partnership by focusing on at least *{insert number}* projects in the area of urbanization, shifting demographics and market demands, disaster planning, assessment, strategic planning, stress & adapting to change, and farmworker health and safety.
By *{insert date},* work with local non-profits or local government to identify workshop topics such as economic development, leadership development, community decision making, disaster preparedness, local food systems or changing demographics and present on topics as needed. At least *{insert number}*% of participants will increase knowledge in *{insert knowledge area}*; *{insert number}*% will identify a community strategy to learn more about, *{insert number}*% will implement a new strategy within *{enter number}* months of the workshop.
By *{insert date}* form or expand program advisory committee to better represent the demographic makeup of the community.
Throughout year work with *{insert number}* community groups on strategic planning or implementation of community improvement projects.
Initiate or maintain *{insert number}* collaborative groups actively working on community development initiatives that have formal MOUs or relationships with CES.
Collaborate with the Program committee and other community leaders to identify *{insert number}* new communities to market community development programs
Expand to *{insert number}* new venues to market programs that are frequented by underserved communities identified by the program committee.
Collaborate with specialists to identify and implement new technologies including social media and video.
Create a speaker's bureau platform to introduce Extension to new audiences. Participants will have five (5) educational topics (30 minutes) to choose from that are relevant to current issues identified by the program committee and other community assessments.

Goal 3	**Evaluation:** Use appropriate evaluation methods and tools to improve effectiveness and quality of teaching methods, and to evaluate program outcomes and impacts.
Description:	Measure educational outcomes of programs. Report the impact of program efforts to program advisory committee and other stakeholder groups. Submit complete and accurate accountability reporting data by established deadlines. Annually review and analyze program participation data and proactively address outreach opportunities to underserved audiences.

Evaluation: Sample Universal Strategies
Inform stakeholders of outcomes and public value of programming efforts by developing *{insert number}* web posts/social media posts
Inform stakeholders of outcomes and public value of programming efforts by developing *{insert number}* newsletters.
Inform stakeholders of outcomes and public value of programming efforts by delivering *{insert number}* presentations to stakeholder groups
Evaluate and document impact for at least one program annually.
Complete at least *{insert number}* well developed success stories annually.
Conduct a program participant survey (with a sample size of at least *{insert number}*) by *{insert date}* for the purpose of identifying and implementing at least one program enhancement by *{insert date}*.
Use feedback from end of session evaluations collected in the prior year and implement at least *{insert number}*) program improvements by *{insert date}*.
Use evaluation data to document the outcomes of one policy, system or environmental (PSE) change initiative that promotes safe places to be physical active OR increases access to healthy foods and beverages OR creates a supportive nutrition environment that makes the healthy choice the easy choice in order to promote healthy lifestyles.
(experienced agent) Use evaluation data to show quantifiable social, economic, or environmental impacts of at least 1 program effort.

Evaluation: Sample 4-H Youth Development Strategies

4-H Youth Development Goal: Provide opportunities for all youth, ages 5 – 18, to identify their passions or Spark and develop life-skills that prepare them for future success. *Civic Engagement:* Youth will become well-informed citizens who are actively engaged in their communities and world. *Healthy Living:* By learning the foundations of physical, social and emotional well-being, youth will become champions of healthy living in their families and communities. *STEM Engagement:* Youth will identify passions and be prepared for future success in the fields of science, technology, engineering and math through hands-on projects. *Volunteer Development:* Volunteer management and development will help stabilize enrollment and grow the 4-H program.

Conduct a volunteer leader satisfaction survey by {enter date} and develop a plan to make improvements to volunteer programs identified in the survey.

Conduct end of session evaluations to determine individual program effectiveness.

Conduct a 4-H program evaluation to determine overall 4-H program effectiveness.

Collect and report all required data in 4-H online & ERS by the established deadlines.

Evaluation: Sample Family & Consumer Sciences Strategies

Nutrition & Health Goal: Reduce chronic disease risk and food insecurity by promoting policies, environments, and education that sustain healthy behaviors through the consumption of healthy diets, active lifestyles, access to nutritious food and the achievement and maintenance of healthy body weights.

Food Safety Goal: Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards.

Families and Communities Goal: Empower individuals and families to build healthy lives and achieve optimal social and economic well-being.

Approved evaluation tools will be used to evaluate short/long term goals of the following programs: Steps to Health, Safe Plates, Med Instead of Meds, etc.

Collaborate with *{insert number}* specialists to identify post eval tools to measure behavior change and practices in *{insert area}.*

Evaluation measures will be implemented as designed in the curricula and reported timely.

Program outcomes will be shared with the program committee and local stakeholders at twice a year.

All evaluations will be analyzed and appropriate measures will be taken to make improvements based on reasonable feedback.

Evaluation: Sample Agriculture & Natural Resources Strategies
Agronomic Crop Production Goal: Improve crop production efficiency through increased yields, improved quality, and decreased input costs. **Horticulture Plant Systems Goal:** Increase profitability and efficiency across all areas of the horticulture industry through adoption of recommended Best Management Practices (BMPs). **Animal Production Systems Goal:** Increase profitability of animal agriculture, equine, and forage production. **Food Safety Goal:** Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards. **Environmental and Natural Resources Goal:** Sustain the quality and diversity of North Carolina's natural resources by conserving and protecting the environment, boosting sustainable energy and mitigating climate change.
Conduct an evaluation of private applicator trainings. Utilize results to refine training techniques.
Evaluate production meetings for content and delivery.
Conduct an end of season grower survey to evaluate effectiveness of program impacts/outcomes.
ERS data will be entered monthly and *{insert number}* impactful success stories will be submitted.
For farm visits and one-on-one consultations, use informal evaluations such as feedback through phone calls, office and farm visits.
Receive feedback from DWQ, SWC inspectors on improvements seen on particular farms that they referred the owner to Extension.

Evaluation: Sample Community & Rural Development Strategies

Economic Development Goal: Catalyze NC's local economies to be attractive places to live, work, and play.

Community Development Goal: Amplify capacity of NC's leaders, organizations and communities to ensure sustainable and equitable prosperity for all North Carolinians.

Infrastructure Development Goal: Strengthen NC's infrastructure and resilience to build on technological opportunity and meet rapidly shifting climate impacts, demographics, workforce health and safety, and consumer demands that build the future economic, health and social well-being of NC communities.

Local Food Systems Goal: Create opportunities for resilient local food systems that promote increased production, processing, marketing, and consumption of food that is grown, caught, and raised within North Carolina.

Conduct an evaluation to measure new or improved infrastructure and its impact on the community (economically, environmentally, socially, or overall well-being).
Collect and report the number of plans (new or revised) adopted and that have begun to be implemented in community (agency, local government, business or disaster).
Collect and report the number of jobs created or sustained as a result of Extension programming.
Collect and report the number of new or retained businesses as a result of Extension programming.
Collect and report the new or adapted business or economic development plans contributed to by Extension.
Collect and report the new infrastructure or community assets as a result of Extension programming.
Collect and report the dollar value of grants or in-kind resources contributed or generated by organizations or communities to support economic development as a result of Extension involvement.
Evaluate and report the increase in the diversity of decision-making groups (economically, racially, age, etc.).
Evaluate and report the overall impact of the decision on the community and any difference in the quality of the decision due to Extension's involvement.
Collect and report the number of new or expanded leadership roles taken by community members.
Evaluate and report increased diversity of group's leadership
Collect and report the increased number of Extension trained facilitators providing facilitation services in the community.
Collect and report the number of new alliances or networks formed through some type of formal agreement or MOU.
Collect and report the increased number or engagement of partnerships or collaboratives.

Goal 4	**Marketing:** Utilize effective marketing strategies to build awareness of Extension's educational programs and events, grow Extension's brand recognition and public image, and communicate the value and impact of Extension programs.
Description:	Use appropriately branded marketing and communication tools and channels to promote the benefit and value of Extension educational programs. Promote N.C. Cooperative Extension and local Extension programs and events to stakeholders and local decision-makers. Articulate what Extension is, who we serve, and the key impacts of Extension programs to county leadership, members of the community and stakeholder groups. Intentionally market the ability to accommodate the needs of people with disabilities and clients who have a limited ability to speak or read English.

Marketing: Sample Universal Strategies
By *{insert date}* recruit and screen *{insert number}* new volunteers and have them complete the orientation process.
By *{insert date}* provide at least *{insert number}* opportunities for training to help improve the skills and build capacity of volunteers.
Create at least *{insert number}* new partnerships or collaborative programs or expand at least *{insert number}* existing partnerships or programs.
By *{insert date}* evaluate the composition of the program advisory leadership committee, the selection process, and rotation schedule. Adjust recruitment strategies to balance participation of under-represented populations.
Enter data into ERS on the composition of each program advisory leadership committee by February 15.
Each advisory leadership committee member will inform at least *{insert number}* people per year of accomplishments and successes of county Extension programs, and report audience's reactions at committee meetings.
Become familiar with and adhere to our Extension brand guidelines and resources, being mindful to reinforce the brand (visually and through strategic messaging) in all communications.
Support the development and ongoing implementation of the {insert county name} county center's marketing plan, including identifying and operating against programmatic goals, based on our Extension Local Marketing Planning resources.
Incorporate Extension's storytelling process and resources into their success story development efforts, making sure to frame story content and highlight impacts in ways that drive local goals and grow our brand. Stories meet standards established in storytelling checklist
Follow university guidelines and best practices for local social media, while incorporating Extension's social media themes into all local social content.
Use appropriately branded marketing and communication tool and channels to promote the growth and ongoing success of Extension, which involves building awareness statewide – who we are, what we do and why people should care.

Marketing: Sample 4-H Youth Development Strategies
4-H Youth Development Goal: Provide opportunities for all youth, ages 5 – 18, to identify their passions or Spark and develop life-skills that prepare them for future success. *Civic Engagement:* Youth will become well-informed citizens who are actively engaged in their communities and world. *Healthy Living:* By learning the foundations of physical, social and emotional well-being, youth will become champions of healthy living in their families and communities. *STEM Engagement:* Youth will identify passions and be prepared for future success in the fields of science, technology, engineering and math through hands-on projects. *Volunteer Development:* Volunteer management and development will help stabilize enrollment and grow the 4-H program.
Develop a marketing program that attracts youth and volunteers from all sectors of the county, to assure inclusivity and efficient impact of programs.
Evaluate programming efforts for further marketing of the 4-H youth development program.
Design, develop, implement, and manage a volunteer development program that expands local programming outreach and impacts.
Create an inclusive volunteer management program to include recruitment, training, supervising, recognizing and retaining volunteers.
Implement a marketing plan to focus on informing current and potential donors of the impact of 4-H.
Implement a marketing plan to focus on the availability of 4-H volunteer opportunities

Marketing: Sample Family & Consumer Sciences Strategies

Nutrition & Health Goal: Reduce chronic disease risk and food insecurity by promoting policies, environments, and education that sustain healthy behaviors through the consumption of healthy diets, active lifestyles, access to nutritious food and the achievement and maintenance of healthy body weights.

Food Safety Goal: Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards.

Families and Communities Goal: Empower individuals and families to build healthy lives and achieve optimal social and economic well-being.

Recruit, orient *{insert number}* female and *{insert number}* minority to the program committee by *{insert date}*.

Work with CED and program specialists to develop a volunteer management system to include strategies to recruit, train, and evaluate volunteers by *{insert date}*.

Increase opportunities to increase partnerships by identifying *{insert number}* community boards or committees relevant to FCS work to join.

Work with CED and program committee to identify at least one specific community or area in the county where FCS does not have a presence. Identify the gatekeeper to develop a relationship to increase awareness of Extension and potential programming opportunities.

By *{insert date}*, work with CED and specialists to determine the value of food safety and wellness outcomes to the community. Collaborate with CED to identify multiple venues to market public value.

Program committee and program participants will report program outcomes to the county manager and BOC during a meeting on *{insert date}*.

Marketing: Sample Agriculture & Natural Resources Strategies
Agronomic Crop Production Goal: Improve crop production efficiency through increased yields, improved quality, and decreased input costs.
Horticulture Plant Systems Goal: Increase profitability and efficiency across all areas of the horticulture industry through adoption of recommended Best Management Practices (BMPs).
Animal Production Systems Goal: Increase profitability of animal agriculture, equine, and forage production.
Food Safety Goal: Enhance food safety throughout the supply chain through producer and consumer-based programming aimed at preventing food safety hazards.
Environmental and Natural Resources Goal: Sustain the quality and diversity of North Carolina's natural resources by conserving and protecting the environment, boosting sustainable energy and mitigating climate change.
Communicate with stakeholders using printed and emailed Extension quarterly reports.
Have a presence at Extension and community functions.
Attend county training opportunities and department meetings.
Promote programs and educational information on social media.
Use mass media to market programming efforts and achievements.
Promote Extension at community events and other organizations.
Develop and maintain local funding and volunteer support to meet program needs.
Secure funding from alternative sources including grants to support on-farm research, field days, and meetings.
Apply for NCSU innovation grant to hire a program assistant and purchase supplies for programs.
All published material will utilize appropriate Cooperative Extension branding and follow civil rights requirements.

Marketing: Sample Community & Rural Development Strategies

Economic Development Goal: Catalyze NC's local economies to be attractive places to live, work, and play.

Community Development Goal: Amplify capacity of NC's leaders, organizations and communities to ensure sustainable and equitable prosperity for all North Carolinians.

Infrastructure Development Goal: Strengthen NC's infrastructure and resilience to build on technological opportunity and meet rapidly shifting climate impacts, demographics, workforce health and safety, and consumer demands that build the future economic, health and social well-being of NC communities.

Local Food Systems Goal: Create opportunities for resilient local food systems that promote increased production, processing, marketing, and consumption of food that is grown, caught, and raised within North Carolina.

Promote the impact of the *{insert name}* program to county stakeholders through articles, newsletter, interviews and media posts.
Market *{insert name}* program to targeted audiences using group media tools.
Attend public events such as open-air markets and festivals providing promotional materials for upcoming programs.
Develop lists of community members with specific interests - such as small business owners, etc. and provide targeted information to the group through email and media platforms.