



# Agency Guidelines for Partial Cost Recovery

Texas AgriLife Extension Service  
The Texas A&M University System

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Improving Lives. Improving Texas.

# **Agency Guidelines for Partial Cost Recovery**

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February 2011

### Statement by Administration

Appropriations from federal, state, and local governments have long upheld the national extension education system, representing a partnership to extend the benefits of research-based knowledge and scientific advancement into the lives of the American people. Auxiliary funding is also essential for extension education in Texas and across the nation.

This document provides guidelines for an initiative regarding partial cost recovery, **effective March 1, 2011**. The initiative broadens the cost recovery practices of the Texas AgriLife Extension Service to further reinforce and stabilize our agency's full program delivery network.

We firmly expect agencywide adoption of this cost recovery effort, in accordance with these guidelines. However, the procedures and implementation are subject to continuous improvement and we welcome your feedback.

We know that success in reaching the extension mission—through strong, effective educational programs and outreach—benefits our partners, the people of Texas, our nation, and ultimately each of us as an AgriLife Extension employee.

As we adjust to evolving economic realities and a higher need for cost recovery, we look forward to your cooperation and innovation. YOU are the best in the extension education business and you inspire us in our dedicated stewardship of the Texas AgriLife Extension Service.

Sincerely,



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**Texas AgriLife Extension Service**  
**Agency Guidelines for Partial Cost Recovery**

AgriLife Extension's base funding—the appropriations dedicated to extension education by our state, federal, and county government partners—has long been supplemented with contracts, grants, gifts, sponsorships, and cost recovery fees. We will continue to seek such supplemental funds, in keeping with our agency mission, to help sustain and enhance a viable extension program delivery network.

Across the agency, a common cost recovery practice involves the local collection of fees for educational programs to partially recoup incidental expenses. Guidance is provided in the Texas AgriLife Extension Service *Best Practices: Financial Resource Management Manual* and through the AgriLife Administrative Services Cash Management Office.

**This document addresses a 2011 agency initiative to broaden and standardize cost recovery per the guidelines, dates, and procedures described herein.**

**Principles for Partial Cost Recovery**

1. The purpose of AgriLife Extension cost recovery efforts is to help sustain the agency's program delivery capacity, while maintaining public trust.
2. Cost recovery fees will be consistent with the mission of the Texas AgriLife Extension Service "to improve the lives of people, businesses, and communities across Texas and beyond through high quality, relevant education."
3. Agency decision-making about cost recovery will consider impacts on local support.
4. Cost recovery is not a new concept in AgriLife Extension. Examples include but are not limited to registration fees for conferences and workshops, publication and manual sales, and fees for the analysis of water, forage, and soil samples.
5. Program priorities will continue to be driven by our strategic planning process, not by the opportunity or need to collect fees. A fee-based approach is not "one size fits all."
6. The mechanisms for cost recovery will be transparent.
7. Cost recovery strategies should be integrated into the annual program planning and review processes.
8. All AgriLife Extension personnel are responsible for supporting the agency's cost recovery initiative.

## **Fee-based Programs and Services**

While adhering to the principles above, AgriLife Extension will engage in cost recovery planning as part of the program planning process. AgriLife Extension faculty, staff, and volunteers should recognize the opportunities and need to recover some of both local and organizational costs associated with extension programs and services. Registration or participation fees and fees for services will help to maintain our statewide delivery network.

### **Why Standardize?**

- To ensure consistent cost recovery practices agencywide.
- To establish a process that supports the program delivery network.
- To maximize agency resources.

### **Supporting Rationale**

The practice of partial cost recovery will provide an additional outcome—acknowledgement from clientele that programs and services are valued and “worth” paying for.

Current literature indicates that individuals who perceive a significant economic or social benefit from program participation have a high “willingness to pay” for extension programs and services (Budak, et al., 2010). This suggests that, where there is potential for an educational program or activity to have a strong personal benefit for those who participate, there will be a willingness of those participants to pay a fee.

Merriam, et al. (2007) suggest that participants who pay for an educational program feel more vested and in control of the learning process than those who do not pay. Similarly, West, et al. (2009) state that, “Not only will this generate revenue, but also attaching a value to the extension brand provides legitimacy and a measuring stick for demand.”

### **Cost Recovery Planning**

Cost recovery is generally appropriate for priority programs that support AgriLife Extension’s mission; promote public good and individual advancement; and have unique value in addressing critical issues identified by specific clientele groups.

During program planning, as extension county agents and specialists confer with each other, with their supervisors, and with regional program directors, they will determine if an activity should be subject to a registration fee. If a program is specifically targeted to a limited-resource or at-risk audience, cost recovery is most likely not appropriate. Programs directly supported by designated federal funds (i.e., EFNEP and BLT) are exempt from cost recovery fees. Most other activities could likely be included in a cost recovery strategy.

As reflected in **Appendix A**, “Program Planning and Partial Cost Recovery,” cost recovery has become an integral part of the AgriLife Extension Program Excellence Model. Cost recovery will not guide strategic planning, but is a discussion point for most, if not all, educational programs.

## Agency Rates for Cost Recovery

Applicable rates are as follows:

**For educational group meetings, effective March 1, 2011** (excluding events publicly announced prior to this guidance)—a *minimum of \$10* per participant or, if greater, 10 percent of the registration fee per participant will be remitted to the AgriLife Cash Management Office. In other words, if the registration fee is \$100 or less, the agency cost recovery rate is \$10 per registrant. If the registration fee is more than \$100, the minimum rate is 10 percent of the fee.

**For online courses, laboratory services, copy services, and publication sales, no later than June 1, 2011** (to allow time, if needed, for development of new fee schedules and request forms, etc.)—15 percent of the registration or service fee.

**For annual 4-H enrollment, effective September 1, 2011**—A participation fee of \$25 will be assessed per member. However, an early sign-up rate of only \$20 will apply if registration is received between September 1 and October 31. See **Appendix B**, “Texas 4-H and Youth Development Plan for Partial Cost Recovery,” for further explanation.

## Fee Processing

Prompt processing and accurate, complete reporting of fees is a shared responsibility for all cost recovery efforts, including those conducted with program committees. To assist agents and specialists with applicable processing details, the AgriLife Fiscal Office provided **Appendix C**, “Cost Recovery Procedures.”

## **Resources**

- Cost Recovery Website (<http://ExtensionCostRecovery.tamu.edu>)
  - Guidelines document
  - PowerPoint overview of cost recovery procedures
  - Forms and budget worksheets
  - FAQs and helpful links, including Extension Conference Services and AgriLife Contracts and Grants
  - Best Practices: Financial Resource Management Manual* (updated 2011)
- Contact: E-mail questions with the subject, “Cost Recovery Inquiry,” to [extcr@tamu.edu](mailto:extcr@tamu.edu) or submit online via the “Cost Recovery Inquiry” link at <http://ExtensionCostRecovery.tamu.edu>.
- Consistent messages regarding the cost recovery initiative and fees will be key to successful implementation. Talking points are provided in **Appendix D**.

## **Additional Cost Recovery Measures**

Efficiency and economy in travel are paramount. The use of technology in lieu of travel whenever feasible is encouraged. Additional cost recovery guidelines related to travel are provided in **Appendix E**, “Specialist Travel Associated with County Program Support.”

## Appendix A

### **Program Planning and Cost Recovery**

Partial cost recovery will become an integral part of the AgriLife Extension Program Excellence Model. It **WILL NOT** guide the direction of a program, but will be a discussion point for most, if not all, of our educational programs.

Cost recovery fees apply to priority programs that support AgriLife Extension's mission; promote the public good and individual advancement; and have unique value in addressing critical issues identified by specific clientele groups. Extension county agents (CEAs) and specialists will confer with each other, with their supervisors, and with regional program directors (RPDs) to determine if an activity should be subject to a registration fee.

If a program is specifically targeted to a limited resource or at-risk audience, cost recovery is most likely not appropriate. At present, programs directed to limited resource audiences and supported by designated federal funds (i.e., EFNEP and BLT) are exempt from cost recovery. Most other activities will be included in a cost recovery strategy. Factors to consider when determining if a particular activity is suitable for cost recovery include:

1. Does the targeted audience have the potential to benefit economically, or will they receive certification or continuing education units (CEUs) from participation?
  - If the potential value to the participants is high, or they will receive CEUs or other tangible benefits, CEAs should work with the district extension administrator (DEA) and RPD to determine an appropriate fee structure.
2. Is this an activity that is more advanced in subject matter and will lead to a higher level of understanding?
  - If this program is beyond our basic, beginning information, CEAs should work with the DEA and RPD to determine an appropriate fee structure.
3. Will there be a significant amount of extension faculty and staff time dedicated to the planning, implementation, and evaluation of this activity?
  - Activities that require extended planning time or significant time to conduct should likely be included. CEAs should work with the DEA and RPD to determine an appropriate fee structure.
4. How will the decision to charge a user fee impact program accessibility and participation by target audiences?
  - Communicate potential issues to your DEA and RPD for guidance in determining strategy for cost recovery.

The questions above and others can help determine if a program has potential to include in a strategy for partial cost recovery. These decisions should be part of the program planning process and the appropriate planning group should be involved in discussions and decisions related to the program direction. Extension program area committees, task forces, coalitions, youth boards, and leadership advisory boards should all be fully aware of the expectations that AgriLife Extension has regarding partial cost recovery, as well as the guidelines by which cost recovery is conducted. To assist you with addressing these groups, talking points are provided in **Appendix D**.

The communication from faculty and staff to members of these critical planning groups should reinforce the positive aspects of cost recovery. Planning groups serve as ambassadors for our program efforts; their members' attitudes will influence the attitudes of other clientele and stakeholders regarding cost recovery. Their communication with others will largely reflect the communication that AgriLife Extension engages in with them.

If we are honest and open regarding the need to partially recover costs from certain programs, are transparent in the process, and continue to show the benefit of these efforts, our long-term success and the support of these critical groups is much more likely.

## Appendix B

### **Texas 4-H and Youth Development Plan for Partial Cost Recovery**

The Texas 4-H and Youth Development Program offers unique challenges related to the agency cost recovery initiative. Most notably, 4-H membership, 4-H competitive events, and curriculum enrichment activities (including Science of Agriculture Fairs/Days) necessitate special provisions.

**Effective September 1, 2011**, for each 4-H and Youth Development program year, all youth who register for 4-H membership will be assessed an annual participation fee. (The 2012 program year begins September 1, 2011.)

The annual participation fee is \$25 per member or an early sign-up rate of \$20 if paid between September 1 and October 31. For counties that collect fees to support the county 4-H program, there will be no “add on” feature in this process. Counties can collect a county fee using other means.

#### **4-H Participation Fee Payment Process**

This process will be implemented through the 4-H CONNECT system. Steps for the participant enrollment process are below:

1. Youth will enroll as normal for 4-H using the 4-H CONNECT system.
2. Once enrollment is complete, 4-H CONNECT will prompt payment of the participation fee with the default payment method that the county has determined (i.e., credit card, e-check, or county/club check).
3. After the payment has been processed (credit card and e-check) or has been received and processed (county/club check), the enrollment will be released to the county office to accept.
4. The county office will then accept enrollment and the 4-H member is considered a paid member in good standing.

**Note:** This payment and approval process replicates what is used for Youth Protection Standards in 4-H CONNECT, except this process for 4-H members does not include the screening of youth.

#### **Other Partial Cost Recovery Measures**

Besides the annual 4-H participation fee, a separate cost recovery fee may apply in some cases as part of the agency cost recovery initiative. The section below will assist in the planning of 4-H and Youth Development programs, activities, and competitive events.

**4-H competitive events and activities:** District roundups, judging contests, food shows, fashion shows, etc., *are not* subject to the \$10 (or 10%) agency cost recovery fee. However, there will be a charge to manage these events following the same protocol and procedures currently used for event management. Therefore, counties, district, and state program planners will need to cover the same costs as they have in the past.

**County project trainings for youth and adults** (including scholarship trainings, recordbook trainings, etc.): These types of county or multi-county 4-H trainings for youth and adults *are not* subject to the agency-level cost recovery fee.

**District/regional/statewide 4-H educational programs:** These programs for youth and adults *are subject* to the agency cost recovery fee. This includes workshops, clinics, conferences, and other educational program activities and events.

**Youth programs that do not require 4-H membership** (excluding curriculum enrichment): A county, district, region, or statewide program that is youth-oriented, but not specifically 4-H, *is subject* to the agency cost recovery fee.

**Curriculum enrichment:** At this time, curriculum enrichment programs (including Science of Agriculture Days/Ag Science Fairs and Pizza Ranch Days) *are not* subject to the agency-level fee.

When planning a 4-H and Youth Development program, event, or activity, if you are unsure whether to assess a cost recovery fee, please consult your district extension administrator, district 4-H specialist, and regional program director for input when making the decision.

Appendix C

## **Cost Recovery Procedures**

Partial cost recovery is essential to maintaining and reinforcing Extension's program delivery network. A strong program delivery network is essential to the success of Extension. Extension's strength and success benefits all AgriLife Extension employees, our partners, the people of Texas, and the nation.

In determining what programs are suitable for participant fees, it is important to remember that program priorities are driven by the strategic planning process. Programs appropriate for cost recovery will be identified during annual program planning. For identified programs, if the participant fee is \$100 or less, the agency cost recovery amount is \$10 per participant. If the participant fee is greater than \$100, the cost recovery amount is 10% of the participant fee.

A cost recovery Website at [ExtensionCostRecovery.tamu.edu](http://ExtensionCostRecovery.tamu.edu) provides a variety of tools and resources to assist agents and specialists in managing cost recovery funds. These tools include PowerPoint presentations about the following procedures for both agents and specialists, as well as required forms and a cost recovery worksheet to aid in determining participant fees.

### Procedural Guidelines for Agents

Three scenarios for managing cost recovery funds have been identified: through a committee, through an extension district office, or through Extension Conference Services.

**Scenario One:** Probably the most common scenario is when an agent coordinates with a local committee to deliver a program. The agent provides leadership to program planning and implementation and the committee manages the event planning and other event details. The existing *Best Practices: Financial Resource Management Manual* remains in effect—the committee collects and deposits participant fees, provides receipts, maintains a participant list, and pays event-related expenses from the funds collected.

In this cost recovery scenario, the agent obtains the participant list and registration fee information from the committee. That information will be used to calculate the \$10 or 10% cost recovery amount. The agent need not submit the participant list but should maintain it for three years, per records retention guidelines. If a sign-in sheet is used in place of a participant list, the agent must identify complimentary vs. fee-paying participants.

For each event, the lead agent must complete an event report form, which is available on the cost recovery Website. Before printing the form, enter the information online to take advantage of the form's autofill features. This form documents the cost recovery amount that the committee will remit to AgriLife Extension.

The committee has two options for remitting the cost recovery amount to AgriLife Extension: 1) provide a check or, 2) request to be invoiced.

1. If the committee provides a check, the agent will select the *event report with deposit form* (AG-231) option on the Website and issue a receipt for the check. When you complete the event report, the deposit form will autofill with the appropriate data. Print and sign both forms (event report and deposit) and mail them with the committee check (endorsed "For Deposit Only-Extension Account 210410") and the pink copy of the receipt. Mail to AgriLife Cash Management, 2147 TAMU, College Station, Texas 77843-2147.

After processing, the Cash Management staff will place a copy of the event report and deposit form in the district Laserfische folder. The district office will use these forms to generate the monthly event report summary, which should be submitted to Extension Fiscal at [extcr@tamu.edu](mailto:extcr@tamu.edu) in an Excel format by the 15<sup>th</sup> of the following month. The Excel template for the monthly report is available on the cost recovery Website.

2. If the committee asks to be invoiced, the agent should select the *event report with request for invoice* (AG-232) option from the Website. When you complete the event report, the request for invoice will autofill with the appropriate data. Print and sign both forms (event report and request for invoice) and mail or e-mail them to AgriLife Cash Management, 2147 TAMU, College Station, Texas 77843-2147 or [agcash@tamu.edu](mailto:agcash@tamu.edu).

After processing, the Cash Management staff will place a copy of the event report and the request for invoice in the district Laserfische folder. Using these files, the district office will generate a monthly event report summary and e-mail it to Extension Fiscal at [extcr@tamu.edu](mailto:extcr@tamu.edu) in an Excel format by the 15<sup>th</sup> of the following month. The Excel template is available on the cost recovery Website.

**Scenario Two:** The agent provides leadership to program planning and implementation and also manages the event planning and other event details through the extension district office.

In this scenario, the agent collects the participant fees, issues receipts, remits the deposit forms and fees per cash management procedures, and maintains the participant list. All revenues are recorded in an Extension district workshop account and likewise, expenses are encumbered and invoices processed through Extension district workshop accounts. The lead agent will select and complete the *event report* (AG-230) from the Website, and submit it to the district office. The district office will use this form to generate a monthly event report summary and e-mail it to Extension Fiscal at [extcr@tamu.edu](mailto:extcr@tamu.edu) in an Excel format by the 15<sup>th</sup> of the following month. The Excel template for the monthly report is available on the cost recovery Website.

**Scenario Three:** The agent provides leadership to program planning and implementation and may handle some of the event planning, but works with [Extension Conference Services](#) to manage the event registration.

In this scenario, the Conference Services staff provides online registration and online credit card processing, collects registration fees (check, credit card, invoice request), issues receipts, remits deposits to Cash Management, maintains the participant list (which is accessible online to the agent and district office), requests participant invoicing from Cash Management as needed,

provides an event reconciliation to the agent or district office, and submits the event report and a monthly event report summary to Extension Fiscal. If the agent is taking registrations on site the day of the event, Conference Services provides a package that includes on-site registration forms, a receipt book, and detailed instructions on returning the forms and collected funds to the Conference Services office for processing. The Web address for Extension Conferences Services is [AgriLiferegister.tamu.edu](http://AgriLiferegister.tamu.edu).

### Procedural Guidelines for Specialists

Three scenarios for managing cost recovery funds have been identified: through an extension unit, through Extension Conference Services, or through a committee, foundation, or association.

**Scenario One:** The specialist provides leadership to program planning and implementation and also manages the event planning and other event details through their extension unit.

In this scenario, the specialist collects the participant fees, issues receipts, remits the deposit forms and fees per cash management procedures, and maintains the participant list. All revenues are recorded in an extension unit workshop account and likewise, expenses are encumbered and invoices processed through extension unit workshop accounts. The lead specialist will select the *event report (AG-240)* from the cost recovery Website; complete, sign, and submit it to the unit. The unit will use this form to generate its monthly event report summary and e-mail it to Extension Fiscal at [extcr@tamu.edu](mailto:extcr@tamu.edu) in an Excel format by the 15<sup>th</sup> of the following month. The Excel template for the monthly report is available on the cost recovery Website.

**Scenario Two:** The specialist provides leadership to program planning and implementation and may handle some of the event planning, but works with [Extension Conference Services](#) to manage the event registration.

In this scenario, Extension Conference Services provides online registration and online credit card processing, collects registration fees (check, credit card, invoice request), issues receipts, remits deposits to cash management, maintains the participant roster (which is accessible online by the event organizer and their designees), requests participant invoicing from Cash Management as needed, provides an event reconciliation to the specialist, and submits the event report and monthly event report summary to the AgriLife Fiscal Office.

If the specialist is taking registrations on site the day of the event, Conference Services provides a packet which includes on-site registration forms, a receipt book, and detailed instructions on returning the forms and collected funds to the Conference Services office for processing. The Web address for Extension Conferences Services is [AgriLiferegister.tamu.edu](http://AgriLiferegister.tamu.edu).

**Scenario Three:** In this cost recovery scenario, the lead specialist coordinates with a local committee, foundation, or association to deliver a program. The specialist provides leadership to program planning and implementation and the committee manages the event planning and other event details. The existing *Best Practices: Financial Resource Management Manual* remains in effect—the committee collects and deposits the participant fees, provides receipts, maintains a participant list, and pays event-related expenses from the funds collected.

In this cost recovery scenario, the specialist obtains the participant list and registration fee information from the committee. That information will be used to calculate the \$10 or 10% cost recovery amount. The specialist need not submit the participant list but should maintain it for three years, per records retention guidelines. If a sign-in sheet is used in place of a participant list, the specialist must identify complimentary vs. fee-paying participants.

For each event, the lead specialist must complete an event report form which is available from the cost recovery Website. Before printing the form, enter the information online to take advantage of the form's auto fill features. This form documents the cost recovery amount that the committee will remit to AgriLife Extension.

Each month, the unit will complete a monthly event report summary, reconcile it to deposits and invoices, and e-mail it by the 15<sup>th</sup> of the following month in Excel format to Extension Fiscal ([extcr@tamu.edu](mailto:extcr@tamu.edu)). The Excel template for the monthly report is available on the cost recovery Website.

The committee has two options for remitting the cost recovery amount to AgriLife Extension:  
1) provide a check or, 2) request to be invoiced.

1. If the committee provides a check, the specialist will issue a receipt for the check and should select the *event report with deposit form (AG241)* option on the Website. When you complete the event report, the deposit form will autofill with the appropriate data. Print and sign both forms (event report and deposit form) and mail them with the committee check (endorsed, "For Deposit Only- Extension Account 210410") and the pink copy of the receipt. Mail to AgriLife Cash Management, 2147 TAMU, College Station, Texas 77843-2147.

After processing, the Cash Management staff will place a copy of the event report and deposit form in the unit Laserfische folder. Using these files, the unit must generate a monthly event report summary and e-mail it monthly to the AgriLife Fiscal Office at [extcr@tamu.edu](mailto:extcr@tamu.edu) in an Excel format by the 15<sup>th</sup> of the following month. The Excel template is available in on the cost recovery Website.

2. If the committee asks to be invoiced, the specialist should select the *event report with request for invoice form (AG-243)* from the Website. When you complete the event report, the request for invoice form will autofill with the appropriate data. Print and sign both forms (event report and request for invoice) and mail or e-mail them to AgriLife Cash Management, 2147 TAMU, College Station, Texas 77843-2147 or [agcash@tamu.edu](mailto:agcash@tamu.edu).

After processing, the Cash Management staff will place a copy of the event report and the request for invoice in the unit Laserfische folder. Using these files, the unit will generate a monthly event report summary and e-mail it to Extension Fiscal at [extcr@tamu.edu](mailto:extcr@tamu.edu) in an Excel format by the 15<sup>th</sup> of the following month. The Excel template for the monthly report is available in on the cost recovery Website.

**Appendix D**  
**Talking Points**  
**for Program Area Committees, Task Forces, and Commissioner Courts**

1. Partial cost recovery and fee-based programming are not a new concept for the Texas AgriLife Extension Service. There are numerous instances where fees are charged to cover the cost associated with conducting an educational program, such as speaker fees, meal and refreshment costs, etc. The only differences are:
  - More of the agency's educational programs will be associated with a fee.
  - A portion of the funds associated with cost recovery will be dedicated to preserving the Texas AgriLife Extension Service's program delivery network.
2. The purpose of the Texas AgriLife Extension cost recovery initiative is to help sustain the agency's program delivery capacity.
3. Program priorities will continue to be driven by a strategic planning process that utilizes input from local clientele, not by the opportunity or need to collect fees.
4. The mechanisms for cost recovery will be transparent, following defined cash management guidelines.
5. Programs focusing predominately on limited resource audiences will not be subject to cost recovery, unless it is a program where fees already exist.

**Benefits of Cost Recovery**

Some of the benefits of cost recovery at the local level include the following:

- Overall sustainability of programs and services provided by the Texas AgriLife Extension Service.
- Greater ability to maintain staffing numbers in an uncertain economic environment.
- Clientele will feel more vested and in control of the learning process.

## Appendix E

### Guiding Principles

#### for Specialist Travel Associated with County Program Support

The development of fee-based programs will occur with the specialist, regional program director (RPD), and county extension agent (CEA) all in active communication. The development of these programs should consider fees for partial cost recovery and fees for specialist travel as **separate topics**. In some cases, a fee structure may need to include consideration for offset of some specialist travel.

- Specialist support for travel remains basically unchanged. Primary responsibility for travel allocations and sources of funds to support travel remains with the departmental units and the specialists in those units. Agencywide, it should be understood that departmental units manage the budgeted salary:operating ratios and designated account balances for staffing and operating.
- As county fee-based programs are developed, there is a high expectation that CEAs visit with specialists and RPDs to determine whether some portion of specialist(s)' travel needs to be covered.
  - District extension administrators (DEAs) and RPDs should initiate conversations in early Calendar Year 2011 with CEAs about establishing and conducting communication with specialists regarding travel.
  - RPDs should engage department heads or extension associate department heads and unit heads , when/if necessary.
  - For some specialists, based on physical location, it may be necessary to schedule single county programs in a manner that allows certain specialists to support several different county programs in one trip.
- There is a high expectation that units and specialists will determine new and expanded methods for creation and maintenance of **Designated Funds** that can cover specialist travel throughout the year. Such funds can be generated from a unit's own fee-based programs, grants, contracts, gifts, and endowments for operating, etc. [A unit's own fee-based programs must not compromise the local (county) program delivery priorities of the agency.]
  - Existing **Designated Balances** in units should be evaluated carefully before requesting any travel support from county programming.
  - These are not typical times for this agency, at least not compared to the past. Therefore conversations, evaluations, and decisions about Designated Funds are crucial.
- Specialist travel is not to simply be passed from the units to the counties. However, there may be instances where specialist(s) may need some bridging of travel funds while they develop other sources of revenue that can extend travel capabilities.
  - Specialists and CEAs should contribute ample time and attention on meeting requests to determine meeting focus, target audience, relevance of potential fee-based approach, and whether or not there is a need for some travel support.

- Associate department heads and program leaders should instruct all specialists NOT to tell CEAs they can only participate if travel funding is provided.
- Alternatives should be considered, such as utilization of distance technology, prepared PowerPoint presentations for agent use, and specialist developed program videos for agent use.
- CEAs, in coordination with RPDs and DEAs as appropriate, should communicate to local groups that handle funds that partial cost recovery is necessary to maintain the program delivery network.

These Guiding Principles are intended to foster sincere and honest communication among CEAs, RPDs, specialists, DEAs, department heads/associate department heads, and unit heads or program leaders for maintaining our program delivery initiatives in light of the current budget environment.