

Three Rivers Community College – Dexter Center

OFF-SITE CENTER PROPOSAL

Delivery Site:

Dexter Center
515A W. Market Street
Dexter, Mo. 63841

Mode of Program Delivery: Traditional and Interactive Television (ITV) course instruction

Cooperative Partners:

Dexter Chamber of Commerce
City of Dexter
Stoddard County Industrial Development Authority
Stoddard County Learning Center

AUTHORIZATION

Dr. Devin Stephenson, President

Person to Contact for More Information:

Dr. Wesley A. Payne, Vice President for Learning
(573) 840-9689 / wpayne@trcc.edu

OVERVIEW

Through a partnership with the Dexter Chamber of Commerce, the Stoddard County Industrial Development Authority and the Stoddard County Learning Center, and with the very strong and active support of Senator Rob Mayer, Three Rivers Community College will open a college center in space renovated by the Chamber of Commerce and initially provided by the Stoddard County Industrial Development Authority. The center will be located in the city of Dexter, Missouri and will be co-located with the Dexter Chamber of Commerce.

The space will provide classrooms, computer labs, and ITV rooms which will be utilized for the offering of general education courses and parts of AAS and certificate programs initially as well as provide space for customized and workforce development training.

Initially less than fifty (50) percent of any program will be offered at the site. Future plans include the offering of the full Associate of Arts and select AAS and Certificate programs. It is anticipated that the offering of full programs will commence no sooner than the fall of 2011 and the appropriate program approval proposals will be submitted prior to the initiation of offering more than 50 percent of any program.

Start up costs for the center have been acquired through federal grant funding and private sponsors and as a result no college budgetary dollars will be spent in the initial phase. Funding for the continued operation of the center will consist of personnel costs and utilities which will be supported through revenue generated at the center. Enrollment is projected to be around 200 participants during the spring semester with credit hour production being between 1200 and 2000 credit hours. The center will also increase access to area high school students to pursue higher education opportunities through dual enrollment and dual credit. A focus group meeting was held during the planning phases of the project with Stoddard County Superintendents resulting in a commitment by k-12 leadership to promote and support attendance by high school students at the center. The center also supports the higher education agenda of Governor Nixon and is one way in which the college is actively moving forward in achieving the state level goals in Missouri. Letters in support of the successful WIRED grant application are included as an appendix to this proposal as evidence of the community support for the center.

While Stoddard County is not within the taxing district of the Three Rivers Community College the county is adjacent to the taxing district and is the second largest sending county in the 15 county voluntary service area of the college. No other post-secondary institution has a presence in Dexter and therefore the center raises no question of duplication of services and the creation of the center has spurred a dialogue in the county commission about becoming a part of the Three Rivers taxing district.

ASSESSMENT OF NEED

The mission of Three Rivers Community College is to provide quality, accessible and affordable learning opportunities and services for academic scholarship and professional success. In the fulfillment of the mission, Three Rivers has historically provided access to educational opportunities at various sites throughout the fifteen county voluntary service area in response to the changing educational needs of its constituencies.

While the current unemployment rate of Stoddard County (8.60%ⁱ) is lower than the Missouri state unemployment rate of 9.4 percentⁱⁱ and the national unemployment rate of 9.8 percentⁱⁱⁱ when compared to the 4.6 percent natural unemployment rate^{iv} of the United States a clear indication exists of the economic fragility of the area and shows significant disadvantage. Additionally, the recent announcement that a local major employer will lay off approximately 500 employees in the coming months exacerbates the need for educational opportunities in the area.

The poverty rate of the area also demonstrates the economic difficulties faced by their citizens. Stoddard County, as shown in the table below, has one of the highest poverty rates found in the state^v.

Stoddard County Poverty Rate		
County	%	Rank
Stoddard	11.60%	105 of 115

Educational attainment of higher education in Stoddard County is also among the lowest in the state as shown by the table below^{vi}.

Stoddard County Educational Attainment				
County	Rank	Percent w/college degree	% some college	% Associate
Stoddard	90	16.41%	21.50%	4.50%

When compared to the state rates of 33.4 percent attainment of some college degree, 25.1 percent attainment of some college, and 6.6 percent attainment of the associate degree it is apparent how far Stoddard County has lagged behind other areas of the state and how desperately additional educational opportunity is needed^{vii}.

By opening the Dexter Workforce Development Center, Three Rivers Community College will be meeting an obvious need within our service region and more fully fulfilling the mission of the college.

A. Student Demand

Three Rivers Community College strives to meet the needs of the citizens of its designated service area and to respond to identified programmatic expansion as resources allow.

The primary factors in determining the expansion of services at existing teaching locations and centers is through the tracking of enrollment and the use of advisory councils.

When overall enrollment is examined, enrollment by students who reside in Stoddard County is second only to Butler County. Currently more than ten percent of all enrollment comes from Stoddard county.

Fall 2010 - Top Five Counties	
County	Enrollment
Butler	1240
Stoddard	428
Ripley	322
Dunklin	316
Scott	305

Additionally, the enrollment trend for students residing in Stoddard County, in both headcount and credit hour production has shown a steady increase.

Stoddard County Enrollment		
Term	Headcount	Credit Hours
08/SP	313	3,269
08/FA	344	3,710
09/SP	354	3,813
09/FA	389	4,360
10/SP	380	3,986
10/FA	428	4,787

STUDENT ENROLLMENT PROJECTIONS

Unduplicated Headcount					
Year	1	2	3	4	5
Full Time	50	100	150	175	200
Part Time	100	300	350	400	450
Total	150	400	500	575	650

Full Time Equivalent Enrollment					
Credit Hours	900	2400	3000	3450	3900
FTE	75	200	250	287.5	325

B. Market Demand

The Associate of Arts degree is the primary transfer degree offered by the institution and is designed to provide the educational foundation required for numerous occupations. Data from the Missouri Economic Research and Information Center (MERIC)^{viii} shows that three of the occupations with the highest growth potential in southeast Missouri are Network Systems and Data Communication Analysts, Farm, Ranch, and Other Agricultural Managers, and Computer Software Engineers, Applications, as shown below:

Top 10 Occupations by Projected Growth						
Occupation	Employment		Change		Annual Average Openings	Outlook
	Estimated 2006	Projected 2016	Numeric	Percent		
151081 - Network Systems and Data Communications Analysts	150	203	53	35.30%	8	53 - Well Above Avg. A-
119011 - Farm, Ranch, and Other Agricultural Managers	317	375	58	18.30%	8	53 - Well Above Avg. A-
151031 - Computer Software Engineers, Applications	214	250	36	16.80%	7	53 - Well Above Avg. A-

MERIC also indicates that all of the above occupations require at least a baccalaureate degree. The MERIC publication "Education and Training Needs for Missouri's Workforce – 2018" indicates significant growth in those occupations requiring an associate degree or higher as well

as data showing that the average wage of those individuals earning an associate's degree is approximately \$ 25,000.00 per year higher than those with lesser levels of education.^{ix}

The proposed center will also provide a mechanism to fill the "soft skills" gap identified in the 2008 Missouri Skills GAP report^x. Soft skills refer to personality traits, ability with language, and personal habits. The report indicates that these soft skills gaps exist in all occupational categories covered and most commonly are seen in the areas of time management, reading comprehension, basic math, and basic English skills. The increase in educational opportunity from the opening of the Dexter Center has the potential to address these specific areas through the mastery of the intended learning outcomes previously outlined in this proposal.

An additional driver to market demand for the proposed degree is the ability of graduates to fully and easily utilize A+ funds to pay for their education. The current absence of a local center creates both a burden and a barrier to area residents who are A+ eligible.

C. Societal Need

The expansion of educational opportunities as proposed will assist the state of Missouri in achieving its vision, as outlined in the *Imperatives for Change: A Coordinated Plan for the Missouri Department of Higher Education* and specifically meeting the objectives of increasing the college attendance rates of both traditional and non-traditional students as well as increasing the percentage of Missouri residents who attain a postsecondary credential.

The Dexter Center will provide high value/high quality educational opportunities to both traditional and nontraditional students currently unavailable without the learner spending valuable time and dollars transiting to the main campus. Further, this reduction to the cost of education will create an increase in the disposable income of the citizens served by the center and will potentially provide a positive injection of purchases into the local economy, thereby aiding all citizens.

This increase in accessibility is fully aligned with the goals of Three Rivers, the state of Missouri, and the nation. The creation of the center is a natural progression from the current state of providing courses at area high schools in the county and when combined with the increased economic benefits to local communities it is both appropriate and essential to increase the current college presence.

D. Methodology

Information was obtained from a variety of sources. Specific sources include, but are not limited to the following:

- Internet research on labor statistics
 - Bureau for Labor Statistics
 - Department of Economic Development
- Consensus of Three Rivers Community College Advisory Committee
- Literature review of trade journals
- Site visits with local educational agencies and businesses

DUPLICATION AND COLLABORATION

As the designated community college service provider for 15 southeast Missouri counties including Stoddard, Three Rivers is the only institution providing community post secondary educational opportunities in the county. Currently residents of Stoddard County must travel outside the county to make significant progress towards a degree.

PROGRAMS, COURSES, and SERVICES

The space will provide classrooms, computer labs, and ITV rooms which will be utilized for the offering of general education courses and parts of AAS and certificate programs initially as well as provide space for customized and workforce development training.

Initially less than fifty (50) percent of any program will be offered at the site. Future plans include the offering of the full Associate of Arts and select AAS and Certificate programs. It is anticipated that the offering of full programs will commence no sooner than the fall of 2011 and the appropriate program approval proposals will be submitted prior to the initiation of offering more than 50 percent of any program.

Currently, a program proposal for a Green Diesel Technology program and to add a medical coding option to the existing degree in Information Services Technology is awaiting CBHE approval. During the Spring 2011 semester, further proposals seeking authorization to offer programs at the Dexter Center will be sent.

Upon opening, a general selection of transfer and initial courses for select career programs will be offered as shown in the table below:

Course No.	Course Title
ARTS 123	History and Appreciation of Art
BLAW 221	Legal and Ethical Environ. Of Business
ENGL 03	Fundamentals of English
ENGL 03	Fundamentals of English
ENGL 04	Introduction to Composition
ENGL 04	Introduction to Composition
ENGL 06	Fundamentals of Academic Reading
ENGL 111	College Writing
ENGL 111	College Writing
ENGL 112	Advanced College Writing
ENGL 210	Introduction to Literature
GOVT 121	National and State Government
GOVT 121	National and State Government
GRDT 115	Green Diesel Technician I
HIST 112	American History Since 1877
HIST 112	American History Since 1877
HIST 122	World Civ Since Renaissance
IST 100	Computer Literacy
IST 225	Medical Billing and Coding I
MATH 05	Fundamentals of Math

MATH 06	Beginning Algebra
MATH 131	Math for Elementary Teachers
MATH 153	Intermediate Algebra
MATH 163	College Algebra
PSYC 111	General Psychology
SCOM 110	Public Speaking

All courses and programs outlined above and all programs proposed in the future are and will be in line with the mission of the college which states:

Three Rivers provides quality, accessible and affordable learning opportunities and services for academic scholarship and professional success.

Commitments that inform the mission:

- Open access to educational programs to prepare students for transfer to a four-year baccalaureate institution, as well as programs of career and technical education to prepare students for entry or advancement in the global workforce.
- Comprehensive academic services, learning resources, basic skills development and educational opportunities for students of diverse cultural, socioeconomic and academic backgrounds.
- Support services and student activities to enhance individual growth and academic potential.
- Collaborative partnerships to develop specialized programs that meet the changing needs of business and industry, government, secondary schools and other colleges and universities.
- Lifelong learning opportunities for individuals, who wish to improve job performance, develop new skills or pursue personal interests.
- Community services that support and encourage the economic, civic and cultural vitality of the region.

No changes in program structure, instructional methods, and support services from similar courses/programs on the home campus will be necessary to accommodate the clientele at this location.

In addition to the instructional services provided above the center will provide all services necessary for student to apply for admission to the college submit an application for financial aid and enroll in classes. Other services provided to students include academic advising, bookstore, and computer lab facilities. Access to library holdings will be provided through electronic access and through inter-campus shipments. Students enrolled in the center are eligible to participate in the same inter-library loan services, MOBIUS and OCLC, used on the main campus.

PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

A. Student Preparation

The admission policy at Three Rivers Community College is based on an applicant's ability to benefit from college services, and specific program entrance requirements. Admission requirements for the center will be exactly the same as those required of students at the main campus. The addition of the center will serve both traditional and non-traditional college students primarily residing in Stoddard County.

Three Rivers offers a full array of compensatory education courses to serve students who demonstrate an ability to benefit from college services but are under prepared to enter college level courses. These courses are designed to meet the needs of these learners, to increase student success, and are currently available at the institution.

B. Faculty Characteristics

Faculty employed to teach are required to possess academic credentialing appropriate to the level of instruction taught. Faculty members teaching courses in the Associate of Arts degree are typically required to possess an earned degree from a regionally accredited institution at the masters level or higher in the field of instruction or a master's degree from a regionally accredited institution and 18 hours of graduate course work in the field of instruction. Faculty credentialing requirements are identical for both fulltime and part time faculty.

Normal faculty requirements that exist for those teaching in other education programs will be required. When adjunct faculty is used, individuals must meet the same academic and professional requirements for teaching a given course as would be required to teach the same course on campus.

The normal load for full-time faculty is 15 semester credit hours and all full-time faculty are required to maintain a minimum of 10 hours of office time per week. In order to increase the accessibility of faculty students may meet during office hours, by appointment, on the main campus or at off campus locations. Additionally, faculty are available virtually through a variety of technological solutions. Students also have access to college email, further expanding the potential for contact with faculty.

To support the professional and personal growth of instructional faculty opportunities are made available to full and part time faculty through workshops, instructional modules that are virtual and face to face and a college wide convocation schedule once each semester. Adjunct faculties are invited to participate in all training and development activities. Additionally, opportunities exist to attend local, state, regional and national conferences. When new faculty are hired, each is provided an orientation prior to their first semester, paired with a faculty

mentor and allowed to concentrate on their instructional duties by reducing their service obligations during the first year of employment. In addition, faculty will be encouraged to become members of the Missouri Community College Association.

It is anticipated that the current ratio of full time to part time instruction will be maintained. Currently, full time faculty account for approximately 60% of instruction with part-time faculty providing 40%.

Members of the faculty will be expected to utilize various distance-learning methodologies such as Internet-based and interactive television (ITV) delivery methods.

C. Accreditation

Three Rivers Community College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

CENTER EVALUATION, OPERATIONS, and MANAGERIAL RESPONSIBILITIES

The center will be managed by a center coordinator who is a direct to the Vice President for Learning. An assistant coordinator will provide services under the direction of the coordinator and part-time staffing will be utilized to ensure proper coverage of center operations.

All members of the center staff will be cross trained to provide both academic and support services to ensure that the needs of students are met. Individuals with expertise in each functional area of college operations have been designated as liaisons on the main campus to provide support when needed.

Evaluation of the success of the center will occur annually and will be based on enrollment, retention, graduation rates (when applicable) as well as an evaluation of revenues verses expenses. The center will be included as a planning unit within the operational and strategic planning framework of the college where plans are developed and assessed annually. The evaluation and assessment of the center is a collaborative process and is supervised by the Vice President for Learning.

ⁱ http://www.labor.mo.gov/DES/tool/ui_ben_stats.asp October 2010

ⁱⁱ <http://www.labor.mo.gov/data/> November 2010

ⁱⁱⁱ http://www.bls.gov/news.release/archives/empst_12032010.pdf November 2010

^{iv} <https://www.cia.gov/library/publications/the-world-factbook/print/us.html>

^v <http://www.ers.usda.gov/Data/povertyrates/PovListpct.asp?st=MO&view=Percent&longname=Missouri>

^{vi} http://www.luminafoundation.org/research/state_data/missouri.html

^{vii} http://www.luminafoundation.org/research/state_data/missouri.html

^{viii} <http://www.missourieconomy.org/regional/profile/?ac=2915000007#Section6>

^{ix} Education and Training Need for Missouri's Workforce – 2018

http://www.missourieconomy.org/pdfs/ed_train_brief_lt_2018.pdf

^x Missouri Skills GAP 2008; http://www.missourieconomy.org/pdfs/skills_gaps_final.pdf

APPENDIX

Letters of Support



Three Rivers Community College

2080 Three Rivers Blvd • Poplar Bluff, Missouri 63901

March 8, 2010

Dr. Devin Stephenson, President
Three Rivers Community College
2080 Three Rivers Boulevard
Poplar Bluff, Missouri 63901

Re: Three Rivers Workforce Development and Jobs Skills Training Center

The **industries and other companies representing employers and labor organizations** representing employees listed in this letter have agreed to serve in partnership with Three Rivers Community College in the establishment of the Three Rivers Workforce Development and Jobs Skills Training Center as part of the Southeast Missouri WIRED Initiative.

The purpose of the Training Center is to design and deliver training for area manufacturers, energy, agriculture and construction. The training participants will be area residents who are unemployed and/or otherwise qualify for training and job placement support. Industry and labor organization partners will assist the Training Center to ensure that education and training programs address the skills required for the targeted industries, lead to industry-recognized certificates or credentials if appropriate, and ensure that the training strategies reflect the needs of both workers and employers.

The role of industry partners and labor organization partners is to assist the College in defining program strategy and goals; identify needed skills and competencies; assist with the design of training approaches and curricula; contribute leveraged resources as available, and assist with recruitment and job placement for individuals who complete training.

Three Rivers Community College will serve as the primary training provider, manage the project and provide leadership to ensure that the right strategic partners are actively involved; collect and analyze information about local workforce needs and critical capacity constraints; work collaboratively with partners to explore, frame, and implement solutions; and assess how products and outcomes can be effectively deployed and replicated.

Signatures

Agency

Representative

Three Rivers Community College

Ameren UE

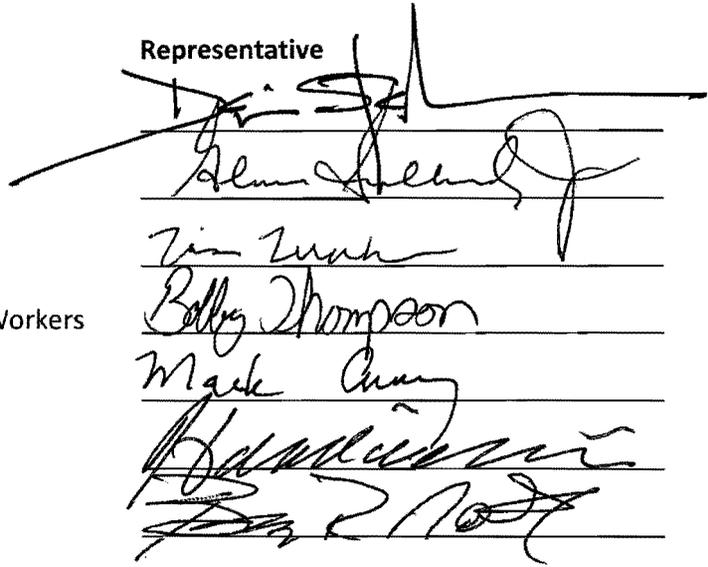
Aire Solutions

EMCON Technologies-United Auto Workers

Tyson Foods

Global Fuels/Bio-Diesel

Dexter Implement



The image shows seven handwritten signatures on a set of horizontal lines. The signatures are written in black ink and are somewhat stylized. The first signature is the most prominent, with a long horizontal stroke extending to the right. The other signatures are more compact and fit within the lines. The names are not clearly legible due to the cursive style.



Three Rivers Community College

2080 Three Rivers Blvd • Poplar Bluff, Missouri 63901

March 8, 2010

Dr. Devin Stephenson, President
Three Rivers Community College
2080 Three Rivers Boulevard
Poplar Bluff, Missouri 63901

Re: Three Rivers Workforce Development and Jobs Skills Training Center

The **Workforce Investment System agencies and organizations** listed in this letter have agreed to serve in partnership with Three Rivers Community College in the establishment of the Three Rivers Workforce Development and Jobs Skills Training Center as part of the Southeast Missouri WIRED Initiative.

The purpose of the Training Center is to design and deliver training for area manufacturers, energy, agriculture and construction. The training participants will be area residents who are unemployed and/or otherwise qualify for training and job placement support. WIA/One-Stop Center partners will assist the Training Center to ensure that education and training programs address the skills required for the targeted industries, lead to industry-recognized certificates or credentials if appropriate, and ensure that the training strategies reflect the needs of both workers and employers.

The role of WIA/One-Stop Agency partners is to assist with identifying, assessing, and referring candidates for training, work collaboratively to leverage WIA investments; refer candidates for enrollment; provide wrap-around support services, and refer qualified graduates to employers. Three Rivers Community College will serve as the primary training provider, manage the project and provide leadership to ensure that the right strategic partners are actively involved; collect and analyze information about local workforce needs and critical capacity constraints; work collaboratively with partners to explore, frame, and implement solutions; and assess how products and outcomes can be effectively deployed and replicated.

Signatures

Agency

Representative

Three Rivers Community College



South Central Workforce Investment Board

Jana Holder

Missouri Career Center

Ann M. Williams

TCRC Extension Center





Three Rivers Community College

2080 Three Rivers Blvd • Poplar Bluff, Missouri 63901

March 8, 2010

Dr. Devin Stephenson, President
Three Rivers Community College
2080 Three Rivers Boulevard
Poplar Bluff, Missouri 63901

Re: Three Rivers Workforce Development and Jobs Skills Training Center

The **educational and training agencies** listed in this letter have agreed to serve in partnership with Three Rivers Community College in the establishment of the Three Rivers Workforce Development and Jobs Skills Training Center as part of the Southeast Missouri WIRED Initiative.

The purpose of the Training Center is to design and deliver training for area manufacturers, energy, agriculture and construction. The training participants will be area residents who are unemployed and/or otherwise qualify for training and job placement support. Educational agencies will assist the Training Center to ensure that education and training programs address the skills required for the targeted industries, lead to industry-recognized certificates or credentials if appropriate, and ensure that the training strategies reflect the needs of both workers and employers.

The role of secondary schools and other education and training partners is to provide linkage to a continuum of education in the local community; assist in the design and implementation of a career pipeline of green workers; and offer access to training through dual high school/college enrollment programs as applicable.

Three Rivers Community College will serve as the primary training provider, manage the project and provide leadership to ensure that the right strategic partners are actively involved; collect and analyze information about local workforce needs and critical capacity constraints; work collaboratively with partners to explore, frame, and implement solutions; and assess how products and outcomes can be effectively deployed and replicated.

Signatures

Agency

Representative

Three Rivers Community College

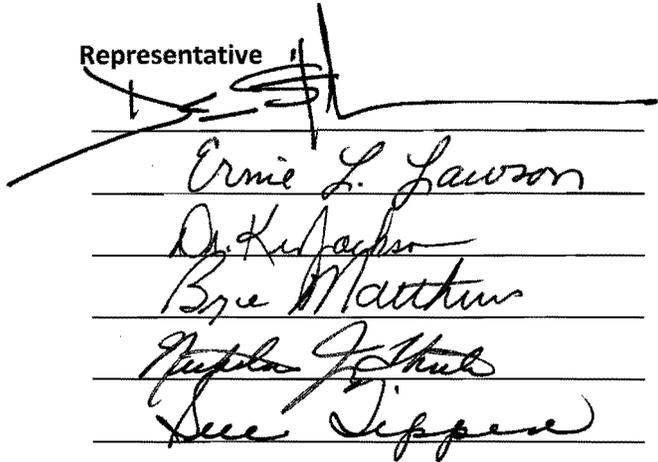
Poplar Bluff School District R-1

Dexter School District R-IX

Dexter High School

Bloomfield High School

Stoddard County Learning Center



The image shows five handwritten signatures on a set of horizontal lines. The first signature is a large, stylized scribble. The second signature is 'Ernie L. Lawson'. The third signature is 'D. K. Jackson'. The fourth signature is 'Brye Mattum'. The fifth signature is 'Theresa J. Smith'. Below the fifth signature, the text 'See Jippen' is written.



Three Rivers Community College

2080 Three Rivers Blvd • Poplar Bluff, Missouri 63901

March 8, 2010

Dr. Devin Stephenson, President
Three Rivers Community College
2080 Three Rivers Boulevard
Poplar Bluff, Missouri 63901

Re: Three Rivers Workforce Development and Jobs Skills Training Center

The **nonprofit agencies with access to the targeted population** listed in this letter have agreed to serve in partnership with Three Rivers Community College in the establishment of the Three Rivers Workforce Development and Jobs Skills Training Center as part of the Southeast Missouri WIRED Initiative.

The purpose of the Training Center is to design and deliver training for area manufacturers, energy, agriculture and construction. The training participants will be area residents who are unemployed and/or otherwise qualify for training and job placement support. WIA/One-Stop Center partners will assist the Training Center to ensure that education and training programs address the skills required for the targeted industries, lead to industry-recognized certificates or credentials if appropriate, and ensure that the training strategies reflect the needs of both workers and employers.

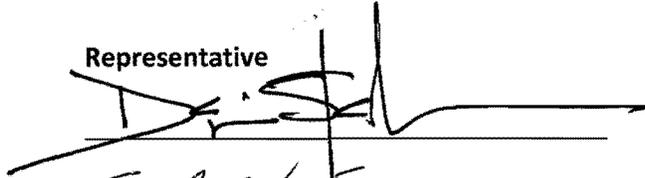
The role of community-based public and private nonprofit agencies includes providing a range of services and activities to support local projects such as delivering supportive services to participants and ensuring that services are integrated with education and training. The agencies will also assist with identifying and recruiting potential trainees. Three Rivers Community College will serve as the primary training provider, manage the project and provide leadership to ensure that the right strategic partners are actively involved; collect and analyze information about local workforce needs and critical capacity constraints; work collaboratively with partners to explore, frame, and implement solutions; and assess how products and outcomes can be effectively deployed and replicated.

Signatures

Agency

Representative

Three Rivers Community College



Ozark Community Action Agency

Carl W. [unclear]

Department of Vocational Rehabilitation

Ron Paulsen - DISTRICT Supervisor

Dexter Housing Authority

Melba J. Walker

Delta Area Economic Opportunity Committee

Walter S. [unclear]



Three Rivers Community College

2080 Three Rivers Blvd • Poplar Bluff, Missouri 63901

March 8, 2010

Dr. Devin Stephenson, President
Three Rivers Community College
2080 Three Rivers Boulevard
Poplar Bluff, Missouri 63901

Re: Three Rivers Workforce Development and Jobs Skills Training Center

The **community-based agencies and organizations** listed in this letter have agreed to serve in partnership with Three Rivers Community College in the establishment of the Three Rivers Workforce Development and Jobs Skills Training Center as part of the Southeast Missouri WIRED Initiative.

The purpose of the Training Center is to design and deliver training for area manufacturers, energy, agriculture and construction. The training participants will be area residents who are unemployed and/or otherwise qualify for training and job placement support.

The role of community-based partners is to assist with identifying, assessing, and referring candidates for training, refer candidates for enrollment; provide support services, and assist with job coaching and job placement.

Three Rivers Community College will serve as the primary training provider, manage the project and provide leadership to ensure that the right strategic partners are actively involved; collect and analyze information about local workforce needs and critical capacity constraints; work collaboratively with partners to explore, frame, and implement solutions; and assess how products and outcomes can be effectively deployed and replicated.

Signatures

Agency

Representative

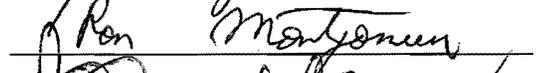
Three Rivers Community College



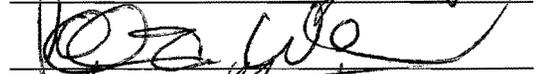
Dexter Housing Authority



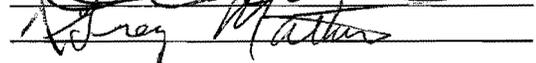
Stoddard County Gospel Mission



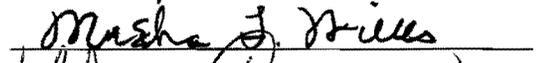
City of Dexter, Missouri



Stoddard County Commission



Delta Area Economic Opportunity Committee



Senior Services of Home/Community Services

