



## BTOP Application Attachment Instructions

### Management Team and Organization Chart

Provide the resumes of the senior management team and project team members significant to the project's success. Please identify their years of experience and relevant expertise with projects of similar size, scope, and complexity. Please identify specific prior (or current) projects, dates, and outcomes that showcase the management team's track record as relevant to executing the project. In addition, provide an organizational chart that details the structure of your organization, including any parent, subsidiary, affiliate, or partner organizations.

It is recommended that you provide these documents in PDF format when submitting a copy of your application on an appropriate electronic medium, such as a DVD, CD-ROM, or flash drive.

**Organizational Charts and Resumes/Bios for Senior Management Team Members and Trainers - A bookmarked PDF containing the following sections:**

- AL SBA Boosting Broadband to Bridge the Digital Divide Org Chart
- ADECA Org Chart
- Connecting Alabama Org Chart
- Joe Sumners (ECDI) Bio
- Jessica Dent (ADECA and Connecting AL) Resume
- Amelia Stehouwer (ECDI) Bio
- Mike Easterwood (ECDI) Bio
- CEC Qualifications Expectations

**Connecting Alabama: Boosting Broadband to Bridge the Digital Divide  
A Sustainable Broadband Adoption Program**

**ALABAMA DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS (ADECA)  
AND CONNECTING ALABAMA**

Project Applicant and sub-recipient organization; Overall Project administration;  
Statewide broadband awareness campaign

**ECONOMIC & COMMUNITY  
DEVELOPMENT INSTITUTE**  
*a partnership of Auburn University  
& the Alabama Cooperative  
Extension System (ACES)*

Project contractor for module  
development and delivery

Training delivery through ACES and  
its 67 County Extension Coordinators

Technical Assistance through ACES  
IT staff and use of mobile computer  
lab with wireless Internet access

**ALABAMA  
COMMUNITY  
COLLEGE SYSTEM  
BEACON Consortium**

Project contractor for  
local and regional  
marketing

Equipped training sites

Assistance with  
training delivery at  
19 campuses  
throughout the state

**ALABAMA INSTITUTE  
FOR DEAF AND  
BLIND (AIDB)**

Training delivery to the  
deaf, blind and multi-  
disabled at 8 campuses  
throughout the state

Advisory capacity for  
accessibility of training  
modules

Fully-accessible  
training sites

**ALABAMA COMMUNITY SERVICE BLOCK GRANT PROGRAMS  
22 COMMUNITY ACTION AGENCIES STATEWIDE**

Marketing and promotion of broadband usage to; Identification and outreach to; and  
Opportunities to provide targeted training to support broadband adoption among  
**LOW-INCOME VULNERABLE POPULATIONS**

**ALABAMA COMMUNITY LEADERSHIP NETWORK**

Marketing and promotion of broadband usage to; Identification and outreach to; and  
Opportunities to provide targeted training to support broadband adoption among  
**YOUTH VULNERABLE POPULATIONS**

Broadband guidance to community leaders; Feedback from community leadership groups

**POARCH BAND OF CREEK INDIANS (AND CREEK INDIAN ENTERPRISES)**

Marketing and promotion of broadband usage to; Identification and outreach to; and  
Opportunities to provide targeted training to support broadband adoption among  
**NATIVE AMERICAN VULNERABLE POPULATIONS**

**HISPANIC INTEREST COALITION OF ALABAMA**

Marketing and promotion of broadband usage to; Identification and outreach to; and  
Opportunities to provide targeted training to support broadband adoption among  
**HISPANIC VULNERABLE POPULATIONS**

**ALABAMA COUNTY EXTENSION SYSTEM ESL INITIATIVE (26 Counties)**

Marketing and promotion of broadband usage to; Identification and outreach to; and  
Opportunities to provide targeted training to support broadband adoption among  
**ESL VULNERABLE POPULATIONS**

**ALABAMA AARP**

Marketing and promotion of broadband usage to; Identification and outreach to; and  
Opportunities to provide targeted training to support broadband adoption among  
**SENIOR CITIZEN VULNERABLE POPULATIONS**

**ALABAMA RURAL ACTION COMMISSION**

Targeted marketing for broadband awareness and training activities utilizing its  
Healthcare, Education, and Economic Development Committees

Serve as outreach entity to Alabama's rural communities

# ALABAMA DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS

**BILL JOHNSON**  
DIRECTOR

**DONI M. INGRAM** ASSISTANT DIRECTOR

Fiscal Agent

**ENERGY DIVISION**  
TERRI L. ADAMS, Division Director

<b>ADMINISTRATIVE</b> ANNIE YOUNGBLOOD SUSAN FLEEMAN	<b>ENERGY EFFICIENCY AND RENEWABLE SECTION</b> WILLIAM M. BABINGTON KAREN CLIFTON KARL FROST KATHY HORNBY LARRY KNOX CLARENCE E. MANN
<b>SCIENCE AND TECHNOLOGY SECTION</b>	
<b>LINER/WEATHERIZATION</b> GARETH D. (WILLIE) WHITEHEAD CHRISTOPHER (KIT) GALLUP ROBERT LEE BRENDA S. MOOK KATHARINE STONE STEVE TILL	

**LAW ENFORCEMENT AND TRAFFIC SAFETY DIVISION**  
ROBERT H. FRUIT, Division Director

<b>ADMINISTRATIVE</b> DEBRA M. BERRY FRYEW. MCCLAIN	<b>GRANTS MANAGEMENT</b> BRIAN FORSTER THOMAS G. GORRE, JR. CHRISTOPHER MURPHY RONDA C. PINES KATHLEEN A. RASMUSSEN WILLIAM R. RAY RACHEL L. SIVS WILLIAM SCOTT STEWART
<b>PROGRAM INTEGRITY</b> COURTIS L. HARRIS BILL WATLEY, JR.	

**COMMUNICATION AND INFORMATION DIVISION**  
LARRY J. CHILDERS, Division Director

<b>ADMINISTRATIVE</b> DOLLIE B. BURKHALTER	<b>PUBLIC INFORMATION SECTION</b> JAMES PLOTT CRYSTAL BOVILLIAN TIM BRADY JOSHUA CARPLES MIKE W. PRESLEY
<b>GRAPHIC ARTS</b> TOMMY PRICE, JR. ADRIANE A. ROSS	

**OFFICE OF WATER RESOURCES (DIVISION)**  
BRIAN ATKINS, Division Director

<b>ADMINISTRATIVE</b> PAT DENENNY	<b>INTERSTATE WATER ISSUES</b> DOW JOHNSTON
<b>WATER USE MANAGEMENT</b> THOMAS M. LITTLEPAGE MICHAEL HARPER ASHLEY PAULK JAMES O. TINNEY	<b>FLOODPLAIN MANAGEMENT BRANCH</b> LESLIE DURHAM JAIME HESTER <b>PROGRAM SUPPORT</b> ANDREW BLANKM KATRINA GRANZELL JAMES (KEN) MEREDITH R. A. NICHOLS <b>TECHNICAL SUPPORT</b> WARCEL EDWARDS WANCA ERVIN PHILIP HICKS KENDAL MONTGOMERY
<b>GIS MANAGEMENT</b> W. PHILLIP HENDERSON JARED EOSTIC NAVIGY LAWRENCE HENRY E. MOORE	
<b>TECHNICAL SUPPORT</b>	

**THE GOVERNOR'S RESOURCES AND ECONOMIC ASSISTANCE PROGRAMS**  
BEATRICE P. FORNISS  
THEODORE (BUTCH) JONES, III  
STEPHANIE E. RANKINS  
LISA REID

**INFORMATION SERVICES**

<b>ADMINISTRATIVE UNIT</b> SCOTT A. RANDOLPH	<b>OPERATIONS UNIT</b> JOANNA K. MEYERS SHARON P. BOYNTON	<b>PROGRAMMING UNIT</b> SHEILA B. TAYLOR DAVID CARB DEBORAH KING-IT CHRISTOPHER D. FLAYER THOMAS A. WOODGARD
	<b>PC SUPPORT/TRAINING UNIT</b> SCOTT A. THERFELDER VIKRAM GUINDA HARVEY O. HOJT JAMES M. JACKSON ROY LONES KATHY J. MATHEWS DAVID E. WATERS	<b>VOICE TELECOMMUNICATIONS UNIT</b> BRENDA Y. LAVBEFT

**LEGAL SECTION**  
Edward E. Davis

OLALD A. K. SMITH  
SHARON MEEHAN  
MARIA OSWALT

**GENERAL SERVICES SECTION**  
RITA G. (BESSY) BALLENTINE  
YVONNE V. ELMORE  
ELVIS D. THOMAS

**COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS**  
Shabbir A. Olla, Manager

<b>CDBG</b> Community Development Block Grant VIRGINIA ANDERSON SANDRA PEAVY ELAINE DOBBS-PATTERSON SANDRA DONALDSON MARGARET DYKES LEE A. FLENNORY KATE HUBERT WILLIAM (M.) JONES MUREEN NEIGHBORS JOHNNIE STREETER JANICE THOMAS SHEA JACKSON	<b>ESG</b> EMERGENCY SHELTER GRANT SHONDA GRAY
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**CSBG**  
COMMUNITY SERVICES BLOCK GRANT  
CRYSTAL DAVIS  
DORIS FELDER  
BRENDA R. JONES  
RUBEN PARKER  
BENITA POSTELL  
ALICE SCHAJM  
RHONDA TALLEY

**SURPLUS PROPERTY DIVISION**  
SHANE T. BAILEY, Division Director

<b>ADMINISTRATIVE</b> TANISHA ZAIP-LEE BURT BROWNELL FREDDIE FOX BEN M. CEMPEY SHERYL V. DUKE CHARLES FULMER JAMES HOLLINGSWORTH DEBRA SMITH	<b>MAINTENANCE AND REPAIR</b> LAVENNE RAY BAIME JAMES BEARDEN STEVE FORNEY WILLIE WALKER	<b>SALES</b> JOSEPH M. EENSON JAMES G. BYRD PANDY HAMMONDS JOSEPH HOLLINGSWORTH MATHEW L. JACKSON DEBORAH J. JOHNSON
<b>EVA</b> SHERYL C. CHILDERS SAMUEL R. CLEGHOPIN RANZY HOLOMB JOHNNY R. PERSALL		

**COMMUNITY PROJECTS**  
PAMELA B. GATES  
EMILY LAW  
JESSICA DENT  
MARIE TOMLIN  
STACEY LEVINS  
THERESA ELLIS

**HUMAN RESOURCES SECTION**  
RAMONA CARROLL  
ARTIA WILKINS  
EVELYN TERRY

**PROGRAM INTEGRITY UNIT**  
PRU A. MURPHY

**RECREATION AND CONSERVATION**  
ROB GRANT  
JODY SMITH-WATERS

**SPECIAL PROJECTS**  
BONNIE F. DURHAM

**AUDIT**  
**ADMINISTRATIVE SECTION**  
WENDY S. HESTER

**AUDIT REVIEW SECTION**  
KATRENA TETTER  
REBECCA B. JACKSON  
SHIPLEY A. MCKINLEY

**FINANCIAL SERVICES**  
TAMMY J. ROLLING, Accounting Director

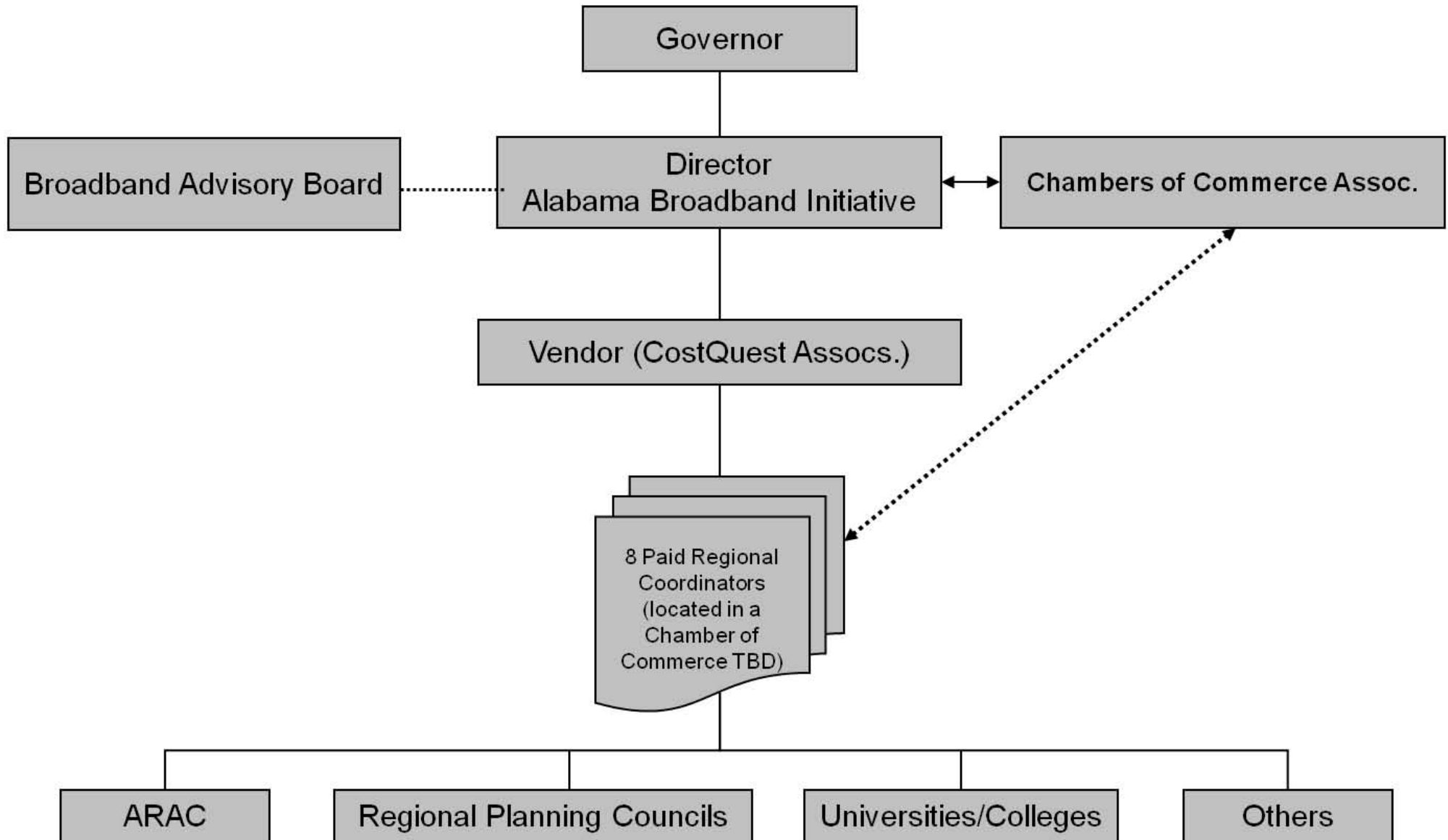
<b>ADMINISTRATIVE UNIT</b> KATHY L. MANN	<b>ACCOUNTING UNIT</b> <b>WORKFORCE DEVELOPMENT</b> BETTY C. GRIM VALINDA DURCAN PHILIP P. FETZER DORIS J. TOWNSEND EMILYN B. WRIGHT <b>PARTICIPANT PAY</b> WARSHA M. MCNEAL <b>INDIRECT COST</b> SHERITA C. GIBBS LISA T. SMITH <b>LETS</b> WILLIAM T. WALDROFF CONNIE L. BALLARD RICHARD Y. LAWLER WAFY A. MANGUM CANDACE A. MOORE <b>CSD</b> CINDY L. REASER KATHY S. AVINGER JIM E. D. BAKER VALERIE R. BYRD WARSHA M. HARRIS <b>EW/TARA</b> LINDA B. LUPIAN <b>CWF/SURPLUS PROPERTY</b> WILLIAM J. FREE
<b>CONTROL AND PAYROLL UNIT</b> <b>CONTROL</b> ALEXIA T. DOOLEY ROSIE M. (PEGGIE) HALL CAROLE SILAS MICKEY BOYD <b>PAYROLL</b> NANCY R. BROWN	
<b>PROPERTY MANAGEMENT</b>	
<b>PURCHASING</b> GILBERT REED COLLAR, JR.	

**OFFICE OF WORKFORCE DEVELOPMENT**  
Steve Walkley, Division Director

<b>ADMINISTRATIVE</b> <b>ADMINISTRATIVE UNIT</b> CHRISTINA C. ELOYD <b>EO UNIT</b> LILLIAN PATTERSON	<b>STATE PROGRAMS AND DIVISIONAL BUDGET MANAGEMENT</b> BILLY E. HORNSBY, JR. ROCHELLE ANDERSON SARA CA. HOJN MARIE COLEY JANE LEATHERWOOD KRISTEN SEXTON
<b>ALABAMA WORKFORCE INVESTMENT AREA ONE-STOP</b> MICKEY A. HUTTO LUCILENE J. BROWN TERRY COMER HATTIE L. COTTON TAMMY FARVER PATRICIA HILL MARGARET S. HUGHES VIRGINIA V. ORROW OVETTA MOSCATELLO KYNONDA RIVERS	<b>ISM / REPORTING</b> BEN BARNES GLENDA D. ALEXANDER DAPHNE SALLEY BARBARA C. BURNS CAPO. A. DANTEY KAREN M. MONTGOMERY JUANITA POWELL WILLIS V. ROSS DONNA W. ROWE OLGA J. TAYLOR
<b>PROGRAM INTEGRITY SECTION</b> MELODY KOORANGI JAN DAME	<b>STATE PLANNING / RAPID RESPONSE</b> RAYMOND A. CLENNEY <b>WORKFORCE INITIATIVES</b> KEN W. HOLLINGSWORTH ANTHONY HAGAN TRYCYN MCCLANEY

**GOVERNOR'S OFFICE OF WORKFORCE DEVELOPMENT**

JIZ COCHRAN  
TRACEY VARNER  
DENNIS HOPPER  
BEN BARNES  
RICKY JORDAN  
ALLEN FRICAY



## JOE ARTHUR SUMNERS, PH.D.

*Director, Economic & Community Development Institute  
Auburn University & Alabama Cooperative Extension System*

Joe A. Sumners was appointed as Director of the Economic & Community Development Institute, a partnership of Auburn University and the Alabama Cooperative Extension System, on June 1, 2006. Prior to this appointment, Dr. Sumners served as Director of the Economic Development Institute for four years and as Associate Director of EDI for two years. Before working at EDI, he served as Training and Research Coordinator for Auburn University's Center for Governmental Services. In addition, he has served on the political science faculty at the University of Alabama at Birmingham and Stephen F. Austin State University in Nacogdoches, Texas. He has also worked as a county health inspector and a high school teacher and coach.

In 1995, he helped plan and organize the state's first-ever Symposium on the Alabama Constitution and Mock Constitutional Convention. He is author of *Governing Alabama: The People's Choice*, an issues book on Alabama state and local government used in Alabama high schools. He wrote a chapter, "Missing: Local Democracy," in the book, *A Century of Controversy: Constitutional Reform in Alabama* (University of Alabama Press, 2002). He wrote a chapter (with William and Lane Sauser), "Leadership Challenges in Local Government: Economic Development, Financial Management and Ethical Leadership," in the book *Leadership Challenges for Management: Succeeding in Today's Competitive Environment* (M.E. Sharpe and Company, 2005). He wrote a chapter, "Strategies for Small Town Success," in the book *Building the Local Economy: Cases in Economic Development* (Carl Vinson Institute of Government, 2008). He is the author (with Amelia Stehouwer) of a chapter, "Building Community in Smalltown," in a book to be published by the Kettering Foundation in 2010. He is the author (with Larry Lee) of *Beyond the Interstate: The Crisis in Rural Alabama* (January 2003) and *Crossroads and Connections: Strategies for Rural Alabama* (October 2004). His journal articles have appeared in *The American Political Science Review* and *Evaluation and Program Planning*.

Dr. Sumners has conducted over 200 workshops and courses for Alabama county and municipal officials. He is an experienced consultant with over 20 years experience providing technical assistance to Alabama cities and counties. He has directed strategic planning projects in the Alabama cities of Northport, Sylacauga, Brewton, Gadsden, Uniontown, Eufaula, and Valley. He directed a strategic planning project for Pickens County and helped Shelby County develop its economic development plan. He has provided strategic planning and facilitation assistance to many statewide associations and organizations in Alabama.

Dr. Sumners is serving as a technical advisor to Governor Bob Riley's Black Belt Action Commission and Alabama Rural Action Commission. He is also a member of the "Rural Alabama's Committee of 100", an advisory council to The Center for Rural Alabama (a division of the Alabama Department of Agriculture and Industries). He serves on the Alabama Development Office (ADO) Community and Rural Development Advisory Board. He serves as Executive Director of the I-85 Corridor Alliance, a regional partnership of communities, educational institutions, and businesses located near Interstate 85 from the Georgia state line to Montgomery. He is a member of the Board of Directors of Alabama Communities of Excellence (ACE), and is a former president and vice-president of the organization. Dr. Sumners is a member of the International Economic Development Council, the Southern Growth Policies Board, the Southern Economic Development Council, the Economic Development Association of Alabama, and the Society for the Advancement of Management. He is past-Chairman of East Alabama Citizens for Constitutional Reform.

A native of Harpersville, Alabama, Dr. Sumners received his BS and MA degrees from Auburn University and his Ph.D. from the University of Georgia. He is married to Lynn Sumners and has two children, Lacey Updegraff (age 27) and Tucker Sumners (age 14), and one granddaughter, Ella Clare Updegraff (age 2).

**Jessica Dent**



### **SUMMARY OF QUALIFICATIONS**

Extensive knowledge and experience building programs, combined with creative ideas for program information distribution and a solid history of program success. Proven ability to develop teamwork atmosphere amongst employees in order to increase potential and overcome obstacles. Strong analytical and planning skills, combined with the ability to coordinate the efforts of many to meet organizational goals. Productive and efficient work habits without supervision. Self-motivator with high energy; with a strong ability to effectively engage other employees

### **PROFESSIONAL EXPERIENCE**

A successful background in management  
Supervisory and training experience  
Proven research and planning skills  
Extensive program development and program management experience  
Grant Writing and Administration experience

### **EMPLOYMENT HISTORY**

#### **Planning and Economic Development Specialist III**

**November, 2001-Present**

#### ***Alabama Department of Economic and Community Affairs (ADECA)***

##### **Interim Director-Alabama Broadband Initiative**

- Administer \$1.9 Million federal grant program
- Manage the development and implementation of a Statewide Broadband Initiative
- Work to eliminate gaps in broadband service throughout Alabama

##### **Program Manager-Governor's Resources and Economic Assistance Programs**

- Administer federal Community Renewal Program, an economic development incentive
- Manage a cooperative district of economic developers qualifying for the Community Renewal Program
- Administer \$12 million dollar Commercial Revitalization Deduction (CRD) Allocation
- Research and review federal legislation affecting the Renewal Community Program
- Serve as a liaison for the office with US Congressional Office(s) staff members concerning issues affecting the administration of Federal programs
- Review CRD applications for accuracy and conduct site visits
- Provide technical assistance for the Gulf Opportunity Zone Act
- Review and process Delta Regional Authority grant applications
- Review and process Delta Regional Authority grant reimbursement request
- Conduct monitoring visits for the Delta Regional Authority grant program
- Represent ADECA at various engagements, speaking on behalf of the Department
- Review grant publications to ensure compliance with programmatic guidelines and project goals
- Compile statistical information regarding distressed communities
- Provide technical assistance with the preparation of grant budgets and applications
- Evaluate the effectiveness of grant programs through a review of program performance criteria
- Provide planning assistance to communities
- Provide planning assistance to economic development organizations
- Provide technical assistance to nonprofit organizations
- Network with representatives of other agencies for the purpose of comparing and evaluating programs

- Develop and administer plans for future projects and programs for the department
- Represent ADECA on the Alabama Communities of Excellence Associates Council, currently serving as Vice President of the Council
- Prepare and provide one-on-one and group training and technical assistance
- Prepared SMART Budgeting documents for justification of General Fund Allocation

**Served as a special staff appointment to the Governor's Black Belt Action Commission**

- Coordinated the development of an online resource database for Rural Alabama
- Served on the following committees Community Development, Leadership, Race Relations
- Coordinated the 10 member Grant Advisory Committee
- Created educational materials for Grant Assistance Workshops
- Conducted two Grant Assistance Workshops

**Program Manager-Science, Technology and Energy Division**

Managed the Solar technology program, and the State building energy analysis program

- Administered the Exploring Solar Technologies Grant
- Assessed and enforced grant program requirements
- Assessed and enforced grant financial requirements

Representative for ADECA on the Experimental Program to Stimulate Competitive Research (EPSCoR) Committee

Representative for ADECA on the Science Technology Council

Assisted writing the Alabama Comprehensive Telecommunication Plan

- Facilitated focus groups and presented reports to the technical writing team
- Served as a member of the strategic writing team
- Created education and outreach materials

Developed and managed the Energy Performance Contracting (EPC) program. Program will serve as a guide for the State of Alabama, Counties, Municipalities and School Districts to implement an energy management system with the potential to save millions of dollars.

- Wrote a step-by-step manual for implementing EPC program
- Developed program marketing materials
- Provided technical assistance when requested

Chaired the ADECA Grants Task Force

- Devised a one stop site of grant resources for grant seekers in Alabama
- Wrote the introductory to grant seeking and writing for the ADECA web site
- Coordinated the development of the Grant Resource web site
- Served as ADECA's contact for grant related questions

**Program Manager-Recreational Programs**

Representative for ADECA on the Scenic By-ways Council

Assisted writing the Statewide Comprehensive Outdoor Recreation Plan

- Served as the Director's representative on the Scenic Byways Committee
- Served as the Alabama Department of Economic and Community Affairs representative during Federal Energy Regulatory Commission Re-licensing of certain Hydro-electric plants

**Program Manager-Office of Water Resources**

Coordinated the writing of legislation to enact Dam Safety Regulations

Created education and outreach materials for the Dam Safety initiative

Coordinated the activities of the Alabama Drought Assessment and Planning Team

- Wrote the Alabama Drought Management Plan (first draft to be presented to the Team)
- Designed informational brochures and fact sheets
- Developed three phase drought emergency guidelines
- Served as representative for the Office of Water Resources at Clean Water Partnership Meetings

**Store Manager**

**1998-2001**

***Movie Gallery***

Approximately one year full-time while attending graduate school. There are seven classes of stores for Movie Gallery, Troy Movie Gallery was a three in 1998 and was a six by 2001

**Supervised 12 to 15 employees**

Responsible for internal sales service and inventory control

Assisted the District Manager with problem stores and Manager Training

Represented Movie Gallery at the Troy Chamber of Commerce  
Represented Movie Gallery at various Community events  
Maintained weekly, monthly and quarterly financials  
Developed innovative marketing strategies for quarterly promotional sales

### **Department Manager/Safety Coordinator**

**1994-1998**

#### ***Wal-Mart***

Approximately three years full-time while attending college

#### **Supervised the work of five (5) to seven (7) part time employees**

Responsible for internal sales service  
Purchased 70% of department's inventory  
Maintained OSHA 200 Log  
Coordinated all safety checks as required by law  
Coordinated in store employee safety awareness programs  
Member of the Hiring Selection Committee

### **EDUCATION**

#### **MS, Human Resource Management** (Degree not completed)

**2000**

*Troy State University, Dothan, Alabama*

Course Work completed includes:

- Personnel Law
- Human Resource Management in the 21<sup>st</sup> Century
- Labor Management and Dispute Resolution
- Human Behavior in the Social Environment

#### **BS, Human Services**

**1997**

*Troy State University, Troy, Alabama*

Major: Human Services, 3.0 average in field of concentration

Minor: Political Science, Manual Communication

85% of total college expenses earned through full-time and part-time employment

### **ADDITIONAL INTEREST AND TRAINING**

**Auburn University Economic and Community Development Institute**--This course introduces participants to all phases of economic development. The course curriculum is tailored to meet the expressed education and training needs of economic developers in Alabama.

**The Grantsmanship Training Certificate**—The Grantsmanship Center Training Program covers all aspects of researching grant opportunities, writing grant proposals and negotiating with funding sources. During this rigorous 5-day workshop, nonprofit and government personnel can work on crafting actual grant proposals for their agencies.

**Alabama Communities of Excellence Associates Council Community Assessment Training**—The Alabama Communities of Excellence (ACE) was created as a non-profit corporation, specifically, the ACE program focuses on assisting Alabama communities with populations between 2,000 and 12,000 in the areas of leadership development, strategic planning, comprehensive planning, commercial business development, education enhancement, infrastructure requirements, health and human services, tourism, economic development and quality of life/recreation issues.

**Family Guidance Center of Alabama—Advisory Council Member Family Service Center of Lowndes County**  
Family Guidance Center of Alabama, Inc. is dedicated to strengthening families through partnering with families, organizations, and communities and through the provision of an accessible system of coordinated programs and services designed to enable people of all ages in Alabama to envision and achieve their goals.



**Nonpoint Education for Municipal Officials**—Alabama Department of Environmental Management NEMO (Nonpoint Education for Municipal Officials) was created in the early 1990's to provide information, education and assistance to local land use boards and commissions on how they can accommodate growth while protecting their natural resources and community character.

## **AMELIA HALL STEHOUWER**

Research Specialist

Economic & Community Development Institute

*Auburn University & Alabama Cooperative Extension System*

Amelia Hall Stehouwer is responsible for ECDI's research and communication activities, as well as its graduate minor in Economic Development. Since joining the ECDI staff in August 2004, she has served as Graduate Research Assistant, Outreach Assistant, Training and Research Coordinator, and Research and Communications Specialist. In these positions, Amelia has: coordinated and acquired funding for community outreach projects, as well as ECDI-sponsored initiatives (2004-present); revised and managed the Intensive Economic Development Training Course (2005-2007); designed and managed the Alabama Prosperity Forum (2006-2008); conducted economic and community development research (2004-present); written and designed ECDI publications and articles (2004-present); administered the first 47 Rural Alabama Initiative grants (2007); designed, developed, and maintained ECDI's website (2007-2009); redesigned and expanded ECDI's graduate minor in economic development (2008-present); developed an online and print directory featuring hundreds of entities involved in Alabama community and economic development (2007-2009); facilitated roundtables and deliberative forums; and supported the creation and development of strategic partnerships between ECDI and members of the economic and community development and AU communities.

In 2008-2009, she designed and built ECDI's new economic research and analysis program. Through this process, she established ECDI's capacity to provide: economic and fiscal impact analyses for proposed changes in local and regional economies, labor supply and workforce projection data, occupational and industrial analysis, retail trade area estimates, community and regional profiles, regional scans, and economic trends and forecasts for communities and regions across Alabama.

Amelia's long-term and frequent research interests include poverty in the southern US, the role of social capital and civic engagement in economic development, factors contributing to prosperity and progress in distressed regions (especially in the southern US), and the role of education in economic development.

She is co-author (with Dr. Joe Sumners) of a number of ECDI publications, including *Auburn University Supporting Alabama's Economy*, *Alabama Local Economic Development Survey 2006*, *The Alabama Economic Development Resource Directory*, and *Building Community in Smalltown*. She is currently working with Dr. Sumners on a chapter for the *Oxford Handbook of Southern Politics* that focuses on political, economic, and social development, characteristics, and trends in the Southern Black Belt region.

Before working with ECDI, Amelia worked as volunteer coordinator, grantwriter and office manager for Lee County Alabama Habitat for Humanity, where she currently serves on the Board of Directors, from February 2003 to August 2004 and completed undergraduate internships with the Alabama Poverty Project and Greater Birmingham Ministries.

Her professional affiliations include the Economic Development Association of Alabama, University Continuing Education Association, National Association of Community Development Extension Professionals, American Sociological Association, and American Society of Public Administrators.

Amelia graduated Magna cum Laude from Samford University in 2002 with a Bachelor of Arts in Sociology (and a minor in Christianity, Women and Leadership Studies) and Summa cum Laude from Auburn University in 2006 with a Masters of Public Administration (and graduate minor in Economic Development). During her academic career, Amelia was selected for membership in seven top academic honor societies and was recognized by her professors and peers for scholarship, leadership, and service. In 2007, she was selected as the Inaugural Recipient of the Auburn University Outreach Service Award of Merit. Amelia and her husband Seth live in her hometown of Opelika, Alabama.

## **R. MICHAEL EASTERWOOD**

Senior Outreach Associate

ECONOMIC & COMMUNITY DEVELOPMENT INSTITUTE

*Auburn University & Alabama Cooperative Extension System*

Mike Easterwood is currently a Senior Outreach Associate with the Economic & Community Development Institute (ECDI). He conducts research related to state and local economic development activities in Alabama, prepares and administers grant proposals on behalf of ECDI, Auburn faculty and departments, and other organizations outside the university, conducts workshops on grant writing, and works with communities in developing strategic plans for economic development. He served as Interim Executive Director for the Alabama Communities of Excellence (ACE) program for the calendar year 2004. Prior to his employment with ECDI Mr. Easterwood served as Development Director with the Center for Governmental Services (CGS) at Auburn University (1985-1994). He served as a Research Specialist with the Bureau of Governmental Research and Service at the University of South Carolina from 1981 through 1985. Mr. Easterwood was Development Director with the East Alabama Regional Planning and Development Commission in Anniston, Alabama from 1971 through 1981. Mr. Easterwood was born in Alexander City, Alabama. He received his BA degree from Auburn University in 1971 and earned graduate degrees from Jacksonville State University (MPA) and the University of Alabama in Birmingham (MA/Urban Studies). He is married to the former Patsy Wilbanks of Goodwater, Alabama and the proud parent of two daughters, Casey and Kristen.

### Recent major project activities:

2009: In partnership with Goodwin, Mills & Cawood, developed Lee County Master Plan; Served as co-captain for Leeds, AL Alabama Community of Excellence (ACE) team.

2008: Administered 36 Rural Alabama Initiative grant projects (funded through ECDI); assisted Headland, AL develop strategic plan for the community.

2007: Assisted Poarch Band of Creek Indians (Atmore, AL) develop a strategic plan; presented grant writing workshops throughout Alabama as part of Auburn University's grant-funded Healthy Marriage and Families project.

2006: Assisted Graysville, AL in developing an economic development plan (major element within Graysville's comprehensive plan); prepared economic development element of Alabama's Hurricane Katrina recovery plan.

2005: Assisted Camp Hill, AL in preparing a strategic plan; assisted Stockton, AL (unincorporated) in preparing a strategic plan; administered HUD-funded graduate student work study program (2004-05) for 5 AU graduate students in public administration and community planning programs.

### **Decision Making & Problem Analysis**

Effectiveness in identifying problem areas, securing relevant information, relating and comparing information from different sources, determining the source of a problem and implementing task-resolving decisions. This includes identifying problems, establishing priorities, setting standards, and providing guidelines.

- 1 Follows directions and instructions when appropriate. When directions or instructions are not available, inappropriate, or no longer meet the situation, uses sound judgment in routine and complex situations. Goes to the appropriate source for additional information as time and the situation allow. Makes difficult decisions about complex situations without the input of others when appropriate. For example, takes charge in uncertain situations, applies policies and resources in the most effective way.
- 2 Demonstrates sound logical thinking when performing work. Can be counted on to make the best decisions based on available information even when the information available is limited. For example, anticipates problem situations based on available information, makes appropriate decisions, and takes appropriate actions.
- 3 Demonstrates flexibility and adapts to changes in everyday, time-pressured, and complex problem situations. Makes changes based on new information. Reviews solutions implemented to identify new information that will require changes in actions and makes those changes as soon as possible.
- 4 Makes thoughtful decisions, taking actions that are fair and objective and consistent with relevant policies and procedures.
- 5 Requires little or no direction or instruction to carry out work. Can accomplish tasks with virtually no supervision. Researches or asks for additional information if necessary. Makes independent decisions, but acts with input of the EDD as appropriate.
- 6 Anticipates problem situations and plans for contingencies before problems arise by developing strategies, making appropriate decisions, and taking appropriate action to avoid or avert problems. Makes alternative plans based on various courses of action. Implements the contingency plans as necessary.
- 7 Analyzes difficult problem situations or problems involving key players, politicians, and other gatekeepers and determines appropriate course of action. For example, develops unique solutions to problems, uses appropriate resources.
- 8 Responds rationally, quickly, and appropriately to crisis and emergency situations by collecting relevant information before taking action, notifying appropriate authorities and supervisors, taking action, directing others, and assuming EMA role responsibilities.
- 9 Gathers the information needed to review and solve problems.

### **Interpersonal Skills**

The use of appropriate interpersonal skills which indicate a consideration of the feelings, interests and needs of fellow employees, customers, and the general public. This includes using tact, being sympathetic, resolving conflicts, and being objective when interacting in one-on-one situations or with groups.

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- 1 Actions demonstrate a great deal of respect for the job, ACES, co-workers, employees, and volunteers. Pride for the job encourages volunteers and employees to do the same. Provides an atmosphere (e.g., setting good example, working hard, encouragement) of cooperation and mutual trust. Provides consistent positive feedback that encourages and motivates others to willingly perform at their best.
- 2 Adeptly handles difficult interaction situations in a manner that is effective and positive. For example, remains calm, listens to others while they are talking, explains problem situations in a way that calms others, and acts receptive to other's ideas and suggestions (e.g., receiving constructive criticism).
- 3 Interacts with others in such a manner that the best outcome is produced in the most fair and impartial manner. Is firm with others when the situation calls for such action. Demonstrates compassion with others in difficult situations.
- 4 Is seen as someone who helps others by putting the needs of others ahead of his/her own needs. Does not expect anything in exchange for assisting others.
- 5 Demonstrates a consistent commitment to creating an environment which encourages diverse groups to work effectively for the good of ACES. For example, maintains good working relationships and frequent communications with other PPT members.
- 6 Effectively works with others to exchange information and ideas to enhance programs and improve activities.
- 7 Initiates the resolution of difficult interactions with and between others. Takes a leadership role in resolving problems and interpersonal conflicts.
- 8 Maintains an appropriate and professional relationship with County officials necessary to facilitate a cooperative working environment while maintaining an unbiased and non-political image. Avoids getting involved in or becoming attached to political activities that could imply endorsement of a particular candidate. Guides the staff in the same.
- 9 Identifies potential conflicts of interest of self and employees and ensures no one engages in activities with County residents and organizations that could present the appearance of or an actual conflict of interest.
- 10 Conducts activities and provides information in such a way to avoid actual or perceived favoritism or exclusion of one individual or group.

### **Management & Administration**

The effectiveness in managing one's work as well as office and program activities. This includes the ability to set priorities, manage time, multi-task, and provide leadership in various situations.

- 1 Demonstrates support for ACES by publicly backing the policies, procedures, and program initiatives of the department (regardless of his/her personal opinion). Makes positive comments and helps others to see things from a different perspective. Reviews actions taken by others that are controversial and/or in conflict with his/her personal actions or views. Supports those actions when appropriate and properly addresses when inappropriate.
- 2 Uses resources (e.g., volunteer, personnel, equipment, money) within policy guidelines and in the most effective manner. County audit is successful and demonstrates that the CEC and the County office is operating in general of compliance of all ACES fiscal policies and procedures. The CEC does the following  
Determines the appropriate resources needed. Identifies resources not typically used or new ways to use commonly used resources. Coordinates or directs the use of the resources in the best manner. Monitors the use and efficiency of the resources in the given situation. Adjusts the use of the resources as the situation necessitates.
- 3 Sets priorities in a manner that the work is efficiently accomplished, reviews the work outcome, and shifts priorities as new information (e.g., status of the project), assignments, or problem situations are received/encountered. Determines County priorities, decides the appropriate allocation of personnel and resources based on priorities, and directs action accordingly.
- 4 Effectively manages multiple routine and complex tasks in a manner that the work is accomplished and accountability is maintained.
- 5  
Delegates authority when appropriate and directs activities in a manner so that the work tasks are accomplished in the most efficient manner and accountability is maintained, following up to ensure tasks are accomplished.
- 6 Maintains confidentiality of personal (e.g., volunteer screenings), health, and financial information. Interaction with others instills a sense of trust and confidence.
- 7 Assesses the need for, identifies, and acquires fiscal and human resources required to fulfill her/his individual job expectations.
- 9 Develops specific and measurable goals and objectives for him/herself with the input and guidance of his/her supervisor. Creates a plan of action to achieve the goals. Submits a PAF-4 outlining the goals and objectives. Successfully meets all established goals and objectives.
- 10 Distributes and conveys information to appropriate parties (e.g., governmental officials, staff, other CECs, CEAs) to ensure all individuals are informed.
- 11 Develops, monitors, and maintains oversight of County operational budget. Ensures budget allocations and expenditures are appropriate and do not exceed budgeted amount.
- 12 Reviews upcoming activities to conduct risk analyses and assess activities for potential liability. Takes appropriate measures to ensure Extension is properly covered for potentially liable situations.

- 13 Coordinates activities and information exchange with external agencies (e.g., USDA). Stays informed of activities of other agencies and keeps those agencies informed regarding Extension activities to ensure cooperation, maximize effectiveness, and avoid duplication of efforts.

### **Marketing, Public Relations, & Fund-Raising**

The effectiveness in building and maintaining on-going relationships with clients, potential donors, community/county leaders, volunteers, and other individuals for the purpose of promoting Extension programs and successes, create on-going funding sources for the organization, and share expertise with the community. Through effective marketing and public relations, the CEC will maximize the image of ACES and create a positive disposition toward the financial and other support of ACES programs.

- 1 Identifies and secures sources of non-traditional funding. Take steps to secure funding and other resources (e.g., write proposals, coordinate fundraising efforts, meet with donors). Develops creative strategies for establishing programming support. Successfully obtains the amount of local funding required for the operation of the county office.
- 2 Effectively markets and publicizes Extension activities. Uses appropriate media to publicize positive program results and impact (e.g., data, success stories and testimonials) and provide timely information. Facilitates the public relations activities by coordinating the effort with other agency personnel and providing suggestions and stories for their use.
- 3 Coordinates public relations and marketing efforts with Extension personnel and external agencies (e.g., USDA agencies) to ensure activities are appropriately promoted. Stays informed of activities of other agencies and keeps those agencies informed regarding Extension activities to ensure publicity efforts are maximized.
- 5 Designs and employs effective techniques to market and publicize programs to the appropriate audiences in order to increase program participation and public relations.
- 6 Develops and presents effective local reports to county commissioners, other community constituents, and other funders using information obtained from other Extension personnel (e.g., REA).
- 7 Acknowledges and organizes the public recognition of donors.
- 8 Assists the REAs and UREAs in identifying potential funding sources within the County.
- 9 Coordinates and monitors all fund-raising activities within the County conducted by any Extension employee to ensure all donors are covered and no donor is approached multiple times by different individuals.
- 10 Serves as Extension spokesperson for the County. Controls the information that is provided to the media to ensure the information provided is consistent, accurate, and positive.

**Oral Communication & Presentation Skills**

The clear, unambiguous, and effective expression of oneself through oral means to individuals such as co-workers, other employees, clientele, the general public, and community groups to ensure the accurate and/or persuasive exchange of information. This includes delivering instructional and informational presentations to groups of various sizes.

- 1 Facilitates the communication of information by directing the purpose of meetings, sending information to the appropriate individuals in and outside the organization, and following up to ensure that important information has been received.
- 2 Communication is appropriate for any audience. Looks for signs of understanding from the recipient and makes adjustments like using different terms, providing examples, and modifying body language as necessary. Avoids the use of technical language, jargon, or acronyms in conversations with individuals outside the area of technical expertise. Conversation is professional and facilitates understanding (e.g., does not talk down or act superior, provides subtle reinforcement for understanding).
- 3 Presents information in meetings and conversations in a way that facilitates understanding and is persuasive to making the point. Thoroughly explains issues and considerations as appropriate before the recipient/audience has to ask. Uses examples to enhance the message. Ensures all parties are of the same understanding at the end of the conversation (e.g., two-way communication).
- 4 Communication is very effective. Communication is audible, clear, concise, and direct. Does not present more information than necessary or irrelevant information. Does not attempt to use vocabulary beyond that which is required for the situation. Uses appropriate grammar and avoids the use of slang or other inappropriate language. Appropriate body language and eye contact are used to enhance the message.
- 5 Communication with others (e.g., conversations, presentations) and instructions are well organized (e.g., logical, cohesive, and connected) and provide enough information to completely understand and/or accomplish the task.
- 6 Group presentations are organized and effective. Manages his/her allotted time to adequately cover all materials. He/she is well-prepared and knowledgeable about the topic. The CEC is able to adequately respond to on-the-spot questions. Uses effective presentation methods, audio-visuals, and program enhancements.
- 7 Adapts presentation style, program enhancements, and learning materials to fit the age, educational level, and level of understanding of the audience.
- 8 Maintains effective and on-going communication with others (e.g., REAs) to facilitate the teamwork in the county; program planning, implementation, and evaluation; resource identification and sharing; and the exchange of information and new ideas.

**Organizational Citizenship Behavior Areas**

The extent to which an individual demonstrates concern for the effectiveness and efficiency of the activities of ACES. This includes the willingness to go above and beyond to accomplish work and do what is required to meet the needs of the client, supervisor, co-workers, and constituents. Organizational Citizenship is characterized by the ability and willingness to work as a team and share responsibility for the entire organization, its mission, and its goals.

- 1 Demonstrates high initiative by taking the lead, beginning action as necessary, and directing others. For example, completes tasks in an efficient manner and moves on to other tasks, takes actions not required/requested to make the work environment or a problem situation better for others, finds a relevant resource or source of information for someone when ACES does not have the answer, and initiates appropriate action without being directed to do so.



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- 2 Maintains an awareness of one's environment, paying attention to detail, and monitoring the needs of those around him/her. His/her conscientiousness enables him/her in avoiding or heading off potential problems.
- 3 His/her supervisor must rarely provide input or supervision because the CEC consistently manages self, employees, volunteers, and work in a manner that is extremely efficient and dependable. He/she can be counted on to do whatever asked. For example, exhibits the ability to take on a role of increased responsibility if necessary.
- 4 Maintains a professional standard of behavior and appearance appropriate for the work environment, social setting, or audience.
- 5 Hard working and dependable. Exerts extra effort as needed to complete work. Recognized by the other team members as a person who can be counted on to carry out their fair share of the overall workload of the PPT. Works at nights or on weekends as needed to accomplish organizational goals. Sets an example for others.
- 6 Makes him/herself available to respond to clients and employees/volunteers as needed.
- 7 Demonstrates dependability and punctuality.
- 8 Demonstrates a positive attitude related to assisting others and/or helping them to solve problems. His/her attitude helps to create a positive work environment and effective staff relations. He/she sets the tone for the staff and office environment.
- 9 Balances the needs, wants, and goals of ACES, employees, volunteers, co-workers, and clients with his/her own. Takes actions that demonstrate an understanding of the full capacity of his/her responsibilities and acknowledgement that his/her responsibilities are not limited to his/her specific area of expertise.
- 10 Takes the extra effort to identify a better or novel way of approaching a situation. Makes suggestions to benefit ACES.
- 11 Creates a positive and sincere impression of ACES through words and action.
- 12 Contributes to the team environment and improves the overall team results due to his/her personal effort and cooperation. Actively contributes as a member of one or more Priority Program Teams (PPTs) by helping to establish the programmatic goals and objectives of the PPT and assisting in planning/developing and carry out the Extension Team Projects and other PPT activities.

**Organizational Knowledge & Adherence to Guidelines**

Includes the knowledge, understanding, and consistent application of ACES-specific information necessary to perform the job. Includes proper completion of paperwork and appropriate application of various guidelines.

- 1 Reports are accurate, complete, and submitted in a timely manner (e.g., travel vouchers, purchasing card reconciliations, leave). Instructions are followed.
  
- 2 Accurately communicates the history, mission, and vision of Extension in response to questions, during presentations, and through marketing and publicity efforts.
  
- 3 Follows the policies, procedures, and guidelines established by the organization. Applies the policies, procedures, and guidelines in the spirit for which they were intended and in a manner that best accomplishes organizational goals. For example, plans for 100% of his/her time (e.g., appropriate Extension Team Projects (ETPs), Priority Program Areas (PPAs)) and reports his/her time using the on-line PPA/ETP program management system.
  
- 4 Works within the appropriate confines of the organization structure, following the reporting hierarchy for approval, information request, and concerns.
  
- 5 Completes required ETP activities in a manner that fulfills and even exceeds expectations.
  
- 6 Provides required ETP evaluation information/data to the ETP leader.

**Program Development, Implementation, Evaluation, & Reporting**

The effectiveness in identifying needs and relevant program content, developing appropriate programs, implementing program plans, and evaluating/assessing outcomes and participant opinions. This includes identifying and using the most effective educational and technological applications to enhance the learning experience. This is a comprehensive process requiring each stage to be completed correctly for maximum effectiveness.

- 1 Identifies relevant and reputable data sources to research and collect data and analyze data necessary to establish program need, support program activities, and verify program impacts.
  
- 2 Design or adopt data collection methods (e.g., survey, needs assessment), collect data, analyze/evaluate results, and communicate the results to other individuals who have program responsibilities.
  
- 3 Utilizes appropriate applications of relevant technology to enhance educational and programmatic activities and presentations

- 4 Identifies resources that will enhance educational programs, secures resources, and utilizes them in the most effective manner.
- 5 Conducts evaluation of program activities, documents results, and uses the information to positively publicize the program and organization and to modify future program activities.
- 6 Works with others (e.g., CECs, CEAs, REAs, UREAs, agent assistants, advisory boards, community leaders, volunteers) to identify program needs, design programs, publicize activities; and implement and evaluate program activities.
- 7 Provides overall leadership to ensure the programs that are planned and implemented are relevant and targeted to meet the needs of the community clientele.
- 8 Develops and implements a community resources development program.
- 9 Organizes and maintains an effective advisory board to provide input regarding future programs and client needs. Disseminates board reports and other relevant board information (e.g., issues identified, concerns) to appropriate persons (e.g., REA, EDD).
- 10 Develops a situational statement with the input of relevant information and individuals to most effectively target programmatic efforts.
- 11 Reports "days worked" and "contacts" on a quarterly basis using the on-line PPA/ETP reporting system.
- 12 Provides timely and quality on-line success stories that include all the basic essential elements (i.e., what, when, where, why, who) and results or impacts.
- 13 Outlines program goals and objectives Effectively coordinates and manages others in accomplishing a program, facilitating the work of multiple individual to achieve a common goal. Outlines program goals and objectives; monitors the progress, timeline, quality of work, and outcome; communicates individual responsibilities; provides on-going feedback; and evaluates processes and outcomes at completion. Facilitates needs assessment and program planning, implementation, and evaluation for the team.

### **Subject-matter and County-Specific Knowledge & Application**

Demonstration of the technical knowledge for a specific area (e.g., nutrition, horticulture, agronomy, youth programs) at the level necessary to serve as expert and technical advisor to others. Demonstrates knowledge related to the specific county to which one is assigned. This includes the appropriate application of knowledge as needed to solve problems, develop programs, and advise others. Technical expertise is demonstrated through instruction and presentations and includes knowledge of the best methods for teaching the technical information.

- 1 Maintains technical expertise and stays abreast of changes in technical field by reading articles, attending conferences, working with others (e.g., REAs, specialists, priority program team members), maintaining membership in professional organizations, and reviewing other relevant materials as appropriate.
- 2 Maintains appropriate professional certifications.
- 3 Serves as an expert in the technical area by conducting presentations, responding to questions, and developing education programs.
- 4 Responds to questions in the technical field by utilizing appropriate and reputable sources (e.g., other experts, websites, journals) for technical research and other information.
- 5 Participates in ACES or ACES-sponsored training on educational methods and other staff development areas.
- 6 Demonstrates an understanding of the needs, demographic makeup, economic health, and constituents of the County by directing programmatic development accordingly, responding to questions, and including appropriate persons in decision-making activities that impact the County services.
- 7 Provides information and updates to key players and gatekeepers in the County to keep constituents involved, informed, and satisfied.

### **Supervision & Leadership**

The extent to which employees, volunteers, and program participants are provided with directions and guidance toward the accomplishment of specific performance goals and activities. This includes the ability to recognize problem behavior, evaluate employee work performance, motivate others, provide guidelines, and monitor performance in order to provide assistance, extend recognition, discipline, and motivate or counsel.

- 1 Provides instructions or assignments to individuals (e.g., volunteers, staff) in a manner that ensures all work tasks are accomplished and the individual receives benefit. For example, places individuals in assignments that maximize their skill set and/or interest, develop weak or non-existent skills or knowledge, and increase efficiency of the extension office.
- 2 Reviews the work and actions of volunteers and staff, makes an effort to improve performance by coaching and developing marginal performers, and removes/disciplines poor performing individuals (e.g., employees, volunteers) as needed.
- 3 Provides consistent, constructive feedback to employees and volunteers in a manner that motivates and encourages them without needlessly embarrassing them. Rewards/recognize good behavior, confronts inappropriate behavior, and documents performance. Encourages and supports employees and volunteers and their actions, plans, and career goals.

- 4 Recruits volunteers to assist with Extension program efforts. Maintains volunteer base at a level necessary to accomplish program activities. Works with others (e.g., CEC, REA) in determining volunteer needs and designing recruitment strategies.
- 5 Supervisory and leadership actions reflect thoughtful action on the part of the CEC. Treats volunteers and employees in an unbiased and impartial manner.
- 6 Provides effective leadership under various situations such as one-on-one counseling sessions and training opportunities. Earns respect of volunteers and employees and generates a loyalty and confidence in his/her leadership by setting a good example and acting in a consistent manner.
- 7 Takes steps to intervene and correct volunteer and employee work problems and provide assistance with problems that are impacting work products or activities. Takes a special interest in employees and volunteers and goes the extra mile to help them and provide support when they are in difficult situations (e.g., career conflict).

### **Technology & Equipment**

This dimension includes computer and other technological applications to more efficiently and effectively produce programs, complete work, and communicate with others.

- 1 Utilizes audio-visual equipment (e.g., digital video projectors) and relevant presentation software (e.g., PowerPoint) to maximize effectiveness of programs, in-service training, and day-to-day operations.
- 2 Utilizes technology to use mass media in promoting program activities and results.
- 3 Submits deliverables that demonstrate the CEC's skill in using Extension software (e.g., Excel, Word, PhotoShop, Dreamweaver).
- 4 Effectively uses the computer to respond to e-mail communications and phone requests, research information on the internet, and prepare documents and reports.
- 5 Maintains current electronically-accessible calendar (e.g., Group-wise).
- 6 Maintains personal accessibility through use of telephone, cell phones, e-mail, palm pilots, and other equipment. Responds to messages and returns calls promptly. Designates a point-of-contact when he/she takes leave for more than a day and communicates that information to the relevant persons (e.g., EDD).

- 7 Uses the ACES website to locate organizational and other information (i.e., on-line ACES personnel directory, PPA/ETP sign-up and reporting site, on-line publications, etc.).

### **Written Communication Skills**

The clear, unambiguous, legible and effective expression of ideas in writing to ensure that readers of varying levels can interpret information correctly. This encompasses the utilization of proper grammar such as capitalization, punctuation and spelling at a level needed to compose documents.

- 1 Written communication is well organized and concise. The reader is able to understand and follow the line of thought. Text is organized by sequence of time, importance, or other format which permits the reader to follow the text without confusion. Additional irrelevant information or unnecessary phrases are not included in the written document. Important points are made in few words.
- 2 Written communication is clear and appropriate, free from grammatical errors (e.g., subject-verb disagreements, misspelled words, incomplete sentences) or other errors which distract the reader from understanding the material. Word choice and vocabulary used are appropriate for the audience. Avoids the use of technical language, jargon, or acronyms in materials written to/for individuals outside the area of technical expertise.
- 3 Carefully and thoroughly reads written documents to identify errors and make suggestions for improvements.

