Hamilton County, Tennessee

150 - SUPPORTED AGENCIES Budget Year 2027 (Proposed)

1015030-AGRICULTURE DEPARTMENT		Prior Year Actuals	FY 2026 Budget			FY 2027 Budget		
	DESCRIPTION	2025	Adopted	Amended	YTD Thru 1/31/2026	Requested	Proposed	Change from PY Adopted
56003	APPROPRIATION	322,799	330,300	330,300	78,571	373,545	373,545	43,245
	Operating Expenditures Totals:	*322,799*	*330,300*	*330,300*	*78,571*	*373,545*	*373,545*	*43,245*
	1015030-AGRICULTURE DEPARTMENT Totals:	***322,799***	***330,300***	***330,300***	***78,571***	***373,545***	***373,545***	***43,245***

Hamilton County, TN
Budget Hearings
FY 2027

UT/TSU Agricultural Extension Service

	Adopted Budget FY 2025	*Adopted Budget FY 2026*	**Requested FY 2027**	**Inc. (Dec.) FY27 vs. FY26**	**% Inc.**
Supported Agency request					
UT/TSU Agricultural Extension Service	*327,611*	*330,300*	**373,545**	43,245	13.1%

Key Items to Address with County Commission:

1. What's the increase in your budget request investing in?
2. Where are you maintaining/holding the line within your budget?
3. What are you transitioning from within your budget?

BUDGET REQUEST APPLICATION
FY 2026-2027

A. Cover Form

Organization Name: UT / TSU Extension - Hamilton County

Organization Legal Name: University of Tennessee / Tennessee State University Extension - Hamilton County

Project Name(s): _____

Federal Tax ID#: 62-6001636

Mailing Address: Crawley Agriculture Service Center, 6183 Adamson Circle, Chattanooga, TN 37416

Hamilton County Address: 6183 Adamson Circle, Chattanooga, TN 37416

Year Established: 1911

Years organization has operated in Hamilton County or served Hamilton County residents: 115

Organization's authorizing official contact: Nancy Rucker, Extension Agent & County Director

Organization's application contact person: Nancy Rucker, Director

Fiscal year total operating budget: 1,003,066.00

Current fiscal year start/end date: 7/1/2025-6/31/2026

First time applicant: NO

Requested county funds: $ 373,545

The above and following schedules embodying a request for an allocation from Hamilton County, Tennessee for the fiscal year ending June 30, 2027 (fiscal year 2027) were considered and approved by our Board of Directors on 01/22/2026. In the judgment of our Board, it represents the minimum needs of our organization for this fiscal year.

Dr. D. Stephen Highlander

Signature Extension Ag Committee Chair

Nancy Rucker

Signature of Extension County Director

THIS ALLOCATION REQUEST IS DUE BY JANUARY 30,2026

B. Grant Application

STATEMENT OF NEED

1. What needs does your program address, and why is it important to the Hamilton County population?

Meeting the needs of Hamilton County citizens to improve their quality of life and solve problems through the application of research and evidence based knowledge about agriculture and natural resources, family and consumer sciences, 4-H Youth Development, and community development.

2. Provide data and statistics that support your organization's needs.

Extension is funded in part by Hamilton County Government and University of Tennessee Extension and Tennessee State University Cooperative Extension. There is shared funding for salaries and benefits for one part-time and six full-time employees. The employees provide programming in the areas of Agriculture and Natural Resources, Family and Consumer Sciences, 4-H Youth Development and Community Resource Development. Outcomes from programming efforts show increases in knowledge, skills, behavior changes, cost share, financial savings leading to impacts to farms, homeowners, families, youth and communities.

OUTCOMES / OUTPUTS / INITIATIVES

3. How do you plan to utilize grant money awarded by Hamilton County?

Funds support the one part-time employee's salary and benefits and a portion of the six full-time employees' salaries and benefits. These positions support programming in Agriculture and Natural Resources, Family and Consumer Sciences, 4-H Youth Development, Community Development and administrative support. Funds are also used for office operating expenses related to communication, supplies, equipment, professional development and dues, rentals and travel.

4. What results are you committed to achieving during the grant period? What key performance measures will you use to evaluate and track those results? (750-word suggestion)

All Extension Agents submit an Individual Annual Plan based upon local needs assessment and research based information provided at local, state and national levels. Agents base their plan on participant input, assessments, evaluation results of previous programming, stakeholder and advisory groups feedback, outcomes, impacts along with current and emerging needs. The University of Tennessee Extension has SUPER (System for University Program Evaluation and Reporting). SUPER program components include - needs assessment, yearly plan, program collaborators / partners, outcomes, and planned evaluation. Evaluation is completed by observation, pre/post test, end of program interviews and/or survey, follow up interviews and/or surveys. There are more than 100 outcomes that can be selected and reported during January to December by Hamilton County Agents and Program Assistant. Outcomes include: commercial turf, landscape, beekeeping, livestock, lawns, landscapes, Master Gardeners, preventative practices, build assets, manage and protect resources, handle food safely, manage chronic conditions, plan and prepare healthy diets, achieving goals, 4-H Science, teamwork and communicating.

5. What entities do you collaborate with which could also benefit from monies awarded by Hamilton County?

There will be no monetary transfer of our budget dollars to those listed. This list of our program partners or location where we present programs. This list is fluid and changes as additional program partners and locations are added or removed throughout the year.

Internal and external collaborators / partners (sheet attached).

6. What is your organization's long-term vision, as it relates to your philanthropy and operations?

Mission - to meet the needs of Hamilton County citizens to improve their quality of life and solve problems through the application of research and evidence based knowledge about agriculture and natural resources, family and consumer sciences, 4-H youth development and community development.

C. Evaluation and Sustainability

7. If you utilize any evidence-based programs, please indicate which state and/or federal websites list the program and the rating given.

UT Extension - https://utextension.tennessee.edu/
USDA - NIFA (each program area represented) - https://www.nifa.usda.gov
4-H Youth Development - National 4-H Council - https://4-h.org/about/research/
Tennessee 4-H - https://4h.tennessee.edu/
EFNEP (Expanded Food and Nutrition Education Program) - https://www.nifa.usda.gov/grants/programs/capacity-grants/expanded-food-nutrition-education-program-efnep/about-efnep

8. Describe how your organization plans to sustain services financially if Hamilton County funds do not extend past the awarded fiscal year

We will not be able to sustain programming services if the partnership with Hamilton County Government is not continued.

D. Budget, Supporting Financial Documents and Attachments

Submit each of the following and complete the schedules that follow. If a document is not attached to your submission, please select N/A in the appropriate dropdown box:

- Your most recent audit (and previous two audits for organizations with a budget of $750,000 or more)

  N/A
- The organization's current operating budget - Schedule I

  Document Attached
- A Form 990 from the previous three (3) years

  N/A
- IRS Letter of Determination

  N/A
- Current Certificate of Existence with the State of Tennessee

  N/A
- Demographic information for clients served - Schedule II

  Document Attached
- Board & Staff Information - Schedule III

  Document Attached
- Grants, Contracts, MOU Table - Schedule IV

  Document Attached
- Strategic Plan

  Document Attached
- Letters of Support

  N/A

PROGRAM BUDGET SUPPORT REVENUE

Schedule I

NAME OF AGENCY BUDGET BY SERVICES FOR	FY 2026 Approved Budget	FY 2027 Proposed Budget	REVENUES Support/ Revenues	EXPENSES/EXPENDITURES PROGRAM SERVICES Agriculture	Family & Cons Scien	4-H	Total Prog. Servs.	SUPPORT SERVICES Mgmt & General	Fund Raising	Total Supp. Serv.
SUPPORT/REVENUE FOR CURRENT OPERATIONS:										
Contributions	360,896	531,055	531,055							
Net Proceeds Special Events		0								
Designations		0								
United Way		0								
Fees/Grants from Governmental Agencies		98,466	98,466							
Membership Dues		0								
Program Income		0								
Sales to Public		0								
Investment Income		0								
Transfers to Operating Budget		0								
Income from Previous Year		0								
Miscellaneous		0								
*Support Requested from Hamilton County	330,300	373,545	373,545							
TOTAL SUPPORT/REVENUES	691,196	1,003,066	1,003,066							
EXPENDITURES FOR CURRENT OPERATIONS:										
Salaries Only (No Benefits)	449,209	653,342		176,836	225,581	250,925	653,342			0
Employee Health & Retirement Benefits	128,622	266,056		68,091	83,457	114,508	266,056			0
Employment Taxes, etc.- in benefits line	34,370	0					0			0
Professional Fees/Contract Service Payments	1,000	1,000		300	300	400	1,000			0
Supplies	24,165	23,900		4,800	5,800	13,300	23,900			0
Telephone & Internet	3,000	6,500		1,450	3,550	1,500	6,500			0
Postage and Shipping	4,200	4,476		1,492	1,492	1,492	4,476			0
Occupancy	0	0		0	0	0	0			0
Equipment Rental and Maintenance	4,075	4,075		1,000	1,000	2,075	4,075			0
Outside printing, art work, etc.	0	0		0	0	0	0			0
Local Transportation	27,831	24,917		7,843	7,961	9,113	24,917			0
Conferences, Conventions, etc.	9,224	10,000		2,500	3,500	4,000	10,000			0
Special Assistance to Individuals	0	0		0	0	0	0			0
Organization Dues	1,500	780		180	250	350	780			0
Awards and Grants	0	0					0			0
Fund Raising/Self-Support Activities	0	0					0			0
Insurance	0	0					0			0
Miscellaneous	0	0		0	0	0	0			0
Depreciation	0	0		0	0	0	0			0
National Dues/Support Payments	0	720		180	220	320	720			0
Equipment Purchases	4,000	7,300		1,500	2,000	3,800	7,300			0
TOTAL EXPENSES/EXPENDITURES	691,196	1,003,066		266,172	335,111	401,783	1,003,066	0	0	0
REVENUES OVER (UNDER) EXPENDITURES	0	0								

Program Beneficiary Statistics

(This should reflect total program count. Copy as needed for each program.)

University of Tennessee - Tennessee State University Extension - Hamilton County

(Name of Program)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other		Fiscal 2026 Budget **2025 Actual Contacts**	Fiscal 2026 Projected	Fiscal 2027 Proposed Budget
1. Unduplicated Count of Program Beneficiaries	TOTAL	125,515	150,000	140,000
a. Total Continuing from Previous Fiscal Year		91,626	111,000	102,200
b. Total New for the Year		11,296	12,000	12,600
c. Total Terminated During the Year		22,593	27,000	25,200
2. Age Group	TOTAL	125,515	150,000	140,000
a. Infants-Under 5		0	0	0
b. Between 5 and 12		41,420	49,500	46,200
c. Between 13 and 17		13,807	16,500	15,400
d. Between 18 and 29		2,510	3,000	2,800
e. Between 30 and 64		60,247	62,000	67,200
f. 65 and over		7,531	9,000	8,400
g. Not Known			10,000	0
3. Gender	TOTAL	125,515	150,000	140,000
a. Male		50,094	65,000	63,000
b. Female		75,421	84,800	77,000
c. Not Known/Other			200	
4. Ethnic Background	TOTAL	125,515	150,000	140,000
a. White		81,457	97,500	95,200
b. Black		24,083	35,500	29,400
c. Hispanic		6,263	8,500	7,000
d. Oriental		5,602	4,500	5,600
e. Other - Ethnic Minority		6,368	2,000	1,400
f. Not Known		1,742	2,000	1,400
5. Income Level	TOTAL	125,515	150,500	140,000
a. Below 4,999				
b. 5,000-7,499				
c. 7,500-9,999				
d. 10,000-14,999				
e. 15,000-19,999		1,255	2,000	1,400
f. 20,000-29,999		8,786	11,000	9,800
g. 30,000 and Over		43,930	50,000	49,000
h. Not Known		71,544	87,500	79,800
6. Location of Residence	TOTAL	125,515	150,000	140,000
a. Hamilton County		123,259	149,000	138,000
b. Outside of Hamilton County		2,256	1,000	2,000
c. Not Known				

HAMILTON COUNTY, TENNESSEE
FISCAL YEAR 2027

Agency Name: University of Tennessee / Tennessee State University Extension - Hamilton County

1. Are the dollars Hamilton County appropriates to your agency designated for the benefit of a specific geographical segment of the community? NO

2. If the answer to question number 1 above is yes, please explain.

3. Please estimate the percentage of your services provided to the geographic area listed below:

Unincorporated County	40.0%
City of Chattanooga	40.0%
City of East Ridge	2.0%
City of Signal Mountain	1.0%
City of Red Bank	2.0%
City of Soddy Daisy	5.0%
City of Lakesite	1.0%
City of Walden	1.0%
City of Collegedale	3.0%
City of Ridgeside	1.0%
City of Lookout Mountain	1.0%
All areas outside of Hamilton County	3.0%
Total	100.0%

Schedule of Positions, Salaries & Wages

Confidential (for Hamilton County internal use only)

UT / TSU Extension - Hamilton County Agriculture Committee

(Name of Agency)

ALL FINANCIAL INFORMATION ROUNDED TO NEAREST DOLLAR

Board of Directors Title and/or Position	Name(s) Last Name, Initial	Part Time	#Years Emp	Emp. Covered by Retirement (a)	Current FY			Proposed FY		
					# Weeks Employed	Annual Salary	Budgeted Salary	# Weeks Employed	Annual Salary	Budgeted Salary
Agriculture Committee Chairman	Highlander, S	--		--						
Agriculture Committee, Commissioner	Sharpe, D	--		--						
Agriculture Committee, Commissioner	Shipley, G	--		--						
Agriculture Committee, Farm Man	Pruett, M	--		--						
Agriculture Committee, Farm Man	Heery, F	--		--						
Agriculture Committee, Farm Women	Ozborn, M	--		--						
Agriculture Committee, Farm Woman*	Lennon, K	--		--						
*Committee Vice Chairwoman		--		--						
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* If a position is changed from a part-time to a full-time position, show each as a separate position unit.
List positions in order of responsibility and include all staff and employees of agency in this schedule.
Non-professional employees performing similar services may be reported as a group.
(a.) Check if person is covered by retirement benefits.

Schedule of Positions, Salaries & Wages

Confidential (for Hamilton County internal use only)

University of Tennessee / Tennessee State University Extension - Hamilton County

(Name of Agency)

ALL FINANCIAL INFORMATION ROUNDED TO NEAREST DOLLAR

Organization Staff Members Title and/or Position	Name(s) Last Name, Initial	Part Time	#Years Emp	Emp. Covered by Retirement (a)	Current FY			Proposed FY		
					# Weeks Employed	Annual Salary	Budgeted Salary	# Weeks Employed	Annual Salary	Budgeted Salary
County Director	Rucker, N	NO	33	YES		52,928	52,928		57,162	57,162
Extension Agent	Puett, J	NO	47	YES		54,737	54,737		59,115	59,115
Extension Agent	Sabin, M	NO	7	YES		32,698	32,698		35,314	35,314
Extension Agent	Treadway, H	NO	5	YES		32,991	32,991		38,865	38,865
Administrative Assistant	Sanders, A	NO	11	YES		23,183	23,183		25,038	25,038
Administrative Assistant Aide	Cotton, M	NO	10	YES		21,891	21,891		23,642	23,642
EFNEP Program Assistant	Collins, L	NO	15	YES		0	0		0	0
EFNEP Program Assistant	Gant, T	NO	3	YES		0	0		0	0
4-H Program Assistant	Tewalt, L	YES	1	NO		24,128	24,128		26,058	26,058
		--		--						
		--		--						
Salary does not include benefits		--		--						
Treadway, H - additional increase for promotion		--		--						
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* If a position is changed from a part-time to a full-time position, show each as a separate position unit.
List positions in order of responsibility and include all staff and employees of agency in this schedule.
Non-professional employees performing similar services may be reported as a group.
(a.) Check if person is covered by retirement benefits.

AGENCY: UT/TSU Extension - Hamilton County

AWARDS AND GRANTS FROM GOVERNMENTAL AGENCIES CITY/COUNTY/STATE/FEDERAL

	PROGRAM/PROJECT TITLE	NAME OF SOURCE	FOR HOW LONG?	LAST YEAR	THIS YEAR	NEXT YEAR
1	Tennessee State University 4-H Agent	TSU Extension	Yearly	5,000	5,000	5,000
2	travel and supplies					
3	EFNEP (Expanded Food and Nutrition Education	UT Extension	Yearly	240,828	87,008	89,408
4	Program), 2 employees retired					
5	Skill Up Program	UT Extension	Yearly	3,363	3,711	4,058
6	SNAP Education (Supplemental Nutrition	TSU Extension	Yearly / Eliminated	125,887	0	0
7	Assistance Program) - Federal cut					
8	Eastern Region Innovation programming grant	UT Extension awarded	1 Year	0	1,000	0
9	(supporting H. Treadway initiative)	by Eastern Region				
10						
11						
12						
13						
14						
15						
16						
17						
18						
	Total Fees From Governmental Agencies			375,078	96,719	98,466

ALL FINANCIAL INFORMATION ROUNDED TO NEAREST DOLLAR

University of Tennessee / Tennessee State University Extension – Hamilton County (for FY2027 Budget Request Application)

5. Which entities do you collaborate with which could also benefit from monies awarded by Hamilton County?

There will be no monetary transfer of our budget dollars to these listed. This is a list of our program partners or locations where we present programs. This list is fluid and changes as additional program partners and locations are added throughout the year.

Internal & External Collaborators/Partners:
University of Tennessee Extension
Tennessee State University Extension
Hamilton County Government
Tennessee 4-H Foundation
Hamilton County Master Gardeners Association
WTVC
WRCB
WDEF
Fox News
Chattanooga Times Free Press
Chattanoogan.com
Nooga.com
Food as a Verb
Crabtree Farms
Natural Resource Conservation Service (NRCS)
Hamilton County Soil Conservation District
Hamilton County Farm Bureau
Hamilton County Parks Department
Tennessee Department of Agriculture
City of Chattanooga Parks and Outdoors
Waterways
UGA Extension
UGA Center for Urban Agriculture
Chattanooga National Park City
Reflection Riding
City of Chattanooga – Public Works
City of Chattanooga – Department of Natural Resources
Chattanooga State Community College
Hamilton County Parks and Recreation Department
Harrison Community Center
Hamilton County Department of Education
Chattanooga Community Recreation Centers
Tractor Supply Company

The McDonald Farm
Tennessee Wildlife Resources Agency
Hamilton County 4-H Advisory Council
TVA Volunteers
East Ridge Parks and Recreation
Chattanooga Lookouts
Hixson Community Farmers Market
Chattanooga Economic & Community Development Departments
Erlanger Health Systems
CHI / Memorial Health System
Second Missionary Church
J.A. Henry YMCA
Minority Health Fair
University of Tennessee – Chattanooga (Masters for Public Health, Volunteers, location for events)
Lodge Manufacturer
The Sock Shop
AARP
Bike Chattanooga
The Chattery
Urban League
The Bethlehem Center
Chattanooga Health Coalition
American Heart Association
Outdoor Chattanooga
Alzheimer's Association
Tennessee Department of Disability and Aging
Chattanooga Area Home and Community
Mayors Council of Livability and Aging
Southern Adventist University
Partnership Family, Children & Adults
Responsive Initiative for Social Empowerment Chattanooga
Tai Chi for Health
Southeast Regional Council on Children and Youth
Southeast Tennessee Area Agency on Aging and Disability
TN Commission on Aging & Disability
Community Advisory Board
Partnership Planning Committee
Chris Ramsey Community Center
BlueCross BlueShield
Skyuka Hall School
Boyd Buchanan School
Vanderbilt Poison Control Center
The Next Door

Chattanooga Housing Authority
Hamilton County Health Department
Bicentennial Volunteers Inc., TVA Retirees Association
TSIN-TN STEM Innovation Network
Tennessee Valley Robotics
Faith Based Organizations
Community volunteers
Chattanooga Veterans Center
Goodwill
CEMPA
North Chattanooga Community Center
Samaritan Center
Loves Arms
Mental Court
Catholic Charities of East Tennessee
Chattanooga Area Food Bank

2022-2027 TENNESSEE EXTENSION STRATEGIC PLAN

Embracing the Past. Innovating the Future.

Real. Life. Solutions.™

UTEXTENSION
INSTITUTE OF AGRICULTURE
THE UNIVERSITY OF TENNESSEE

2022-2027 TENNESSEE EXTENSION STRATEGIC PLAN

Embracing the Past. Innovating the Future.

OVERVIEW

Over the last 100 years, UT Extension has helped Tennesseans solve problems and implement changing technologies to improve the quality of life in all ninety-five counties. As we celebrated this rich heritage and looked back on our accomplishments, it seemed an appropriate time to take an active role in planning our future.

The Strategic Planning Committee conducted listening sessions, surveys, and targeted interviews across the state with employees and stakeholders. Using this input, a comprehensive working plan has been developed to strategically position Tennessee Extension for the next five years. To see the working plan and follow its progress, visit *extensionstrategicplan.tennessee.edu*.

OUR MISSION

UT Extension's mission is to help Tennesseans improve their quality of life and solve problems through the application of research and evidence-based knowledge about agriculture and natural resources, family and consumer sciences, 4-H youth development, and community development.

OUR VISION

UT Extension is the premier educational organization for all Tennesseans. Extension increases economic prosperity, improves environmental sustainability, and enhances well-being in rural and urban communities.

STRATEGIC PLAN GOALS

Demonstrate the value of Tennessee Extension to enhance resources.

Cultivate a workplace where employees thrive.

Expand and strengthen Tennessee Extension volunteerism.

Foster greater engagement of diverse communities across Tennessee.

Embrace the use of technology and innovation to meet the evolving needs of Tennessee Extension.

GOAL:

Demonstrate the value of Tennessee Extension to enhance resources.

Strategy: Increase visibility and participation through marketing, advocating, and demonstrating the value of Tennessee Extension programs to stakeholders.

ACTION STEPS:

- Build capacity for employees to produce content to market Tennessee Extension at the state, regional, and county level.

Strategy: Deliver quality educational programs that serve needs of clientele.

ACTION STEPS:

- Develop a process for annual needs assessment at the county and state level to prioritize local and state needs.

Strategy: Capture data and impacts through reporting.

ACTION STEPS:

- Evaluate and streamline outcome and economic impacts to measure the effectiveness of Extension programs.
- Integrate Extension and UTIA databases to increase reporting efficiency.

Strategy: Expand new and innovative funding sources and partnerships to better serve current and new audiences.

ACTION STEPS:

- Explore new sponsorship and fundraising opportunities.
- Enhance and strengthen Tennessee Extension's partnership with the UTIA Advancement Office and the 4-H Foundation.

GOAL:

Cultivate a workplace where employees thrive.

Strategy: Cultivate an adaptive workplace environment.

ACTION STEPS:

- Investigate and implement procedures and best practices for adaptability and accountability.
- Provide training for supervisors and employees to ensure consistency.

Strategy: Provide a consistent and effective onboarding experience.

ACTION STEPS:

- Establish expectations for successful job performance by position and area of responsibility.
- Enhance the current mentoring process to ensure a consistent experience.
- Implement an onboarding process to ensure coordinated statewide training efforts for all positions.
- Assess organizational structure to ensure support of Tennessee Extension employees.

Strategy: Provide and support meaningful professional development.

ACTION STEPS:

- Create professional development opportunities to foster a culture of lifelong learning.
- Create a leadership program focused on developing current and future leaders within our organization.
- Explore financial opportunities to support professional development.
- Establish procedures for assessing in-service training needs of employees.
- Develop assessment tools to evaluate employee learning.

Strategy: Recognize valued employees with meaningful and appropriate rewards.

ACTION STEPS:

- Simplify formal and endowed award programs.
- Explore new ways to offer recognition and incentives to employees.
- Build opportunities for employees to further advance their career within Tennessee Extension.

Strategy: Promote healthy lifestyles for employees to enhance commitment and engagement.

ACTION STEPS:

- Explore ways to support work/life balance

GOAL:

Expand and strengthen Tennessee Extension volunteerism.

Strategy: Foster an environment that embraces volunteerism across all program areas.

ACTION STEPS:

- Establish clear employee expectations for utilizing volunteers.
- Develop a statewide structure for volunteerism.

Strategy: Recruit and engage culturally diverse volunteers.

ACTION STEPS:

- Develop a recruitment plan, including marketing materials and employee training, for all program areas.
- Create a sustainable process for volunteer recognition and retention.

Strategy: Provide training and resources for volunteers to perform their roles.

ACTION STEPS:

- Develop a cohesive volunteer management system to include registration, training, and reporting for employees and volunteers.
- Develop and expand well-defined volunteer job descriptions.

GOAL:

Foster greater engagement of diverse communities across Tennessee.

Strategy: Foster an equitable workplace that promotes and supports an inclusive and diverse workforce.

ACTION STEPS:

- Identify and develop unique partnerships with other organizations and within UT System to strengthen recruitment efforts to find diverse and underrepresented candidates.
- Expand and enhance internship and recruitment programs to attract and provide opportunities for diverse and underrepresented candidates.
- Establish a statewide recruitment committee, in partnership with UTIA and Tennessee State University, focused on reaching diverse and underrepresented candidates.

Strategy: Develop and enhance programs to meet the needs of diverse and underrepresented audiences.

ACTION STEPS:

- Develop and provide training to employees to increase cultural competency and empower them to identify needs and reach diverse and underrepresented audiences.
- Set expectations for employees regarding involvement of diverse and underrepresented audiences in programs, and celebrate successes.

Strategy: Establish an intentional process for recruiting volunteers from diverse and underrepresented audiences.

ACTION STEPS:

- Provide resources for employees, including training and marketing materials, to recruit volunteers from diverse and underrepresented audiences.

GOAL:

Embrace the use of technology and innovation to meet the evolving needs of Tennessee Extension.

Strategy: Capture, assess, and prioritize Extension-wide software and hardware needs.

ACTION STEPS:

- Gather input from employees and external stakeholders to identify needs, technology preferences, and program delivery methods.
- Create a mechanism to monitor employee needs to ensure they are properly equipped to deliver programs.

Strategy: Provide oversight, maintenance, support, and evaluation of technology systems.

ACTION STEPS:

- Develop necessary oversight mechanisms, including staffing requirements, maintenance, and support of technologies.
- Develop a list of supported technology applications and systems.
- Identify and adopt new technology systems based on needs.

Strategy: Provide ongoing organizational training and development of technologies to support Extension program delivery.

ACTION STEPS:

- Develop centralized training model for content, delivery, instructional design, and management.
- Identify, create, and market training materials, toolkits, and professional development opportunities for supported applications and systems to employees and clients.
- Identify technology competencies for new employees.

Strategy: Develop a centralized platform for storing documentation and training materials.

ACTION STEPS:

- Create a centralized internal platform to store and distribute documentation, training, supplemental materials, and communications.

Strategy: Create an integrated client-focused platform to expand reach and improve engagement.

ACTION STEPS:

- Adapt existing web presence to facilitate enhanced client relationship management and dissemination of Tennessee Extension content and publications.
- Develop an integrated interface for event registration with multi-payment options.
- Enhance utilization of the e-learning platform to effectively engage and deliver programming.
- Create external client access to SUPER, including a volunteer self-reporting system.
- Integrate Extension and University's databases with SUPER.

UTIA
INSTITUTE OF
AGRICULTURE
THE UNIVERSITY OF TENNESSEE

UTIA.TENNESSEE.EDU

Real. Life. Solutions.™

3/22

Programs in agriculture and natural resources, 4-H youth development, family and consumer sciences, and resource development. University of Tennessee Institute of Agriculture, U.S. Department of Agriculture and county governments cooperating. UT Extension provides equal opportunities in programs and employment.