

Executive Summary

Mission Statement: Improving the lives of people, businesses, and communities across Texas and beyond through high-quality, relevant education.

Vision Statement: Our vision is to be the premier provider of relevant continuing education, developed through grassroots issue identification, with stakeholder involvement in planning and delivery.

Imperatives, Goals and Strategies

1. Ensure a Sustainable, Profitable, and Competitive Food, Fiber and Green Industry in Texas:

1.1 Texas agricultural producers effectively evaluate and adopt research-based technology applications and best management practices for crop and forage systems to enhance their economic competitiveness in the global marketplace.

- 1.1.1 Provide science-based, multidisciplinary programs to producers and associated agribusiness professionals relative to technology transfer in crop and forage systems.
- 1.1.2 Producers increase knowledge of cropping alternatives and production systems to meet the demands for feedstocks for the renewable fuel industry.
- 1.1.3 Update Extension enterprise budgets for major crops, alternative production systems, and by geographic region
- 1.1.4 Expand the use of distance technology to effectively reach producers and associated agribusiness professionals with relevant and timely educational information.
- 1.1.5 Work with regional program directors to determine professional development trainings to be offered in each region.
- 1.1.6 Identify industry groups and work with their leadership to prioritize relevant educational opportunities for entrepreneurs and other targeted audiences in value-added industry segments.

1.2 Texas livestock and poultry product producers and related agribusinesses effectively evaluate and adopt research-based technology applications and best management practices by region for sustainable and profitable livestock and poultry management systems.

- 1.2.1 Provide science-based, multidisciplinary programs to producers and associated agribusiness professionals relative to technology transfer in livestock systems through a variety of targeted and/or named educational programs.

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- 1.2.2 Update Extension enterprise budgets for major livestock species in the state, including alternative production and management systems, for various geographic regions.
- 1.2.3 Research planned, conducted and published with translational value for livestock production, management and use. Addresses improved management and/or decreased costs and/or alternative strategies relevant to modern day livestock ownership and production.
- 1.2.4 Work with regional program directors to determine professional development trainings to be offered in each region related to livestock and poultry production.
- 1.2.5 Establish and maintain commodity committees and develop introductory professional development training or direct livestock industry support materials online for major Texas livestock species and enterprises.
- 1.2.6 Develop educational support for County Extension Agents, veterinarians and livestock owners and producers.
- 1.2.7 Poultry Production - Applied Research
- 1.2.8 Poultry Production - Educational Program Sessions

1.3 Texas producers, agribusiness professionals, and landowners become more knowledgeable on approaches to assess risk and rewards in agriculture and natural resource-related operations, and how to evaluate and implement available risk-management alternatives based on personal and business enterprise goals.

- 1.3.1 Develop and conduct in-depth risk management training programs, such as Master Marketer, Advanced Risk Management workshops, The Executive Program for Agricultural Producers (TEPAP), Profitability Workshops.
- 1.3.2 Develop educational and technical assistance programs for producer groups or agribusinesses that are considering coordinated production or marketing systems.
- 1.3.3 Utilize the FARM Assistance database to analyze risk management practices and publish the results of these analyses.

1.4 Texas' green industry sectors, including nursery, floral, landscape, and turf, will move toward their economic potential through demonstrations and evaluation of research-based technology and best management practices that meet economic and competitiveness criteria for business success.

- 1.4.1 Conduct workshops for sports turf and green space managers.
- 1.4.2 Implement the Sports Athletic Field Education (SAFE) program working with managers of sports turf venues
- 1.4.3 Conduct educational programming for turfgrass professionals and homeowners on the management and selection of water-efficient landscapes and irrigation systems.
- 1.4.4 Conduct workshops and other educational methods for nursery, floral and landscape professionals, focusing on sustainable principles and practices, with special emphasis on risk management.

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1.4.5 Implement Junior Master Gardener Program in new areas.

1.5 Through pesticide safety education, licensed and unlicensed pesticide users (including farmers, ranchers, pest control businesses, and the general public) will understand and adopt safer pesticide and nonchemical management methods for managing pests and will be able to continue their pursuit of business enterprises and employment.

1.5.1 Conduct quality and relevant Pesticide Safety Education Program (PSEP) trainings that support the licensing activities of Texas’ licensing agency (Structural Pest Control and Public Health), and encourage the safe application of pest control products.

1.5.2 Establish and maintain cooperative relationships with organizations to enhance Pesticide Safety Education Program activities.

1.5.3 Update and distribute relevant educational material, including manuals and Web-based programs, to county Extension faculty.

1.5.4 PSEP leadership will coordinate trainings with regional program directors and provide annual updates on regulations and programmatic issues

1.5.5 Conduct annual mandatory and advanced IPM regional trainings for school IPM coordinators and other school IPM stakeholders.

1.5.6 Maintain regular communication with school IPM facility managers, school IPM stakeholders, and interested agencies via newsletters, email, and letters.

1.5.7 Develop IPM techniques and innovative training materials for institutions wanting to improve pest control while minimizing risks for employees and clientele for onsite visits.

1.5.8 Conduct regular, Extension-sponsored pest management training programs for structural and landscape pesticide applicators.

1.5.9 Minimize the economic and environmental costs of urban pest control for Texans.

1.6 Small-scale agricultural operators and commercial producers in rural and suburban areas will become more knowledgeable in effectively identifying and evaluating diversification strategies for risk mitigation and improved economic sustainability based on total management goals and optimal resource-base use.

1.6.1 Pasture and land management (PALMAN) workshop conducted for absentee landowners and those new to agriculture.

1.6.2 Conduct “Prospective Wine Grape Grower Workshops” to educate and assist potential growers in the decision process for entering this industry.

1.6.3 Conduct “Pecan Orchard Management Short Course” to increase knowledge of potential and new pecan growers regarding decisions and processes for risk

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mitigation and improved economic sustainability based on total management goals and optimal resource-base use.

- 1.6.4** Conduct educational programs targeting small acreage landowners and commercial growers to increase knowledge in effectively identifying and evaluating diversification strategies using horticultural crops for risk mitigation and improved economic sustainability based on total management goals and optimal resource-base use.
- 1.6.5** Conduct educational programs targeting small acreage landowners and backyard poultry producers to increase knowledge and adoption of best management practices related to production and biosecurity issues.

1.7 Gulf fishers and aquaculture enterprise owners become more knowledgeable of technical and financial feasibility for value-added enterprises and of supply chain issues from production/harvesting to the consumer.

- 1.7.1** Analyze and report on both the impacts fisheries regulation has on Gulf fishers and their communities and the effectiveness and efficiency of regulations in achieving stated management goals.
- 1.7.2** Expand the development of aquaculture information and the use of distance technology to effectively reach producers, associated agribusiness professionals, and educators with timely and relevant educational information.

1.8 Producers, landowners, agribusiness firms, and the organizations that represent them will become more knowledgeable regarding global forces impacting Texas and the agricultural and trade policy alternatives and consequences relative to long-term enterprise profitability and 'safety net' opportunities from federal and state sources.

- 1.8.1** Extension faculty will participate with TAES faculty in the Agricultural and Food Policy Center (AFPC) to analyze policy alternatives and provide consequences that are research-based for dissemination to policy makers and agricultural interest groups.
- 1.8.2** Specialized conference will be planned and implemented on opportunities and challenges on expanding exports as well as imports.
- 1.8.3** Extension faculty and CNAS will develop methods to assess impacts and deliver to selected audiences.

1.9 Agricultural producers, landowners, agribusiness, and county Extension agents become more knowledgeable of best practices to prevent, detect, and respond to

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potential biosecurity issues, whether naturally occurring or through bioterrorist action.

- 1.9.1** Develop educational programs that teach livestock and poultry producers biosecurity awareness, epidemiology, common animal diseases, and media communication strategies.
- 1.9.2** Develop educational programs and/or resource materials that teach county Extension agents and veterinarians and support the livestock owner / producer.

2. Protect and conserve the natural resources of the State through educational programs for consumer groups:

2.1 Consumers, homeowners, agricultural producers, communities, and irrigation districts understand and adopt best management practices to protect water quality and enhance conservation so water supplies will meet future water needs in Texas that are essential for expanding agricultural growth, jobs, and the economy in both rural and urban areas.

- 2.1.1** Develop educational programs to promote efficiency and effectiveness of irrigation through improved timing and application of irrigation water on crop and forage land.
- 2.1.2** Demonstrate conservation tillage strategies to manage and conserve soil water.
- 2.1.3** Develop and deliver education program demonstrating use of alternative water resources for landscape irrigation.
- 2.1.4** Train existing and new Master Gardeners and other homeowners to implement water conservation and other environmentally responsible (Earth Kind® Landscaping) practices in their home landscapes.
- 2.1.5** Use technology-assisted delivery systems (i.e., Aggie-Horticulture®) to educate users about water conservation and sustainable principles and practices.
- 2.1.6** Develop and deliver education programs on watershed management.
- 2.1.7** Develop and deliver education programs describing water resources and proper management of these resources.
- 2.1.8** Develop and deliver education programs, such as Tex-A-Syst, on protection of local groundwater resources. Emphasize drinking water quality protection and appropriate treatments of contaminated water as necessary.
- 2.1.9** Develop and deliver education programs on groundwater resources and management for clientele in groundwater conservation districts.

2.2 Producers, landowners, and consumers effectively evaluate and adapt research-based technologies to enhance wildlife conservation and management, fostering

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environmental stewardship while capturing economic benefit from the sales of nature-based experiences to customers.

- 2.2.1** Conduct educational programming aimed at enhancing wildlife and fisheries resources.
- 2.2.2** Develop timely news releases and magazine articles to enhance stakeholder awareness.
- 2.2.3** Expand professional development and in-service training programs for county Extension agents and specialists related to wildlife and fisheries development.

2.3 Landowners, professional ecosystem managers, community planners, and other interest groups become more knowledgeable, make informed decisions, and adopt best management practices that insure the proper management of rural and urban natural ecosystem resources through stewardship education in order to support the biological, sociological, and economic sustainability of those resources.

- 2.3.1** Conduct educational programs to improve understanding of rangeland ecosystem processes and management options for multiple land uses including livestock production, hunting and nature tourism.
- 2.3.2** Youth and families will be introduced to natural resources through recreational opportunities, workshops, camps and competitions.
- 2.3.3** Assist county Extension agents with applied research demonstrations, program development, educational events, and professional development to support improved rural and urban ecosystem management.
- 2.3.4** Expand the use of information technology to effectively communicate relevant and timely information to County Extension Agents, producers, associated agribusiness professionals, community planners, and the general public.

2.4 Advance the planning and management of natural resource-based recreation opportunities in Texas

- 2.4.1** Work with TAES and TAMU experts to translate science-based, relevant Recreation and Natural Environment related information into educational resources and or community programs addressing science driven or community identified issues.

2.5 Texas agricultural producers increase their understanding about issues related to biofuels and how they could produce biofuel feedstocks.

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2.5.1 Develop educational programs to educate producers and the agricultural industry on efficient production of biofuel feedstocks to meet the demand of Texas the bioenergy industry.

2.6 Small acreage landowners become more knowledgeable in management of natural resources, and adopt practices to protect those resources.

2.6.1 Small Landowner Series conducted for clientele through county and multi-county efforts covering three or more of the following: beef cattle management, agricultural tax incentives, pasture establishment and/or management, pond establishment and/or management; wildlife management; range management; brush control; goat or sheep management; horticultural enterprises; orchard management.

3. Support Community Resources and Economic Development through educational programs for community leaders, businesses, the workforce, and tourism industry.

3.1 Texas communities gain knowledge supporting design and implementation of successful development strategies

3.1.1 Develop and conduct economic development educational programs.

3.1.2 Collaborate with TAMU and TAES faculty to provide technical assistance for entities planning, managing, and evaluating festivals and events.

3.1.3 Provide educational opportunities for community, business, and entity leaders emphasizing customer service and guest experiences.

3.1.4 Plan and develop web-based resources to address customer service needs of the targeted audience.

3.1.5 Provide educational opportunities for community, business, and entity leaders emphasizing festival and event management planning.

3.1.6 To provide technical assistance, publications, educational programming, and other resources related to regional socioeconomic data and its interpretation.

3.1.7 Develop educational programs and resources for coastal communities focused on improving water quality and reducing water consumption through resilient, resource-efficient WaterSmart landscapes.

3.1.8 Develop educational programs and resources for coastal communities focused on enhancing quality of life and the environment.

3.1.9 Contribute to the conservation and restoration of Upper Texas Gulf Coast Resources through the Wetland Restoration Team.

3.1.10 Web: Develop relevant, science-based resources and expand use of web based and distance technology to effectively educate PARD professionals and associated community leaders, volunteers and citizens.

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- 3.1.11** Conduct a survey of community leaders associated with parks and open spaces.
- 3.1.12** Develop educational programs and resources for coastal communities focused on community health and resource management (Coastal CHARM).
- 3.1.13** Provide technical assistance and community development guidance on Watershed Protection Plans.
- 3.1.14** Provide technical assistance and community development in areas related to coastal stormwater and watershed issues.

3.2 Nature Tourism is an industry with a measured partial impact of well over \$15 Billion/year in Texas. Nature Tourism is very important to Texas communities, economies and citizens. Public landowners such as the State, County and Cities, i.e. and private landowners such as ranchers and farmers, and others are using nature tourism for business & tax revenue, recreation, education and service. The program helps Texans develop, grow and sustain these important operations.

- 3.2.1** Develop educational content regarding nature tourism for online publication and delivery.
- 3.2.2** Develop nature tourism educational programs/presentations to conduct live either face to face or via distance.
- 3.2.3** Develop experiential learning programs to help clientele increase knowledge, skills and competitiveness locally, nationally and internationally.
- 3.2.4** Develop educational programs and resources for communities, businesses & consumers regarding nature tourism development.
- 3.2.5** Develop professional development and in-service training programs for county Extension agents and agency employees, related to nature tourism.
- 3.2.6** Provide professional development training for Wildlife & Fishing Guides & Outfitter businesses to assist these nature tourism entities to grow economically.
- 3.2.7** Provide experiential educational programs to expand ability of nature tourism business owners, managers, community officials, and consumers to compete more effectively nationally and internationally.
- 3.2.8** Provide professional development and in-service training programs for county Extension agents and specialists related to nature tourism.

3.3 Texas youth and adults will be prepared to participate fully in the 21st century workforce.

- 3.3.1** Provide educational opportunities for youth and adults to participate in educational programs enhancing all aspects of workforce development.
- 3.3.2** Develop resources and conduct educational sessions to improve front line employees’ job skills and job abilities related to customer service and guest experiences.

3.4 Present and potential leaders will increase knowledge and abilities needed to effectively support the development of their communities.

- 3.4.1** Statewide implementation of leadership development programs.
- 3.4.2** Provide training opportunities for Extension faculty to increase awareness and implementation of community leadership programs.
- 3.4.3** Develop and conduct continuing education conferences and seminars for county judges and commissioners, county and district clerks, treasurers, and tax assessor-collectors.
- 3.4.4** Conduct courses from the advanced certification program entitled: Commissioners Court Advanced Curriculum.
- 3.4.5** Conduct TALL Program to selected future Texas leaders in the agricultural and fiber system.
- 3.4.6** Conduct SALE-LE Program to selected future Texas AgriLife Extension Service leaders.

3.5 Texans and their communities become more resilient by effectively preparing for and recovering from disasters.

- 3.5.1** Require Extension faculty to complete the online NIMS-700 course on emergency management.
- 3.5.2** Provide resource handbooks and curriculum materials to Extension faculty to facilitate professional development and dissemination to families and communities.
- 3.5.3** Develop framework for all county offices to prepare a disaster preparedness plan for their office.

4. Improve the health, nutrition, safety, and economic security of Texas families:

4.1 Improve Family Life for Texans.

- 4.1.1** Provide educational opportunities, such as conferences, newsletter series, and on-line courses to family and professional caregivers.
- 4.1.2** RPDs-FCS will coordinate with state specialists to determine effectiveness of child and elder care conferences.
- 4.1.3** Provide on line educational fee based programs for child care providers/regulators.
- 4.1.4** Collaborate with groups, organizations, and agencies to deliver childcare/eldercare programs.

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- 4.1.5** Provide educational support for career technical education teachers working with special needs children.
- 4.1.6** Provide parenting and family life educational opportunities in communities.
- 4.1.7** Increase military personnel participation in Extension military programs.

4.2 Helping People in Texas Eat Better and Safer.

- 4.2.1** Implement the Better Living for Texans (BLT) program in every county with a Family Consumer Science agent.
- 4.2.2** Train faculty/staff to implement program to target audience of BLT – SNAP certified, eligible, or waived audiences, using a variety of educational methods.
- 4.2.3** Provide up-to-date curriculum to faculty/staff for use with BLT audiences.
- 4.2.4** Implement EFNEP in identified counties.
- 4.2.5** Train staff to implement program to appropriate target audience.
- 4.2.6** Provide up-to-date curriculum to faculty/staff for use with EFNEP audiences.
- 4.2.7** Expand EFNEP into targeted Counties in Texas.
- 4.2.8** Identify emerging topics/issues in nutrition based on identified needs
- 4.2.9** Utilize the Master Wellness Volunteer program to implement general nutrition and food safety programs.
- 4.2.10** Utilize technology and media to promote nutrition in communities.
- 4.2.11** Provide food safety education to individuals who work in retail food service.
- 4.2.12** Train Agents (who meet the education and/or work requirements set by DSHS) to become qualified FPM instructors.
- 4.2.13** Identify/provide professional development opportunities to help CEA-FCS maintain qualified instructor status.
- 4.2.14** Identify/develop resources related to the safe preservation of foods in the home.

4.3 Helping Families and Individuals Manage Their Resources.

- 4.3.1** Provide financial literacy and management educational opportunities such as Wi\$e Up, Money Smart, Moneytips4Texas, homebuyer education, Starting Over debtor education, consumer decision making, and America Saves.
- 4.3.2** Provide on-line courses in such areas as business development and child care management and buying readiness.
- 4.3.3** Utilize Media and Technology to disseminate research based information to potential clientele.
- 4.3.4** Increase awareness and adoption of the curriculum enrichment program, NEFE High School Financial Planning Program.
- 4.3.5** Provide consumer and financial education training and resources to agents and 4-H volunteers.
- 4.3.6** Provide training for agents and 4-H volunteers.

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- 4.3.7** Provide assistance to disabled agricultural workers to help them maintain their ability to support themselves and their families.

4.4 Improve the Health and Wellness of Texans.

- 4.4.1** Provide wellness and prevention programs for individuals, communities and worksites such as, Do Well Be Well with Diabetes; Cooking Well with Diabetes; Cancer Prevention and early detection; Walk Across Texas; Master of Memory; Child Passenger Safety; Healthy Weight and Balance Food and Play.
- 4.4.2** Provide wellness and prevention programs for individuals, communities and worksites such as, Do Well Be Well with Diabetes; Cooking Well with Diabetes; Cancer Prevention and early detection; Walk Across Texas; Master of Memory for youth such as Balancing Food and Play, Walk Across Texas, and Child Passenger Safety, and Alcohol Awareness and Education Program.
- 4.4.3** Expand program delivery to underserved and diverse audiences.
- 4.4.4** Recruit and train volunteers to expand program delivery.
- 4.4.5** Train and provide resources to 4-H volunteers to implement the foods and nutrition project.
- 4.4.6** Expand program delivery through technology.
- 4.4.7** Develop or adapt programs for online delivery.
- 4.4.8** Seek and acquire external funds to support program development and delivery by volunteers.

5. Prepare Texas youth to be productive, positive, and equipped with life skills for the future:

5.1 Improve life skills in leadership, personal development, and citizenship.

- 5.1.1** Provide educational opportunities, such as programs, conferences, newsletters for youth learning leadership.
- 5.1.2** Provide educational opportunities, such as programs, conferences, newsletters for youth learning citizenship.
- 5.1.3** Provide educational opportunities, such as programs, conferences, camps, newsletters for youth learning leadership character education (including bullying).
- 5.1.4** Provide educational opportunities, such as programs, conferences, camps, newsletters for youth learning consumer education.
- 5.1.5** Provide educational opportunities, such as programs, conferences, camps, newsletters for youth learning about global education.

5.2 Improve life skills in healthy living and wellness.

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- 5.2.1 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth learning healthy living

5.3 Improve life skills in agriculture.

- 5.3.1 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth science of agriculture.
- 5.3.2 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth livestock.
- 5.3.3 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth plant programs (including JMG).
- 5.3.4 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth veterinary medicine.

5.4 Improve life skills in natural resource education.

- 5.4.1 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth natural resource education (including water and wildlife).
- 5.4.2 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth shooting sports programs.
- 5.4.3 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth Sportfishing.

5.5 Improve life skills in science, engineering, and technology (SET)

- 5.5.1 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth science.

5.6 Improve life skills in Other Areas

- 5.6.1 Provide educational opportunities, such as programs, conferences, camps, newsletters for youth in other areas.

5.7 Sequor Youth Development Initiative

- 5.7.1 Attract visitors to the to the Sequor YDI website (www.ydi.tamu.edu).
- 5.7.2 Translate science-based relevant information into educational resources.
- 5.7.3 Provide face to face education and training events.
- 5.7.4 Provide online (e.g., webinars, lectures, etc.) training events.
- 5.7.5 Assist County Agents with the developmental of regional youth development networks.
- 5.7.6 Conduct applied youth development research and evaluation projects.

Accountability to the Plan

Each of the strategies included in the summary has a minimum of one measure that will be reported against during each fiscal year of the plan. The measures seek to provide evidence of success toward addressing the Imperatives and Goals contained in the plan. In addition to the programmatic sections contained in this summary, the Operational Plan includes a number of sections dealing with administrative and operational functions that assist in addressing the programmatic issues.

The measures associated with each of the goals and strategies are unique to the program, and thus will differ substantially across the plan. There are, however, similarities in the measures that will be reported. Examples of data to be collected as evidence of success include:

- Perceptual knowledge gain, measured pre and post program
- Adoption (or intentions to adopt) best management practices
- Change in behavior as a result of educational intervention
- Customer Satisfaction with educational activities

These results will be reported in a variety of ways, including:

- Quarterly Reports from Departments and Units
- Monthly Reports from County Extension Agents
- Annual Outcome Summaries from Agents and Specialists
- Summarized Report against the Strategic Plan for each fiscal year
- Annual Report of Accomplishments submitted to U.S.D.A. and the Texas Legislative Budget Board

The use of Customer Satisfaction data is the most universal collection of data, utilized across all programmatic areas and applied uniformly to participants. This data serves as a strong indicator of future program impacts, and serves to meet the mandated performance measures of the LBB. The current FY 2010 Customer Satisfaction Index, a combined score of the most critical elements of customer satisfaction is **4.62** based on responses from **23,222** individual surveys. This baseline will provide the agency with a target for future fiscal year measurements.