



DTEC in Action

Blueprint for the 21st Century



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This DTEC in Action initiative was made possible through funding from the Winthrop Rockefeller Foundation and the Arkansas Science and Technology Authority. Their vision and support of the Delta Technology Education Center and other local development initiatives in Arkansas have been invaluable catalysts for the empowerment of communities, organizations and the citizens of the state in this 21st century economy.

**The future belongs to those who believe
in the beauty of their dreams.**

Eleanor Roosevelt

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Blueprint for the 21st Century

Summary Highlights

Introduction

Faced with continuing population decline as well as a devastating tornado a few years ago, Dumas and Desha County leaders have been very proactive in seeking to turn the tide to revitalize their county and economy. Their strong and visionary leadership developed a Delta Technology Education Center (DTEC), which serves as a continuing education center, computer lab and location to provide public access to the Internet. However, challenges in the area remain, with population decreasing and the downtown struggling to grow.

Breakthrough Solutions, a program of the University of Arkansas Cooperative Extension Service with fifteen partner organizations, was invited to work with the Delta Technology Education Center board to ensure that DTEC could become sustainable and more fully developed as a catalyst for community and economic development. A DTEC in Action Steering Committee of community leaders in the DTEC service area was formed, and engaged in working sessions with Breakthrough Solutions Partners.

Breakthroughs and Impact

This interactive process led to:

- **Moving from being a workforce education center to also becoming a valuable community center that can pipe in resources from throughout the state and nation to address critical issues and opportunities facing the DTEC service area.** This led to:

- a. A webinar on downtown revitalization was hosted at DTEC, co-sponsored by the Dumas Chamber of Commerce and Mainstreet Dumas, with additional webinars planned for 2014.

- **Becoming entrepreneurial in funding DTEC through new initiatives that address critical issues and opportunities facing the DTEC service area.**

This confirmed DTEC's work that was already underway, and now includes:

- a. partnering with the Delta Memorial Hospital on a health improvement project,
- b. partnering with Alt Consulting, who now provides small business consulting services in the DTEC facilities.

- **Moving from reactive to being proactive:**

- a. DTEC has received funding from the Arkansas Science and Technology Authority to employ an intern to develop a survey instrument that will identify the education and training needs of entrepreneurs and small businesses.
- b. The UALR Institute for Economic Advancement is conducting a study of the economic sectors in the DTEC service area that have the most potential for economic growth. This can then be used by economic developers and the education providers to DTEC to develop a workforce and economic opportunities in those targeted sectors.

- **Becoming more aggressive in marketing DTEC:**

- a. After interaction with the UALR Small Business Technology and Development Center, the DTEC staff is now revamping the DTEC website.

- b. Entergy Teamwork Arkansas is funding the development of a new logo and tagline by engaging a talented graphic artist from Little Rock.
- **Moving from a promising dream to a center with results. DTEC received funding from multiple sources based on its promise to impact the community and local economy, but funders are asking to see results:**
 - a. This led to developing a robust set of indicators that will be used to track how successful DTEC is in fulfilling its purpose.

These changes build on a solid base, and we look forward to continued and growing success of the Delta Technology Education Center into the 21st century.

"The Delta Technology Education Center is a wonderful facility. Breakthrough Solutions and each of the Breakthrough Solutions partner organizations has made a valuable contribution and we are now well on our way to becoming a proactive, vibrant catalyst for community and economic development in the area. Thank you Breakthrough Solutions for sharing resources and tools to help DTEC define and navigate the path forward."

Dr. David Rainey, President, DTEC Board of Directors, and
Superintendent, Dumas School District

DTEC in Action

Blueprint for the 21st Century

by Dr. Mark Peterson, Professor, Community and Economic Development,
University of Arkansas Division of Agriculture, Little Rock

Introduction

In November of 2010, a dream to equip and empower people in the area to more fully participate in the global economy became reality in Dumas, Arkansas, as Governor Mike Beebe and a host of public officials, local supporters and friends launched the Delta Technology Education Center (DTEC). DTEC is a state-of-the-art technology education and training center housing 24 computer stations for public access, wireless broadband, a board room and two large interactive classrooms used by area colleges, public school students, industry, business, agriculture, economic development and medical personnel.



The dream of DTEC emerged through misfortune after devastating tornadoes struck Dumas in 2007. Area leaders saw the disaster recovery as an opportunity to

rewrite the economy through a state-of-the-art technology education and training center in Dumas.

With support and involvement of the Governor's Office, Dr. John Ahlen, former president of the Arkansas Science and Technology Authority, and other state leaders, the effort moved forward.



The City of Dumas received grants to buy and renovate the former Merchants & Farmers Bank property. The city then leased the renovated facilities to the nonprofit Delta Technology Education Center. Cooperation between Arkansas, the City of Dumas, foundations and private citizens helped make this possible.

With leadership from the DTEC board, the Center has already attracted over \$1.2 million in grants and donations for building and operations.

The Delta Technology Education Center is a testimony to the vision, perseverance and hard work of

area leaders and an asset to people in the area, young and old, who seek a better life for themselves and their families.

The Mission of DTEC

The mission of the Delta Technology Education Center is to develop an improved economy in this area of Southeast Arkansas through full access to technology for the public, additional educational opportunities, workforce training, entrepreneurship expansion and alliance with public schools.

Breakthrough Solutions



The Delta Technology Education Center gained attention statewide as a model for transforming a vacant building into a state-of-the-art workforce education center, and yet the challenge of sustaining the center remained. With funding from the Winthrop Rockefeller Foundation through the Arkansas Science and Technology Authority, the Breakthrough Solutions Program of the University of Arkansas Cooperative Extension Service was invited to work

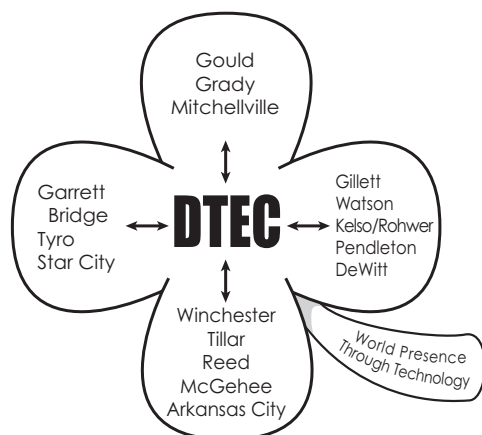
with the Delta Technology Education Center and other organizations and concerned citizens to move DTEC toward sustainability and to more fully develop the ability of DTEC to become a catalyst for community and economic development. Dr. Mark Peterson, professor of community and economic development, is providing guidance and support to this initiative.

Breakthrough Solutions is an award-winning, broad-based strategic planning process that is asset-based, community-driven and technology-enabled, with a focus on creating a sustainable future. It has 16 Breakthrough Solutions partners and a Breakthrough e-newsletter and works with communities and regions.

To learn more about Breakthrough Solutions, go to www.vworks.edu.

DTEC in Action

The DTEC board formed the DTEC steering committee which consists of representatives from government, businesses and the nonprofit sector in the DTEC service area, as portrayed in the diagram below.



The following core values were identified by the DTEC board as important.

DTEC in Action should:

- *Be inclusive, seeking involvement and commitment from throughout the community.*
- *Promote harmony in the community – racial, social and among age groups.*
- *Become a catalyst for community and economic development in the area.*

DTEC in Action Planning Process

The DTEC in Action planning process included these elements:

- Initial meeting with DTEC board and commitment to DTEC in Action
- Breakthrough Solutions Conference, Little Rock, January 2012, with representatives of the DTEC board in attendance
- Development of DTEC in Action brochure

DTEC in Action Steering Committee

A special thanks to the DTEC in Action steering committee, who actively participated in discussions, working sessions and interacting with outside resource persons to generate fresh opportunities and strategies for the area.

Ann Adcock
Arthur L. Hunt, Jr., Hunt Memorial Cathedral of Faith
Bob G. Ware, UAM McGehee
Cassandra Dean, Snap Fitness
Charlotte Schexnayder, DTEC board member
David Vickers, Merchants & Farmers Bank
David Walt
Earlene Mitchell
Heather Reed
James Berry, Dumas Mayor
Jann Farmer, Main Street Dumas
Kathryn Musholt, Daughters of the Sisters of Charity of Arkansas
Lorrie Holt

Mark McElroy, State Representative
Nia Rieves, PCCUA
Michael Jones, Merchants & Farmers Bank
Paula White
Price Boney, Merchants and Farmers Bank
Shalaunda Jones, DTEC
Sammie Owen, Chamber of Commerce
Shawanna Wansley, PCCUA
Tarek Anderson, Dumas Public Schools
Tandee White, Entergy
Terry Wood, Simmons First Bank of Dumas
Timothy Jones, Bethlehem Worship Center
Walter Witherspoon, LilWalt Production

Thanks also to **Dr. David Rainey** for his leadership of the DTEC board and **Michael Jones** as past chairman of the DTEC board.



- Breakthrough Solutions Kickoff Session – first meeting of the DTEC in Action steering committee
NOTE: As indicated in *Appendix A, Dumas, Desha County*, the DTEC in Action steering committee identified several positive attributes of the DTEC service area, including being a caring community that pulls together; having a focus on education, a spirit of community



DTEC Board (left to right) Front row: Sammye Owen, Charlotte Schexnayder, Pastor Timothy Jones, Michael Jones Back row: Shalaunda Jones, Bruce Clark, Dr. David Rainey.

- and health consciousness; and the DTEC Center. Challenges identified include the need for more jobs, better health care and housing; keeping our young people; and the problems of poverty and obesity.
- Community engagement – DTEC in Action Vision Survey (see *Appendices B and C*), interaction with key leaders and organizations
- Shared selected demographic data and highlights of the 2013 Desha County profile (*Appendix D*)
- A downtown revitalization webinar held at DTEC on April 8, 2013, hosted by DTEC in Action, the Dumas Chamber of Commerce and Main Street Dumas, featuring

highlights from a study of over 400 successful downtowns, conducted by Destination Development International.

"I can't tell you how much we enjoyed the webinar on downtown revitalization. It was full of good ideas, and I want our board to see it. It takes a group to implement those ideas."

Jann Farmer, Main Street Director, Dumas

- DTEC in Action steering committee members Dr. David Rainey and Rev. Arthur Hunt spoke at the 2013 Breakthrough Solutions conference, which was also attended by Shalaunda Jones.
- On April 30, 2013, Samantha Jackson, community outreach specialist, North Carolina Broadband Division, North Carolina Department of Commerce, spoke to the DTEC in Action steering committee via telecommunications on the topic "North Carolina - Business and Technology Telecenters – History, Programs, Lessons Learned" (see *Appendix E*).

North Carolina has a long track record in establishing business and technology centers in rural areas of the state.

- Breakthrough Solutions Partners who have been involved in DTEC in Action are:
 - Terre McLendon, director of community and industry studies, UALR Institute for Economic Advancement,
 - Dr. Roby Robertson, professor of public policy, UALR Institute of Government,
 - James Downs, vice president – informatics, Arkansas Science and Technology Authority,
 - Timothy Lee, technology specialist, UALR Small Business Technology and Development Center,
 - Jeff Jones, market development manager, CenturyLink,
 - Sherry McDonnell, community development coordinator, Entergy Teamwork Arkansas, and
 - Dr. Ed Franklin, executive director, Arkansas Association of Two-Year Colleges.
- Working sessions, including identifying DTEC assets (*Appendix F*) and a Breakthrough

"I absolutely commend the DTEC board for your vision and ard work in getting DTEC to where it is now. Although there are challenges, I see real potential for the center to have an even greater impact on the community."

Dr. Roby Robertson, Professor of Public Policy, UALR Institute of Government

"You need to succeed, and we need you to succeed. Rural towns are dying. It takes leadership and vision and hard work to be successful,"

Dr. Ed Franklin, Executive Director, Arkansas Association of Two-Year Colleges

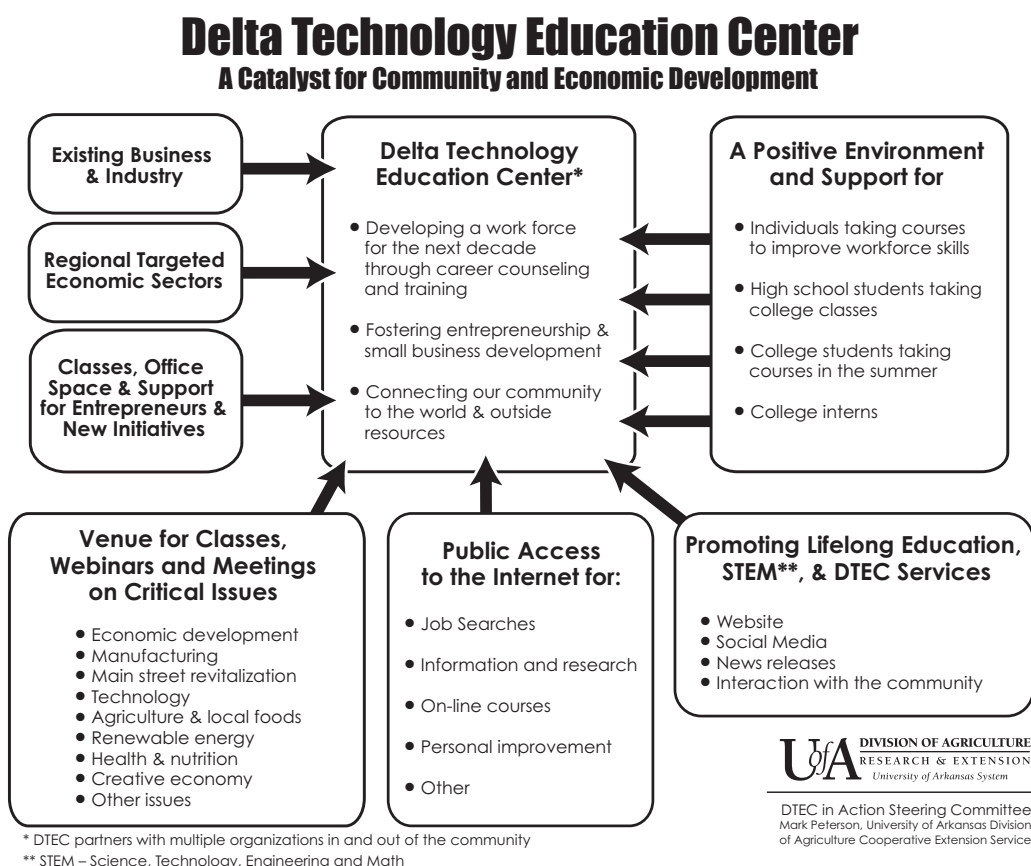
Solutions Roadmap for DTEC
(Appendix G).

- A DTEC in Action Implementation Kickoff event on October 14, 2013.

Breakthroughs for DTEC

Breakthroughs that have emerged out of this visioning and discovery process include:

- DTEC itself is a breakthrough, and the community leaders of Dumas, Desha County and the adjoining counties are to be commended for the tremendous vision, commitment and hard work necessary to launch DTEC with the potential to become a great model for other communities.
- Moving from reactive to proactive mode – from offering courses requested by employers and whatever else sounds promising to becoming systematically data-driven, responsive to local needs and pursuing the most promising economic sectors in the region
- Moving from a workforce training



center to also becoming a catalyst for community and economic development that:

- Pipes in top-notch resources
- Fosters entrepreneurship
- Provides motivation, training and career pathways for youth

- Serves as a launching pad for new initiatives on critical issues and opportunities

Strategic Goals for DTEC

Five strategic goals emerged from:

- Several working sessions of the DTEC in Action steering committee,
- Interactions with the DTEC board and the community and
- Suggestions from resource persons who came to DTEC.

They also draw on the excellent work done by Desha Forward, Southeast Arkansas Strategic Growth Initiative and the Cornerstone Coalition. This provides an overall perspective of DTEC, its current activities and

Our Vision for DTEC

It is the year 2023, and the Delta Technology Education Center has become a national model for work force education and community economic development that:

- *is a one-stop shop for 21st century workforce education,*
- *equips entrepreneurs and small businesses with knowledge, skills and motivation, and*
- *connects the community with top-notch resources in the nation to address critical issues and opportunities.*

potential for realizing the above vision for the future. Some of these things already underway, and others are fresh opportunities to consider.

Strategic Goal #1: *Create a workforce development system to meet the changing needs of local businesses and employers for the next decade.*

Strategic Goal #2: *Develop an entrepreneur-friendly environment and support system to foster entrepreneurship and small business development.*

Strategic Goal #3: *Use DTEC as a vehicle to engage, equip and inspire youth in the community.*

Strategic Goal #4: *Market DTEC as a launching pad for career development, tapping outside resources and new initiatives.*

Strategic Goal #5: *Create long-term sustainability for DTEC.*

The graphic at the top of page 6 describes the major functions of DTEC.

Strategic Goal #1: Create a workforce development system to meet the changing needs of local businesses and employers for the next decade.

Local Stakeholders

DTEC board and staff, local employers, Arkansas Department of Workforce Services (ADWS), Arkansas Human Development Corporation (AHDC), Desha County Continuing Education Center, Dumas New Tech High School, Dumas High School Division of Career and Technical Education, Dumas Chamber of Commerce, local elected officials, Desha County Economic Development Corporation, four colleges, Cornerstone Coalition, other community and community leaders in the Southeast Arkansas Cornerstone Coalition

Already Underway

- **Workforce education** – Work with the Dumas High School Division of Technical Education Advisory Council, Dumas Chamber of Commerce and local employers to ensure that DTEC offers classes needed by local employers over the next five years, including asking employers where they send people for training and if this training could be offered through DTEC.
- **Promoting the Career Readiness program** (CRC, WAGE and Employability training) and Arkansas Economic Development Commissions' Existing Workforce Training program.
- **High school teachers** spend time with local employers to become more familiar with career opportunities and skills needed.
- **High school students** work with Dumas High School to identify college courses that high school students may want to take while still in high school (being done through career coach program)
- **Hire an intern** – With funding and support from the Arkansas Science and Technology Authority, hire an intern to help develop and implement a survey of entrepreneurs and small businesses, to provide hands-on assistance to individuals coming to DTEC for computer access and training and to support other DTEC initiatives.
- **Identify the most promising economic sectors** – The UALR Institute for Economic Advancement conducted a study that identifies the most promising regional economic sectors and jobs available. They will:
 - Present this information to the DTEC in Action steering committee, DTEC board, the four colleges and other community leaders in Desha County.
 - Share this information with community and regional leaders in the Southeast Arkansas Cornerstone Coalition and develop an action plan to fully develop these economic sectors.



Action Items

- **SMART Goal #1** – By April 1, 2014, Katherine Musholt and Karen Bottoms will work with EAST lab students to create a plan to revitalize the environment in the DTEC facilities, including creating a setting where students would want to hang out, get on-line and form study groups and decorating both DTEC buildings with motivating posters (one classroom could be focused on entrepreneurs and the other on careers and workforce training).

Additional Opportunities

1. **Encourage study groups** on classes and issues of interest by DTEC students.
2. **Career counseling** – DTEC staff work closely with ADWS, the four colleges and other service providers to ensure that everyone who comes into DTEC is encouraged to receive career counseling and further their workforce skills.
3. **Career coach** – Seek funding from the Winthrop Rockefeller Foundation or other funding sources to hire an adult career coach for the DTEC service area.
4. **Investigate Arkansas's Work Keys Ready Community Program.**
5. **Professional improvement** – Acquaint banks, insurance companies and financial planners with how they can use DTEC for professional improvement.
6. **Drug abuse** – Identify promising strategies to address drug abuse among the work force and take action.



Possible Outside Resources

Arkansas Department of Workforce Services
Arkansas Human Development Corporation
Arkansas Association of Two-Year Colleges
UALR Institute for Economic Advancement
U of A Cooperative Extension Service
Arkansas Economic Development Commission
Southeast Arkansas Economic Development District
Southeast Arkansas Cornerstone Coalition



Strategic Goal #2: Use DTEC as a vehicle to engage, equip and inspire youth in the community.

Local Stakeholders

DTEC board and staff, youth organizations in the community, parents, youth.

Already Underway

- **Summer Youth Program** – Seek funding for a summer youth work program.

Action Items

- **SMART Goal #1** – By January 31, Katheryn Musholt, Shalaunda Jones and Tarj Russell will conduct focus groups with high school youth and ask – Do you want to come back? When? Why? Why not? What would it take to get you to come back? – with the results being shared with the DTEC board, the Dumas Chamber of Commerce and the community.

Additional Opportunities

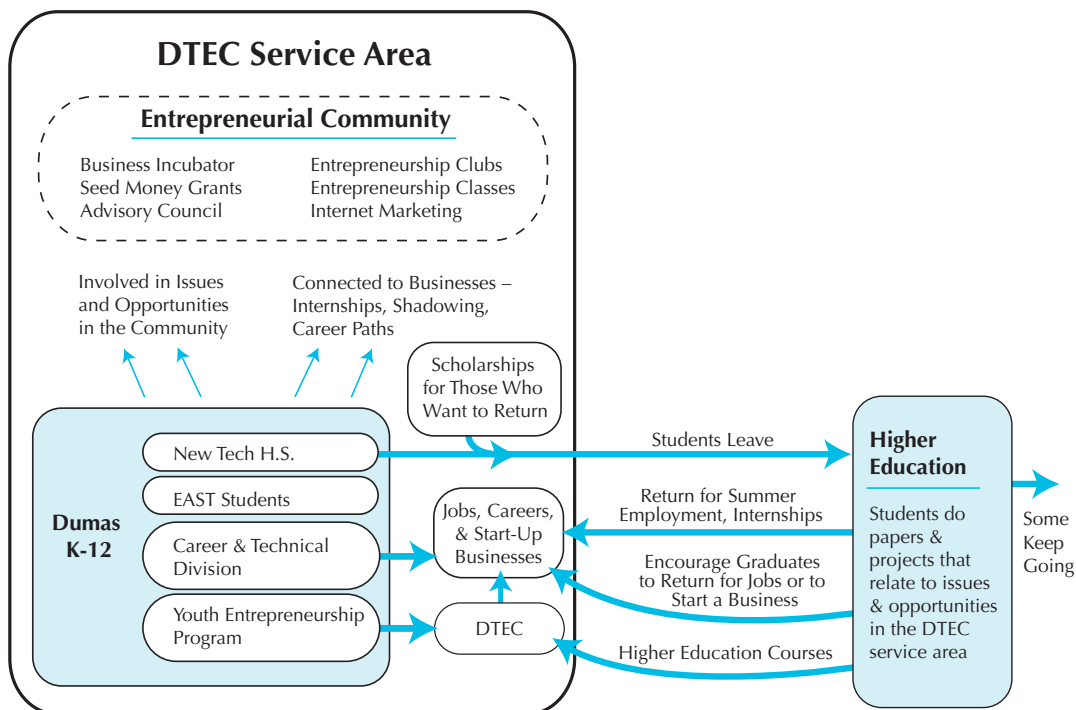
1. **Involve youth in the community** through New Tech High School and EAST program:
 - Survey/canvas the community for possible projects.
 - Hold a project fair open to the public.

2. **Counsel youth** to be aware of job, career and entrepreneurship opportunities in the local area, including needed skilled workers.
3. **Connect youth with businesses** – internships, shadowing, projects with a career orientation not just a source of low-skill labor.
4. **Provide scholarships to students who will return** to live in the area (nuclear scientists are probably not going to return).
 - Give scholarships for students majoring in fields needed by local employers.
 - Require scholarship recipients to compete in business plan competition in college.
 - Provide summer internships for scholarship recipients at DTEC.
5. **Start a youth entrepreneurship program**, such as the Lemonade Day program.
6. **Create an entrepreneurship competition for youth** related to technology.
7. **Invite youth group leaders to DTEC** to demonstrate its capabilities.
8. **Encourage youth in college to connect with the community** – They could do papers and projects on local issues, problems and opportunities.



NOTE: The model below, adapted from Dr. John Ahlen, former president of the Arkansas Science and Technology Authority, portrays how a community can continue to engage their young people from K-12 through college and their return to the community.

Engaging, Retaining and Recruiting Our Young People



Mark Peterson – U of A Division of Agriculture

Strategic Goal #3: Market DTEC as a launching pad for career development, tapping outside resources and new initiatives.

Local Stakeholders

DTEC board and staff, Dumas New Tech High School, four colleges, Dumas Chamber of Commerce, CenturyLink, Delta Memorial Hospital, plus multiple organizations in the DTEC service area

Already Underway



- **Revamping the DTEC Web Page** – With assistance from UALR Small Business and Technology Center Technology Specialist Timothy Lee, the DTEC web page is being revamped to become a valuable source of up-to-date information and tool for dialogue and networking for individuals, students, major employers and community leaders.
- **Creating a new logo and slogan** – With funding from Sherry McDonnell with Entergy Teamwork Arkansas, a new logo and slogan is being developed for DTEC to serve as an effective marketing tool to key groups and the public.

Action Items

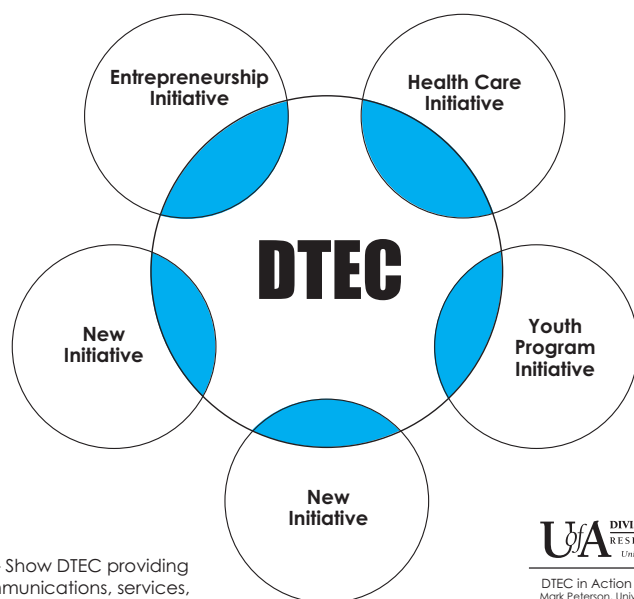
- **SMART Goal #1: By April 1, 2013, Shalaunda Jones will launch an e-mail blast out to her mailing list at least once a month.**
- **SMART Goal #2: By December 15, 2013, Sammye Owen will add the DTEC schedule to local community calendars, with assistance from the EAST lab students.**
- **SMART Goal #3: By April 1, Shalaunda Jones will have captured at least one human interest success story from DTEC.**

Additional Opportunities

1. **Communicate key messages** to employers, the work force, the unemployed, the underemployed, local businesses, entrepreneurs, college students and youth.
2. **Promote lifelong education and DTEC services** through:
 - Open houses at DTEC and piping in some notable person for a short presentation,
 - Highlighting DTEC success stories and services,
 - Presentations to civic clubs, church groups and other groups,
 - Career days, business expos and other community events,
 - An e-newsletter, PowerPoint presentations, brochures and news articles,
 - Adding the DTEC schedule to local community calendars,
 - Adding the DTEC logo and link to local, regional and state websites and
 - Partnering with community events, festivals, conferences and other events
3. **Connect community leaders, businesses and citizens to outside resources** by:
 - Hosting virtual trade missions to other countries (with U.S. Trade Mission),
 - Local manufacturing people connecting with their national sales people,
 - Farmers connecting with experts in Little Rock, Fayetteville or Texas A & M,
 - Families connecting with their family members in the armed services overseas and
 - Teaching grandparents how to use Skype to talk to grandkids
4. **Seek funding for interns** to identify economic opportunities from the Wal-Mart Foundation or other sources.



New Initiatives



5. **Identify and recruit DTEC Champions** who will pipe in resources to DTEC such as webinars, streaming of conferences and experts for specific events or meetings for key sectors: economic development, downtown revitalization, tourism, manufacturing, local government, education, housing, infrastructure, libraries, health care and agriculture.

Example:

At the April 30 DTEC in Action meeting, Samantha Jackson from the North Carolina Department of Commerce gave a presentation entitled *Lessons Learned From Business and Technology Telecenters in North Carolina*, while still in North Carolina (see *Appendix B*).

6. **Identify and recruit DTEC Champions from *outside of the community*** for these same key sectors of the community.
7. **Develop new initiatives** that address real issues in the DTEC service area, take advantage of DTEC capabilities and staff and provide some funding to DTEC (see graphic above).

Example:

The Rockingham Business and Technology Center in Reidsville, North Carolina, is part of county government, where it:

- * has easy access to several other programs and resources,
- * can leverage other assets easily, and
- * is very proactive in seeking grants on a variety of issues and concerns of the local community: energy sustainability, high value agriculture, senior citizen issues and entrepreneurship.

For these projects, the director played a catalytic role in bringing together stakeholders and developing and applying for the grant, with a slice of the budget going to the business and technology telecenter for space rented, services rendered and part of his salary.

NOTE: DTEC is currently working with partner organizations to seek funding for new initiatives in health care, entrepreneurship and youth development.

Possible Outside Resources

The four colleges, CenturyLink, Arkansas Economic Development Commission, Alt Consulting, Delta Area Community Foundation, UALR Small Business Technology and Development Center, University of Arkansas Cooperative Extension Service, Connect Arkansas

Strategic Goal #4: Develop an entrepreneur-friendly environment and support system to foster entrepreneurship and small business development.

Local Stakeholders

DTEC board and staff, Dumas Chamber of Commerce, City of Dumas, Main Street Dumas

Already Underway

- **Survey small businesses, entrepreneurs, potential entrepreneurs and high school students** in the DTEC service area to learn:

- What their greatest challenges and opportunities are.
- What kind of courses or workshops would be of greatest value to them.

The Arkansas Science and Technology Authority has agreed to fund an intern to do this work.

- **Seek funding to support entrepreneurship** – Work with Alt Consulting to seek funding to support entrepreneurship in the DTEC service area.

NOTE: Additional opportunities for this goal will be considered, depending on whether Alt Consulting receives funding for their project with DTEC.

Additional Opportunities

1. **Create an entrepreneur-friendly support system** – Work with the University of Arkansas Cooperative Extension Service, Arkansas Capital Corporation and the UALR Small Business Technology Development Center to help develop the DTEC service area as an entrepreneur-friendly environment and support system, considering such strategies as:
 - Offering entrepreneurship courses through DTEC (El Dorado has a curriculum; it could be offered through SEARK or SAU).
 - Teaching entrepreneurship to high school students through DTEC.
 - Organizing an annual entrepreneur forum and bringing together business owners with educators and investors where innovations can be celebrated.
 - Identify and enable entrepreneurial opportunities in key industries and with special focus on forestry, agriculture, aquaculture, bio-fuels/renewable energy and regulatory science.
 - Create an angel investor network.
 - Provide one-on-one business development and product marketing counseling for participating entrepreneurs.
 - Look into ETSY, a place where people can sell arts and crafts online, and provide a place for ETSY people or eBay customers.
 - Look into creating Lemonade Days, which is a nationwide youth entrepreneurship program.
 - Consider instructing high school teachers to teach entrepreneurship through DTEC; students could work on projects in your small rooms.
 - Investigate ASTA providing seed capital for high-risk companies and technical assistance grants of \$3,750 to support entrepreneurial development.
 - Offer seed money grants.
 - Develop programs to enhance skills and create business opportunities for farmers, artists, cooks/caterers and builders.
2. **Develop a small business incubator** using underutilized space in DTEC, the vacant grocery store north of DTEC or other vacant buildings downtown, offering these services:
 - Office space



- Answering phone, coffee pot, copy/fax machine, meeting room, telecommunications
 - Technical support – marketing, legal, accounting, business plans, revolving loan fund, one-on-one counseling, mentoring.
- NOTE: Local community leaders and citizens could be enlisted to make recommendations and/or architect Ed Levy and other Breakthrough Solutions partners could be asked for suggestions.
3. **Consider an in-person or virtual road trip** to visit these small business incubators: El Dorado, Arkansas; Genoa, Illinois; or other locations.

Possible Outside Resources

Alt Consulting
 U of Arkansas Cooperative Extension Service
 UALR Small Business Technology Development Center
 Arkansas Science and Technology Authority
 Arkansas Capital Corporation
 Southeast Arkansas Economic Development District

Strategic Goal #5: Create long-term sustainability for DTEC.

Local Stakeholders

DTEC board and staff, DTEC clientele and the whole community

Already Underway

- **Grants funding** – Deepen long-term relationships with existing funders and seek grant funding from new sources – ongoing.
- **Document impact** – Develop a set of indicators and a system to record output and impact of DTEC on an ongoing basis and pull this information together into an annual report for the DTEC board, the community, funders and external stakeholders (see *Appendix G*).

Additional Opportunities

1. **Develop plaques and appropriate signage** in both DTEC buildings to acknowledge the financial support from local individuals and organizations, as well as outside funders.
2. **Develop a quarterly newsletter** that informs funders and other stakeholders about activities and progress of DTEC.
3. **Hold an annual celebration** an event for local and external stakeholders and funders to give an annual report, honor supporters and celebrate successes.
 - The event could be at DTEC or another venue and may be held as a part of or in connection with another community event.
 - Include impact by numbers as well as individual success stories.



4. **Form a DTEC Advisory Council** of external stakeholders to meet two to three times a year to review progress of DTEC and make suggestions for possible opportunities. (These could become vocal and influential champions at the regional and state level.)
5. **Explore possible funding streams** such as:
 - Creating an endowment through a capital campaign.
 - Renting facilities to public, private or nonprofit organizations.
 - Developing facilities further, such as through telepresence, and generating revenue through these services.
 - Charging fees to colleges and/or students.
 - Passing a sales tax for economic development (funds could go toward several economic development initiatives),
 - Partnering with the city of Dumas and the Desha county government – many cities and counties see economic development as part of their responsibility and a good investment of tax dollars. In rural areas, they often put dollars into the local chamber of commerce and/or economic development organization. They are more likely to support an initiative like DTEC if it is directly involved in economic development rather than having a primary focus on workforce preparation.
 - Partnering with economic development organizations (private or nonprofit).
 - Becoming a formal part of an existing organization – the city of Dumas, Desha county government, an institution of higher education (Grand Prairie Center is an example), an electric co-operative or some other organization.
 - Seeking annual contributions from utilities, businesses, corporations, citizens and people outside of the DTEC service area that have a tie to the community (former residents, absentee landlords, foundations, etc.).

Possible Outside Resources

UALR Institute of Government

University of Arkansas Cooperative Extension Service

Existing and potential funders

DTEC in Action Blueprint for the 21st Century

Appendices

Appendix A: DTEC in Action Results From Meetings

Appendix B: News Release for DTEC in Action Vision Survey

Appendix C: DTEC in Action Vision Survey Highlights

Appendix D: Demographic Data for Desha, Drew, Arkansas and Lincoln Counties

Appendix E: North Carolina Business and Technology Telecenters – History, Programs, Lessons Learned

Appendix F: DTEC Asset Map

Appendix G: Breakthrough Solutions Roadmap for the Delta Technology Education Center

Appendix H : Delta Technology Education Center Indicators

Appendix A: DTEC in Action Results From Meetings

DTEC in Action Steering Committee discussions yielded these insights:

What Brings Energy to the Community

- Tornado brought the community together – resilience and healing
- State basketball championship
- Music in the church
- Singing at the Governor's inauguration
- Family
- Christmas bulbs in the community
- Ding Dong Days
- Sports events
- Football games
- Craft fair

What Is Going Well in the Area

Dumas, Desha County and the DTEC service area has many positive attributes, as described by the steering committee:

- We pull together when there is trouble
- Community pride
- Spirit of community
- Wholeness – people come together
- God is in the community
- Caring community
- Best crop and prices in a long time
- Increased enrollment in our public schools
- Excellent teachers
- Focus on education
- DTEC Center
- More health consciousness in the community
- People who are not from here are in awe of Dumas
- Everyone is involved in the community
- Community support

Challenges Facing the Area

At the same time the area faces significant challenges:

- Jobs, more industry – 8
- Health care – 3
- Loss of population over the last 30 years – 2
- Additional housing – 2
- DTEC as the hub
- Outsourcing
- Need a housing and recreation initiative
- Vision and hope (and action)
- Add value to our agricultural products
- Livable wages for families
- Sustaining the jobs we have now
- Capture dollars from the many people who travel through town
- Poverty and obesity
- Apathy and discouragement
- New nursing home
- Teaching job skills and responsibility
- Getting people excited about education
- Keeping young people
- Nothing to do for our young people
- Energizing our young people
- Need to support each other
- Cultural competence – dealing with differences
- Take advantage of the river, only 10 miles away

Challenges Facing the Delta Technology

Education Center

- Sustainability of DTEC – 5
- Most creative, sustainable, resilient way to create jobs
- The community needs more knowledge about how to access DTEC
- Educated work force – if we do better PR, jobs and population will follow
- Right partnership with colleges
- Educate small business and industry on how DTEC can help
- People don't know what we do at DTEC
- Build a constituency of support

Appendix B: News Release for DTEC in Action Vision Survey



By The Cooperative Extension Service

U of Arkansas System Division of Agriculture

Media Contact: Mary Hightower mhightower@uada.edu 501-671-2126

November 5, 2012

Fast Facts

- DTEC in Action Vision Survey invites participation from residents of Desha County and the surrounding areas
- Survey will be available online or in hard copy

DTEC in Action survey invites input from area residents

LITTLE ROCK – Residents of Desha County and the surrounding area are invited to take part in a survey designed to help shape the future of the area.

The survey is presented by DTEC in Action, a broad-based planning and action process initiated by the Delta Technology Education Center, or DTEC, in Dumas. The survey may be taken online at <https://www.surveymonkey.com/s/6W62CBY>, in hardcopy available at the Delta Technology Education Center, the Dumas Chamber of Commerce, Simmons Bank, Merchants and Farmers Bank and the Desha County Extension Center.

The survey asks what the people in the DTEC service area want to preserve, what they want to improve and the most promising opportunities in the area. The survey results will be compiled, shared with the public and used in developing a blueprint for the future of the DTEC service area, which includes Desha County and parts of adjoining counties.

“The ideas and feedback from the survey will be invaluable for the area to move forward,” said Mark Peterson, professor – Community and Economic Development with the University of Arkansas System Division of Agriculture. “It is the people of the four-county DTEC area who are most knowledgeable about the area, and what it needs.”

Peterson is working with DTEC through Extension’s Breakthrough Solutions Program.

“In the last 10 years, the four-county DTEC service area lost 2,237 jobs. If this trend continues, it will lose another 2,094 jobs in the next 10,” said Michael Jones, chairman of the Delta Technology Education Center Board. “With DTEC in Action, we now have a fresh approach to creating new opportunities for our citizens. This survey is a great way to start by finding out what people in the four county region want for our future.”

For more information about Breakthrough Solutions, visit www.vworks.org, to contact your county extension office.

Appendix C: DTEC in Action Vision Survey Highlights



DTEC in Action Vision Survey Highlights

November 2012

The Delta Technology Education Center (DTEC) in Dumas was created to develop an improved economy in this area of Southeast Arkansas. This survey will help us accomplish our mission, so we would greatly appreciate your completing this survey.

In the last 10 years, the four-county DTEC service area of Arkansas, Drew, Lincoln, and Desha counties lost 2,237 jobs and 4,555 people.

1. If this trend continues, how do you think this would impact families, businesses, nonprofits and local governments?
 - We are already seeing the impact as local businesses have reduced labor. Many families have moved in order to find jobs... nonprofits struggle to make ends meet.
 - The local governments are forced to make "hard" decisions and funding cuts in crucial areas.
 - There would be less income for families, less opportunities for better jobs, higher divorce rates/crime, increased drop-out rates, etc.
2. What is working well in the area that you value and would like to preserve?
 - The DTEC
 - Faith in God, support for education, medical, governmental, finance
 - The community of Dumas values oneness and generosity and helpfulness when tragedy strikes
 - Youth activities we have for the community
 - Great churches, community involvement
 - The focus on education and developing needed skills
 - Very strong community spirit
3. What would you like our community and this area to be in 10 years?
 - A growing area where young people get their education locally, raise their families and live a good life.
 - Community openness, awareness, and involvement in neighborhoods, churches, schools and the workforce
 - A large student enrollment increase for the Dumas School District, leading to new facilities
 - I would love to see the city CLEANED UP, and for passersby to say: "Wow, what a beautiful little town this is."
4. What do you see as our greatest assets and opportunities for this area?
 - People in our communities - friendly, eager to learn, kind
- DTEC, growing educated workforce, manufacturing, factory space
- Creative talents, enterprises and systems in the community with innovative leadership
- Shift the focus on how instruction is delivered to students
- Take advantage of a major river just 13 miles from Dumas with one of the greatest fishing spots in Arkansas
- Find ways to attract new families because of our schools and hospital
- Agriculture and ag-related industry, Delta heritage, good transportation infrastructure
5. What do you see as our greatest challenges?
 - Helping this community to grow
 - Workers with workplace skills
 - Keeping businesses within the area
 - Attracting businesses
 - A city/people divided, lack of motivation in our community leaders to go out and make it happen
 - The economy - need both educated workforce and jobs
 - Lack of VOLUNTEERISM and community commitment
 - Convincing young people that Dumas is a good place to live
 - Lack of funds, fear of failure, commitment from the younger generation
6. What suggestions or strategies would you suggest to make the area a vibrant area?
 - Highlight the areas of every city not just one or two places
 - Cater to a multitude of people not just one group
 - New initiative called city PRIDE - Positive Results in Dumas Everyday
 - Get more people involved
 - Must be proactive in going after industry
 - We must publicize and celebrate every accomplishment
 - Strategic focus on quality of life for the 20-30 year olds

Appendix D: Demographic Data for Desha, Drew, Arkansas and Lincoln Counties

Between 2000 and 2010, the population of Arkansas **increased by 9.1%**. During this same period:

- the population of Desha County decreased by 15.0%, and
- the total population of Desha, Lincoln, Drew and Arkansas counties decreased by 6.6%

County	2000 Population	2010 Population	% Change
Desha	15,302	13,008	-15.0%
Drew	18,670	18,509	-.9%
Lincoln	14,477	14,134	-2.4%
Arkansas	20,776	19,019	-8.5%
Four Counties	69,225	64,670	-6.6%

This represents a loss of 2,294 people since 2000 in Desha County and a loss of 4,555 people in the four-county area.

Between 2000 and 2010, the number of jobs in Arkansas **increased by 2.5%**. During this same period:

- Desha County lost **15.7%** of its jobs, and
- Desha, Lincoln, Drew and Arkansas counties lost 6.6% of their jobs.

County	2000 Employment	2010 Employment	% Change
Desha	7,564	6,375	-15.7%
Drew	9,682	8,816	-8.9%
Lincoln	4,697	4,396	-6.4%
Arkansas	13,017	13,136	+0.9%
Four Counties	34,960	32,723	-6.4%

This represents a loss of 1,189 jobs since 2000 in Desha County and a loss of 2,237 in the four-county area.

Source: Employment estimates from the REIS Data Base, Bureau of Economic Analysis

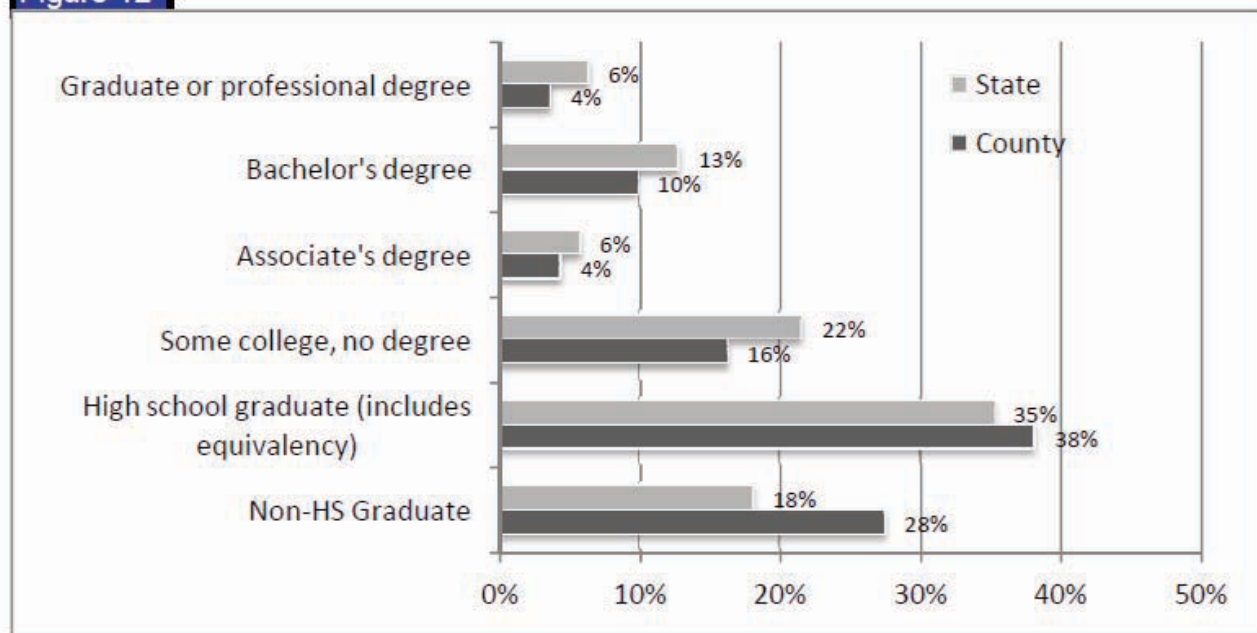
If this trend continues

- By 2020, Desha County would lose another 1,951 people and 1,002 jobs.
- By 2020, the four counties would lose another 4,268 people and 2,094 jobs.

Appendix D (cont.)

Educational Attainment, 2005-2009* Desha County & State

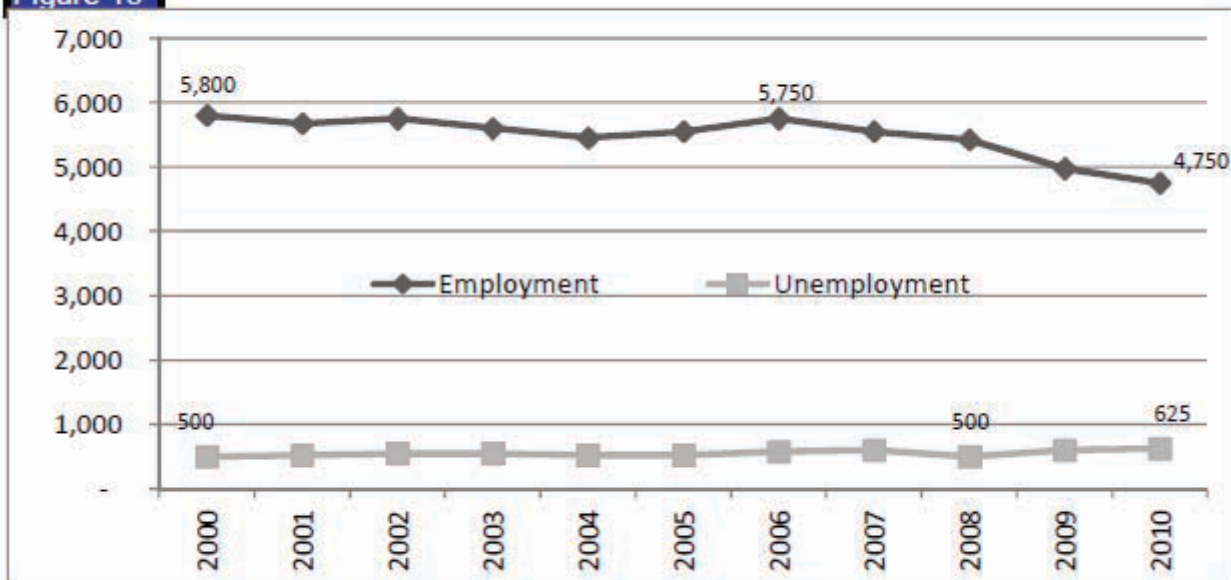
Figure 12



Source: U.S. Bureau of Census, American Community Survey

Labor Force, 2000 to 2010 Desha County & State

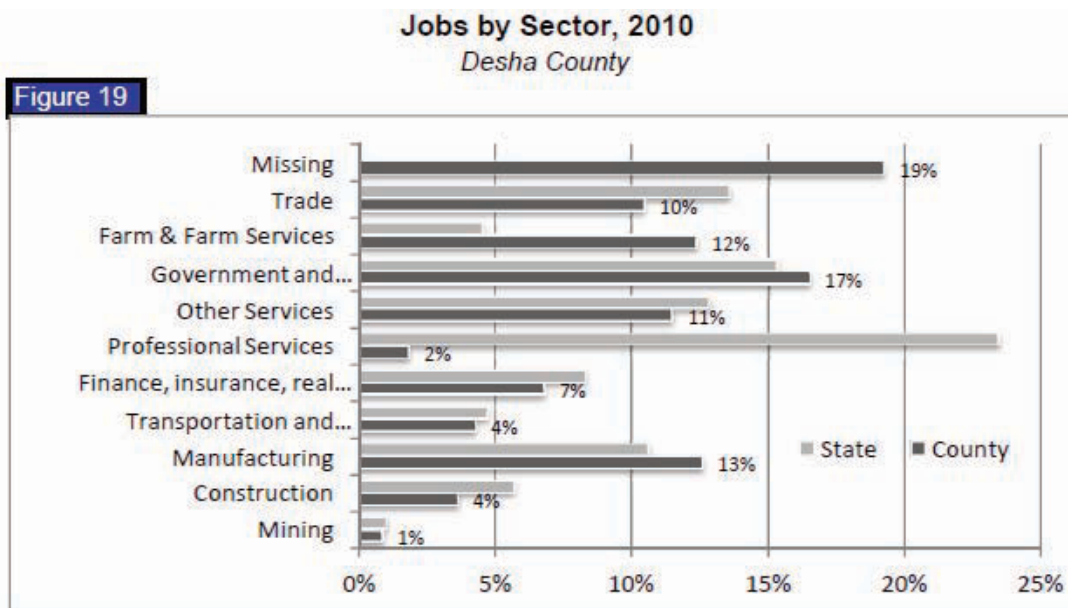
Figure 15



Source: Labor Market Information, Arkansas Employment Security Department

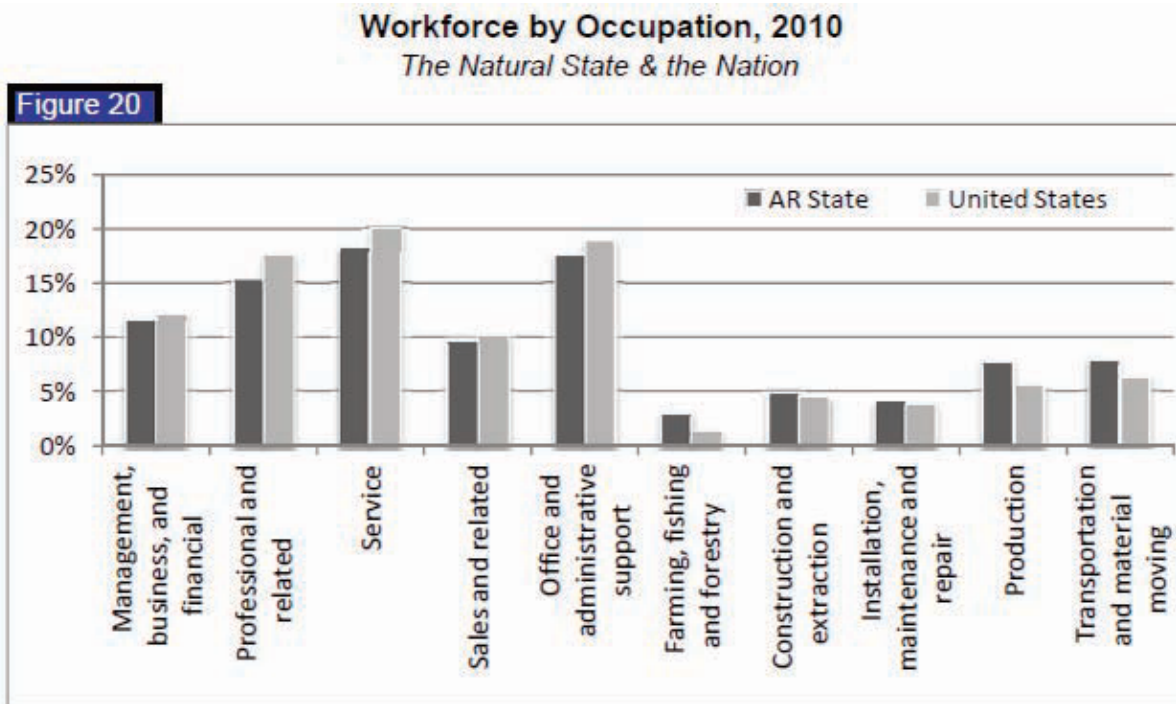
Desha County employment decreased since 2006 and unemployment increased since 2008.

Appendix D (cont.)



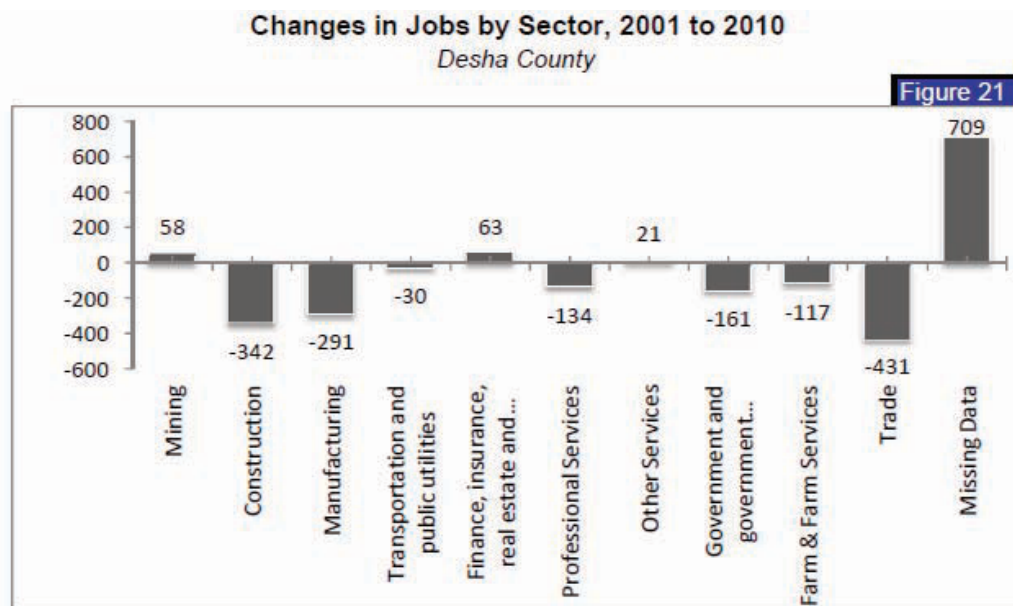
Source: Regional Economic Information System, Bureau of Economic Analysis (REIS)

A larger proportion of jobs in Desha County were government and governmental enterprises (17%), manufacturing (13%) and farming (12%) in 2010 as compared to the state average. There were considerable missing data (19%) due to non-disclosure of confidential information.



Source: Minnesota IMPLAN Group, Inc.

Appendix D (cont.)



Source: Regional Economic Information System, Bureau of Economic Analysis (REIS)

The trade sector lost more jobs, while the finance, insurance, real estate and information sector gained more jobs between 2001 and 2010 than any other sectors in Desha County. There were considerable missing data due to non-disclosure of confidential information.

NOTE: More demographic information is available from the 2013 Desha County Profile:

http://www.arcommunities.org/community/economic_profiles/county_profiles/Desha_County.pdf

Appendix E: North Carolina Business and Technology Telecenters – History, Programs, Lessons Learned



North Carolina Business and Technology Telecenters *History, Programs, Lessons Learned*

DTEC in Action Steering Committee
April 30, 2013

Ms. Samantha Jackson
Community Outreach Specialist
NC Broadband Division, NC Department of Commerce

NC Broadband

NC Broadband, a Division of the NC Department of Commerce, was created to carry out the work of the State Broadband Data and Development Grant (SBDD) awarded to North Carolina by the National Telecommunications and Information Administration (NTIA) of the U.S. Department of Commerce. As such, NC Broadband serves as the State Broadband Initiative for North Carolina.

Under this federal grant, NC Broadband is responsible for implementing the following programs:

- Data collection and mapping of broadband availability
- Technical assistance to communities
- State capacity building
- Implementation of the LITE-UP pilot program
- Update of the NC master address file

The e-NC Authority

- Created in 2001 by the NC General Assembly as state broadband authority
 - Commissioners were appointed by the House, Senate and Governor
- Funded with \$30 million from MCNC
- Served as a grassroots initiative to promote the deployment, adoption and utilization of the Internet in rural and depressed urban areas of the state
- Sunset in December 2012

BTT System History

- Started in late 2001
- Funded through a \$4 million grant from the e-NC Authority
 - Five original BTTs located in Alleghany, Cherokee, Duplin, Martin and Robeson Counties
- Phase II of the system ran from 2004-2007 and was funded through a state appropriation of \$1.78 million
 - Three additional centers in Northampton, Rockingham, Rutherfordton and Union counties
- Additional funding of \$1.2 million was made available through technopreneur state grant and the co-op foundation
 - Anson, Northampton, Rockingham and Rutherfordton counties each received \$300,000

Appendix E (cont.)

Business and Technology Telecenters

BTT System as of December 2010



BTT (City)	Counties Served	Organizational Type	Year Est.	Distinctive Programs
Blue Ride Business Development Center (Sparta)	Alleghany	Independent Non-Profit	2001	Technical support; office space rental
Foothills Connect & Technology Center (Rutherfordton)	Rutherford	Independent Non-Profit	2005	Farmers Fresh Market Initiative; local broadband champion
New Ventures Business Development Inc. (Wadesboro)	Anson and Union	Independent Non-Profit	2005	Artisan gallery; e-commerce sites; women's business groups
Northeast Technology & Business Center (Williamston)	Martin	Parent organization is County Economic Development Corporation	2001	Executive office space; central NE NC meeting space; strong youth program
The Roanoke Center (Rich Square)	Bertie, Gates, Halifax, Hertford and Northampton	Parent organization is Electric Co-op	2005	Financial literacy/VITA; Communities in School site; "green" construction trainings
Rockingham County Business & Technology Center (Wentworth)	Rockingham	Part of county government	2005	IT and business coalitions; community kitchen
Tri-County Community College Telecenter (Murphy)	Cherokee, Clay, and Graham	Parent organization is community college	2001	Three public access sites (only remaining "BTT" program)

Appendix E (cont.)

BTT System Services

Meeting Space:

- Serve by acting as a hub for regional and local-level meetings and trainings
- Provide a neutral meeting location for community problem-solving and leadership development

Technology Support:

- Generate awareness of the importance of technology in their communities
 - Raise awareness about availability, technology training and traditional technical support

Entrepreneurial/Small Business Support:

- Training, one-on-one counseling and mentoring to providing access to technology and other resources
- Some BTTs provide the only public access to copy, fax, printing and Internet services

Local Trade/Skills Support:

- Developing programs to enhance skills and create business opportunities for farmers, artists, cooks/caterers and builders
- Specific examples are the Farmers Fresh Market Initiative, which leverages the agricultural assets in Rutherfordton, and the Artisan Center in Wadesboro, which provides a gallery for local artisans to display their work

BTT System Achievements

Between 2001-2009, the BTTs created over 1,900 jobs, leveraged over \$13 million in outside funding and business revenue that was reinvested in their communities, served over 26,500 business clients and provided public on-site Internet access to over 200,000 total users.

Year	Jobs Created	Tenants	Public Access Visits	Technical/Business Service Clients	Funds Leveraged by the e-NC Authority's Investment* (in dollars)
2001-2003	199	23	50,977	1,080	5,710,574
2004	289	33	46,038	16,673	2,974,747
2005	403	19	4,103	785	700,965
2006	299	22	32,048	1,995	580,474
2007	300	26	25,707	2,102	1,936,226
2008	185	26	18,351	1,990	974,496
2009	231	27	31,539	1,906	784,697
Total	1,906	176	208,763	26,531	1,3662,179

Appendix E (cont.)

BTT System Lessons Learned

SWOT Analysis of e-NC BTT Program	
Strengths <ul style="list-style-type: none">• Neutral place for synergy• Advocate for technology• Beacon of hope• Strategic partnerships• Director leadership• Community facilitator• Rehab of space	Weaknesses <ul style="list-style-type: none">• Underutilized services• Untapped partner opportunities• Technology not used to capacity in some BTTs• Need for upgraded equipment at BTTs• Need for greater broadband service in some counties
Opportunities <ul style="list-style-type: none">• Connect to economic hubs• Create Farmers' or Artisans' networks• Joint marketing• Curriculum exchange among BTTs• Youth & Women-Based Programs• Serving growing numbers of unemployed• Federal stimulus package	Threats <ul style="list-style-type: none">• Sustainability—seeking income generator• Local culture/mindset hard to change• Recession/state and philanthropic giving is down• Increased unemployment• Success is highly dependent on quality of director

Which Models Work Best?

- One size does not fit all – each community is unique with different needs and opportunities
- Sustainability can be an issue if leadership is thin, and transitions take time to refocus
- Depth of program capabilities depends on sustainability funding

Priority should be to create the depth of leadership, structure the program to extend support to the community (government officials and citizens) and provide an incubator for thoughtful change of the community

What Did the Communities Gain?

- Greater confidence
- Increased technology use
- Neutral meeting location
- Centralized economic development hub
- Renovations to local buildings
- Coalitions or associations created

BTT Sustainability Example

Rockingham Business and Technology Center

Mark Wells, Executive Director

Identify Emerging Development Strategies in Rural Areas

- Entrepreneurship and self employment
- Amenity-based tourism (nature/culture)
- Care for the elderly (longevity/silver economy)
- High-value agriculture (local food)
- Renewable energy

Appendix E (cont.)

BTT Sustainability Example

BizFuel Concept

- Capture methane gas from landfill
- Burn to convert methane to carbon dioxide and water
- Use it to fuel a generator to create electricity
 - Electricity
 - Renewable energy credits
 - Carbon credits
- Methane gas is naturally created in landfills
- Pipes are laid to capture the gas
- A fan is installed to suck the gas out of the landfill
- In 2013, the gas will create electricity
- Secured \$1,383,300 in project-specific grants
- Collection system construction completed

Future Potential

- Canola for biodiesel
- Waste heat for greenhouses
- Solar membranes on capped landfills

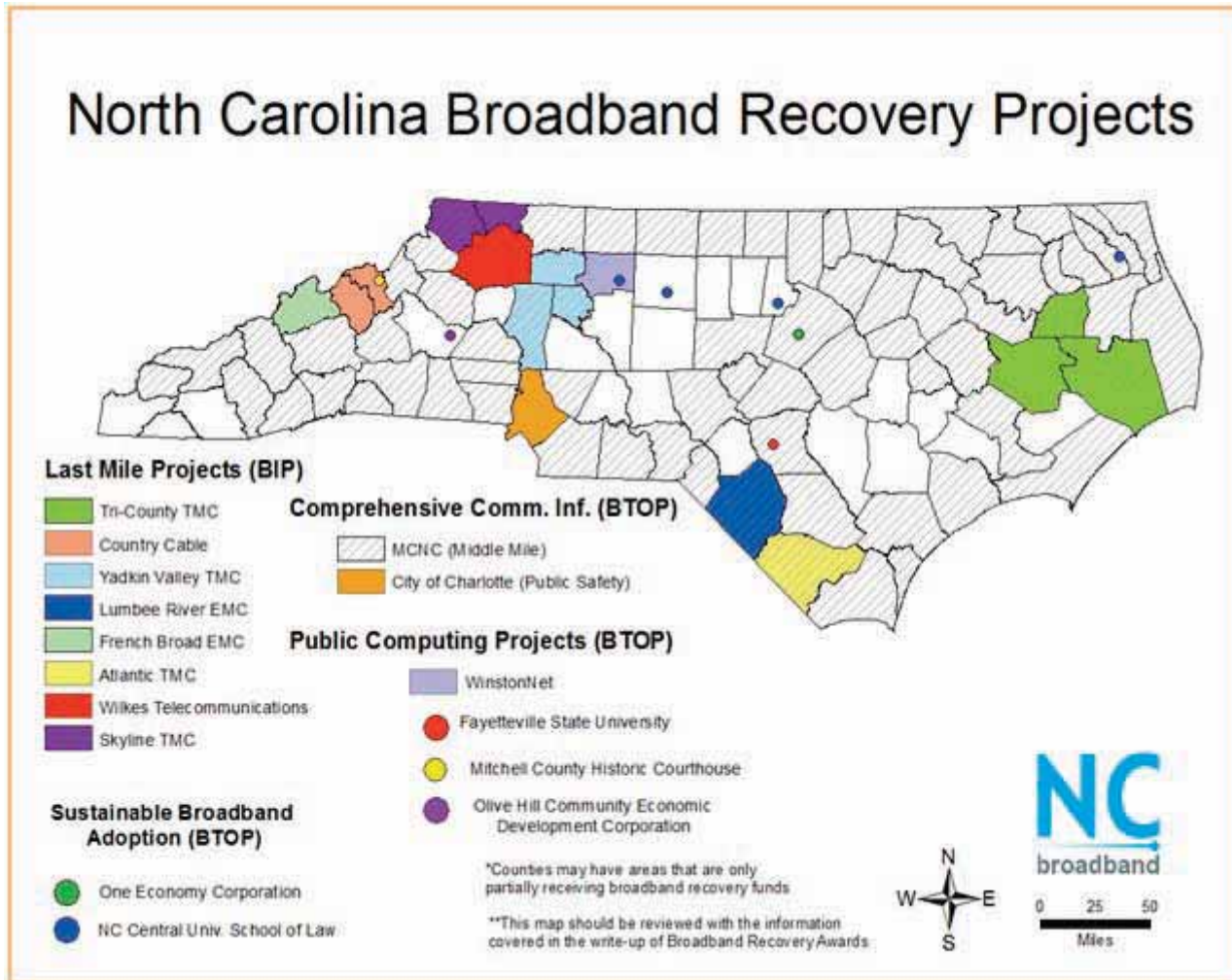


BTT Contacts

Telecenter	Contact Name	E-mail
Tri-County Community College	Paul Worley	pworley@tricountycc.edu
Blue Ridge Business Development Center	Clark Hunter	chunter@blueridgebdc.org
Rockingham County Business and Technology Center	Mark Wells	mwells@rockinghambusiness.org
The Roanoke Center	Diana Mitchell	dmitchell@roanokeelectric.com
Northeast Technology and Business Center	Marvin Davis	mdavis@martincountyedc.com

Appendix E (cont.)

North Carolina Broadband Recovery Projects



Miller County Courthouse

- BTOP grant of \$239,194
- Collaboration with Mitchell County Public Library and Mayland Community College
- Center provides access to broadband programs and services that address specific educational and communication needs of displaced workers, farmers, high school dropouts, residents wanting college courses, health care workers, EMS personnel, educators, government officials and small business persons

Dr. Daniel Barron
drdanbarron@gmail.com
828-284-1914

Questions?

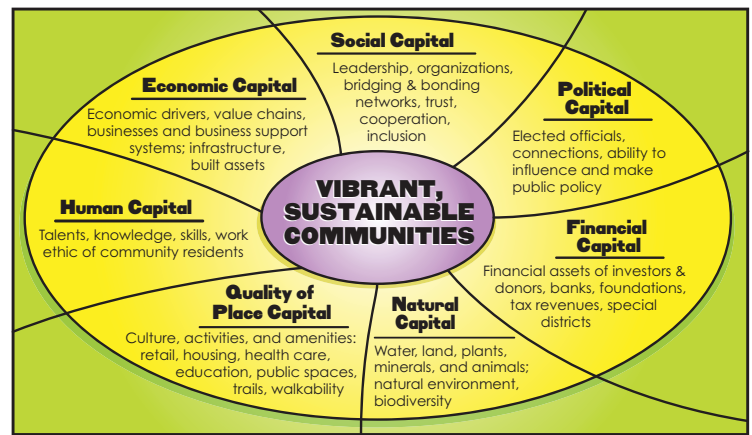
Samantha Jackson
srjackson@nccommerce.com
919-715-0830

Appendix F: DTEC Asset Map

An asset map is a valuable tool to identify new opportunities. Here is an asset map for the Delta Technology Education Center.

Economic Capital, Which Includes Built Assets

- Two buildings with telecommunications capacity, 24 computer stations for public access, a board room, a classroom, offices, two large interactive classrooms, upstairs office space and a restroom
- The facility also houses a Department of Arkansas Workforce Services office, Arkansas Human Development Corporation office and a drive-up facility for Merchants and Farmers Bank



Social Capital

Strong positive relationships with area leaders, organizations and individuals throughout the DTEC service area, the Cornerstone Coalition and in Arkansas. This includes the Dumas Chamber of Commerce, Dumas Main Street Program, Dumas Public School System, Delta Memorial Hospital, Delta Area Foundation, Alt Consulting, local churches and civic clubs and many other organizations in the area.

Political Capital

Strong support from city and county government officials, Governor Mike Beebe, former Congressman Mike Ross, former Senator Blanche Lincoln, Senator Mark Pryor, Arkansas Department of Workforce Services, Arkansas Workforce Services Investment Board, Southeast Arkansas Economic Development District, Central Arkansas Planning and Development District, Arkansas Economic Development Commission, University of Arkansas Cooperative Extension Service and other organizations and agencies.

Financial Capital

- Financial support from local businesses, banks, organizations and individuals
- Financial and accounting expertise on the DTEC board and staff
- Grant funds and relationships with several funders: Delta Regional Authority, Arkansas Economic Development Commission, Arkansas Science and Technology Authority, The Winthrop Rockefeller Foundation, Delta Area Community Foundation, Arkansas Department of Rural Services, CenturyLink, Dumas Economic Development Foundation

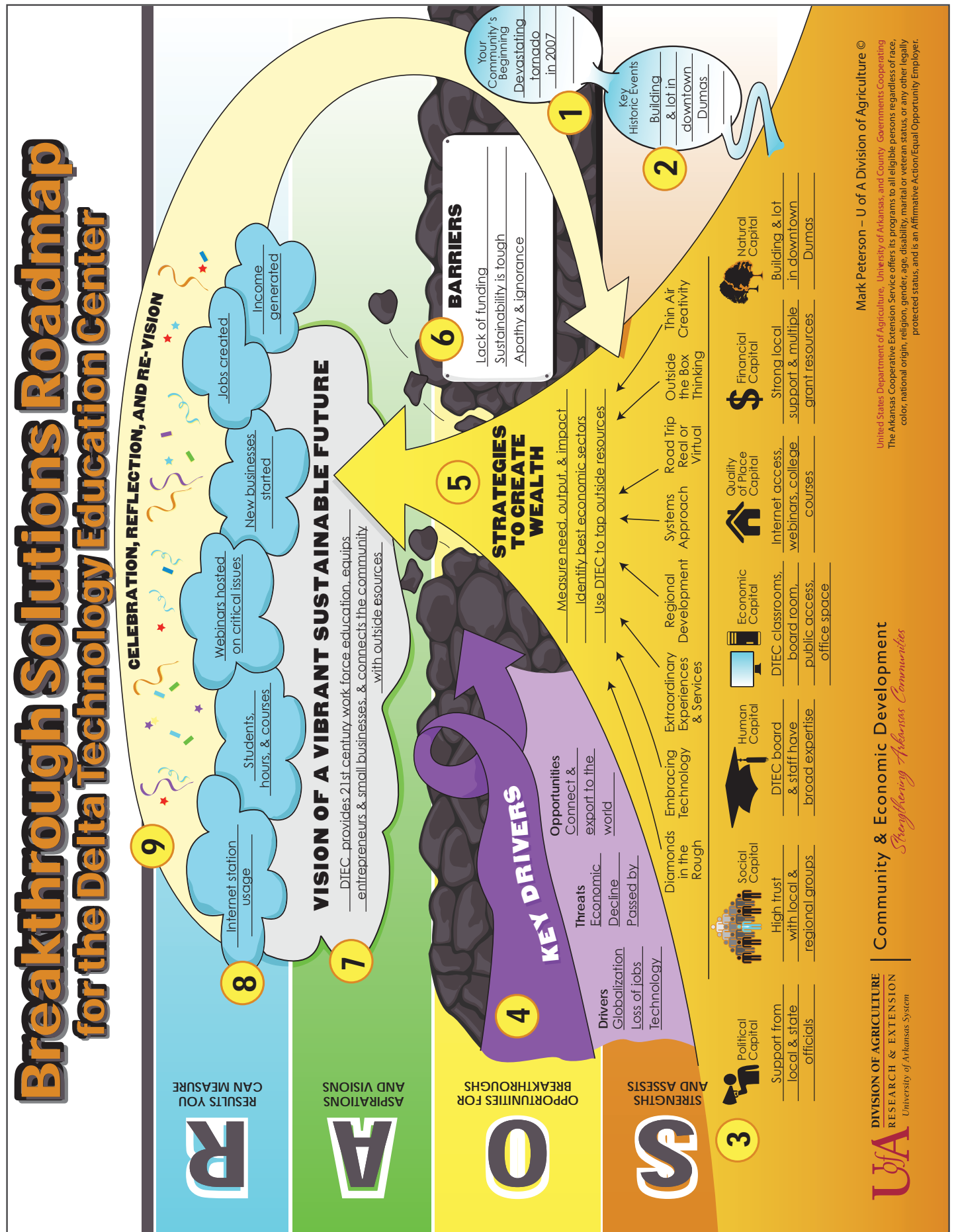
Quality of Place Capital

DTEC makes a valuable contribution to the quality of place in the area by providing free access to the internet for the public, training in technology applications, education and training opportunities from four institutions of higher education and the opportunity to pipe in resources to address important opportunities and issues for the area.

Human Capital

- The DTEC board includes individuals with a wide variety of expertise
- Two staff members – Shalaunda Jones and Melanie Berry
- Many volunteers from the area were involved in supporting the development and implementation of DTEC.

NOTE: DTEC is an important vehicle to enhance the knowledge and skills of the citizens of the area. During a DTEC in Action meeting, Dr. Ed Franklin, Executive Director of the Arkansas Association of Two Year Colleges, stated: “There is real potential here. Desha County has an unemployment rate of 11 percent. With 4% permanently unemployable, that leaves 7% of the population that can be trained for employment.”



Appendix H: Delta Technology Education Center Indicators

Goal: To provide a robust set of indicators and accountability that will enable DTEC to measure output, outcomes and impact for the DTEC board, for them to use with funders, partner organizations and the community.

Individuals Taking Classes at DTEC

A robust set of indicators and accountability will require tracking students over time (regardless of age of the student).

- Name of student and contact information
 - Courses taken and when,
 - How many of those courses are STEM related,
 - Is the student in high school or college?
 - Employment status at first contact with DTEC,
 - Updated employment status, and
 - Whether the employment is related to STEM.
 - Has the student received career and college counseling?
 - From whom and when?
 - Has this led to the student having a career plan for completing coursework leading to employment?

Individuals Using the Public Access Computers at DTEC

- Name of individual and contact information
 - How many times have they used DTEC computers and for how long?
 - For what purpose? (A checklist may be helpful, including such items as job searches, information and research, on-line courses, personal improvement, other...)
 - Has the student received career and college counseling?
 - From whom and when?
 - Has this led to the student having a career plan for completing coursework leading to employment?
 - If the individual has taken courses, then the information described above would be recorded.

Existing Business and Industry

- Record interaction with business and industry, and requests from them for workforce training for their existing employees.
- Ask them about the knowledge, skills, certifications, coursework and degrees they need for future employees in five years and how many employees.
- Identify how many of these are STEM related.
- Identify existing or new certificate programs offered through DTEC.

Regional Targeted Economic Sectors

- When these are identified, we will take a fresh look at courses currently offered, as well as courses that need to be offered to target these economic sectors.

Entrepreneurs and Small Businesses

- Record office space and technical assistance provided to entrepreneurs – what kind and for how many entrepreneurs.
- Record other activities that take place in support of entrepreneurs, number of people in attendance and results of the meeting
- If a survey is done of entrepreneurs, small businesses, self-employed persons, underemployed persons and unemployed persons, record the responses, identify STEM-related issues and results from the survey.

Community and Economic Development

- Document meetings, classes, webinars and distance learning events that take place at DTEC:
 - Number of people in attendance
 - Results that came from the meeting

Marketing Efforts for DTEC Services, Events and Impacts

- Document the number of news releases, social media entries, website hits, presentations to community groups and other interactions with the community that publicize services and events available at DTEC.
- Identify successes and develop these as success stories to be broadcast through various media.

"Excellence is . . .

Caring more than others think is wise;

Risking more than others think is safe;

Dreaming more than others think is practical;

Expecting more than others think is possible."

Winston Churchill

