



Pulaski County Extension Center

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Reliable, Responsive and Relevant to Today's Needs

MU Extension, the University of Missouri's higher education classroom in rural and urban communities in 114 counties, was created by federal and state statutes to ensure people's access to research-based knowledge to improve their quality of life and economic well-being. As the state's flagship land-grant university, MU operates under a statewide mandate. MU Extension partners with public and private entities to reach more people without duplication of services.

I. Executive Summary

To thrive during difficult economic times, an organization must be willing to critically examine its existing methods and practices. Sometimes it may become necessary for that organization to undergo transformational change. For the Pulaski County Extension Center, that time is here. In 2013, the Pulaski County Extension Center is facing a severe budgetary crisis and the future is uncertain. Difficult as it may be, this crisis is also the Council's opportunity to embrace a new notion of change.

To create and maintain financial sustainability, the operational, the political, and the governmental aspects of the funding challenges must be addressed. Specialists and staff should work closely with the Council to promote the Extension Center and develop programming¹ that will have truly meaningful impact within the county. Each member of the Extension Council must become invested in marketing Pulaski County Extension Programming in the communities served. Further, time should be devoted to developing stronger relationships with Extension stakeholders, creating more collaborative partnerships with businesses and non-profit entities, and more effectively educating local officials about the importance of MU Extension in our county. Finally, the Council must be prepared to engage in proactive development activities to secure additional funds as they are needed.

This business plan is written with a team approach in mind and with a vision for the future firmly in hand. It is essential that each Council member, the specialists that serve Pulaski County, the volunteers, the County Commission, and MU Extension contribute to this process. The suggested

¹ There are five key topical areas of Extension programming. Those areas are (1) Agriculture and Natural Resources; (2) Business Development; (3) Community Development; (4) 4-H Youth Development; and (5) Human Environmental Sciences. In addition to these key areas, Extension offers continuing education opportunities in many different professional fields, including nursing, fire and rescue, and law enforcement.

changes set out in this plan can be effective, but not necessarily easy to implement. Hard work is ahead. We owe it to the citizens of our county to embrace the hard work, adapt in the face of adversity, and thereby find ways to “do Extension differently” in Pulaski County.

II. General Description

The official name of our governing body is University of Missouri Extension Council of Pulaski County. We commonly refer to it as the Pulaski County Extension Council.

III. Organizational Structure and Connection to County Government

The Pulaski County Extension Council is a local governmental subdivision that works with the University of Missouri in carrying out the local extension programming. It is organized under Missouri Revised Statutes §§ 262.550 -.620.

The University of Missouri and Lincoln University, the state’s land-grant universities, were established by the federal Morrill Acts of 1862 and 1890. Their land-grant missions mandate that they provide instruction, research, and services to the outlying counties. These missions distinguish University of Missouri and Lincoln University from other colleges and universities in the state. County Extension Centers fulfill the land grant mission by bringing research-based information and education to the people of Missouri.

At the state level, the extension program is administered from MU in Columbia. Other campuses in Kansas City, Rolla, and St. Louis collaborate with MU. Across the state, extension is divided into seven administrative regions. Regional Directors provide leadership to staff and council members for programming, resource coordination, and performance evaluation at the county level. Each Regional Director supervises the work of regional faculty specialists. At the county level, County Program Directors (CPDs) manage the county extension centers. CPDs are faculty specialists who work to ensure the delivery of quality programming in the topical areas of Agriculture and Natural Resources, Business and Industry, Community Development, 4-H Youth Development, and Human Environmental Sciences and thereby bring educational resources from the campuses to the people.

An integral part of this structure are county extension council members, who ensure that the system works by identifying local educational needs and securing funds needed to effectively run local extension centers. County councils operate under MU’s educational mandates and share its not-for-profit status. Under Missouri law, the three basic roles of state and local governmental agencies are to provide for the health, safety and welfare of the citizens served. Pulaski County Extension Center participates with local governments in Pulaski County in fulfilling these vital roles.

IV. Vision

University of Missouri Extension is a valued and trusted educational resource available to Missouri citizens. It serves to improve the quality of life in Missouri, the nation, and the world. The vision of the Pulaski County Extension Council is to build an atmosphere in which MU Extension programming is timely, relevant, and flourishing in Pulaski County.

V. Mission

The mission of the Pulaski County Extension Council is to govern operations of the Pulaski County Extension Center, manage county staff, oversee volunteer efforts, work with county staff to develop timely and relevant extension programming needed by its citizens, work with county staff to effectively market program offerings, procure the revenue and other assets necessary to fund and implement county extension programming, and foster relationships, collaborations and partnerships with non-extension service providers, businesses, non-profit organizations, elected officials, state and regional extension councils, and staff and with county councils and staff members.

VI. Purpose

The purpose of the Pulaski County Extension Council is for members to cooperate in providing effective educational program support for county citizens by:

- Discussing issues of concern and need within the county;
- Making recommendations on identified issues of concern;
- Assisting the CPD with council training;
- Promoting and supporting county planning and programming according to state laws and administrative guidelines;
- Fostering the partnership of University of Missouri Extension with other agencies and groups;
- Supporting the by-laws, policies, and procedures of the Extension Council and following state laws; and
- Supporting funding for county center operations, Pulaski County Extension programs, governance and membership.

VII. Our Clients

Businesses and residents of Pulaski County and Fort Leonard Wood who are in need of practical education in Extension's educational service areas.

VIII. Strengths

University of Missouri Extension provides Pulaski County with well-educated extension program specialists. We have the expertise and research-based knowledge necessary to succeed. Members of our county council are critical to making this philosophy work. MU Extension also provides research-based resources on the web 24/7.

IX. Meetings

The Pulaski County Extension Council regularly meets on the last Monday of each month in the Pulaski County Courthouse and at other times as needed.

X. Products and Services

A. **Pricing and fees:** Extension programming has both public and private value for Pulaski County residents. However, the programming provided by Pulaski County Extension doesn't come without a cost. The Pulaski County Extension Center and programs are funded through a partnership of county, state, and federal governments. The cost of faculty specialists' and some other staff salaries are supported by funding from MU Extension and other state and federal sources. Pulaski County, through its County Commissioners, is another vital funding source. With the reduced availability of public funds, locating other potential revenue generating streams has become important. Donations, grants, and contracts help provide some support. Program fees for some (but not all) programming can also provide a stream of revenues.

B. Pulaski County Extension provides educational services in these general areas:

1. **Agriculture and Natural Resources:** Provides access to 21st century tools to enhance profitability, strengthen communities, and protect the environment. Traditional topics such as livestock and forages, as well as newer topics related to local food production, such as community sustainable agriculture, market farming, and community gardens, are relevant in Pulaski County.

This program area also includes two volunteer programs: the **Master Gardeners** (who provide horticulture information and education to the public) and the **Master Naturalists** (who promote the stewardship of our state's natural resources).

2. **Business Development:** Assists business start-ups, helps businesses remain competitive and prosperous, and creates more wealth for the community. Our specialists work with local Chambers of Commerce and Small Business and Technology Development Centers (SBTDC) across the state to help new and struggling businesses.
3. **Community Development:** Helps citizens tap into local strengths and university resources to create communities for today and tomorrow. Programs such as the Community Emergency Management Program, Community Leadership, Healthy Lifestyles Initiative, and community decision support define community development efforts.
4. **4-H Youth Development:** Connects parents and youth with the latest research and best practices to help young people gain leadership skills, build self-esteem, and become valued, contributing members of our community in partnership with caring adults. In Pulaski County there are traditional 4-H Clubs, after-school 4-H programs, and a 4-H program through Child, Youth, and School Services on Fort Leonard Wood.
5. **Human Environmental Sciences:** Provides Missourians with research-based programs on health, nutrition, parenting, aging, divorce, personal finance, housing, consumer action and more. The nutrition program reaches large numbers of Pulaski County residents. The nutrition program is designed to assist residents with limited resources by teaching both youth and adults about healthy food choices and regular physical activity.

C. MU Extension also offers the following professional continuing education opportunities:

1. **Nursing Outreach and Distance Education:** Keeps Missouri nurses up to date with the knowledge and skills they need to effectively provide care and fully participate in the state's healthcare efforts.
2. **Fire and Rescue Training Institute:** Provides fire services and emergency response registrants with continuing education and professional training to save lives and protect property from fire and other disasters.
3. **MU Conference Office:** The office serves as a full-service planning and management center for educational experiences that help fulfill the MU's charge as a land-grant institution to disseminate information to Missourians. The office also provides expertise and service for noncredit programs, including on-campus events that draw high school and prospective Mizzou students and other visitors to Columbia.
4. **Engineering Continuing Education:** Provides engineers with innovative educational programs that are built on the synergistic union of the College of Engineering and MU Extension.
5. **Veterinary Medicine Extension and Continuing Education:** Develops continuing education and outreach efforts in partnership with extension specialists, University faculty and researchers. Together they bring together large- and small-animal veterinarians and allied industries with livestock producers, companion animal owners, and other members of the public.
6. **Labor Education:** Works with employee organizations across Missouri and beyond to ensure that workers and their leaders develop the skills necessary to serve as contributing members in their organizations, as effective representatives in the workplace, and as informed and active participants in their communities.
7. **Health Professions Continuing Education:** Provides educational programs that promote improved health for patients. Efforts reach primary care providers and other healthcare practitioners across the state.
8. **Missouri Training Institute:** Provides organizational and professional development assistance by reaching small businesses, industry, government agencies, and educational organizations across the state.
9. **Osher Lifelong Learning Institute:** Provides opportunities to individuals age 50 and up to continue intellectual and cultural stimulation, interpersonal interaction, group participation, and the sense of being an active player in society.
10. **Law Enforcement Training Institute** - Teaches those who protect and serve all Missourians.

XI. Marketing/Promotion Plan

The Pulaski County Extension Council and Staff have agreed that we need to work on better promoting the programs and opportunities available through MU Extension in Pulaski County. We plan to do this by increasing our news articles in the local papers, increasing our reach in social media outlets (e.g., Facebook), putting our events on all local calendars, and updating our webpages on a regular basis. Moreover, we plan to increase our word-of-mouth efforts by better explaining our programs to our council members so they will help spread the word more than they may have felt comfortable doing in the past. Pulaski Extension will work to encourage current or past participants to help spread the word on programs they have enjoyed; we need them to help tell the positive Extension story they have experienced!

XII. Operational Plan

A. Location

The Pulaski County Extension Center is located in the Pulaski County Courthouse at 301 Historic 66 East, Suite 127 Waynesville, Missouri.

B. Personnel; Number of Employees/Volunteers

Pulaski Extension has at least the following personnel, employees, and volunteers:

- One full-time administrative assistant hired by the Pulaski County Extension Council;
- One specialist/county program director housed in Pulaski County by University of Missouri Extension;
- Ten specialists who cover Pulaski County and fulfill programming needs;
- One 4-H Youth Program Assistant provided by University of Missouri Extension guaranteed through September 2013;
- Two Nutrition Program Associates provided by a Federal grant through University of Missouri Extension;
- 497 youth members of 4-H and 86 adult leaders;
- Active Master Gardeners and a Master Gardener Trainee; and
- 13 members of the Pulaski County Extension Council.

C. Pay structure

The administrative assistant serving the county is paid on an hourly basis by the Pulaski County Extension Council. MU Extension specialists serving the county are hired, trained, and paid by University of Missouri Extension at no cost to the county.

D. Tasks and policies

The administrative assistant provides program support for specialists and help to clients. A County Extension Council Personnel Policies and Procedures Manual is on file and was last updated in 2009.

E. Inventory

A complete inventory of furniture, supplies and computer equipment is maintained by the Pulaski County Extension Council, filed with University of Missouri Extension, and updated annually. The inventory and audit was last completed in January 2013.

F. Credit Cards

The office accepts credit cards in person, but not over the phone. We currently do not advertise this option because we prefer cash or check payment at this time.

G. Accounts payable

We do not bill individuals and are a cash-only business. We will bill other extension councils, city councils (e.g., City of St. Robert for soil tests), school districts (4-H school enrollments), and other businesses for soil tests or publications.

H. Audits

Council financial reports are reviewed monthly and audited annually. Members of the council conduct the audit using a checklist provided by professionals at University of Missouri Extension.

I. Management and Organization

The CPD manages the daily business of the Pulaski County Extension Center. The Extension Council gives advice and sets policy in a number of areas related to the operation of the office and the programs offered in Pulaski County. For the business plan to be successful, all specialists, staff and council members in Pulaski County need to take an active role in promoting Pulaski County Extension in their own social circles. Successfully promoting the MU Extension program in the county requires a team approach using a clear message of what MU Extension can provide.

XIII. Financial Plan

The goal of the council is to support programs with the necessary staff to make those programs a success. In order to do so, the council also needs to raise revenue.

- A. **2013 county allocation:** \$10,000.
- B. **Minimum amount required to operate a full-time office in 2013:** \$32,650.
- C. **Contingency Funding Needs:** Based on information provided by the County Commission, it is possible that the Extension Center will be relocating its offices in 2013. The Council estimates that a minimum of \$15,000.00 will be needed to fund that relocation and certain renovations at the new location. Further, the Council budgets an allowance of \$8,500.00 in 2014 for maintenance/repairs/renovation/financing/leasing expenses.
- D. **Increased Staffing Expenses:** The Council anticipates that it will be required to fund half of the expense of the county Youth Program Assistant, the position responsible for administering

the 4-H programming in the county. This additional expense burden is expected to begin in the fourth quarter of 2013. The estimated additional expense in 2013 is estimated at \$4,000.00. The estimated additional expense in 2014 is estimated at \$14,500.00.

- E. **Short-term Funding Goal:** Our immediate goal is to generate or raise \$50,000 in 2013. In addition to the \$10,000 allocated to Extension by the county, there is available to Extension up to \$15,000 in matching funds that is being offered by the Warren Family Charitable Trust. Pulaski Extension intends to engage in a capital funding campaign designed to raise as quickly as possible the \$15,000 that will be matched. The Extension's fundraising committee will be tasked with generating plans and ideas for raising the remaining \$10,000. Additionally, the council and professional staff will explore program revenue generation opportunities where appropriate.
- F. **Long-term Funding Goal:** It will take almost \$50,000 per year to fund Pulaski County Extension the way we want to see it operated. Our objective in future years is an operational budget of \$50,000.
- G. **Endowments and gifts:** The Pulaski County Extension Council is developing a program to solicit private gifts to provide some operational monies and to also build the local Extension endowment. This work is being done in conjunction with the development office at MU. Initially, the focus will be on raising operational funds but after Commission funding is regained, efforts will focus on development activities to provide for special needs, positions, and programs.

The Pulaski County Extension Council has an endowment fund managed by the University of Missouri and an account for immediately spendable funds. On March 31, 2013 there was \$2,997.22 in the endowment fund and \$1,675.51 balance in the spendable account.

- H. **Budgets:** Proposed budgets for 2013 and 2014 are in the appendix. A funding number of less than \$32,650 will require additional cuts in staff and possibly a reduction in the amount of open office hours.

XIV. Generating Development Ideas

We believe new ideas and approaches can generate some of the needed revenue in Pulaski County. Council members and specialists must work toward these development goals as a committed team. Council members must be trained and given tools to lead. The development process may also require some up-front costs.

Faculty and staff do not work for the Pulaski County Extension Council; rather, they are essential members of the Pulaski County Extension team. The council can encourage specialists to plan programs with an eye toward revenue generation even though a portion will go to campus. Each activity to raise money must be weighed against the programming demands placed on specialists and the income levels of the intended participants.

XV. Proposed Timeline for Implementation of Plan

1. Develop relevant and timely programming to generate additional revenues.
2. Seek additional ways to educate the public about Pulaski County Extension and its funding needs.
3. Educate the Pulaski County Commission on funding needs of Extension and the benefit of Extension.
4. Recruit future active council members who can support this business plan.
5. Promote the giving program to individuals and the sponsorship opportunity to area businesses.
6. Work with Regional Director and other MU staff on funding opportunities for marketing and council development.
7. Continue to meet and engage in dialogue with MU staff in continuing education about working on events in Pulaski County.
8. Evaluate all development efforts and plan for 2014 and beyond.

Appendix

Sponsorship Program

For the first time in 100 years, Pulaski County Extension is offering “official sponsorship” opportunities. There will be various giving levels within sponsorship matrix developed by the council and staff. Possible donation levels on giving cards will range from \$25 to \$1,500. Information can be found on the Pulaski County Extension website under “Give to Pulaski County Extension.”

Action Steps

- A. Use the Pulaski County Gift Fund that exists within the MU Development office so donors may receive an acknowledgement from campus. Another advantage to this is that these gifts then count toward existing MU giving levels for the donors. Getting access to these monies requires a vote of council and a letter from the council to campus.
- B. Fundraising is not an effort that falls under the job description of existing MU Extension specialists. Therefore, the Extension Council will coordinate and direct the fundraising efforts.
- C. Apply for grants.
- D. Educate members of the Pulaski County Extension Council on development activities.

Tax Exempt Status Documentation

Internal Revenue Service	Department of the Treasury
District Director	P.O. Box 1123, Central Station St. Louis, MO 63188
University of Missouri Office of the Treasurer 118 University Hall Columbia, MO 65201	Person to Contact: G. Morrison TPA Telephone Number: 314-425-5651 Refer Reply to: EP/EO 7206 Date: JAN 30 1980

Gentlemen:

This is in response to your letter of recent date regarding your status as an organization exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code.

Since your organization is an instrumentality of the State of Missouri, it is an organization as described in Section 115 of the Internal Revenue Code of 1954 which provides, in part, as follows:

"Gross income does not include--

- (1) income derived from any public utility or the exercise of any essential governmental function and accruing to a State or any political subdivision thereof, or the District of Columbia; or
- (2) income accruing to the government of any possession of the United States or any political subdivision thereof.

Contributions made to you for exclusively public purposes are deductible by the donors for Federal income tax purposes in the manner and to the extent provided in Section 170 of the Internal Revenue Code.

This is an advisory letter.

Sincerely yours
R. C. V. [Signature]
District Director

PULASKI COUNTY EXTENSION CENTER BUDGETS, 2012- 2014		2012	2013 (As of 5/10/13 & Projected)	Notes	2014 Projected 1	2014 Projected 2	2014 Projected 3	2014 Projected 4	2014 Projected 5	Notes
Revenues										
	County Appropriations	\$26,080.00	\$10,000.00		\$10,000.00	\$15,000.00	\$20,000.00	\$25,000.00	\$30,000.00	
	Community Donations & Gifts		\$1,345.00							
	Matching Fund		\$1,345.00	From a \$15,000 pledge of matching funds from the Warren Family Trust for the year 2013.						
	Grants/Contracts									
	Postage - USDA	\$770.00	\$700.00		\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	
	Program Revenues	\$226.72	\$8,000.00	Transfer of \$6000 in funds from program subaccounts plus an additional \$2000 in projected program revenues through the end of the 2013	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
	Total Revenues:	\$27,076.72	\$21,390.00		\$20,700.00	\$25,700.00	\$30,700.00	\$35,700.00	\$40,700.00	
Expenses										
	Admin. Staff Wages	\$19,780.70	\$23,780.70	Increase for half of YPA salary (\$4000) for 4th Quarter.	\$36,360.70	\$36,360.70	\$36,360.70	\$36,360.70	\$36,360.70	Increase for half of YPA salary for 2014 and a cost of living increase for administrative assistant.
	Travel	\$2,561.57	\$2,750.00		\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	
	Postage	\$1,036.91	\$1,200.00		\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00	
	Telephone	\$372.04	\$500.00		\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	
	Publishing/Printing	\$78.13	\$150.00		\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	
	Supplies/Services	\$1,972.58	\$2,000.00		\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	
	Insurance	\$100.00	\$300.00		\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	
	Equipment (Operation, Repair & Replacement)	\$1,041.10	\$2,250.00		\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	
	Office Relocation Funds (contingency)	\$0.00	\$15,000.00		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
	Addnl Funds - General/Development (2013)	\$0.00	\$2,069.30			\$0.00	\$0.00	\$0.00	\$0.00	
	Contingency Fund for Building Maintenance/ Upkeep/ Financing/ Lease.				\$8,500.00	\$8,500.00	\$8,500.00	\$8,500.00	\$8,500.00	
	Total Expenses:	\$26,943.03	\$50,000.00		\$47,460.70	\$47,460.70	\$47,460.70	\$47,460.70	\$47,460.70	
	Net:	\$133.69	-\$28,610.00		-\$26,760.70	-\$21,760.70	-\$16,760.70	-\$11,760.70	-\$6,760.70	