

# STRATEGIC PLAN—FY 2018

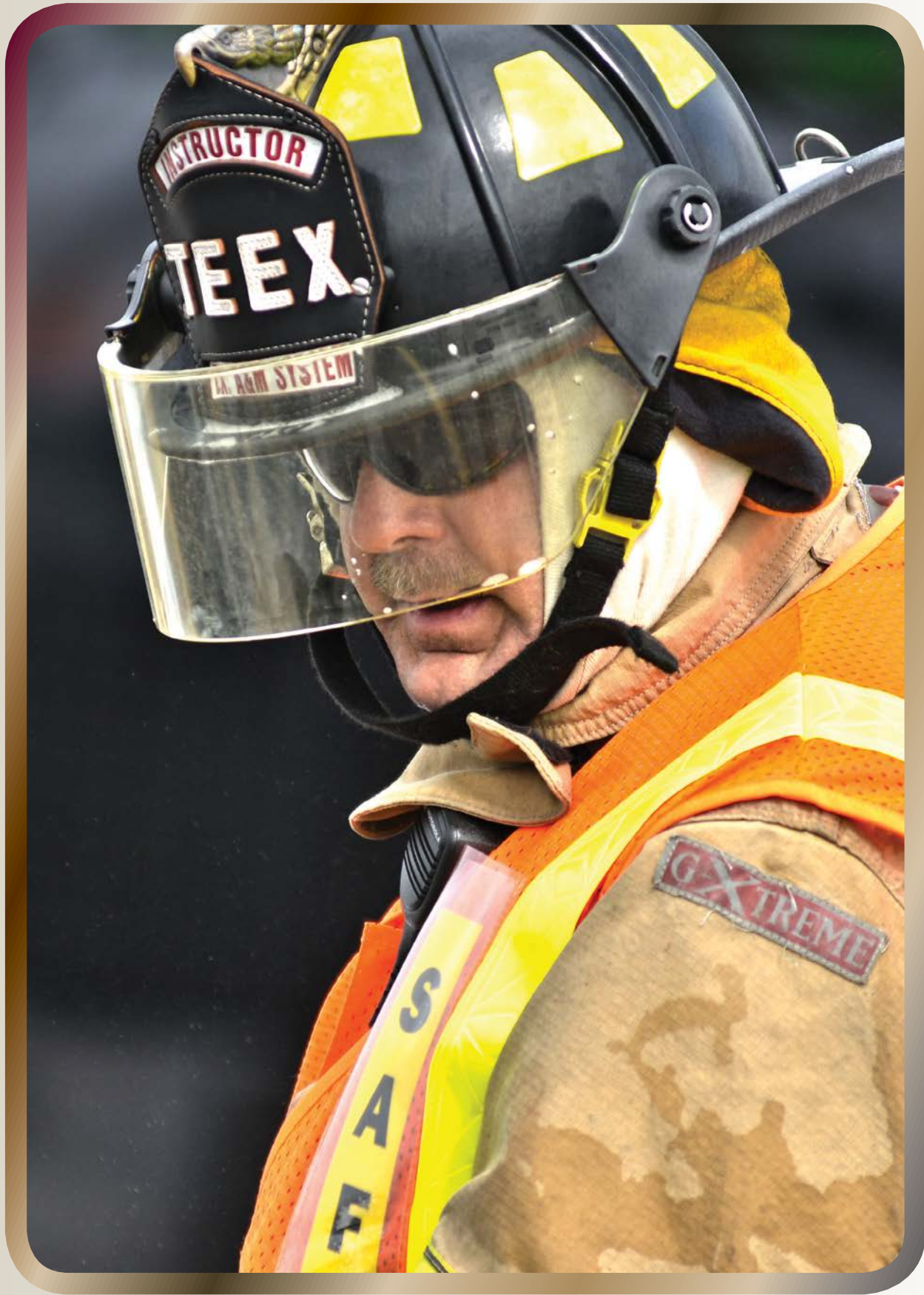
**ONE TEEEX  
ONE TEAM**

**Serving  
300 by 30**

TEXAS A&M ENGINEERING

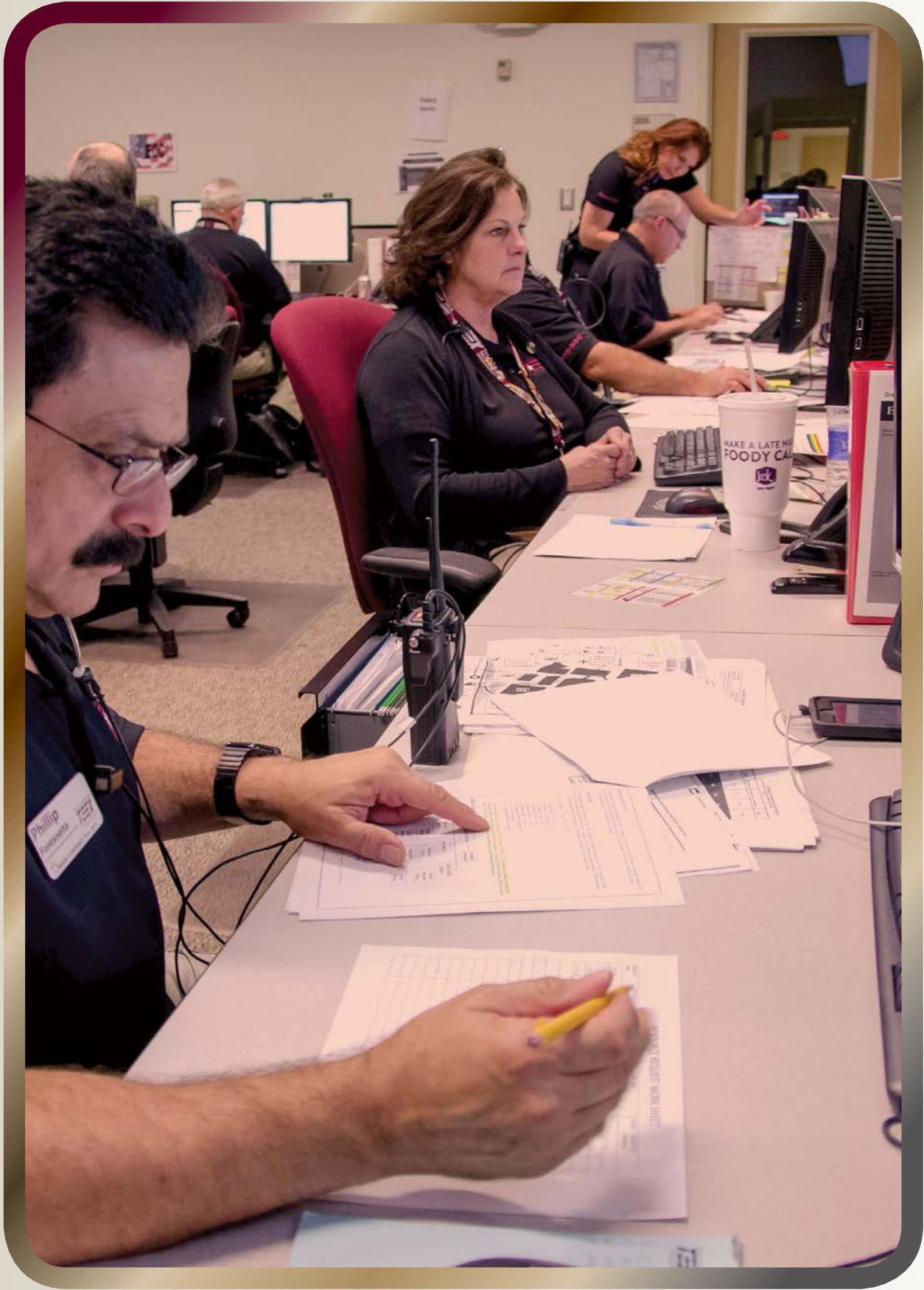


EXTENSION SERVICE



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## FROM THE DIRECTOR

In December 2016, a group of 66 TEEEXans from all parts of the agency came together to brainstorm on how we can achieve our goal of “One TEEEX • One TEAM serving 300,000 by 2030.” As I expected, their suggestions and recommendations were adaptive and innovative. Thirteen participants continued to work to refine these recommendations, presented their ideas to the Executive Committee, and after several months of collaboration and teamwork, developed this Strategic Plan.

Most Strategic Plans are developed by a select few within an organization behind closed doors. And, although the Plan’s launching is usually accompanied by fanfare and pats on the back, it usually gets put in the bottom of a pile, never again to see the light of day. Not this one.

What lies ahead in this plan was developed by the future leadership of TEEEX, and it shows. It is forward thinking, results-oriented, and creates a road map that will guide us to 300,000 participants served annually by 2030. The development of this plan is not the end. Rather, it is the beginning of a focused effort that will bear big results.

Congratulations to the team that devoted their time and effort to produce a watershed document that will prepare TEEEX for future success!

*Gary Sera,  
Director, Texas A&M Engineering Extension Service*

### Thank You to the TEEEX Strategic Plan 2018 Team Members for Making a Difference

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# INTRODUCTION

The Texas A&M Engineering Extension Service (TEEX) Strategic Plan provides a way forward to achieve our agency vision. It assumes that we will continue to perform our mission with Safety by choice...NOT by chance as our highest priority and that we will meet requirements of federal, state, and local laws, as well as Texas A&M University System policies and regulations. We will continue to build a culture of Ethics and Compliance that focuses on customer service.

The TEEX Strategic Plan, which supports the TEEX vision, is joined by a family of other plans that support the TEEX mission. Individual divisions of TEEX may also have strategic plans.

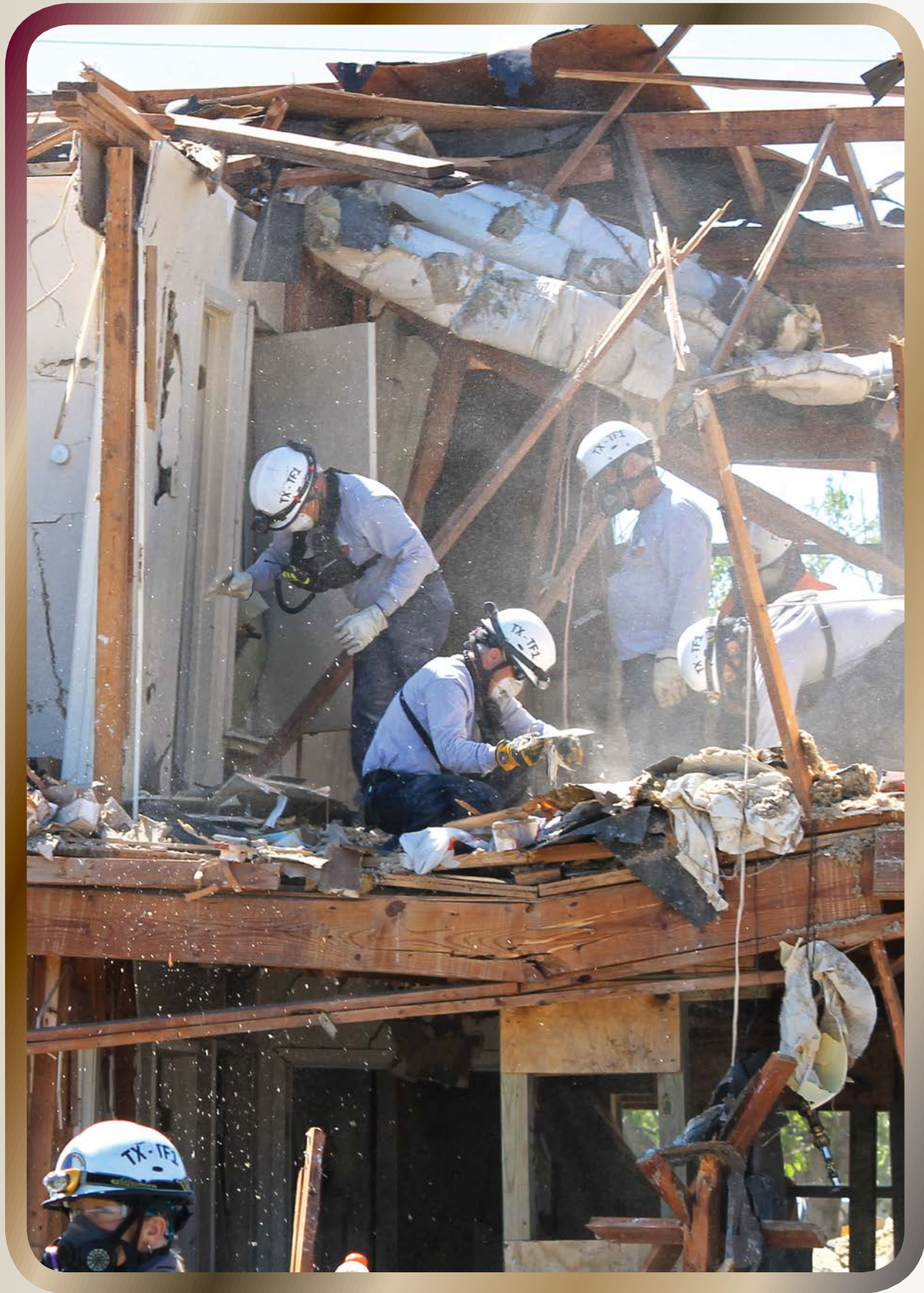
The TEEX Strategic Plan has three imperatives:

- ★ Engagement
- ★ Adaptability
- ★ Innovation

Goals are included for each imperative, along with strategies for achieving the goal and the method for measuring success in achieving the goal.

The Strategic Plan is dynamic and reviewed annually to ensure it continues to provide the guidance TEEX needs to achieve our vision. We are confident this plan will lead us to be able to serve 300,000 participants by 2030.







# ABOUT TEEX

Every day millions of Americans are touched by training delivered at TEEX facilities or training delivered directly to communities in every state and territory. Our students represent individuals seeking entry- and professional-level career training and advancement. From training in fire and emergency services to water and wastewater management, from economic and workforce development to cybersecurity, from law enforcement to urban search and rescue, TEEX makes a difference by delivering the training that keeps our communities and infrastructure safe and secure.

TEEX is the recognized leader in training for emergency response, industrial safety, and public works. TEEX has continually expanded our mission by providing training for individuals in a vast array of professional disciplines, meeting the needs of an ever-changing and diverse workforce. Through its partnership with the National Domestic Preparedness Consortium (NDPC) and the National Cybersecurity Preparedness Consortium (NCPC), TEEX is delivering training across the country that allows communities to prepare and practice for possible threats. TEEX training enables communities to be more resilient in times of natural and man-made disasters.

Extension is more than just part of our name. TEEX reaches out to communities through our extension programs. The TEEX Product Development Center (PDC) captures the spirit of the extension mission by assisting entrepreneurs in testing and improving products. We strengthen the workforce through advanced manufacturing training programs.

TEEX enterprise programs allow for reinvestment in training facilities that provide our students with essential experiential learning opportunities. The Brayton Fire Training Field is the largest liquid-fueled fire training facility in the United States. The Emergency Operations Training Center provides simulation-based emergency management training to jurisdictions of all sizes. Disaster City® is the gold standard in search and rescue training facilities, and TEEX delivers training for all 28 FEMA Urban Search and Rescue teams.

TEEX responds in times of disaster. As the sponsoring agency for Texas Task Force 1 (TX-TF1), the most deployed team in the FEMA system, TEEX makes a difference in communities both near and far.

# MISSION, VISION, VALUES

## Mission

TEEX makes a difference by providing training, developing practical solutions, and saving lives.

## Vision

TEEX is an adaptive and innovative service agency making a difference worldwide.

## Values

- S** Safety *We place safety and well-being above all by focusing on prevention and response.*
- T** Teamwork *We embrace collaboration and encourage involvement.*
- A** Adaptability *We rapidly adjust to the needs of our team members, our customers, and our environment.*
- R** Respect *We value the unique skills and ideas of every individual.*
- S** Stewardship *We commit to the wise management of our human, natural, and material resources.*

**STAR**  
*of Service*



# TEEX IMPERATIVES

## ENGAGEMENT

Employee engagement is the driving force for our Strategic Plan. It is not a program. Employee engagement occurs when an employee's professional goals align with TEEX goals. Frequent and effective communication allows the employee to understand how what they do affects the overall mission and goals of TEEX and how they can serve customers. Engagement supports the imperatives of adaptability and innovation because engaged employees seek innovative ways to better serve customers. They make adaptive changes to achieve personal and agency success.

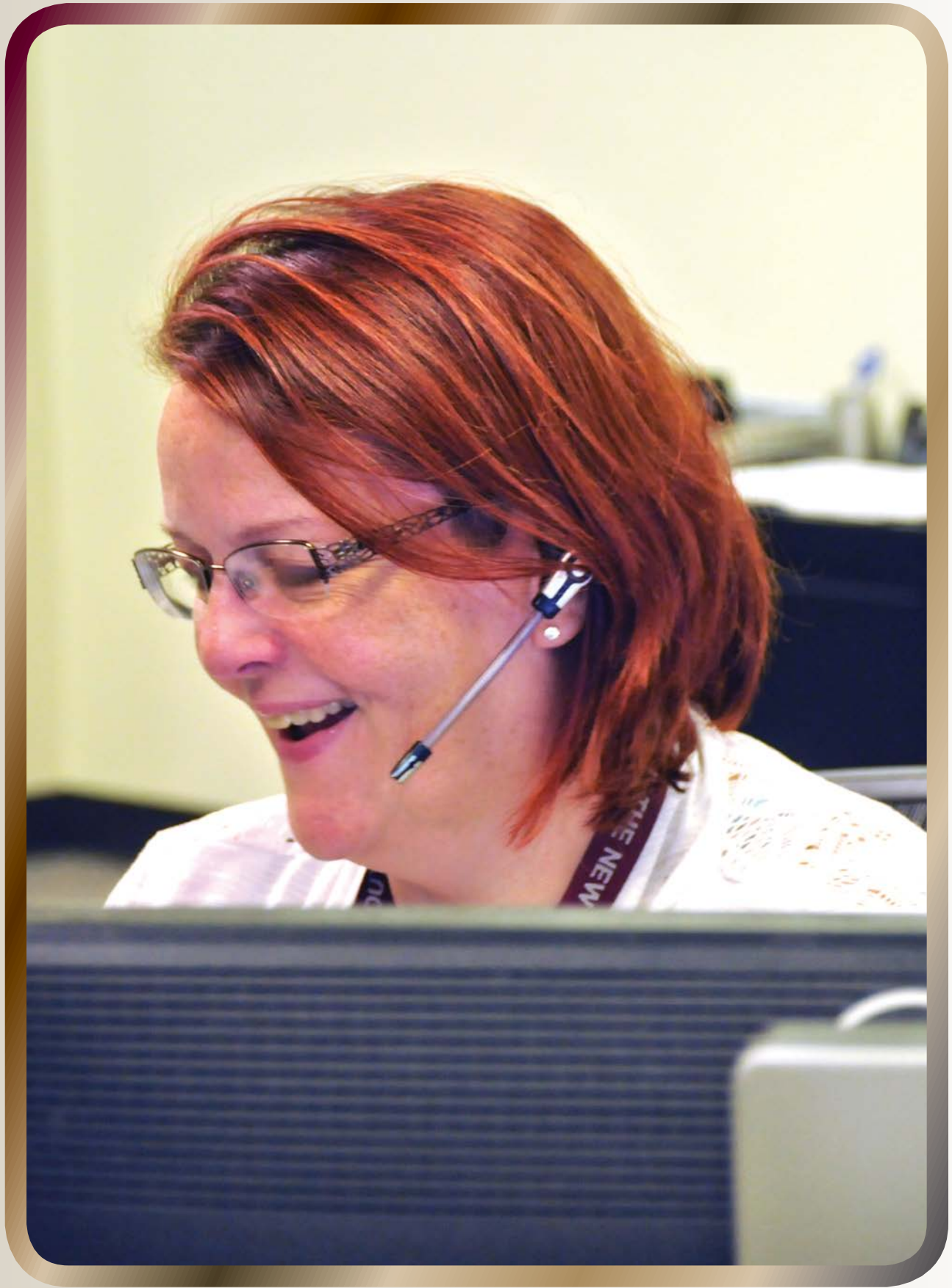
## ADAPTABILITY

The world changes constantly and brings new opportunities and sometimes eliminates old ones. TEEX must adapt to meet changing circumstances. Our success depends upon our ability to anticipate and respond to threats and opportunities. We must cope with high-impact events and recover quickly, but we must also cope with extended periods of difficulty. Success comes from monitoring the dynamic environment, regularly assessing processes and the organizational structure, and then making process and organizational changes when needed. We become more adaptable as an agency through crisis preparation, building flexible processes and structures, and monitoring emerging issues. Strategically we focus on building adaptability so that when we need to adapt to thrive, we can do it quickly.

## INNOVATION

Closely linked to adaptability is innovation. Creativity becomes innovation when we take an idea and actually do something. Innovation may be in our products, but just as importantly, it may be in our processes and managerial approaches. Ultimately TEEX is our product. Strategically we strive to create a culture that fosters innovation by focusing efforts on achieving results.





## ENGAGEMENT

*Employee engagement is the driving force for our Strategic Plan. It is not a program. Employee engagement occurs when an employee's professional goals align with TEEEX goals. Frequent and effective communication allows the employee to understand how what they do affects the overall mission and goals of TEEEX and how they can serve customers. Engagement supports the imperatives of adaptability and innovation because engaged employees seek innovative ways to better serve customers. They make adaptive changes to achieve personal and agency success.*

# 1.1 Goal: Establish a Strong, Visible, Living, and Evolving TEEEX Lifestyle of Safety

TEEX’s highest priority is safety. We place safety and well-being above all by focusing on prevention and response. Our Environmental Health and Safety Program and annual plan are the result of our commitment to the safety, security, and well-being of our employees, participants, students, and visitors. TEEEX employees at all levels strive to have a safety mind-set that adapts to situations and extends beyond work into their entire lifestyle. TEEEX strives to meet the standards of the Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP) at the highest level (Star).

## Strategies

- 1.1.1 Employees at all levels live Safety by choice...NOT by chance
- 1.1.2 Provide security to TEEEX facilities and on-site persons.

## Measure of Success for Goal

*TEEX achieves OSHA Voluntary Protection Program (VPP) criteria as evaluated by a third party in FY 2022*



## 1.2 Goal: Employees are Positively Engaged in Serving Customers and Helping TEEX Succeed

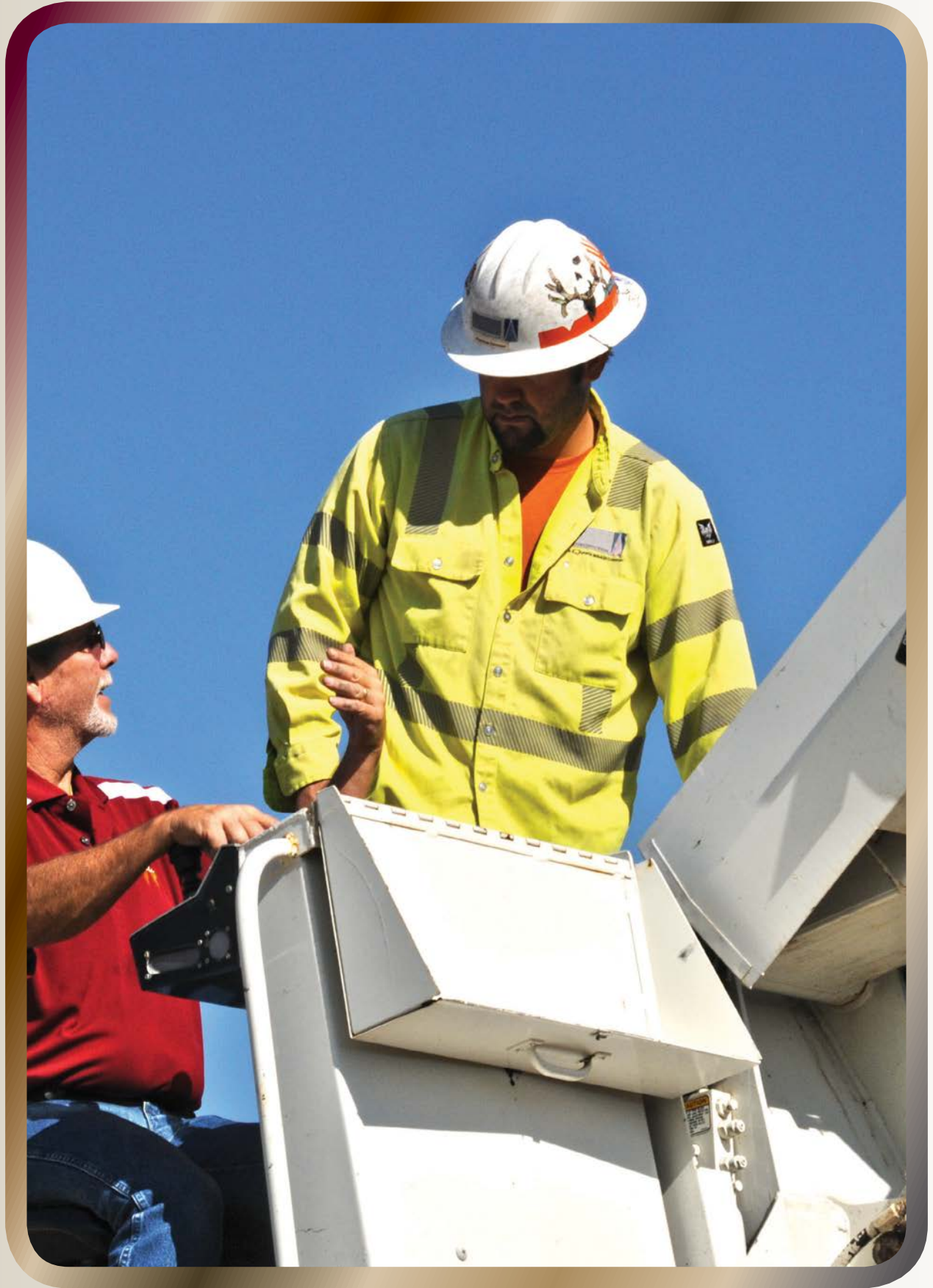
Employees who want to serve customers and help TEEX succeed are the most valuable asset the agency has. Neutral employees do little to further the mission of the agency. Disengaged employees sabotage customer service and the mission. Building strong leadership leads to positive engagement. We strive to create a service-oriented, ethical culture where employees feel invested in providing excellent customer experiences and helping TEEX succeed.

### Strategies

- 1.2.1 Make the Mission, Vision, Values, TEEX Code of Conduct, and the TEEX Strategic Plan known to all full-time, wage, and student employees.
- 1.2.2 Train and develop current and future leaders.
- 1.2.3 Make the evaluation and performance management system processes purposeful.
- 1.2.4 Make sure all employees (full-time, wage, and student) know of all resources available to them for mission success and personal help.
- 1.2.5 Utilize engagement surveys to provide information to improve engagement.
- 1.2.6 Use the TEEX Annual Report to build employee awareness of agency successes as well as challenges.

### Measure of Success for Goal

*Employee engagement survey shows at least 75% positive engagement.*



## ADAPTABILITY

*The world changes constantly and brings new opportunities and sometimes eliminates old ones. TEEX must adapt to meet changing circumstances. Our success depends upon our ability to anticipate and respond to threats and opportunities. We must cope with high-impact events and recover quickly, but we must also cope with extended periods of difficulty. Success comes from monitoring the dynamic environment, regularly assessing processes and the organizational structure, and then making process and organizational changes when needed. We become more adaptable as an agency through crisis preparation, building flexible processes and structures, and monitoring emerging issues. Strategically we focus on building adaptability so that when we need to adapt to thrive, we can do it quickly.*



## 2.1 Goal: Retain the Ability to Make a Difference Worldwide

TEEX needs resources to provide services. The ability to tap into multiple resource streams and to utilize available funds wisely is critical to our continued relevancy. A well-developed marketing approach will allow us to reach a larger customer base and to focus on their needs.

### Strategies

- 2.1.1 Use comprehensive environmental scanning to guide the decision-making process for existing, new, or expanded programs, infrastructure, facilities, and/or outreach.
- 2.1.2 Adapt the collective TEEX marketing efforts to broaden the agency's customer base and increase awareness of the TEEX brand.
- 2.1.3 Solicit and utilize internal and external stakeholders' feedback to align with current and future needs.
- 2.1.4 Seek, enhance, and expand the identification and pursuit of funding opportunities.
- 2.1.5 Seek, enhance, and expand federal and state legislative relationships.
- 2.1.6 Develop and implement resources to support the agency's growth and viability.

### Measure of Success for Goal

*Increase participants by 4.75% annually until 2030, beginning with FY 2018.*  
*Increase earned revenue by 9% annually until 2030, beginning with FY 2018.*

**ADAPTABILITY**



## 2.2 Goal: Provide Customers the Best Value

Adapting to provide affordable quality is important to long-term success. Our offerings should provide our customers a proper balance of quality and price. Marketplace awareness, to include knowledge of offerings and pricing, is necessary to position our products. We improve the value of our products by improving their portability for customers through agreements with institutions of higher education that allow customers to receive and apply credit from TEEX courses. Utilizing innovation and emerging technologies, when appropriate, will enhance our ability to present a better value proposition to our customers.

### Strategies

- 2.2.1 Gather market intelligence to make strategic business decisions to offer customers relevant products.
- 2.2.2 Leverage instructor qualifications and relevant experiences of TEEX personnel as differentiators.
- 2.2.3 Seek, research, and integrate validated training methodologies, techniques, technology, and facilities to provide the best value
- 2.2.4 Utilize articulation, accreditation, Continuing Education Units (CEUs) and other methods that allow portability of TEEX credits and add value to the TEEX brand.
- 2.2.5 Increase efficiency and standardize curriculum development through a unified team effort to ensure consistent reliability and the highest quality to meet customer needs.
- 2.2.6 Ensure a consistently positive and effective customer service experience through a unified team effort.
- 2.2.7 Develop and implement a unified sales and marketing strategy.



## Measure of Success for Goal

*Achieve agency accreditation by 2020.*

*Offer online evaluations of at least 80% of TEEX courses in FY 2018*

*Achieve customer satisfaction from evaluations that are at least 80% positive in FY 2018*





## 2.3 Goal: Infrastructure is in Place to Meet the Mission

TEEX training requires a wide range of infrastructure and equipment assets. Our infrastructure and facilities allow students to experience realistic situations. This infrastructure is not limited to the built environment. Our Information Technology Infrastructure is also a vital part of the infrastructure needed to deliver TEEX services and training. Additionally, equipment used in training, as well as the means to present mobile training, may all be considered part of our infrastructure. Infrastructure requires substantial resources to build or obtain, and continued resources to maintain. We must adapt our infrastructure to changing requirements and use innovation to provide the infrastructure that best supports the mission. Both long- and short-term planning are necessary to anticipate needs and ensure that infrastructure is in place when needed.

### Strategies

- 2.3.1 Foster an innovative environment that enhances human capital, facilities, technology, and business practices to set TEEX apart from all others.
- 2.3.2 Develop and maintain a comprehensive agency Capital Improvement Plan to address cross-divisional and adaptability requirements for maintaining and enhancing infrastructure.
- 2.3.3 Expand State, Federal and private funding that includes infrastructure development, to support current and future training.
- 2.3.4 Establish and maintain an agency funding mechanism to support the Capital Improvement Plan (CIP).
- 2.3.5 Cultivate relationships with external partners to expand infrastructure capabilities

### Measure of Success for Goal

*Infrastructure capacity meets 4.75% participant growth each year*







## INNOVATION

*Closely linked to adaptability is innovation. Creativity becomes innovation when we take an idea and actually do something. Innovation may be in our products, but just as importantly, it may be in our processes and managerial approaches. Ultimately TEEX is our product. Strategically we strive to create a culture that fosters innovation by focusing efforts on achieving results.*



## 3.1 Goal: Continual Innovation in Systems, Processes, Organization, Products, and Services

Innovation is more than just the latest invention or technological marvel. It includes being innovative in designing the best processes to meet our mission, along with crafting an organization structured to best meet the needs of those we serve. We broadly define innovation so that we are continually looking for the best ways to meet customer needs.

### Strategies

- 3.1.1 Create a culture of innovation by empowering employees to pursue and share innovative ideas both within TEEEX and with A&M System partners to promote growth.
- 3.1.2 Recognize, reward, and celebrate innovation.
- 3.1.3 Build a TEEEX team based on agency culture and values that incorporate innovation.
- 3.1.4 Leverage information technology (IT) to foster innovation through improved information-sharing and efficiencies.

### Measure of Success for Goal

*Agency will have a combined total of 12 innovations reported during each semi-annual review by divisions, Texas Task Force 1, and headquarters.*

## 3.2 Goal: Technology Adoption Improves Customer Service and Efficiency

Adopting the right technologies, together with innovative application, will improve customer service and efficiency.

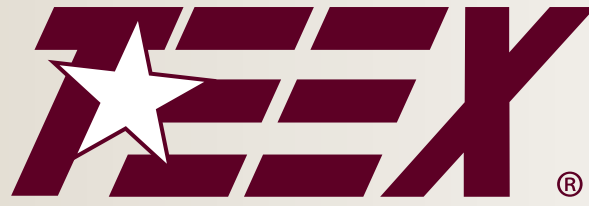
### Strategies

- 3.2.1 TEEX will enhance employees' expertise and understanding of current, new, and emerging technologies.
- 3.2.2 TEEX will promote a culture that embraces technology and information-sharing that enhances the customer experience.
- 3.2.3 Enhance the TEEX customer website and employee portals to be dynamic and customer-focused.
- 3.2.4 Leverage technology to provide innovative products and services to our customers.
- 3.2.5 Leverage technology to connect students/customers to TEEX training and services.

### Measure of Success for Goal

*Agency will have a combined total of 12 customer improvements reported during each semi-annual review by divisions, Texas Task Force 1, and headquarters.*

TEXAS A&M ENGINEERING



EXTENSION SERVICE