

# Effective 4-H Councils

## An Organizational Guide for Developing an Effective, Functional, Meaningful 4-H Council

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### Effective County 4-H Councils

An effective 4-H Council is essential to planning, conducting, and evaluating 4-H work in Kentucky. It is both the expressed opinion and the written policy of the University of Kentucky's Cooperative Extension Service that the organization and improvement of county 4-H Councils should be a high priority of all Extension agents for 4-H Youth Development. To support this priority, the 4-H Youth Development Specialist for Volunteerism devotes a significant amount of time to working with county Councils and the state 4-H Advisory Group.



One of the first professional development opportunities of newly employed 4-H Youth Development agents should be the "Effective 4-H Council" in-service series. This in-service series is most effective when the agent *and* the Council's Executive Committee participate simultaneously.

The need for county 4-H Councils is clear. To be successful, 4-H programs must meet the needs and interests of local participants. Determining these needs and interests and then developing and implementing programs that fulfill those needs require the organized involvement of local volunteers and community stakeholders. County Councils are vital to the local 4-H program. The success of the State 4-H Advisory Group depends, in part, on active Councils at the county level as well as strong leadership from Council contact agents.

This reference guide is offered to assist Extension agents and 4-H Council members in establishing effective 4-H Councils where they do not exist and in improving the effectiveness of those that do.

# An Introduction to 4-H Councils

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## Purpose

A county 4-H Council consists of people who work together to improve the quality of the 4-H program. A 4-H Council is created for the purpose of actively involving local volunteers in developing, conducting, and evaluating a 4-H program that is based on the needs of volunteers, youth, and the entire county. County 4-H Councils work closely with and share the overall responsibility for the 4-H Youth Development program with the Extension agent or agents for 4-H Youth Development.

## Target Audience

It is critical that Council members understand who their primary and secondary target audiences are. The primary target audience of a county 4-H Council is the volunteers who will serve and deliver the program. The secondary target audience includes all stakeholder groups: parents, community leaders, partners, contributors, schools, businesses, and, of course, youth! Councils must focus their primary attention, not on the youth, but rather on the needs of the volunteers who will drive and deliver the 4-H Youth Development program and its activities to youth audiences.

## Functions

County 4-H Councils function in many ways to fulfill their mission. Some of those functions include the following:

- Conducting a community needs assessment on an annual basis.
- Assisting in developing a total 4-H program based on the needs of youth and the county and then actively carrying out the plan.
- Introducing new 4-H projects, programs, or activities that are designed to attract new youth to the 4-H program.
- Planning for and assisting with the recruitment, education, and recognition of 4-H members and 4-H volunteers.
- Raising and managing funds to underwrite the planned 4-H curriculum, program, and activities.
- Recommending policy and procedures for the county when not determined by state or national regulations.
- Assuming active leadership in the organization of new 4-H clubs and new 4-H programs, projects, and activities.
- Providing for the representation of the 4-H program at other meetings and events.
- Maintaining close contact with the county Extension staff and other community leaders and officials.
- Developing and maintaining a vigorous, active membership who believe that the major responsibility for developing, conducting, and evaluating the county 4-H program rests with the Council and is not the sole responsibility of the Extension staff.
- Evaluating the overall 4-H program on a continuing basis.
- Publicizing the work of the 4-H Council and the entire 4-H program throughout the county.

A checklist of the functions of an effective 4-H Council is provided at Appendix A.

# Organizational Structure

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## Membership

Councils operate most effectively with a “critical mass” of actively participating, contributing members. Councils should have not fewer than 20 and not more than 30 members. Members will be appointed or elected for two-year terms. Members may serve two consecutive terms. A rotation plan to replace one-quarter of the Council each year will provide continuity and also bring new people, resources, and ideas into the Council. A chart to help select a diverse membership is provided at Appendix B.

Council members must be diverse and representative of geographic and social areas, concentrations of population, and/or racial, ethnic, socio-economic, and special interest groups and programmatic foci. As a group, the 4-H Council must be representative of all the various populations and subcommunities that make up the county.

Council members are to be elected or appointed by the people whom they represent; however, it is occasionally necessary for the Council itself to select a representative in order to maintain balance if there is no active group to select such a person.

Before names are placed in nomination for Council membership, personal contacts should be made with prospective Council members to help them understand the opportunities, obligations, and satisfactions involved in the responsibility they are considering. Prospective members must indicate their willingness to serve before their names are placed in nomination.

There are two types of membership on 4-H Councils: *voting delegates* and *non-voting representatives*. Voting delegates are elected to represent geographic areas as well as social, populational, racial, and ethnic groups. Voting delegates should include community leaders, clergy, educators, law enforcement officials, community stakeholders, and parents. Non-voting representatives are elected by programmatic and special interest groups. These include one representative each from community club leaders, school club leaders, home school club leaders, special interest volunteers, and subject matter areas (i.e., animal sciences, family and consumer sciences, agronomy and horticulture, arts, engineering, etc.).

County 4-H Councils should include not fewer than 20 active members, some of whom must be youth. A “critical mass” of 12 to 15 actively contributing members is essential in order to conduct business and avoid burnout by overloading a few members with multiple responsibilities.

## The 4-H Youth Development Agent

The 4-H Youth Development agent is the professional representing the University of Kentucky and Cooperative Extension in the county to assist and supervise in developing and implementing an educational program for youth as well as adult volunteers. The agent (or agents) should be an ex officio (non-voting) member of the Council. The shared vision and relationship established between the agent and the Council is critical to the success of this effort. A checklist of agent responsibilities is provided at Appendix C.

The county 4-H Council is the primary group for establishing the direction of the 4-H program, while the 4-H Youth Development agent, in cooperation with other Extension personnel at district and state levels, must assume responsibility for making final programmatic decisions. The 4-H Council is an advisory group rather than a policy-making group, except in those cases where policy has not previously been established at the state or national levels.

The 4-H Youth Development agent has various responsibilities relating to the Council, including the following:

1. Assuming responsibility for relaying Extension policy, interpreting its meaning, and working with the Council for implementation.
2. Providing guidance and direction as needed. (Councils operate most effectively when working as a team with the agent.)
3. Working with the Council president on:
  - a. developing Council meeting agendas
  - b. appointing all committees
  - c. rotating committee assignments
  - d. monitoring Council meeting attendance
  - e. ensuring full and equal membership participation
  - f. developing an effectively organized and functional Executive Committee
  - g. creating an annual 4-H Council Plan of Work, including goals, objectives, and a time line.
4. Providing orientation for new committee members on their overall and immediate responsibilities; helping them understand and actively accept their responsibilities.
5. Assisting Council members in:
  - a. exploring facts concerning the county youth situation
  - b. considering programs that would meet the needs and interests of youth
  - c. recommending programmatic direction
  - d. evaluating programs and activities.

6. Providing for appropriate Council support and infrastructure; i.e., keeping the mailing list up to date, seeing that members have accurate information, and other tasks that keep the group informed and active.

## Council By-Laws

According to *Robert's Rules of Order*, the rules of an organization may be divided into constitution, by-laws, rules of order, and standing committees, although all rules are often found under one of these headings. There are advantages in combining the constitution and by-laws, and when this is done, they are called "by-laws."

If the constitution and by-laws are both used, the constitution should contain only the name of the group, its purpose, membership categories and definitions, officers and election criteria, meetings of the group (leaving details for the by-laws), and the method for amending the constitution. The by-laws then go on to detail the rules under which the group operates.

Whichever system your Council uses, its rules should define the purpose and function of the organization and the limits of authority of the group and give a sense of purpose for conducting business.

A sample set of by-laws is provided at Appendix D.

## Committees

The bulk of an effective Council's business is accomplished through committee work. Committees offer many advantages over conducting all of the business of the Council during regular meetings. Some of these advantages include the following:

- Non-members are involved as committee members.
- Committees can function at a time and location of their choosing.
- Small groups usually arrive at decisions more quickly and easily than large groups.
- Volunteers can choose to work on the committees that interest them and make use of their special talents and knowledge.
- The work load is distributed over several people rather than being concentrated in the hands of a few.
- Council meetings can be conducted more quickly because the detail work has already been done.

There are two types of committees: standing and ad hoc.

### Standing (permanent) committees

- are specified in the constitution
- continue from year to year
- are appointed at the annual or re-organizational meeting
- usually have some members who have served before
- have duties that are clearly outlined from past experience and detailed in a committee position description.

### Ad hoc (temporary/special) committees

- are appointed at any time during the year
- are formed for a specific task
- are dissolved after the task is completed
- sometimes develop into a standing committee if the need continues.

Persons who chair committees will be Council members for reporting and accountability purposes. The chairperson will be appointed by the Council president. The committee's vice-chairperson moves up to assume the chair's responsibility the following year.

Committee members may be appointed, or they may volunteer or be recruited by the committee chair. Appointing volunteers who are not Council members is a good way to involve new people to introduce them to the work of the Council. Appointing non-Council members to committees expands the volunteer base and brings new ideas, energy, and perspectives to the Council. This will ultimately result in a more energized, engaged, and invigorated Council.

Duties must be clearly understood. All details will be outlined in a position description for the committee when the appointment is made. Sample committee appointment and reporting forms are provided at Appendices E and F.

# 4-H Council Meetings

## Planning for a Successful Council Meeting

A Council meeting is a business meeting and not a social event. Councils meet to conduct the business of the county 4-H program. Important plans and preparation must be made for the meeting to be well attended, well run, effective, and productive. Executive committees and agents who work together to adequately plan for a meeting (and those who fail to do so) are saying a great deal about the importance of the Council and the role the Council plays in the county 4-H Youth Development program. The 4-H Youth Development agent and the Council officers should plan for the following guidelines to be met and have a clear understanding of who is to be responsible for each guideline. A sample agenda is provided at Appendix G.



### *Executive Committee meets prior to the Council meeting:*

1. Schedule an Executive Committee meeting a week prior to the Council meeting. This could either be a face-to-face meeting, a telephone conference call, or an electronic (virtual) meeting.
2. Develop a meaningful agenda for each Council meeting. A viable, functional Council plans its yearly schedule so that its business deals with ongoing 4-H and Council activities.
3. Identify and print the goals or desired outcomes on the agenda. Printing the goals or outcomes communicates to everyone involved the important business that must be transacted. This makes the meeting more important and productive and increases attendance (e.g., September meeting goals: approve budget; develop fund-raising activities; approve projects for the upcoming year, etc.).
4. Choose the meeting location carefully. The meeting room should be appropriate for the group size. It should be comfortable in temperature, air quality, movement, and seating.
5. Surroundings should be pleasant, conveniently located, and accessible to the disabled.

### *The day of the meeting:*

6. Arrange the room to encourage participation. A hollow square is preferred to theater style. Placing chairs at tables will provide members with workspace during the meeting.
7. Send a written notice of the meeting one week in advance, or earlier if specified by your constitution. Included in the written notice should be a detailed agenda (developed by the Executive Committee) listing the business to be transacted and the goals for the meeting. Members will not attend regularly unless they believe that the meeting is necessary and that their presence is important. In addition, include the minutes from the previous meeting and the treasurer's report.
8. Prepare needed materials. Anticipate which support materials may be needed based on the agenda, and provide copies of the printed materials to everyone in attendance. Assemble all printed materials into a file folder, labeled with the name of the group and the meeting date. This packet of information gives the meeting an important, professional look and also helps Council members keep their information together between meetings.
9. Make sure that all equipment is arranged for and is in working order.

### *During the Council meeting:*

10. Start and end on time.
11. Make sure that everyone has a meeting packet and that additional packets are available for any latecomers.
12. Welcome and introduce new members and guests. Provide them with any necessary background information.
13. Follow the agenda, and keep the meeting moving at a reasonable pace. Make sure that discussion focuses on the agenda and that the previously identified meeting goals are being accomplished.
14. Encourage member participation. Ask questions. Listen to opinions from everyone. Ask introverts for their input. Consider all options.
15. Don't waste time trying to solve impossible problems. Appoint committees or refer big items to existing committees. Send recommendations to appropriate persons or groups with authority to deal with problems or issues that do not fall within the Council's jurisdiction.
16. Limit Council meetings to 90 minutes.
17. Summarize conclusions, accomplishments, and assignments at the end of the meeting.
18. Set goals for the next Council meeting.

### *After the Council meeting:*

19. Leave the room in order.
20. Ask the secretary to send the minutes to the Extension office for mailing with the next Council meeting agenda. Minutes should also be posted to the county 4-H Web site.
21. Follow up on recommendations and decisions.
22. Evaluate the success of the meeting with the Executive Committee. Decide how to make the next meeting more effective.
23. See that committee work is on schedule between Council meetings.
24. Schedule an Executive Committee meeting prior to the next Council meeting.

## **Developing the Meeting Agenda**

The agenda is the meeting's strategy or action plan, its blueprint for success. The agenda helps ensure that everything important is covered in sequence and in the time allotted. It is the responsibility of the president and the Executive Committee to develop the agenda. The agent then mails the agenda, minutes, and treasurer's report to the membership. The order of business is as follows:

### *Call to Order*

The official opening of the meeting by the president.

### *Roll Call*

Roll call responses add interest and variety to the meeting and can serve as an ice-breaker. Extension sign-in sheets should also be used.

### *Secretary's Report*

The actual reading of the minutes should be omitted to save time. Members should have read the mailed minutes prior to attending the meeting. The president asks for corrections to the minutes, followed by approval.

### *Treasurer's Report*

This report should include the last reported balance, receipts, and disbursements since the last meeting and the new balance. Additionally, money invested in interest-bearing accounts should be reported, along with the rate of return and the maturity date. The president asks for questions and corrections, followed by approval. The treasurer's report is subject to audit at a later date.

### *Committee Reports*

These reports should constitute a major portion of the business meeting. Standing committees report first, followed by ad hoc committees. All committees should give reports at each meeting. Recommendations should be discussed and voted upon by the membership.

### *Agent's Report(s)*

The agent provides an update, progress report, and information about district or state events, opportunities, or activities and asks the Council thought-provoking, reflective questions.



## Parliamentary Procedure Made Easy

Meetings should be conducted according to the basic rules of parliamentary procedure. 4-H Councils should use *Robert's Rules of Order* as their parliamentary authority. Parliamentary procedure, when used properly, assures that business will be conducted in a fair and orderly manner. The basic principles are common sense, respectful politeness, free expression of minority opinions, majority rules, and consideration of only one item at a time.

Keep these basic rules in mind:

- All members have equal rights and privileges, with the exception of non-voting members who have all rights except voting.
- Decisions are reached through putting an item up for discussion through a motion made by one member, seconded by another member, and then opened for discussion among the members. An item of business may not be discussed until it is formally brought to the floor.
- Only one issue is discussed at a time.
- The majority rules.
- Duties and powers may be delegated to committees, but the Council retains the right to make the final decisions by accepting the report of the committee.
- The president must administer the rules impartially and may vote only in the case of a tie.
- Voting may be conducted by:
  - Voice*—fast and easy
  - Voice vote*—gives quick, exact count
  - Roll call*—records in the minutes how each person voted
  - Ballot*—ensures secrecy for elections, amendments, etc.

### Old Business

This includes items discussed at the previous meeting but left undecided. Items are specifically identified on the agenda.

### New Business

This includes items identified by the Executive Committee or agent at the planning meeting. Items are specifically identified on the agenda. Items may also be introduced from the floor by any member after dispensing with all other items of new business.

### Announcements

These include reminders about upcoming events, committee meetings, the next Council meeting, in-service opportunities, volunteer forums, and so forth.

### Adjournment

Formal conclusion of the meeting.

It is a good policy for new officers, especially the president, to refresh his or her parliamentary skills and become familiar with *Robert's Rules of Order*. It is a good idea to keep a copy of the book available at meetings.

# Annual 4-H Council Program Planning

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## Evaluating the Existing Program

Evaluation is often thought of as something that comes at the end of an event or activity. However, this is only one component of program evaluation. Evaluation should be a continuous process and an important aspect of the 4-H Council's efforts on a year-round basis.

In addition to continuous information evaluation, the Council should also evaluate individual activities and events and the entire county 4-H Youth Development program periodically. This includes looking at program trends for the past several years. Evaluation should be based on facts, not speculation or tradition. Factual information that the agent should provide includes participation in all 4-H projects, events, and activities over the past five years (or more). Trends in participation should be noted. The Council should consider any possible explanations for these statistical changes (i.e., attention should be focused on programs, activities, or projects with low participation or declining interest).

Program evaluation should include (but not be limited to) such topics as the boy/girl ratio; adult and teen leadership trends; awards programs; sponsor and donor availability and interest; geographic location of members; participation in district, state, and national programs; minority group participation; 4-H image and publicity in the community; relationship with school and elected officials, etc. An important component of the Council's program evaluation is to determine what actions it should take on specific programs, based on evaluative results.

The Council should also evaluate its own effectiveness from time to time. Is the membership adequate? Are meetings well attended? Do committees function appropriately? What constitutional revisions are needed?

A 4-H Council checklist is included at Appendix H. This checklist gives a quick indication of how well a Council is functioning.

## Identifying Current Needs and Interests

One important function of a county Council is to be alert to trends in the community, society, youth, volunteers, and 4-H. Changes in 4-H trends are caused in part by changes in the needs and interests of youth and society. The 4-H program has thrived over the years because it has adapted programs and projects to keep pace with these changes. Needs vary from county to county and even within counties. The effective 4-H Council perceives changes in local needs and adjusts programs accordingly to maintain or increase the interest level of youth in the community.

Direct involvement of older 4-H members on the 4-H Council and particularly on the Expansion and Review Committee is a good way to keep abreast of current needs. Parents and club leaders are also in a position to identify current needs. Input from school and church officials and other community youth groups and organizations can prove to be valuable in identifying the local needs and interests of youth in your county and its communities.

The Expansion and Review Committee is required to meet annually to review the existing 4-H program and its activities and determine how the 4-H program could be expanded. Program expansion is necessary to serve the changing needs and interest of youth participants and adult volunteers in the community.

There are many ways to accomplish an effective county program review. For additional information, contact either the State 4-H Department at 859/257-5961 or Program Evaluation and Staff Development at 859/257-7193.



## Designing and Scheduling Programs, Events, and Activities

4-H Councils who have effectively evaluated their existing program and identified current needs and interests of youth will find it much easier to design and schedule innovative 4-H programs, events, and activities.

4-H Councils must realize that, while some programs must be added, some must be dropped and others modified to adapt to the changing needs and interests of youth and adults in the county. Effective 4-H Councils will ask evaluative questions such as these:

- Is this program needed?
- Why is participation in this project/event/activity decreasing?
- Are volunteers being effectively generated, educated, mobilized, or sustained?
- Would additional awards increase participation in this project/event/activity?
- Who are potential volunteers and sponsors for this new project?
- Why is 4-H participation low in project/event/activity?
- Why is participation low in this area of the county?  
Of this age group?
- Should this event be held at a different time? At a different location?
- Why doesn't this project/event/activity appeal to youth?
- Does this project/event/activity need to be updated?  
Marketed differently?
- Should this project/event/activity be revised, re-energized, or dropped?



A county 4-H calendar of events will help in scheduling programs with fewer conflicts. Realistic deadlines—set early in (or prior to) the 4-H program year begins and communicated to all—will help the county 4-H program run smoothly. A sample 4-H calendar of events is provided at Appendix J.

# Budgeting and Fund Raising

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Budgeting, fund raising, and handling thousands of dollars each year are a necessary part of the Council's responsibility. The 4-H Council is charged with the fiscal responsibility of the county 4-H Youth Development program. The Council is responsible for developing the 4-H program, identifying needs, and raising the financial support necessary to drive the program.

Before beginning any fund-raising effort, the Council must first develop a budget and determine what amount of money is needed to conduct various programs. This is done by having each committee submit its financial needs to the Finance Committee. This committee, along with the Council president and Extension agent, prepares a proposed budget for review and vote by the Council. (A sample budget is provided at Appendix I.) Expenditures should be prioritized when developing the annual budget.

Fund raising is easier with a detailed budget and specific financial goals. Most donors and grantors prefer to give to a specific event, program, or activity rather than to a general 4-H fund or account. Parents, members, alumni, and volunteers are also more enthusiastic about fund-raising efforts when they know exactly how the money is to be used. Accountability of all funds is an absolute must. This can be accomplished by mailing the treasurer's report to the Council members with the meeting agenda and minutes. Additionally, the annual budget and end-of-the-year financial summary should be submitted to the membership at the annual meeting as well as to all donors.

All money collected, held, invested, and spent on behalf of 4-H is a matter of public record. This is simply good business. Good accountability generates strong and continued support and inspires confidence.

# Summary: Effective 4-H Councils

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## *Remember...*

- The 4-H Council's primary target audience is the volunteer pool who will drive and deliver the 4-H Youth Development program.
- The 4-H Council exists to serve the entire 4-H program.
- 4-H Councils do not focus on a single program or subject area.
- A Council will be only as active and effective as each member is willing and able to contribute toward its success.
- An effective 4-H Council is developed over months and years; it is not created instantly.
- An effective 4-H Council has the respect and support of parents, volunteers, members, and the community at large.

## *To build or maintain an effective 4-H Council:*

- Develop interested, involved members.
- Clearly outline the tasks to be performed in a position description.
- Provide a Council orientation session, background information, support materials, and encouragement.
- Provide leadership, development, cooperation, and follow-up.
- Allow room for creative thinking and positive change.
- Observe a membership rotation system.
- Meet monthly. (Committees could meet during even-numbered months with Council meetings scheduled during odd-numbered months.)



# Appendices

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<i>Appendix</i>	<i>Title</i>
A.	<i>Functions of Effective 4-H Councils</i>
B.	<i>Membership Selection Guide</i>
C.	<i>4-H Youth Development Agent's Role</i>
D.	<i>Sample 4-H Council By-Laws</i>
E.	<i>Sample Committee Appointments Form</i>
F.	<i>Sample Committee Report Form</i>
G.	<i>Suggested 4-H Council Agenda Outline</i>
H.	<i>4-H Council Checklist</i>
I.	<i>Sample 4-H Council Budget</i>
J.	<i>Sample 4-H Calendar of Events</i>

# Appendix A: Functions of Effective 4-H Councils

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The following functions are included as responsibilities of all 120 county 4-H Councils in Kentucky:

1. Assuming major responsibility for the development of a total county 4-H program based on the needs of youth and the county situation.
2. Assuming responsibility for carrying out the planned 4-H Youth Development program.
3. Evaluating the total 4-H Youth Development program on a continuing basis.
4. Raising and managing funds to underwrite the entire 4-H Youth Development program, activities, and curriculum.
5. Sponsoring county-wide recognition for 4-H members, club leaders, and volunteers.
6. Publicizing and promoting the objectives and philosophy of 4-H work.
7. Assuming major responsibility for recruiting and educating 4-H members, club leaders, and volunteers.
8. Recommending policy for the county 4-H program when policy has not been previously determined at the state or national levels.
9. Representing the interest of the county 4-H program at other meetings, events, or organizations.
10. Assuming active leadership in the organization of new 4-H clubs and the establishment of new projects.
11. Assisting in arranging for the county's full participation in all events and activities outside of the county.
12. Assuming responsibility for informing others about decisions made at Council meetings.
13. Conferring and cooperating with Extension staff.
14. Developing and maintaining a vigorous active membership who understand that the major responsibility for the county 4-H Youth Development program belongs to the Council and not the Extension staff.

# Appendix B: Membership Selection Guide: A Tool for Ensuring Equal Representation on 4-H Councils

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To develop a Council that is truly representative of the county's population, it is necessary to have a good cross section of the people who live in the county. This representation includes both men and women, youth and adults of different races and cultures, different income levels, different geographic locations, and different occupations, backgrounds, and interests.

The table on the following page can help you analyze and select Council members. (You may need to change the geographic location descriptions to be more representative and appropriate for your county. It is sometimes helpful to divide counties by school districts.) Use the blank columns for other categories of groups who should be represented. Write in the names of current members, and check all columns that apply. This analysis will give an indication of the categories of individuals needed to balance the Council's membership.





# Appendix C: 4-H Youth Development Agent's Role

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The 4-H Youth Development agent has various responsibilities relating to the Council, including the following:

1. Assuming responsibility for relaying Extension policy, interpreting its meaning, and working with the Council for implementation.
2. Providing guidance and direction as needed. (Councils operate most effectively when working as a team with the agent.)
3. Working with the Council president to:
  - a. develop Council meeting agendas
  - b. appoint all committees
  - c. rotate committee assignments
  - d. monitor Council meeting attendance
  - e. ensure full and equal membership participation
  - f. develop an effectively organized and functional Executive Committee
  - g. create an annual 4-H Council Plan of Work, including goals, objectives, and a time line.
4. Providing orientation for new committee members on their overall and immediate responsibilities; helping them understand and actively accept their responsibilities.
5. Assisting Council members in:
  - a. exploring facts concerning the county youth situation
  - b. considering programs that would meet the needs and interests of youth
  - c. recommending programmatic direction
  - d. evaluating programs and activities.
6. Providing for appropriate Council support and infrastructure; i.e., keeping the mailing list up to date, seeing that members have accurate information, and performing other tasks that keep the group informed and active.

# Appendix D: Sample By-Laws of the *Jasper County 4-H Council*

(Items in *italics* will be established by each county Council)

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## **Article I**

### **Name**

The name of this organization is the *Jasper County 4-H Council*.

## **Article II**

### **Purpose**

The purpose of the *Jasper County 4-H Council* is to cooperate with the University of Kentucky College of Agriculture, Cooperative Extension and Extension staff in planning, promoting, developing, implementing, and evaluating a county-wide 4-H Youth Development program that meets the needs and interests of the youth and volunteers in *Jasper County*.

## **Article III**

### **Membership**

#### **Section 1. Composition**

The membership shall consist of a diverse group of people who are interested in youth development in *Jasper County*. Council members will include representatives from business, education, law enforcement, social and civic groups, commodity groups, education, clergy, Extension groups, youth, and parents, all of whom have an interest in youth development and represent all geographic and economic groups. Membership on the Council shall be determined on a nondiscriminatory basis without regard to race, color, age, gender, religion, disability, national origin, sexual preference, or Vietnam-era veteran status.

#### **Section 2. Number**

There shall be not fewer than 20 and not more than 24 voting members and not more than *eight* non-voting representatives comprising the Council membership. Voting members must be elected by the groups whom they represent. Non-voting representatives are from 4-H and Extension groups with an interest in 4-H. These include one representative from each of the following: horse and saddle clubs; livestock clubs, groups, and associations; commodity groups; shooting sports clubs; Fair Board; 4-H Club leaders; Extension Homemakers, etc. The Extension agent (or agents) responsible for 4-H programs in the county shall be an ex officio member who interprets program needs, University policies and statewide programs, strategic

plans, and initiatives and schedules University specialists and administrators as requested to counsel and advise the Council.

#### **Section 3. Term of Membership**

The term of membership shall be for two years. Members may succeed themselves once. The terms shall be staggered in such a manner that one-quarter of the membership will be elected annually. No voting member may serve more than two consecutive terms.

## **Article IV**

### **Officers**

#### **Section 1. Officers**

The officers of the Council shall include the President, President-Elect, Secretary, and Treasurer.

#### **Section 2. Term of Office**

Officers shall be elected to serve a term of one year. Officers may be re-elected for a second term but will not be eligible to serve more than two consecutive years in any office.

#### **Section 3. Method of Election**

- a. A nominating committee shall be appointed by the President. This committee shall recommend a candidate for each office after having acquainted the nominees with the responsibilities of the office and securing their willingness to serve.
- b. Additional nominations may be made from the floor.
- c. The officers shall be elected at the last meeting of the program year. Officers shall be installed at the first meeting of the new year.

#### **Section 4. Duties**

- a. The president shall be the chief executive officer of the Council. S/he shall preside at all Council and Executive Committee meetings. The president shall appoint the members of all committees of the Council. S/he shall sign all documents requiring the president's signature and shall perform all other duties incidental to the office.
- b. The president-elect shall perform the duties of the president in his/her absence or incapacity. In the event that the president-elect becomes the president, a new president-elect shall be elected to fill the vacancy at the next regularly scheduled Council meeting.

- c. The secretary shall keep an accurate record of the activities of the Council and its Executive Committee, shall issue all notices of the Council meetings, shall be responsible for the Council's correspondence, shall prepare and maintain a listing of all committee chairpersons and members of special and standing committees for the current and two previous years, and shall provide the Extension office a copy of all Council records within five working days following the meeting.
- d. The treasurer shall have custody and keep an accurate record of all monies and securities of the Council; shall supervise the collection, deposit, and disbursement of the funds subject to the direction and approval of the Executive Committee; shall serve as chairperson of the Finance Committee; and have the books in order for audit. If the treasurer is to be bonded, the Council shall pay the cost of bonding. The treasurer will collaborate with the Finance Committee to raise funds, develop financial resources, and write grants that support and underwrite the work of the Council and the county 4-H Youth Development program.
- e. Vacancies occurring in any of the offices due to extended illness, death, emergency, or other incapacity to comply with assumed duties shall be filled by a special Council election, except in the case of the president, in which case the president-elect shall succeed the president, as noted in Article IV, Section 4b. Such officers shall serve only until the next election.

## Article V

### Executive Committee

#### Section 1. Composition

The Executive Committee shall be composed of all elected officers and the immediate past-president. (*Councils may choose to include the standing committee chairs.*) The 4-H Youth Development agent shall serve as an ex officio (non-voting) member of the Executive Committee.

#### Section 2. Functions

The functions of the Executive Committee shall be to:

- a. Plan an annual Council program of work.
- b. Assist the Council membership in setting goals.
- c. Develop the agenda for each Council meeting.
- d. Perform essential activities and make decisions that must be acted on between Council meetings.
- e. Formulate and recommend programs and activities to Council members for their consideration and subsequent approval.
- f. Identify and help formulate other committees necessary to further the purposes and functions of the Council.

- g. Carry on such other business as may be brought forward by the Council's membership.

### Section 3. Executive Committee Meetings

- a. The Executive Committee shall meet at least seven days prior to Council meetings to develop the agenda and have it printed for the meeting.
- b. The Executive Committee may meet for the purpose of transacting important, time-sensitive, or emergency business as called by the president or agent.
- c. A majority of the Executive Committee members must be present to constitute a quorum for transacting business.

## Article VI

### Fiscal Year

The fiscal year of the Council shall be from *September 1* through *August 31*, inclusive.

### Program Year

The program year of the Council shall be from *September 1* through *August 31*, inclusive.

## Article VII

### Meetings

#### Section 1. Monthly Meetings

- a. Monthly meetings of the Council shall be held at 7:00 *p.m.* on the *second Tuesday* of each month, except in the month in which the annual meeting falls.
- b. The regular monthly Council meetings shall be to conduct the business of the Council as outlined under Article II. More specifically, the monthly meetings shall be scheduled to accomplish the following:
  1. Planning the annual 4-H program of activities and long-range plan.
  2. Developing county 4-H rules and policies (in such cases in which no previous rules or policies have been established at the state or national levels).
  3. Setting programmatic goals.
  4. Recruiting 4-H Club leaders and volunteers.
  5. Raising sufficient funds necessary to deliver the county 4-H program.
  6. Evaluating 4-H programs and activities.
  7. Planning appropriate 4-H volunteer and member recognition activities.
  8. Approving, rejecting, amending, or referring back to the committees for further study reports from standing or special committees.
  9. Introducing new ideas with requests for the president to appoint committees to make further studies and report back their recommendations to the Council.

- 10. Evaluating reports of completed activities, projects, or programs and making suggestions for improvement.
- 11. Providing Council members information concerning the county, district, and state 4-H programs helpful to them with youth.
- 12. Providing 4-H members, club leaders, and volunteers an opportunity to acquaint the Council membership with the total aspect of the 4-H program.
- c. An annual meeting of the membership shall be held at 7:00 p.m. on the *fourth Thursday of September*.
- d. Special meetings of the Council may be called by the president or the Executive Committee or upon request of any five members.
- e. Written notice shall be mailed to all Council members at least one week in advance of all meetings, giving the date, time, and place of the meeting. (Exception: Amending the by-laws shall require a 10-day written notice.)
- f. A majority of voting members present at a meeting shall constitute a quorum for transacting business.
- g. Each voting member shall be entitled to one vote.
- h. The president shall vote only in the case of a tie.

**Article VIII**  
**Committees**

Committees deemed necessary by the Executive Committee shall be appointed by the president in consultation with the Executive Committee. The members of all standing committees shall serve for a period of one year, such period to be concurrent with the program year of the Council. Ad hoc committee members shall serve in accordance with the charge to that committee. The term of ad hoc committees does not necessarily run concurrently with the programmatic or fiscal year.

**Section 1. Standing Committees**

Standing committee shall include (but not be limited to) the following: Finance, Youth Protection/Risk Management, Expansion and Review.

**Section 2. Special or Ad Hoc Committees**

Special Ad Hoc or Temporary Committees are formed to complete a specific task, then dissolved when this task has been accomplished (e.g., Building Improvement Committee).

**Section 3. Officers**

Each committee shall have a chairperson, chairperson-elect, and a secretary. The chair-elect shall succeed the chairperson.

**Section 4. Membership**

The chairperson and chairperson-elect must be Council members. Other committee members need not be Council members.

**Section 5. Term**

The term of membership for standing committees shall be for two years. Individuals may succeed themselves as committee members indefinitely. The term of membership for an ad hoc committee shall be established by the president, but in no case should an ad hoc committee function in excess of 24 months. If the business of an ad hoc committee is unfinished at the end of 24 months, the committee should either be disbanded or made into a standing committee.

**Article IX**  
**Quorum**

A majority of those duly elected voting members present at any regular or specially called meeting will constitute a quorum.

**Article X**  
**Amendments**

Amendments may be made at any meeting by a two-thirds vote of a quorum, provided the proposed amendment was submitted in writing to the membership at least 10 days prior to the meeting.

**Article XI**  
**Parliamentary Authority**

*Robert's Rules of Order* shall govern the proceedings of the Council not otherwise specified in the by-laws.

# Appendix E: Sample Committee Appointments Form

## Jasper County 4-H Council Committee Appointments

A form such as the one below may be used to keep a record of the annual committee appointments. This form should be completed and duplicated for all committee members. Permanent copies may be kept as part of the official records by the Council secretary.

<b>Committee</b>	<b>Type</b>	<b>2008-9</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Expansion &amp; Review</b>	Standing	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:
<b>Youth Protection/ Risk Management</b>	Standing	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:
<b>Finance</b>	Standing	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:
<b>Constitution</b>	Standing	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:
<b>Building Improvement</b>	Ad hoc	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:
<b>Recognition</b>	Standing	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:	Chair: Chair-Elect: Members:

# Appendix F: Sample Committee Report Form

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This form is to be completed at each committee meeting. A verbal committee report should be given at the next Council meeting, with a written report being filed with the Council secretary.

**Date of Meeting:** \_\_\_\_\_

**Name of Committee:** \_\_\_\_\_

**Members Present:** \_\_\_\_\_

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**Committee Report:** \_\_\_\_\_

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**Action Taken or Needed:** \_\_\_\_\_

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**Future Plans:** \_\_\_\_\_

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**Next Meeting Date:** \_\_\_\_\_

# Appendix G: Suggested 4-H Council Agenda Outline

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## **Jasper County 4-H Council**

### **Meeting Objectives**

Identify the objectives that need to be accomplished at this meeting. This helps keep the meeting on track, lets everyone know what business needs to be transacted, and helps members prepare for the meeting.

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

### **Call to Order** *(President)*

### **Roll Call** *(Secretary)*

### **Secretary's Report** *(Secretary)*

### **Financial Report** *(Treasurer)*

### **Committee Reports** *(Committee Chairs)*

List each committee and committee chair.

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### **Unfinished Business**

List each item of business.

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### **New Business**

List each item of business. Where possible, include or attach supplemental materials.

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### **Announcements, Reminders**

### **Educational Program**

### **Adjournment**

# Appendix H: 4-H Council Checklist

This tool can help evaluate 4-H Council effectiveness. Score one point for each “yes” answer.

Item	Question	Yes	No
1.	The Council has adopted and follows a constitution and/or by-laws.		
2.	The constitution/by-laws have been revised within the past three years.		
3.	The Council has met a minimum of six times in the past 12 months.		
4.	The Council membership roster is current and has at least 20 active members.		
5.	Council meeting attendance averages 80% or more of those on the membership roster.		
6.	Council members have membership terms with provision for rotation.		
7.	Council officers have term limits.		
8.	The Council membership accurately reflects the county population regarding gender, age, race, income levels, geography, and project interest.		
9.	The Executive Committee meets prior to each Council meeting.		
10.	The Executive Committee cooperates with the agent to prepare a written agenda before each meeting.		
11.	The agenda, minutes, and treasurer’s report are mailed to the membership, along with a meeting notice, at least five days prior to each meeting.		
12.	Council meetings start and end on time.		
13.	The Finance Committee establishes a realistic, useful annual budget.		
14.	The Council operates within its annual budget.		
15.	Both standing and ad hoc committees are appointed annually.		
16.	Committees are functional and contribute to the operation of the Council; i.e., committees report during Council meetings; Council meeting time is not spent doing committee work.		
17.	The Council plans for programmatic expansion in the 4-H program annually.		
18.	The Council determines the educational content and components of the 4-H Youth Development program.		
19.	Council members share responsibility for recruiting and educating volunteers.		
20.	The Council secures the necessary financial support to underwrite the 4-H program, including fund raising, resource development, and grantsmanship.		
21.	The Council determines how to allocate and appropriate its financial resources.		
22.	The Council is actively represented on the County Extension Council, County Homemaker Council, and other community groups.		
23.	The Council promotes a positive image of 4-H throughout the community.		

20-23 points: Congratulations! This is an effective 4-H Council.

16-19 points: This Council is on its way and needs some minor adjustment.

11-15 points: This Council needs to focus on strengthening itself to build a stronger county 4-H program.

0 - 10 points: This Council needs to restructure and reorganize.



# Appendix I: Sample 4-H Council Budget

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## **Estimated Income**

United Way grant.....	\$5,500
Carry-over from previous year.....	1,850
Light bulb sales.....	1,600
Fair concessions.....	3,500
Donations.....	2,500
Interest on savings account.....	50
Camp registrations.....	15,000
<b>Grand Total Income.....</b>	<b>\$30,000</b>

## **Estimated Expenditures**

Camp expenses.....	\$18,000
Printing.....	2,500
Poster contest.....	250
Volunteer recognition banquet.....	1,000
Meals and travel expense for State Advisory Group representatives.....	500
Speech program (banquet and awards).....	750
Talent show.....	100
Talent transportation to state fair.....	100
Camp fees for demonstration contest winners.....	800
Camp fees for speech contest winners.....	800
Southern Region 4-H Volunteer Forum (two delegates).....	400
Issues Conference (\$75 per member).....	150
Delegates to Kentucky 4-H Teen Conference.....	400
State Fashion Revue delegate.....	50
4-H Week promotion.....	250
Achievement banquet.....	250
Kentucky Volunteer Forum sponsor.....	1,000
Miscellaneous (postage, officer pins, etc.).....	250
Fair concession supplies.....	1,650
Light bulb sales.....	800
<b>Grand Total Expenditures.....</b>	<b>\$30,000</b>

# Appendix J: Sample 4-H Calendar of Events

<b>January</b>	
1	New Year's Day Holiday
10-11	Regional Extension Conference
15	4-H Council meeting
17	4-H Club Leader in-service
24	Multi-County Achievement Night, Lincoln County
25-26	State 4-H Council, Lexington
29	Teen Council meeting
31	County Extension Council meeting
<b>February</b>	
7	Multi-County Speech Contest, Franklin County
8-9	Effective 4-H Council Workshop, Kentucky Leadership Center
9	Demonstration Workshop
18	President's Day - no school!
19	4-H Council meeting
21	4-H Club Leader in-service
21-22	ATV Safety Workshop, Lexington
22-23	Kentucky 4-H Volunteer Forum
26	Teen Council meeting
<b>March</b>	
1-2	KY Beef Expo, KFEC, Louisville
2	Women's Wellness Forum
14	County Demonstration Contest
15	Reality Store
16	Steer Weigh-In (6 hr. educational requirement)
18	District 4-H Council meeting
19	4-H Council meeting
21	4-H Club Leader in-service
22	Environmental Camp
23	Farm & Family Safety Day
23	Lincoln Trail Preview Show, Nelson County
28	Teen Council meeting

<b>April</b>	
1-5	Spring Break
6	Ohio Valley Preview Show, Meade County
8	J.C. camp applications due
15	Sr. Conference applications due
16	J.C. camp interviews
18	4-H Club Leader in-service
19-20	District Teen Retreat
22	County Extension Council
23	District Treat Night Out
26	Horse Eligibility forms due
30	District Demonstration Contest, Anderson County
<b>May</b>	
2	4-H Fashion Revue
11	Lake Cumberland Preview, Lincoln County
17-19	Dog Camp
18	District Horse Show
18	Goat, Lamb, and Hog Validation (6 hr. educational requirement)
20	4-H Council meeting
23	4-H Club Leader in-service
27	Memorial Day Holiday
28	J.C. camp orientation
30	Adult counselor camp orientation
30	Camp applications due
<b>June</b>	
2-7	Horse Camp, Mercer County
3	Repeat camper orientation
4	First-time camper orientation
10	District 4-H Council meeting
10-14	4-H Camp
10-14	Sr. Conference, University of Kentucky
11-12	State 4-H Horse Contest, Lexington
17	4-H Council meeting
17-18	Kentucky Jr. Livestock Expo East, Morehead
20	4-H Club Leader in-service
24	4-H Dairy District Show, Lincoln County
27	District Beef Show, Clark County

<b>July</b>	
1-9	State Horse Show, KFEC, Louisville
8	Non-livestock project entries
8-12	County Fair
15	4-H Council meeting
18	4-H Club Leader in-service
26-27	State 4-H Council, Kentucky Leadership Center
<b>August</b>	
2 - 3	Kentucky Jr. Livestock Expo, WKU
12	State Fair Exhibits due at Extension Office
14-25	Kentucky State Fair, KFEC, Louisville
19	4-H Council meeting
22	4-H Club Leader in-service
<b>September</b>	
7	Green River District Steer Show
16	4-H Council meeting
19	4-H Club Leader in-service
23	District 4-H Council meeting
<b>October</b>	
3 - 5	Southern Region 4-H Volunteer Forum
5	Jr. Fall Classic Beef Show, Lincoln County
<b>November</b>	
2	District Teen Council meeting
4-5	No school
6-7	4-H Club officers' training
12	Teen Council meeting
14	4-H Club Leader in-service
15	Poinsettia orders due
18	4-H Council meeting
19	County Achievement Night
20-22	Thanksgiving vacation
<b>December</b>	
9	District 4-H Council meeting
16	4-H Council meeting
19	4-H Club Leader in-service
23-31	School winter vacation



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