

Missouri Veterans Commission

3rd Quarter 2026 Commission Meeting

17 August 2026

Missouri Veterans Home - Mt. Vernon

1600 S Hickory, Mt Vernon, MO 65712



For a copy of this presentation:
mvc.dps.mo.gov/about/

AGENDA

- **CALL TO ORDER**

- Pledge of Allegiance
- Roll Call
- Chair Opening Comments

- **APPROVAL OF MINUTES**

- Open Meeting Minutes from April 20, 2026,
2nd Quarter Commission Meeting
- Closed Meeting Minutes from April 20, 2026,
2nd Quarter Commission Meeting

- **COMMISSION UPDATES**

- Executive Director – Executive Director, Paul Kirchhoff
 - Discuss Home Rate Increases
 - Helicopter Donation
- General Counsel – Scotty Allen
- Facilities – Director, Tim Hoyer
- Human Resources – Director, Carrie Andres
- Veterans Suicide Prevention &
Women Veterans Program – Program Manager, Lindsey Adams

- Veterans Cemeteries Program – Director, Jim Nugent
- Veterans Service Program – Director, David Lee
- Veterans Homes Program – Director, Joan Elwing
- Budget & Finance – Director, Melissa Gilman

- **LEGISLATIVE UPDATE**

- **AGENCY PARTNER REPORTS**

- United States Department of Veterans Affairs
- Veterans Affairs Hospital Directors
- Military Preparedness and Enhancement Commission (MMPEC)
- Missouri Association of Veterans Organizations (MAVO)

- **CHAIR COMMENTS AND ANNOUNCEMENTS**

- 4th Quarter Meeting: November 23, 2026:

- **ADJOURNMENT**



CALL TO ORDER

- Pledge of Allegiance
- Roll Call
- Chair Opening Comments



MISSOURI VETERANS COMMISSION

Mission: MVC is "Always on Mission" to serve Veterans as the first choice in skilled nursing care; best choice in securing benefits; and proven choice in a dignified resting place; and a dedicated partner in assisting with prevention of Veterans suicide.

Vision: To provide high quality, compassionate care for Veterans; seamlessly integrated with the Veteran community; emphasizing a culture of transparency and excellence.

Core Values:

- Integrity first
- Service before self
- Excellence in all we do

Intent: To provide the very best care and services for Veterans while being a good steward of taxpayer dollars through a deliberately developed workforce.



STRATEGIC MANAGEMENT PRIORITIES

FY2027 Version 1.0

Making a Safer Missouri

We are going to improve communication inside and out.

- Utilize constructive feedback from team members and stakeholders through survey tools to help identify methods to improve the organization at all levels.
- Expand outreach using media, social media, estate planning events, and team members to ensure Veterans, their families and survivors obtain benefits they have earned.
- Improve awareness of Veterans Suicide Prevention Program by working closely with stakeholder agencies, the legislature, and the Veteran community to provide information on available resources for the prevention of Veteran suicide.

We are going to improve our team.

- Attract compassionate team members through the engagement of current staff into the recruiting, onboarding and training process.
- Retain excellent team members by creating and maintaining a positive working environment.
- Develop and educate staff at all levels to ensure their growth as team members, equipping them for future success.

We are going to improve how we work with our stakeholders.

- Expand upon collaborative efforts with other state and local agencies aimed at increasing Veteran outreach and awareness of federal, state and local benefits.
- Reinforce relationships with stakeholders through increased and regular engagement and collaboration to enhance MVC's service to Missouri's Veteran community.
- Work with stakeholders to identify and secure long-term funding streams to provide MVC fiscal stability.



APPROVAL OF MINUTES

- Open Meeting Minutes:
 - April 20, 2026, 2nd Quarter Commission Meeting
- Closed Meeting Minutes:
 - April 20, 2026, 2nd Quarter Commission Meeting



COMMISSION UPDATES



3rd Quarter Commission Meeting | 8/17/2026 | Missouri Veterans Commission

EXECUTIVE DIRECTOR

Paul Kirchhoff



Executive Director

- Discuss Home Rate Increases
- Helicopter Donation – Missouri Veterans Home – St. James



GENERAL COUNSEL

Scotty Allen



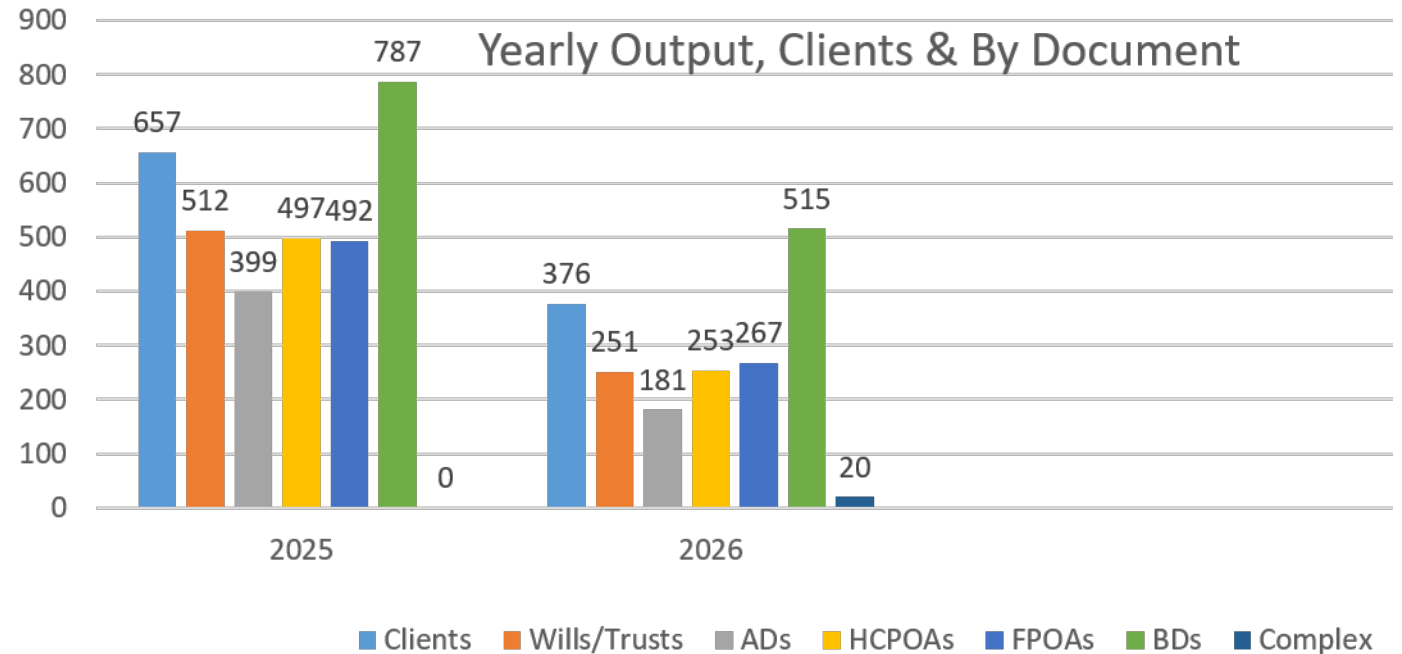
GENERAL COUNSEL

- Clinics Held This Quarter:
 - St. Louis, 4/23/26
 - Columbia/Kirksville, 4/27/26
 - Kansas City/Warrensburg, 5/4/26
 - Poplar Bluff, 5/14/26
 - Joplin, 5/15/26
 - Springfield, 6/26/26
 - Columbia, 6/29/26
 - Poplar Bluff, 7/6 & 7/26
 - St. Louis, 7/21/26
 - Columbia, 7/27/26
- Scheduled Future Clinics :
 - Warrenton, 8/26/26
 - Columbia/Kirksville, 8/31/26
 - Jefferson City, 9/25/26
 - Joplin, 10/30/26
 - St. Louis, 11/9/26



GENERAL COUNSEL

- 3,107 Clients Served
- 11,376 Documents Drafted
 - 2,491 Wills/Trusts
 - 2,053 Advanced Directives
 - 2,391 Healthcare POAs
 - 2,332 Financial POAs
 - 2,109 Beneficiary Deeds



- Estimated Cost Savings to Veterans: \$5,905,100.00



FACILITIES

Director, Tim Hoyer



IN PROGRESS PROJECTS

- St. Louis Veterans Home Renovation FAI 29-042, U230701 & U260701
 - A Unit construction awarded to Aspire Construction Services 9/30/25
 - Completion date 01/25/27
 - C Unit pre-bid held on 8/10/26: Bids are due on 8/26/26
 - Project remains over budget
- COVID19 – VA Construction Grant FAI 29-055, Various FMDC Project Numbers
 - HVAC Improvement for Isolation and Quarantine areas in Mt Vernon, Warrensburg, and Cameron are in construction
 - These projects will receive partial VA Grant reimbursement due to construction delays
 - Wi-Fi upgrades at all Homes are completed
 - Access Control construction at Mt Vernon, Warrensburg, Cameron, Mexico, and St James have punch list items remaining to be completed
 - Cape Girardeau is partially completed due to renovation
 - These projects will receive partial VA Grant reimbursement due to construction delays
 - COVID19 Grant projects must be completed by 9/17/26 to receive 100% VA reimbursement



IN PROGRESS PROJECTS

- St James Facility Improvements
 - Renovation Project FAI 29-044, U150301 exceeded designer estimated cost, MVC rejected bid
 - New projects to be completed with existing funding
 - New pavilion construction, bids due 8/11/26
 - Replace roofing, flooring, and painting, pending FMDC design
 - Replace fire alarm system – Completed
 - Replace chillers & pumps, pending FMDC design
 - Install addition surveillance cameras to existing system, pending bid
- Springfield Cemetery FAI 22-17, U241901
 - Columbarium Wall Expansion
 - Additional 2,560 niches
 - Installation of 1,964 inground pre-place crypts
 - VA grant opportunity accepted by MVC, grant award possible in September 2026
 - FMDC Project has been bid and pending award



IN PROGRESS PROJECTS

- Cape Facility Renovation FAI 29-043, U180501
 - Awarded Brockmiller Construction 8/28/25
 - Completion date 5/18/27
- Statewide Nurse Call Replacement FAI 29-056, U260201
 - Replacement of the Nurse Call System at all Homes
 - Pending VA Grant Award
 - Prebid 8/10/26



HUMAN RESOURCES

Director, Carrie Andres



RECRUITMENT INITIATIVES

New Recruitment Campaign

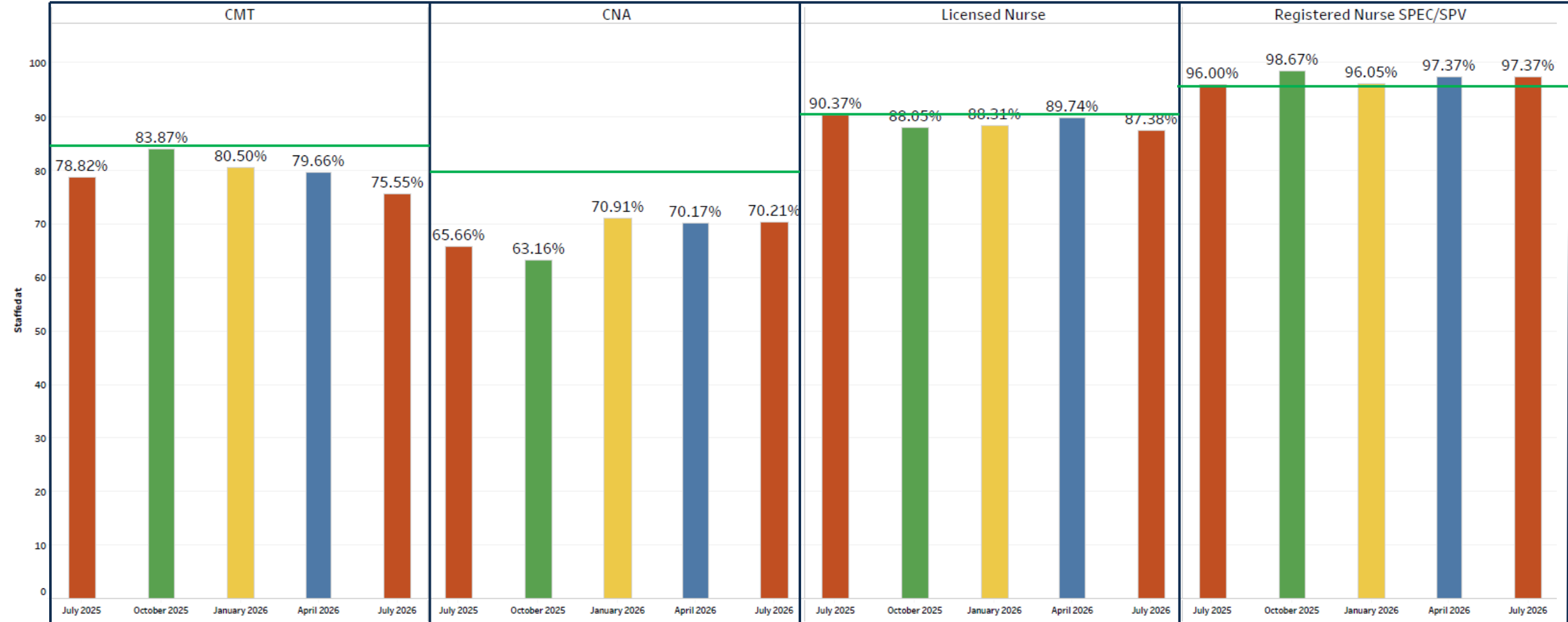
- Investment: \$273,000
- Timeframe: January 1, 2026 – December 31, 2026
- Focus: All 7 Homes
- Desired Outcome: Create awareness and increase applications from qualified candidates to assist MVC with filling 80% of CNAs and 90% Licensed Nurse vacancies
- Strategy: Paid Search, Facebook, Instagram, Connected TV, Programmatic Audio, Indeed

MVC CAMPAIGN				
3.6M	50K	1.2M	50.5K	11.72%
IMPRESSIONS	CLICKS	PLAYER COMPLETION	ENGAGEMENTS	CLICK THROUGH RATE



HUMAN RESOURCES

Team Member Fill Rates



VETERANS SUICIDE PREVENTION & WOMEN VETERANS PROGRAM

Lindsey Adams



VETERANS SUICIDE PREVENTION & WOMEN VETERANS PROGRAM

- Veterans Suicide Prevention:
 - Published the second annual Left of Boom report
 - Strategic concepts identified for statewide consideration
 - Guiding future policy, partnerships, and prevention initiatives
 - Serving as the framework for program growth moving forward
- Women Veterans:
 - Continued collaboration with the NASWVC
 - Leveraging best practices from other states to strengthen Missouri's efforts
 - Developing a MO Women Veterans Advisory Council to inform future priorities



VETERANS CEMETERIES PROGRAM

Director, Jim Nugent



VETERANS CEMETERIES PROGRAM UPDATE

- RECENT EVENTS:

- Memorial Day Events – Approximately 1,400 in attendance

- FUTURE PROJECTS:

- Higginsville Concrete Road Surface Replacement Funded – Scheduling TBA
- Springfield Columbarium Wall Funded – Scheduling TBA

- UPCOMING EVENTS:

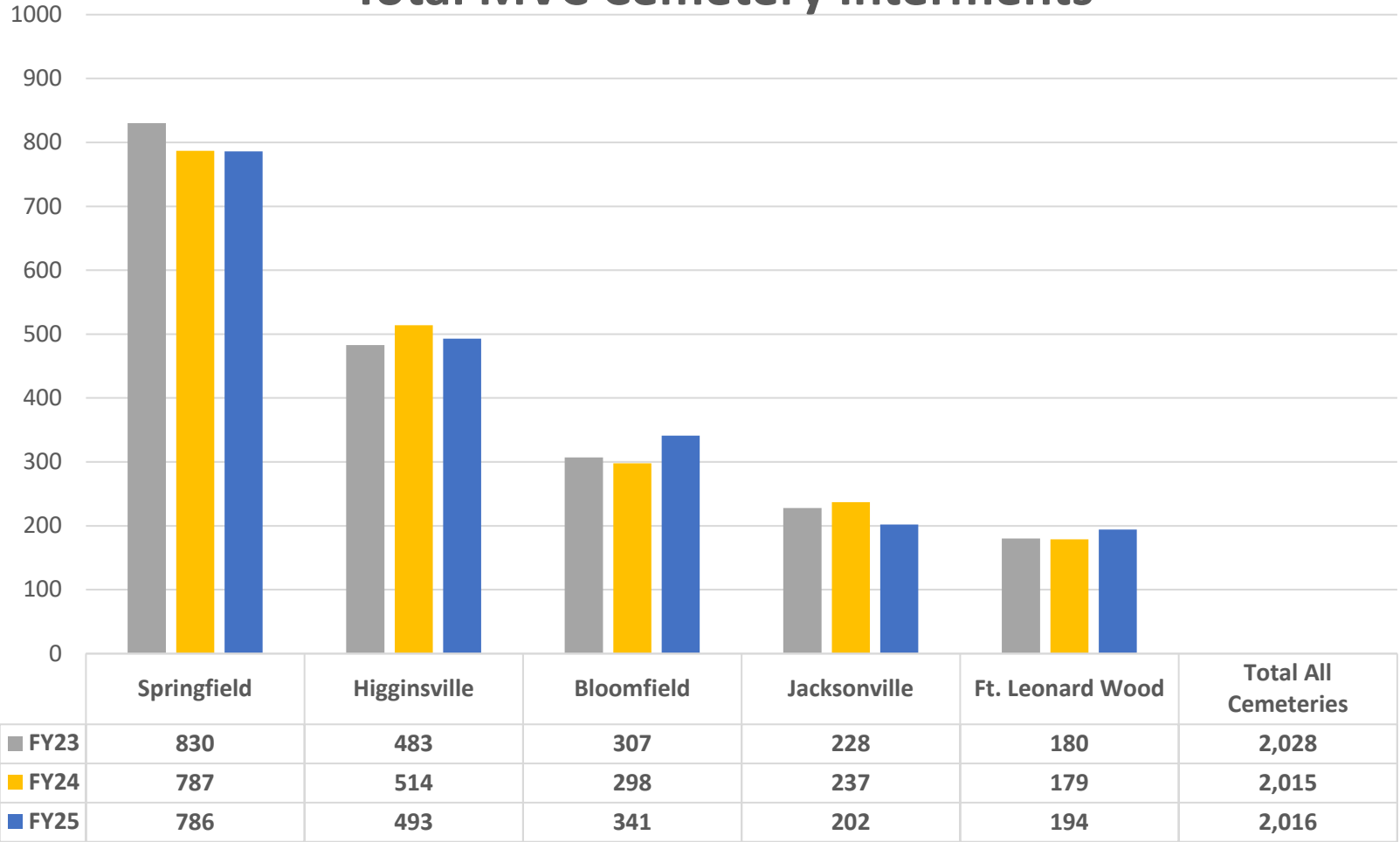
- Bloomfield NCA Compliance Review Sep 15-16, 2026



VETERANS CEMETERIES PROGRAM UPDATE

Total MVC Cemetery Interments

of Interments



Total Interments
FY26

1,967

Interments by Fiscal Year and Cemetery



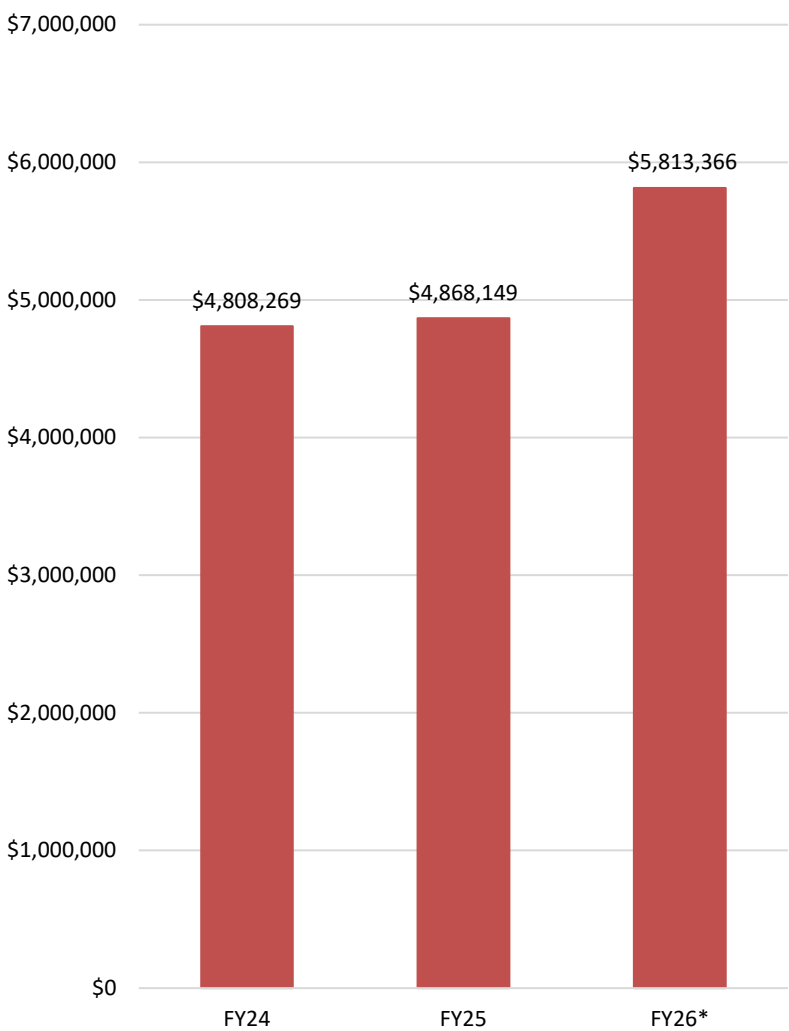
VETERANS SERVICE PROGRAM

Director, David Lee



VETERANS SERVICE PROGRAM UPDATE

Direct Cost for MVC VSO Program



Benefits Awarded to Veterans by MVC Service Officers in Current and all Previous Fiscal Years Combined



Return on Investment Ratio:

FY24 - \$145 : \$1
FY25 - \$163 : \$1
FY26 - \$153 : \$1

Cash Benefits Received to Direct Cost for MVC Veterans Service Program

Reported benefits awarded include:

- Compensation
- Pension
- Survivor Pension
- Death and Indemnity Compensation



VETERANS SERVICE PROGRAM UPDATE

								
	Texas	Arizona	Tennessee	S. Carolina	Missouri	Indiana	Colorado	Guam
Ranking by State (Veteran Population)	#1	#13	#14	#15	#16	#17	#18	#53
Vet Population	1,528,654	470,272	430,165	387,638	384,478	363,908	362,908	10,746
Comp & Pen (Annual)	\$16,924,320,000	\$3,538,037,000	\$3,926,315,000	\$3,860,162,000	\$2,719,845,000	\$2,148,867,000	\$2,984,551,000	\$118,884,000
Total receiving Compensation/ Pension	653,645	153,551	163,834	149,512	123,034	113,480	134,988	4,600
% of Veterans receiving Compensation/Pension	42.8%	32.7%	38.1%	38.6%	32.0%	31.2%	37.2%	42.8%
% of Veterans enrolled in VHA	56.38%	53.44%	54.29%	54.99%	51.78%	49.74%	51.00%	58.45%
Accredited VSO according to VA OGC - 27 July 2026	640	99	276	374	136	250	153	3
Ratio of Veteran to VSO (National average 2,668)	2,389:1	4,750:1	1,559:1	1,036:1	2,827:1	1,456:1	2,372:1	3,582:1

- There is a 2.1% increase in the number of Veterans/dependents receiving benefits since the FY2023 report
- Missouri dropped from #15 to #16 in Veteran population
- There is a 1.92% increase in Veterans enrolled in VHA since the FY2023 report



VETERANS SERVICE PROGRAM UPDATE

Missouri Veterans Commission administers the \$1.6M Veterans Service Organization Cash Match Grant that reimburses a percentage of operational funds to support Organization's Veterans Service Programs.

\$ 1,352,963,918.00

Based on VBA POA Report 21 July 2026

Represents Compensation, Pension, Survivor Pension & DIC

VA Monetary Benefits Received into Missouri Economy through the efforts of these Veteran Services Organizations. Does not include the over \$586 million received by those represented by MVC.



VETERANS HOMES PROGRAM

Director, Joan Elwing



VETERANS HOME PROGRAM UPDATE



CUSTOMER SATISFACTION
MISSOURI VETERANS HOME AVERAGE

MISSOURI VETERANS HOME
July 2026

RESIDENT SATISFACTION RATE
percentage that rated
Recommend to Others as a 4 or 5.



90.0%

82.0% National Average

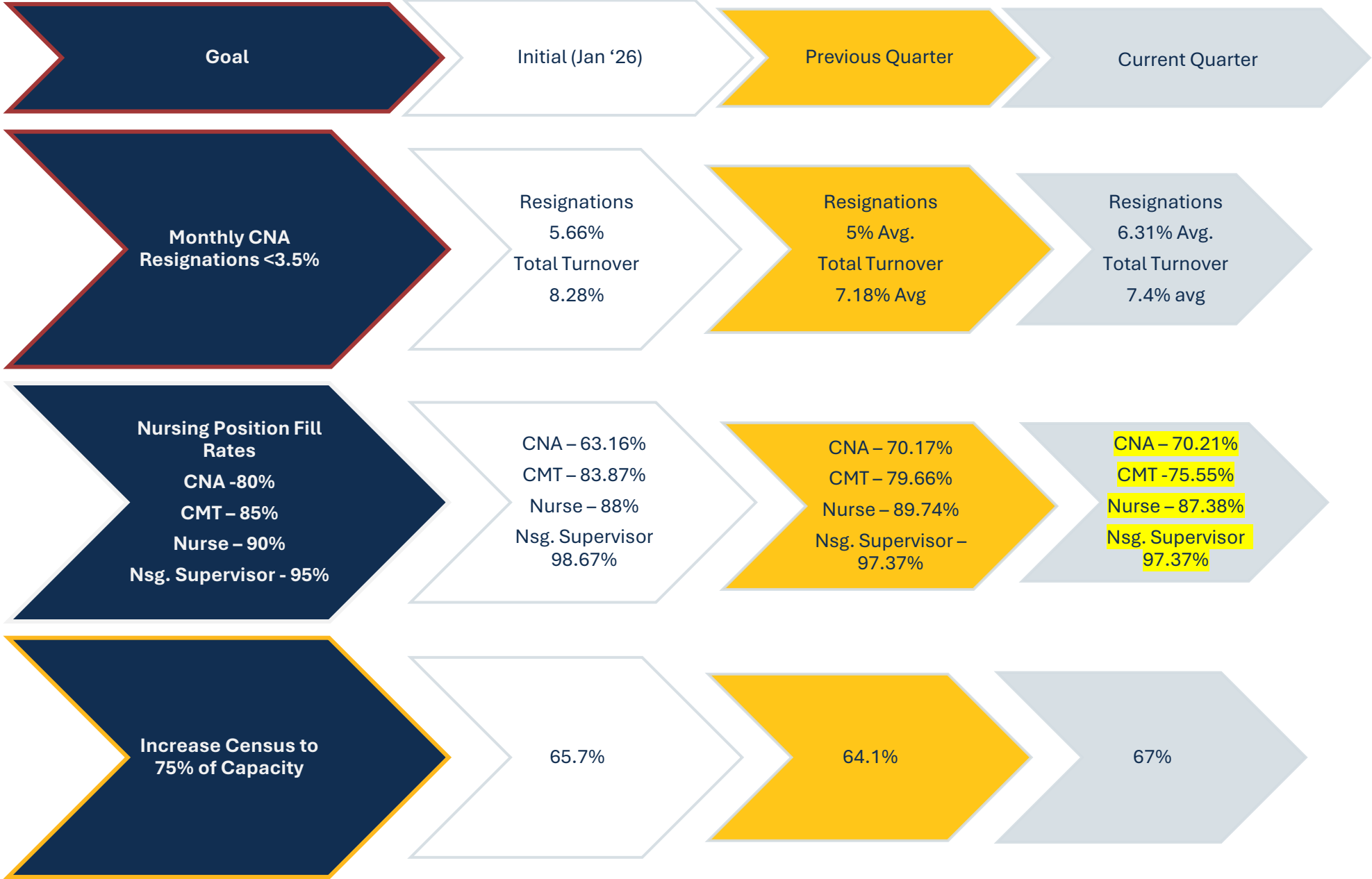
RESPONSIBLE PARTY
SATISFACTION RATE
percentage that rated
Recommend to Others as a 4 or 5.

97.1%

85.5% National Average



VETERANS HOME PROGRAM GOALS



HOMES PROGRAM GOALS

Barriers to Achieving Goals:

- Active construction/renovation projects
 - St. Louis Project A-Wing opening, pushed back
- Staff Attendance
- Staff Longevity – shift in work culture
 - CNA average 17.9 months
 - CMT average 33.1 months

Positives:

- Recruitment
- Homes are in the final stages of Climate Survey follow up/actions
- Census is increasing



VETERANS HOME PROGRAM GENERAL UPDATES

- Electronic Health Record Implementation
 - Project Completion – 85%
 - Phase 1 Go – Live – Successful (CG & MTV)
 - 2nd Go Live (CM, MX, STJ, STL, WAR) – September 2026
- MHCA Winners
 - District 1, CNA of the Year, Maria Schoepke – Warrensburg
 - District 3, Nurse of the Year, Justin Newsome – St. Louis
 - District 7, Nurse of the Year, Tina Hlavaty – St. James



VETERANS HOME PROGRAM

NASVH Summer Conference – Key Takeaways:

- High-Cost Medications Bill is not expected to pass in this Congress Session
- SVH still struggling with Sharing Agreements/High-Cost Meds/Durable Medical Equipment/Dental Services
- VA Restructure continues to leave unknowns
- VA Construction Grant Program remains under funded
 - Currently only able to fund 2 major projects on the priority list for the 178 SVHs in the FY



CLINICAL QUALITY MEASURES

		Cameron 200 Beds		Cape Girardeau 150 Beds		Mexico 150 Beds		Mt. Vernon 200 Beds		St. James 150 Beds		St. Louis 188 Beds		Warrensburg 200 Beds	
Previous Quarter: April 1, 2026 Current Quarter: June 30, 2026		Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter
1	Falls w/Major Injury	0.78%	1.80%	0.00%	0.57%	1.17%	0.81%	0.48%	0.48%	1.16%	0.77%	0.69%	1.37%	0.67%	1.24%
2	Pressure Ulcers	3.13%	0.77%	2.25%	1.42%	2.35%	0.00%	2.64%	1.68%	1.94%	4.24%	4.16%	5.51%	2.02%	1.24%
3	Antipsychotic Use	22%	21%	27%	24.34%	28%	27.7%	25.56%	27.90%	31%	29%	13.48%	13.48%	14.43%	12.24%

Staffing Measures

		Cameron 200 Beds		Cape Girardeau 150 Beds		Mexico 150 Beds		Mt. Vernon 200 Beds		St. James 150 Beds		St. Louis 188 Beds		Warrensburg 200 Beds	
Previous Quarter: April 1, 2026 Current Quarter: June 30, 2026		Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter	Previous Quarter	Current Quarter
1	Medical Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Administrator	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Licensed Nurse	4	4	0	0	2	2	2	1	3	6.5	1	2.5	1	2
4	CNA	63	69	24	19	30	27	20	25	34	37	8	12	40	35.5



BUDGET & FINANCE

Director, Melissa Gilman



FY26 FINANCIAL ACCOMPLISHMENTS

- Received \$11M in Gaming Revenue
- Received \$13M from Medical Marijuana Revenue
- Received \$19M from Adult Use Marijuana Revenue
- Received 100% grant reimbursement from Higginsville Columbarium project \$1.8M
- \$2M to World War I Memorial from GR
- \$350K to World War I Memorial from World War I Memorial Trust Fund
- \$1.9M Veterans Housing Assistance VCP from GR
- \$37K Veterans Housing Assistance Columbia Urban Ag from GR
- \$485K Veterans Housing Assistance Welcome Home from GR
- \$130K Veterans Housing Assistance VCP from Budget Stabilization
- \$1.6M to Veterans Service Grant Partners
- Began implementation of Electronic Health Record in Homes
- Higginsville Drive Replacement from GR
- St. Louis Drive Replacement from GR
- Cameron Roof from GR
- Warrensburg Roof ARPA/VAF
- St. Louis B Wing Roof ARPA/VAF
- Pavilions at Cape Girardeau and Mt. Vernon in partnership with Assistance Leagues



FY27 BUDGET ACCOMPLISHMENTS

- Cash Transfers directly to the Homes Fund
 - \$13M Medical Marijuana (core)
 - \$20M Adult Use Marijuana (core)
 - \$20M One-Time Adult Use Marijuana
- Cash Transfers to VCCITF from Homes Fund for solvency
 - \$13M Medical Marijuana
 - \$20M One-Time Adult Use Marijuana (Homes cash flow will hamper transfer ability)
- 20 FTEs for Home Staffing to allow for St. Louis A-wing opening upon construction completion



HOUSE BILL 8 FY27 BUDGET

HB 8	Appropriation	FTE	VCCITF	Homes Fund	Veterans Trust Fund	DPS Federal Stimulus Fund	Veterans Assistance Fund	Veterans Reinvestment Fund	WWI Memorial Trust Fund	General Revenue	Total
8.22	Admin and Service PS	115.61	\$ 6,485,350								\$ 6,485,350
8.22	Admin and Service E&E		\$ 1,822,643								\$ 1,822,643
8.22	Admin and Service E&E				\$ 23,832						\$ 23,832
8.22	Housing Assistance - VCP							\$ 500,000			\$ 500,000
8.225	WWI Memorial								\$ 150,000		\$ 150,000
8.23	Veterans Initiatives						\$ 4,557,800				\$ 4,557,800
8.231	Housing Assistance - Welcome Home									\$ 300,000	\$ 300,000
8.235	Veterans Services Officer Grant Program		\$ 1,600,740								\$ 1,600,740
8.24	Veterans Homes PS	1594.98		\$ 88,968,807							\$ 88,968,807
8.24	Veterans Homes E&E			\$ 30,113,801							\$ 30,113,801
8.24	Veterans Homes E&E				\$ 52,528						\$ 52,528
8.24	Veterans Homes E&E - DPS Federal Stimulus					\$7,651,047					\$ 7,651,047
8.24	Veterans Homes PS	1.00	\$ 39,211								\$ 39,211
8.24	Refunds			\$ 1,274,400							\$ 1,274,400
8.24	Veterans Homes Overtime			\$ 2,176,346							\$ 2,176,346
8.245	Utilities		\$ 299,099	\$ 4,149,402							\$ 4,448,501
8.25	Transfers		\$ 1	\$ 33,018,276							\$ 33,018,277
	Total	1711.59	\$ 10,247,044	\$ 159,701,032	\$ 76,360	\$7,651,047	\$ 4,557,800	\$ 500,000	\$ 150,000	\$ 300,000	\$ 183,183,283



HOMES FUND CASH FLOW

Homes Fund Historical and Projected Revenues and Expenditures					
				Estimate	
		FY25	FY26	FY27 Projection TAFP	
June 30 Cash Balance		\$ 54,022,546	\$ 64,236,089	\$ 34,673,252	
Solvency VCCITF		\$ -	\$ -		
Solvency Marijuana (Medical)		\$ 13,000,000	\$ 13,000,000	\$ 13,000,000	
Solvency Marijuana (Adult Use)		\$ 20,780,603	\$ 19,629,271	\$ 40,018,276	
Solvency Budget Stabilization		\$ -	\$ -	\$ -	
Solvency General Revenue		\$ 18,975,434	\$ -	\$ -	
Solvency Other		\$ 19,604	\$ -	\$ -	
Other Deposits		\$ 2,382,768	\$ 2,256,827	\$ 958,096	
VA Reimbursements		\$ 79,183,891	\$ 85,589,943	\$ 85,643,777	
Veterans Room and Care		\$ 17,274,802	\$ 16,541,803	\$ 20,714,577	
Revenue Total		\$ 151,617,103	\$ 137,017,844	\$ 160,334,726	
Revenue and Cash Balance		\$ 205,639,649	\$ 201,253,933	\$ 195,007,978	
PS Approps		\$ 86,563,140	\$ 88,123,110	\$ 88,968,807	
OT Approps		\$ 2,129,114	\$ 2,176,346	\$ 2,176,346	
E&E Approps		\$ 24,417,246	\$ 24,417,601	\$ 30,113,801	
Utilities		\$ -	\$ 4,149,402	\$ 4,149,402	
Refunds		\$ 1,274,400	\$ 1,274,400	\$ 1,274,400	
ITSD Approps		\$ 2,661,770	\$ 5,836,596	\$ 5,342,970	
Fringes/Transfers/Legal Expense		\$ 56,216,729	\$ 64,297,934	\$ 90,641,669	
Capital Improvements Approps		\$ -	\$ 6,930,000	\$ 6,930,000	
Total Expenses		\$ 173,262,399	\$ 197,205,389	\$ 229,597,395	
Unexpended appropriation		\$ 32,081,515	\$ 30,624,708	\$ 50,018,276	
Cash Flow Needs		\$ -	\$ -	\$ 5,000,000	
Ending Cash Balance		\$ 64,458,765	\$ 34,673,252	\$ 10,428,859	

- MVC requires a minimum \$5M cash balance at the beginning of every fiscal year
- FY27 Homes E&E increase
- FY27 Homes staffing increase of 20 FTE
- FY27 transfer of \$33M to VCCITF (\$13M core and 1X \$20M) - Unable to transfer due to cash flow issues
- No GR transfer in FY27



VCCITF CASH FLOW

				Estimate
		FY25	FY26	FY27 Projection TAFP
June 30 Cash Balance		\$ 24,215,723	\$ 21,595,011	\$ 35,136,757
VA Reimbursements		\$ 2,840,616	\$ 2,656,627	\$ 4,544,922
Other		\$ 830,654	\$ 885,651	\$ 800,000
Gaming Transfers In		\$ 6,298,244	\$ 11,000,000	\$ 11,000,000
Other Transfers In		\$ -	\$ 13,000,000	\$ -
Revenue Total		\$ 9,969,514	\$ 27,542,278	\$ 16,344,922
Revenue and Cash Balance		\$ 34,185,237	\$ 49,137,289	\$ 51,481,679
Operating Appropriations		\$ 15,054,861	\$ 11,163,202	\$ 11,187,359
Capital Improvements		\$ 53,446,447	\$ 50,877,074	\$ 43,233,194
Fringes and Transfers		\$ 33,897,587	\$ 3,843,732	\$ 3,800,480
Total Expenses		\$ 102,398,895	\$ 65,884,008	\$ 58,221,033
Unexpended Appropriation		\$ 89,808,669	\$ 51,883,476	\$ 33,453,360
Ending Cash Balance		\$ 21,595,011	\$ 35,136,757	\$ 26,714,006

- Springfield Columbarium and preplaced crypts began in FY26 with anticipated reimbursement from the VA in FY27 & FY28
- Fire alarm replacements in 3 homes; 1 roof replacement
- \$33M Transfer authority from Homes fund to VCCITF in FY27 - \$13M core & \$20M 1X
- Unable to complete transfer in FY27 from Homes to VCCITF due to cash flow



LEGISLATIVE UPDATE



AGENCY PARTNERS UPDATE



AGENCY PARTNERS UPDATE

- United States Department of Veterans Affairs Report
- Veterans Affairs Hospital Directors Update
- Military Preparedness and Enhancement Commission (MMPEC)
- Missouri Association of Veterans Organizations (MAVO) Report



MISSOURI VETERANS COMMISSION

CHAIR COMMENTS & ANNOUNCEMENTS



CHAIR COMMENTS & ANNOUNCEMENTS

- 2026 Commission Meeting Dates
 - 4th Quarter Meeting: November 23, 2026: Harry S Truman State Office Building
- 2027 Commission Meeting Dates (Tentative)
 - (May investigate room in Jefferson Building)
 - 1st Quarter Meeting: January 25, 2027: Harry S Truman State Office Building
 - 2nd Quarter Meeting: April 26, 2027: Harry S Truman State Office Building
 - 3rd Quarter Meeting: August 16, 2027: Missouri Veterans Home - TBD
 - 4th Quarter Meeting: October 25, 2027: Harry S Truman State Office Building



MISSOURI VETERANS COMMISSION

ADJOURN

