IMPLEMENTATION PLAN

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TABLE OF CONTENTS

Executive Summary …….. 3

OneKC WIRED Goal and Initiatives …….. 5

Governance …….. 36

Operations …… 38

Budget Allocations and Fiscal Management …….. 39

Anticipated Technical Assistance Requests …….. 41

Appendix …….. 42

EXECUTIVE SUMMARY

The goal of the OneKC WIRED initiative is to integrate and build upon a collection of currently independent activities that will lead to an unprecedented, comprehensive system of economic development, workforce development, and education and training that will drive significant economic and workforce development transformation within the greater KC area and meet the region's current and future needs.

At the core of the OneKC WIRED initiative is a broad-based consortium with a shared vision for integrating and coordinating tactical strategies to effect systemic change in the region. Consortium members include representatives from the public workforce system, industry, educational institutions, and philanthropy. Each individual member – and the consortium as a whole – recognizes the need to capitalize on common themes and reduce redundancies as primary drivers to long-term improvements in regional economic and workforce development initiatives.

The loose consortium was solidified through the "OneKC" regional economic development effort launched in 2003 by the Kansas City Area Development Council and its partners in the 18-county area. Subsequently, numerous organizations have developed goals and strategies consistent with the OneKC vision for reaching the region's long-term economic development potential. Thus, a unique feature and strength of the OneKC WIRED partnership is an established history of successful collaboration, committed to leveraging the WIRED opportunity to transform this bi-state regional economy.

The region's economic development agencies, in conjunction with industry, will provide the leading economic indicators for this demand-driven approach to regional economic and workforce development. This approach will require ongoing interaction among business/industry partners, economic development agencies, education and training providers and the public workforce system.

The initial focus will be on the three high-growth/high-demand industry sectors of advanced manufacturing, biotechnology and healthcare. It is the goal of the OneKC WIRED partners to *design*, *demonstrate* and *disseminate* innovative solutions that are:

1. Scalable
2. Transferable to other industries and regions
3. Sustainable beyond the three-year period of the WIRED grant

The OneKC WIRED initiative represents a dynamic entrepreneurial and innovative partnership strategically designed

COMPREHENSIVE STRATEGY

Many of the OneKC WIRED partners have been working on similar projects – in some cases, independent of each other. To remain competitive and foster long-term prospects of regional economic growth, the OneKC WIRED Initiative will employ a comprehensive strategy for transformation that:

- Integrates existing education and training programs across the KC region into one systematic continuum of learning that supports core competencies, advanced skills, integration of education with work, and propels individuals toward progressively higher levels of employment and wages

- Creates formal pathways to better prepare current and future workers for entry and success in careers in advanced manufacturing, biotechnology, and healthcare sectors
- Increases awareness and penetration of the public workforce system's services to business and industry under the OneKC Workforce brand
- Positions OneKC public workforce solutions as a "value-add" for economic development activities of the region
- Establishes common baselines of hard and soft skill data for labor supply through the use of a region-wide career readiness assessment tools
- Increases entered employment, retention, and wage gain of public workforce system participants
- Achieves cost efficiencies and increase ROI of public workforce system dollars through collaboration and demand-driven solutions

ONEKC WIRED INITIATIVES
GOAL 1
BUILDING CAPACITY –
MEETING TODAY'S WORKFORCE NEEDS

The OneKC WIRED initiative will focus initially on the three industry sectors of advanced manufacturing, biotechnology, and healthcare.[1] There are several reasons the three sectors were selected, including:

- Strength of existing alliances and partnerships
- Significant overlap in required core competencies
- Alignment of education and training programs, including a substantial regional commitment – both public and private sector – to increased emphasis (and investment) in the areas of science, technology, engineering and math (STEM).

In addition, the three industry sectors have critical employment needs, and they all fall within the high-skill, high-growth, and high-wage categories.

While there is a critical demand for highly skilled workers in all three sectors, there are some differentiating factors. For example, advanced manufacturing and biotechnology have a growing demand (employer) side, but they both face the challenge of filling the pipeline with qualified, skilled workers. At the same time, the number of qualified high-school students interested in healthcare-related careers far exceeds the capacity of area nursing schools. The primary barriers to expanding capacity in healthcare are the lack of qualified clinical faculty and adequate training facilities. The major barriers for the other sectors are more along the lines of an outdated perception (for manufacturing) and a lack of career awareness for both.

OneKC WIRED public education and outreach efforts will include information about careers in all three industry sectors and resources about related education and training programs throughout the bi-state region. The perception issue surrounding manufacturing will be addressed in a number of ways, including the continuation of some of the key awareness programs initiated under the *Dream It. Do It.* manufacturing careers campaign.

There are certain limitations associated with the three-year period of the WIRED grant, so most initiatives will adhere to a design-demonstrate-disseminate model. The rate at which initiatives move from the demonstration phase to dissemination will vary. In some cases, broad dissemination – both geographic and to other industry sectors – may not occur until after the initial three-year period.

During the course of the grant, programs and assets on both sides of the Stateline will be leveraged to produce a systemic, sustainable change in the way we educate and train workers as a region. And throughout all of the initiatives, intentional steps will be taken to reach nontraditional populations. In addition, in-process reviews will be conducted on a regular basis with special emphasis being placed on barrier issues – especially those faced by nontraditional workers.

[1] During the initial stages, healthcare-related initiatives will be focused principally on hospital-based nursing due to critical shortages in this area. With time, however, these programs could be adapted (or expanded) to address similar needs in the allied healthcare fields and in long-term care. This is consistent with the design-demonstrate-disseminate model.

Goal 1: Building Capacity – Meeting Today's Workforce Needs

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Clinical Faculty Academy	Develop formal curriculum for the Clinical Faculty Academy, including training materials and resources to prepare bed-side nurses to serve as clinical faculty	KC Metropolitan Healthcare Council – lead Collegiate Nurse Educators Kansas City Area Nurse Executives	1. Meet with project coordinator to develop process to manage initiative, organize volunteers, implement tracking system, budget oversight system by 3/06 2. Assemble project team by 6/06 3. Seek DOL clarification on use of curriculum (intellectual property) by 6/06 4. Develop legal agreements for use with subject matter experts and execute agreements by 7/06 5. Design and development of participant modules and field test the initial curriculum during the Fall Clinical Faculty Academy by 9/06 6. Continue design and development of participant modules by 12/06 7. Design and development of Instructor and Administrator Guide by 12/06 8. Print Participant Manual and Instructor/Administrator Guide by 12/06 9. Identify and enroll participants for Jan 07 Academy by 12/06	WIRED: $57,400 (first year budget through 01/07) Other: $4,000 Hospital funds to operate Clinical Faculty Academy Note: Additional funds are being made available via the Full Employment Council and both states. In addition, there are a number of in-kind contributions from area hospitals.	1. Increase the number of nursing faculty in the region by 20 additional clinical instructors. 2. Increase the effectiveness of clinical faculty who attend the Clinical Faculty Academy 3. Reduce the administrative time and cost associated with future Clinical Faculty Academy operations 4. Sustain the expanded nursing school enrollment in the region at the current level of 20 percent or approximately 200 additional nursing students

Notes: Area hospitals, nursing schools, local employers and civic leaders have developed a strategic initiative to expand educational capacity of nursing schools in the metropolitan region of Kansas City. The number of qualified high school students interested in pursuing nursing careers far exceeds the capacity of area nursing schools. The primary barrier to expanding capacity is the lack of qualified clinical faculty. Solution:

- Area hospitals agreed to use bedside nurses to serve as adjunct clinical faculty
- Area nursing schools agreed to expand the size of their entering classes by 20 percent or approximately 200 students
- Collegiate nurse educators agreed to design and operate a Clinical Faculty Academy — a two-day intensive course to prepare bedside nurses for their new educational duties
- Missouri State Board of Nursing provided a five-year demonstration project to permit BSNs (who are actively pursuing their master's degree) to serve as clinical faculty
- Area hospitals provided seed money to cover start-up costs

The development of curriculum for the Clinical Faculty Academy is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.

Goal 1: Building Capacity – Meeting Today's Workforce Needs

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Human Patient Simulator Initiative	Creation of a shared community human patient simulator lab to provide clinical training for the additional nursing students created by the nurse expansion initiative.	KC Metropolitan Healthcare Council –lead Metropolitan Community College – Penn Valley (grant sub recipient) Collegiate Nurse Educators	1. Assemble project team with MCC by 6/06 2. Meet with METI vendor by 6/06 3. Obtain input on space design for new building by 6/06 4. Contact HPS Advisory Committee volunteers from other nursing schools to develop preliminary usage plan for initial input by 6/06 5. Follow-up with builder regarding required design elements for final HPS Lab layout by 9/06 6. Finalize preliminary usage plan with HPS Advisory Committee by 9/06 7. Monitor progress of HPS construction phase by 12/06	WIRED: $0 (first year budget thru 1/07) Other (if applicable)	1. Hire and train coordinator to oversee all human patient simulator laboratory operations 2. Develop customized nursing curriculum modules to augment standard METI protocols 3. Purchase and install initial METI equipment (one adult, one pediatric and one mobile unit) by Q4 2007 4. Operate pilot HPS lab for Penn Valley nursing students 5. Form HPS Laboratory Advisory Committee and conduct periodic meetings 6. Purchase and install final METI equipment (one adult, one pediatric and one mobile unit) by Q2 2008 7. Integrate HPS clinical training for other area nursing schools by Q3 2008 8. Provide supplemental clinical training to 500 regional nursing students annually

Notes: The expansion of educational capacity at area nursing schools has created an increased demand for clinical sites, where nursing students receive practical hands-on training with actual patients under close supervision. A barrier to expanding educational capacity is the shortage of clinical sites to accommodate the increased number of additional nursing students.

Opportunity:

- The Collegiate Nurse Educators and Kansas City Area Nurse Executives have a long-standing collaborative relationship in the metropolitan region
- Both groups work closely together to coordinate the scheduling of nursing student clinical training at area hospitals for pediatric, medical/surgical, OB/GYN and mental health rotations
- Available time slots at hospital clinical training sites are limited and additional clinical rotations are needed
- Human patient simulator technology represents an excellent alternative to actual interaction with real patients
- MCC-Penn Valley has volunteered to operate a community human patient simulator laboratory at a new clinical training site scheduled for completion in late 2007

The Human Patient Simulator Laboratory is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.

Goal 1: Building Capacity – Meeting Today's Workforce Needs

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Nurse Preceptor / Mentorship Initiative	Create a segment of the Academy to train bed-side nurses to serve as preceptors/mentors for the purpose of nurturing new graduate nurses to the rigors of acute care medicine and physical demands of the profession, including long working hours in hospital settings	KC Metropolitan Healthcare Council - lead Collegiate Nurse Educators Kansas City Area Nurse Executives Area acute care hospitals	1. Conduct survey of chief nursing officers for information on existing programs and preferences 2. Develop and execute legal agreements for use with subject matter experts/administrative overseers by 6/06 3. Assemble project team for preceptor/mentor program by 9/06 4. Meet with chief nursing officers, human resources directors, nursing schools to establish goals, objectives and program content by 9/06 5. Develop and implement communications plan by 9/06 6. Finalize initial training modules for program by 12/06 7. Identify and enroll nurses for preceptor program by 12/06 *(program is estimated to be a year-long program with 1-2 days initially and with ongoing training sessions every other month)*	WIRED: $50,300 (first year budget thru 1/07) Other (if applicable)	1. Develop training modules to support the preceptor/mentor program 2. Provide training for 50 nurses annually to serve as preceptor/mentors (estimate 125 nurses will complete the program during the grant funding period) 3. Develop and begin using tool to measure the nurse retention rates (Note: The long term outcome is to reduce the number of nurses prematurely leaving the hospital setting by 10 percent.)

Notes: Expanding nursing school enrollment in the region is critical to meeting the future health care needs of our community. The retention of newly graduated nurses in acute care settings is a challenge for hospitals across the nation — a significant number of new graduates leave the hospital setting after two or three years. Producing more nursing graduates, without addressing the underlying cause for nurses exiting the acute care work environment is counter productive.

Opportunity:

- There is a significant need to nurture new graduate nurses to the rigors of acute care medicine and the physical demands of the profession, including long working hours in hospital settings
- The Collegiate Nurse Educators and Kansas City Area Nurse Executives have agreed to collaborate with Kansas City Metropolitan Healthcare Council to develop a formal preceptor/mentor program for bedside nurses
- A preceptor/mentor program represents a significant opportunity to improve retention of graduating nurses and existing nursing personnel

The Nurse Preceptor/Mentor Program is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.

Goal 1: Building Capacity – Meeting Today's Workforce Needs

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Nurse Re-entry Initiative	Retool and expand the new nurse re-entry program at Johnson County Community College (JCCC program began in 2005), which will double the number of training sessions and nurses who can receive specialized training prior to returning to the nursing profession.	KC Metropolitan Healthcare Council - lead Johnson County Community College (grant sub recipient) Metropolitan Community College – Penn Valley	1. Assemble project team for nurse re-entry program by 3/06 2. Orient and train project team by 3/06 3. Plan curriculum, syllabus, lesson plans, program schedule by 3/06 4. Facilitate additional meetings of project team by 6/06 5. Continue to orient and train project team by 6/06 6. Continue to plan curriculum, syllabus, lesson plans and program schedule by 6/06 7. Kick off communications plan by 8/06 8. Identify and enroll 10-12 nurses for each program—complete for first fall program by 8/06 9. Conduct 9-week training program starting 9/06 10. Continue to orient and train project team by 9/06 11. Finalize curriculum, syllabus, lesson plans, continue communications plan by 9/06 12. Continue communications plan by 11/06 13. Identify and enroll 10-12 nurses for each program by11/06 14. Conduct 9-week training program starting 11/06 15. Identify and enroll 10-12 nurses for next program by 1/07 16. Evaluate and update training materials as needed by 1/07	WIRED: $50,070 (first year budget thru 1/07) Other (if applicable)	1. Expand the existing nurse re-entry program by creating collaborative relationship between two local community colleges (using JCCC's existing nurse re-entry program and incorporate the new facility/human patient simulator lab at MCC-Penn Valley) 2. Increase the size of the JCCC nurse re-entry program by 100 percent. An increase of 20 additional nurses annually will mean 40 nurses will be ready to re-enter the workforce each year. 3. During the period of the grant, 110 nurses will have completed the re-entry program and will be ready to join the workforce.

Notes: The aging workforce, the economy and other factors have resulted in non-practicing licensed nurses desiring to re-enter the health care workforce. Changes in medical technology, new medications and advances in medicine represent a barrier for non-practicing licensed nurses to feel competent and comfortable to re-enter the profession. Non-practicing nurses need to also strengthen their critical thinking skills, which is essential to today's health care workplace.

Opportunity:

- Retool and expand the existing nurse re-entry program at Johnson County Community College
- JCCC currently conducts two programs annually
- JCCC currently has more applicants for the existing re-entry program than they can accommodate
- JCCC will double the number of training sessions and nurses who can receive specialized training prior to returning to the nursing profession
- Due to a lack of available space at JCCC, MCC-Penn Valley and JCCC have agreed to coordinate the additional training sessions at the new facilities at Penn Valley
- Broader community support by all area hospitals for expanding the JCCC re-entry program
- The Nurse Re-entry Program is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.

Goal 1: Building Capacity – Meeting Today's Workforce Needs

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Financial Assistance for New Clinical Faculty	Increase the number of clinical faculty in the region to sustain the recent expanded nursing school enrollment by providing cost of living assistance (through the local public workforce system) for baccalaureate prepared bed-side nurses to pursue a post graduate degree in order to serve as clinical faculty	KC Metropolitan Healthcare Council –lead Full Employment Council (grant sub recipient) Collegiate Nurse Educators Kansas City Area Nurse Executives	1. Develop an advisory committee comprised of CNOs, human resource executives, nursing educators and public workforce by 6/06 2. Determine goals, objectives, guidelines for financial assistance program by 6/06 3. Finalize financial assistance guidelines and determine kickoff date for financial assistance program by 9/06 4. Develop and implement communications plan by 9/06 5. Solicit and compile applications for funding requests by 9/06 6. Review funding requests by 12/06 7. Notify applicants for funding requests by 12/06	WIRED: $6,311 (first year budget thru 1/07) Other (if applicable)	1. Provide financial assistance to 10 hospital nurses to return to school to obtain a post graduate degree for purpose of serving as clinical faculty 2. Coordinate financial assistance program in order to supplement hospital scholarships or other funding sources 3. Sustain the expanded nursing school enrollment in the region at the current level of 20 percent or approximately 200 additional nursing students

Notes: The ability to sustain the regional clinical faculty/nurse expansion initiative is dependent upon our ability to attract and retain clinical faculty. The use of bedside nurses to serve as adjunct clinical faculty eliminates one significant barrier — the pay differences between practicing nurses and nurse educators (bedside nurses are paid 25 to 30 percent more than educators). The other barrier is a state licensure requirement for nurse educators, which requires a master's degree.

Based on feedback from area nursing schools, approximately one-third of the existing nursing faculty in the Kansas City region will retire within the next five years — jeopardizing the progress of the clinical faculty/nurse expansion initiative.

Opportunity:

- Missouri State Board of Nursing provided a five-year demonstration project to permit BSNs (who are actively pursuing their master's degree) to serve as clinical faculty
- The Clinical Faculty Academy will expose a number of BSNs to the rewards of teaching the next generation of nurses
- Area hospitals have existing tuition assistance programs for current employees
- Financial assistance for cost of living expenses would permit BSNs to accelerate completion of their postgraduate degree while continuing to work part-time
- Structure the financial assistance application process to prioritize funding for BSNs to pursue their MSN degree (including a commitment to serving as clinical faculty upon graduation)
- Priority would be given to applicants who receive tuition assistance from their hospital employer

The Financial Assistance for New Clinical Faculty Program is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.

Goal 1: Building Capacity – Meeting Today's Workforce Needs

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Making It in KC manufacturing program	1. Develop manufacturing job-ready program (MJRP) curriculum for entry-level manufacturing workers. 2. Hire and train faculty for delivery of MJRP training. 3. Recruit and qualify trainees to fill MJRP classes. 4. Train 350 potential workers over three years (this number was expanded from 300 to 350 based on the additional funding from the WIRED grant. 5. Qualify manufacturing firms as partners to participate in determining training specifications, review curriculum and provide placement opportunities. 6. Support trainees in job acquisition, successfully placing 75% in positions with manufacturing partners. 7. Expand partnerships by adding at least 3 partner-employers per year. 8. Develop a credential in basic manufacturing skills to confer upon graduates and establish as an employer-understood employment qualification. 8. Perform high school outreach programs to assure a long-term supply of interested and qualified workers	MCC Business & Technology Campus – lead Full Employment Council of Kansas City Additional Partners include 13 manufacturing employers, regional K-12 school systems, other workforce investment organizations, and business and labor associations.	Initial partnership commitments were made at the time of grant application Curriculum development began in November of 2005 Curriculum complete by end of June 2006 Key faculty positions filled before July 2006 Temporary facilities ready by July 2006. Permanent manufacturing laboratory complete by September 2006 First Class begun in July 2006 First class placements complete in November of 2006 Second class begun in August of 2006 and completed before the end of the year. First evening classes to begin in January 2007 Three new partners by the end of 2006	WIRED: $302,950 Other (if applicable) DOL CBJT grant of $1,970,252 million. $1.3 million in leveraged cash and in-kind contributions from partners.	350 trainee participants (increased by 50 based on receipt of WIRED funding) 260 trainees placed in manufacturing jobs Improved initial earnings by participants vs. non-participant benchmark. Improved job retention of participants compared to non-participant benchmark. Steady expansion of manufacturing partnerships. Sustainable program will continue beyond 3-year term of DOL CBJT grant. Development and continuous improvement of MJRP curriculum. All parties using WorkKeys assessment and profiling tools System change at MCC producing improvement in practices and programs

Notes: The key elements relevant to the expansion of capacity are the development of the curriculum, the partnership circle, the certification credential, the validation of the process through demonstrated success for both worker and employer and, of course, the self-sustained ongoing program.

GOAL 2
CREATING INFRASTRUCTURE AND NEW PLATFORMS – NEW ECONOMIES

Note: The Goal 2 strategies outlined in the original OneKC WIRED proposal were reasonable projects; yet the OneKC WIRED Executive Committee (in consultation with USDOL/ETA and WIRED advanced technical assistance providers) recognized that they lack the transformational impact of other projects in the proposal. A newly formed task force (see below) will reevaluate this portion of our initiative and the updated Goal Sheet(s) will be added.

The sectors of advanced manufacturing, biotechnology, and healthcare represent areas of high growth and opportunity in the KC region. New discoveries and innovations are key factors in the continuing vitality of these sectors. While such activities occur within universities, research institutes, and R&D divisions of private companies, the true value of such innovations is realized with their effective transfer out of those settings and toward a path of commercialization.

KC is fortunate to have a number of technology transfer/commercialization organizations located throughout the region and covering a number of industry sectors, including those targeted by OneKC WIRED. A key obstacle to regional transformation, however, is that many of these organizations provide similar services and do not collaborate effectively to the benefit of the region. In addition, entrepreneurs lack a single point of contact for assistance, and they are often frustrated when handed off repeatedly before landing in the correct office.

Utilizing the data collected and synthesized by Richard Seline and New Economy Strategies (on behalf of the Kansas City Life Sciences Institute and the Kansas Technology Enterprise Corporation), we have a potential roadmap for establishing a regional, integrated technology transfer system. While the allocation of WIRED funds within this goal area would initially focus on the targeted industry sectors of advanced manufacturing, biotechnology, and healthcare, the essential infrastructure developed under this initiative would support a broad range of technology transfer activities.

The Executive Committee has formed a task force to reevaluate the overall commercialization infrastructure alignment strategy and to determine where strategic WIRED investments would accelerate the transformation to a regional technology transfer network. The Technology Transfer Task Force will review results and recommendations from a number of existing regional studies, incorporating (where appropriate) frameworks, success factors, and best practices necessary for an effective regional technology transfer system. Based on their analysis, the task force will develop a set of recommendations identifying specific objectives and potential partners for a sustainable structure/model of a regional, multi-industry technology transfer system that serves as the technology transfer component of the OneKC WIRED initiative.

The results of the task force's activities will be reviewed by the technology assistance team and brought forward to Maria Flynn and others at USDOL for approval. In the interim, no funding will be disbursed to Missouri Enterprise or the National Institute for Strategic

Technology Acquisition and Commercialization (NISTAC). Future funding to those organizations will be strictly dependent on their individual roles within the newly developed strategies.

The Animal Health Innovation Grants will proceed. This initiative represents a pilot project and has well-defined parameters, timelines, and outcomes. A similar program has demonstrated a 10:1 return in federal dollars received in comparison to the original investment. In addition, the Animal Health Innovation Grant program also will be used as a model for the evolving regional technology transfer effort.

Goal 2: Creating Infrastructure and New Platforms – New Economies

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Animal Health Innovation/Tech Transfer Grants	1) Develop and issue request for proposals; 2) Grants submitted and administrative review performed; 3) Recruit proposal review team and convene review; 4) Make grant awards and set up grantee accounts; 5) Assure six- and 12-month reports submitted by grantees.	Kansas City Area Life Sciences Institute – lead	1) Issue RFP 08/06; 2) Grant proposals submitted by 10/06; 3) Recruit reviewers and convene review process by 12/06; 4) Award grants and set up accounts by 02/06; 5) Monitor grantees success in securing additional funds from federal agencies - ongoing	WIRED: $150,000 in Yr 1 Other (if applicable): Bayer $50,000 in Yr 1	1) Foster/facilitate collaborations between research universities and private sector animal health companies; 2) Expedite movement of new discoveries from the laboratory to market.; 3) Quantitate increases in the number of animal health start-up companies emerging in the region.

Notes:

Annual grants and their progress are monitored in a master database. Grantees submit progress reports at six and twelve months post-award, describing project status and number of proposals submitted to external funding agencies. Any award granted is noted and included in an overall summary. The return on investment is calculated by dividing future funding by the amount of the KCALSI grant.

Sustainability Plan: WIRED funds will launch this effort and sustain it for the first three years. Upon demonstrating the return on investment and underscoring the ability to successfully move technologies out of laboratories and into companies for commercialization, we will have made the business case for supporting this program and solicit private sector/corporate funds to sustain the program. There is also an opportunity to negotiate a 0.5-1.0% royalty fee for successfully commercialized products to help sustain the program.

GOAL 3
EXPANDING SKILL SETS OF THE CURRENT WORKFORCE – INCUMBENT WORKER TRAINING

The focus of this goal is to support those workers in the targeted industries for whom job expectations or individual circumstances have changed. For instance, training/retraining or "up-skilling" may be essential when:

- There is a requirement for continual updating of skills and knowledge in the rapidly changing industries such as bioscience. New equipment, procedures, and emerging technologies may be introduced through in-service training, expert systems, or Web-based instruction.
- The introduction of new products, and the elimination of current products, each affect the skill sets of incumbent workers. Preparation for the transition may be provided by internal resources, community colleges, universities, or vendors
- Older workers may choose to change jobs within an organization rather than retire, or they may be required to changed jobs due to physical limitations. Education and development opportunities within the organization provide support for transition and retention of valuable workers.

Financing for continuing education is a concern for employers, employees, and for education providers. Most tuition assistance programs are designed for managerial and professional employees, leaving low wage and/or lower skilled workers at a greater disadvantage. Lifelong Learning Accounts (LiLAs) provide one option by increasing the resources available for post-secondary education. LiLAs are savings accounts, similar to 401Ks, by which funds saved by the employee are matched by the employer, and in some cases, by a third party as well. The savings may be used for tuition and related course expenses The One KC WIRED project is one of a handful of initiatives that are making LiLAs available to a large regional population.

The initial strategies described in this goal will help develop prototypes for other industries, and for other populations.

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Goal 3: Expanding Skill Sets of Current Workforce – Incumbent Worker Training

Key Strategies	Activities	Responsible Parties/Participants	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Bioscience Career Training Program	1. The first year of the grant, develop, manage and deliver one live 1 or 2-day short course to 6 of 11 regional bioscience partner companies for 10 of their personnel (other 5 courses will be delivered 2nd and 3rd years); 2. Include one participant from each of other partner companies at each on-site; 3. Convene personnel from each company to consult with instructor/developer to determine specific components of the course; 4. Adapt select courses for online asynchronous delivery for KUCE portfolio.	University of Kansas – lead Higuchi Biosciences Center—consulting partner Bioscience Partner Companies: • Bayer • Boehringer Ingelheim • Hill's Pet Nutrition • Midwest Research Institute • PRA • ProPharma • Quintiles • SAFC-JRH • Worldwide Clinical Research • XenoTech • Sigma Aldrich—St. Louis	1. Determine 6 on-site course topics by 8/06 2. Recruit instructors by 1/07 3. By 1/07, have 6 courses scheduled for delivery between 9/06 and 7/07. 4. Convene course development meetings with company representatives and instructors and complete curriculum for 6 courses by 3/07 5. Deliver 6 on-site courses by 7/07 6. Adapt two of the courses for online delivery	WIRED: $123,000 Other (if applicable) NSF grant participant support subsidy $12,000-36,000	1. Train up to 120 bioscience industry personnel through highly customized, short courses; 2. Add 6 new short courses to KUCE portfolio for ongoing delivery to bioscience industry; 3. Develop interaction among KUCE's industry partners 4. Expand KUCE online course offerings

Notes: There is a requirement for continual updating of skills and knowledge in the rapidly changing bioscience industry. New equipment, procedures, and emerging technologies require a continual assessment and update of the skill sets of many workers. Incumbent worker training in this area may be delivered via in-service training, expert systems, or Web-based instruction.

Goal 3: Expanding Skill Sets of Current Workforce – Incumbent Worker Training

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Lifelong Learning Accounts (LiLAs)	Establish LiLA Program Office within OneKC WIRED office. Establish multi-stakeholder team to advise on and assist with program design and implementation, as well as visibility and capacity building efforts, as appropriate Develop program implementation plan, including roles and responsibilities for one-stops and financial services partner Conduct employer and employee program recruitment and enrollment Train educational and career advisors Provide LiLAs and program support to up to 100 employees Develop and implement policy initiative in support of LiLAs and conduct	OneKC WIRED Project Director OneKC LiLA Director (to be hired) Regional Workforce Council / Local Workforce Investment Boards / Public Workforce System – lead Financial Account Services Partner (TBD) CAEL (TA provider)	September 2006-Establish LiLA office; hire LiLA dedicated staff (subject to availability of grant funding) August-September 2006—Begin discussions on state policy goals for 2007 legislative session in Missouri and Kansas September 2006 – Finalize marketing strategies and materials December 2006-Finalize program protocol and define roles and responsibilities for outreach and enrollment, financial management and advising services. Conduct training sessions for advisors and outreach staff. Finalize systems and processes for account management, financial management, reporting, and account services. Conduct outreach to key education and training providers. December 2006 – Launch program outreach and	WIRED: $166,350.00 Other: Employer contributions Possible private, third-party match State funds (in Years 2 and 3 – especially for the underserved populations)	Fully operational LiLA pilot serving up to 100 participants and at least 5 employers. Defined infrastructure to support the scaling up of the LiLA initiative in the regions and participating states. Increased visibility of the LiLA model throughout the region as evidenced by media coverage and presentations Action plan with strong stakeholder support to expand LiLAs on a potentially bi-state basis through an expanded pilot and/or legislation which would provide support such as a tax credit or state match for LiLA contributions

	outreach to key policy leaders in Missouri and Kansas. Work with Regional Workforce Council to 1) introduce concept of LiLAs to seven local WIBs; 2) provide links to businesses for recruitment; and provide a home (in LWIBs) for advisors		enrollment to employers December 2006— Undertake necessary outreach to policymakers, industry representatives, community colleges and legislative champions in preparation for 2007 legislative session February 2007 – Launch program outreach and enrollment to employees February 2007—June 2007 Continue constituency building and information sessions throughout 2007 legislative session May 2007 - Achieve program enrollment goals; program fully operational		

Notes: Funds will need to be allocated for office space/expenses for LiLA Program staff. Initial recommendation is to house Program Director, Outreach Coordinator(s) and Account Manager in the OneKC WIRED Office. Career Advisors will be housed in One Stops – initially one each in Kansas and Missouri. DOL is reviewing whether WIRED funds can be used to support the educational activities of the participants through the LiLA accounts. The State of Maine will be using WIRED funds in the form of "scholarships," which are disbursed at the time of training. This approach effectively addresses the issues surrounding the use of WIRED/H1B funds for a third-party match, because they can be used for training purposes.

GOAL 4
DEVELOPING THE EDUCATIONAL CONTINUUM – THE WORKFORCE OF TOMORROW

There are a number of complementary projects that address key points along the K-20 educational continuum. Specific projects include:

- Kansas City Science Initiative – an experiential learning curriculum for K-6 science education
- Project Lead the Way (PLTW) – a pre-engineering component with specific focus on grades 9-12
- Partnership for Regional Education Preparation (PREP-KC) – an intermediary effort focused on grades 9-12 to improve math and science performance and enhance student knowledge of and access to careers in biotechnology, healthcare, and advanced manufacturing. *Note: PREP-KC works with the two major urban school districts, the Kansas City Missouri School District and the Kansas City Kansas School District, both of which have similar demographics.*
- Johnson County Community College's (JCCC) Center of Excellence for Bioscience – a program focused on raising awareness of career opportunities within the Biosciences among students in grades 7-12, displaced workers, and workers seeking career change.

The cooperative efforts of the leadership of the first three projects listed above will help facilitate the implementation of these seemingly separate, discrete components, in an integrated and coordinated manner. Both the Kansas City Science Initiative and Project Lead the Way have middle school components that are likely to be incorporated into the WIRED module later in the funding period. Similarly, Project Lead the Way and PREP-KC will work on developing career awareness and career training opportunities with private sector companies.

Taken as a whole, this series of projects prepares students in elementary grades to begin the critical thought process through the application of experiential learning. This approach subsequently provides a steady pool of candidates for further experiential-based learning opportunities within Project Lead the Way and PREP-KC. The latter program will build the pathways that will allow technically competent students in math/science to move into careers in the targeted sectors of advanced manufacturing, biotechnology, and healthcare. Activities supported through the JCCC program enhance and reinforce career awareness among those interested in the biosciences and provides a pathway for clients of the public workforce system to learn about high growth career opportunities.

Each project component also has developed a plan for long-term sustainability detailed in each of their detailed Year 1 plans.

Goal 4: Developing the Educational Continuum – The Workforce of Tomorrow

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Urban Education Reform = Small Learning Communities with Career Themes	*See grids below*	Partnership for Regional Educational Preparation (PREP-KC) - lead	See grids below:	WIRED: $500,000 (Materials and equipment will be purchased in Year 1, and used through Year 3 of WIRED.) Other (if applicable)These WIRED resources are part of an annual $3Million plan, supported by private foundations, to accelerate connections to college & employment for urban HS students in KC.	See grids below for items and completion dates. Long-term outcomes (#'s of students completing HS w/post-sec. and employment plans and industry experiences) are still being developed.

Notes: The plans described in the 2 grids below require on-going planning and integration with the work of 2 large urban school districts (Kansas City Kansas, and Kansas City Missouri) which together educate approx. 50,000 mostly low-income students in the bi-state city of Kansas City. PREP-KC has a good start on this relationship-building on both districts, but, as in any large, urban district, the effort will be on-going to protect the time and focus necessary to maximize success.

Strengthening Career Themes: industry specific equipment & materials	
• Develop RFP and RFP process for SLCs to apply for funds for industry specific equipment & materials (in collaboration with the Kansas City Missouri School District	August – October 2006
• Release RFP with a training/meeting describing the process	Oct./Nov. 2006 (and annually)
• Evaluate proposals and provide feedback (also make selection)	December/January (Annually)
• Purchase/secure requested materials/equipment	January 2007 (and annually)
• Progress report from SLCs regarding use of equipment/materials	May 2007 (and annually)
• Evaluation of process and revisions to RFP and monitoring procedures to be applied in the coming year	June 2007 (and annually)

Strengthening Career Themes: 3 WIRED School-to-industry Liaisons	
• Develop plan for identifying, employing, supporting and managing Liaisons, including Measures of Success	August – October 2006
• Develop plan for Liaisons collaborating w/WIRED Internship Coordinators	Oct. 2006
• Develop job-description and employment contracts for School-to-Industry Liaisons	Drafts completed: July, 2006. Final completed by Sept. 2006
• In collaboration with KCK and KCMO HS's, develop plan (including time) for Liaisons to meet w/SLC College and Career Coordinators	October, 2006
• Employ Liaisons	October, 2006 (or as soon as qualified candidates can be secured)
• Evaluate Liaisons' impact, and make revisions to job-performance-expectations for the coming year	June 2007 (and annually)

Goal 4: Developing the Educational Continuum – The Workforce of Tomorrow

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones*	Financial Resources Needed	Desire Outcomes/ Metrics
Pre-engineering (Kansas City Initiative)	1. Conduct education and outreach efforts for PLTW to regional school districts 2. Develop implementation plans with participating districts, which includes hiring, identifying and training teachers. 3. Establish an industry council and advisory committee to direct the project. 4. Establish grant guidelines for schools. 5. Identify at least five sites to host regional centers of excellence to partner with local districts in offering upper level PLTW courses. 6. Establish a teacher mentor and externship program. 7. Develop career pathways, including those for engineers, engineering technicians, etc.	Project Lead the Way-KC – lead Metropolitan Community College Regional School Districts University of Missouri-Rolla State of Missouri State of Kansas	1. Outreach and education – ongoing 2. Begin with 19 schools in the 2006-2007 school year and end with 40+ schools in the 2008-2009 school year. 3. Conduct counselor/administrator workshop in September 2007 and in subsequent years. 4. Expand the industry council in fall 2006 and hold quarterly meetings through 2009. 5. Make first grants available to schools in Fall 2006. Update grant guidelines each year as funds become available. 6. Establish a plan with school districts, area vocational technical centers and community colleges to create regional centers of excellence – ongoing through 2009. 7. Identify and train community college instructors to deliver PLTW curriculum. – Summer 2007.	WIRED: $ 540,000 Other: Kauffman $1.2 million Other sources: $800,000 Additional funds are available from federal, state and local school districts. Additional funds to support University of Missouri-Rolla as a training facility	Marketing material available by fall 2006 for all districts 19 schools implementing PLTW in fall 2006 Train counselors and administrators in all participating districts. Distribute funds to participating districts each year – first funds available in fall 2006 to reimburse training costs Meet with school districts to plan for future needs. Upper level courses will be offered in three years in most districts.

Goal 4: Developing the Educational Continuum – The Workforce of Tomorrow

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones*	Financial Resources Needed	Desire Outcomes/ Metrics
K-6th Grade Inquiry-based Science	1) Establish a supply of reusable, quality curriculum modules; 2) Provide professional development for K-6 teachers using curriculum modules; 3) Develop components of a materials support center; 4) Assess student improvement in math and science and program effectiveness; 5) Establish admin support for program and build community support	Kansas City Area Life Sciences Institute – lead Kansas City MO School District Bayer CropSciences	1) 200 kits secured by 09/06 2) train 85 teachers by 09/06 and an additional 90 by 01/07 3) identify replenishment center & secure contract by 09/06 4) collect module pre/post tests by 01/07 and district assessments by 05/07 5) transfer program from Bayer to KCALSI and hire program manager by 08/06	WIRED: $130,613 Yr 1 Other (where applicable): Bayer $50,000 Yr 1	1) Complete module purchases; 2) Send teachers and district resource personnel to ASSET training; Develop various components of modules; Conduct professional development for teachers; 3) Solicit proposal for module replenishment; Discuss warehouse space needs; Identify transportation solution; Distribute & refurbish modules; 4) Collect assessments and DAP data & analyze; 5) Transfer to KCALSI; Hire program manager & introduce to KCMSD administration; Select additional schools for program; Approach community organizations for funding; Attend National LASER K-8 Science Education Strategic Planning Institute; Update Bayer on progress; Identify education research partners

Notes: The KCMO School District is currently willing to integrate this program throughout all of their classrooms. The challenge will be identifying additional resources to support accelerated program expansion, purchasing sufficient quantities of modules, and expanding capacity for providing teacher professional development. KCMSD is considering use of textbook adoption funds to support project. Expansion of this program to other school districts (e.g., in Kansas City, Kan.) will be explored in the dissemination phase.

Goal 4: Developing the Educational Continuum – The Workforce of Tomorrow

Note: JCCC has made several post-proposal changes to their plan, which will be reviewed and revised prior to contracting.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Center of Excellence for Bioscience	1. Offer Microbiology on-line 2. Develop on-line courses in Principles of Cell and Molecular Biology, Introduction to Biotechnology and Laboratory Safety 3. Purchase equipment for new biotechnology lab 4. Develop a credit course for "Handling and Care of Small Laboratory Animals" 5. Develop short course credit certificates in biotechnology and noncredit classes 6. Develop biotechnology simulation software 7. Design and procure Mobile Biotechnology Lab 8. Professional Development & Training	Johnson County Community College – lead JCCC biotechnology faculty/ staff JCCC biotechnology faculty/ staff and JCCC Purchasing Department Work in cooperation w/ Metropolitan Community College District and/ or Stowers Institute for Medical Research (latter has agreed to be partner) JCCC Biotechnology program will develop the short course certificate curricula. Noncredit short course curricula will be developed with cooperation between JCCC Biotechnology program and JCCC Division of Continuing Education and Community Services and/ or University of Kansas Division of Continuing Education Barrier – Identifying	1. June 2006 2. Completed by spring 2007 3. Spring 2007 4. Fall 2007 5. Spring 2008 6. Spring 2008 7. Fall 2008 8. Ongoing	WIRED: $200,000.00 JCCC faculty reassigned time - completed WIRED $228,000.00 WIRED $250,000.00 Other – funds for stipends for teacher training, funds for professional training for mobile lab WIRED $100,000.00	1 and 2. Make courses available to students asynchronously and allow accessibility to introductory courses in biotechnology to students in out state areas. Lab will be fully equipped with "state of the art" laboratory equipment necessary for teaching a quality biotechnology certificate/ degree program Employees will handle and care for small laboratory animals according to state and federal regulatory guidelines Credit or noncredit training in specific areas (i.e. credit certificates in FDA and OSHA regulations or Compliance, instrumentation, animal handling) as requested by biotechnology industry. Simulation software will be available on CD/ internet/ JCCC biotechnology web-

		instructors for CE courses & funding for these courses JCCC faculty/ staff, JCCC Educational Technology Center and software developer/ vendor to be identified. Barriers – identifying vendor/ designer to help in design and development of software. JCCC biotechnology faculty and staff. Members of biotechnology industry Pre-procurement Barriers – determine population to be served; identify schools interested in accessing this resource; identify number of students per class in each school and the number of minutes they have designated to mobile lab class; parking space for mobile lab at schools; set-up of mobile lab; training for driver of mobile lab; teachers for mobile lab; and training teachers at JCCC before mobile lab arrives Use of student volunteers or students doing "research for credit" at JCCC or area colleges and universities			page for the purpose of providing educational resources for prospective students and students enrolled in JCCC biotechnology programs Mobile Biotechnology lab will serve as educational resource for industrial on-site instrumentation training. Mobile Biotechnology lab will serve as a learning resource for students in elementary, middle school and high schools in the metropolitan Kansas City area and in Kansas. Maintain currency in the latest biotechnology methods & technologies.

		Post-procurement Barriers: Fuel for vehicle and generator; insurance for vehicle; storage for vehicle; maintenance of vehicle; supplies; driver for large vehicle; satellite/ cellular/ wireless; travel costs for instructors & volunteers; graphics; office support including printing, websign design & maintenance and publications JCCC biotechnology faculty & staff			

Notes:

GOAL 5
REGIONALISM –
THINKING, ACTING, WORKING, AND GROWING AS ONEKC

The OneKC WIRED initiative is focused on an 18-county bi-state region defined by the "Think OneKC" regional economic development campaign. WIRED builds upon this transformative regional thinking and challenges key stakeholders to take steps beyond the notion of Think One KC … and urges them to act, work and grow as OneKC. The overarching goal is to integrate and build upon a collection of currently independent activities – leading to an unprecedented comprehensive system of economic development, workforce development, and education and training to meet the region's current and future needs.

OneKC Regional Workforce Council

One of the key elements of this transformation is the newly formed OneKC Regional Workforce Council. The Regional Workforce Council will encourage LWIBs to target *regional* workforce needs in these three industries to strengthen this regional economy – as opposed to the *artificial boundaries* of the seven LWIBs. The Council's membership includes:

- Seven representatives from targeted business and industry sectors *(Includes Chair of OneKC Regional Workforce Council)*
- Seven LWIB Chairs
- Two State-level Workforce Representatives (one each from MO & KS)
- Seven LWIB Directors (ex-officio)
- One Johnson County Community College administrator (ex officio)
- One Metropolitan Community College administrator (ex-officio)
- PREP KC Executive Director (ex-officio)

To date, the Council has met twice to discuss its role in creating a common brand for the public workforce system. Key areas of emphasis include:

- Regional Workforce Asset Mapping (including current activities – apart from WIRED – in the three targeted industry sectors)
- Career Readiness Certificate Process Mapping (for the creation and implementation of an single, bi-state certificate with the same standards and recognition)
- Process Mapping for Approved Training Providers (to help create common, bi-state standards for approved training providers)

There are four "pillars" that will provide a new, innovative framework for the region's public workforce solutions – some of which currently are not eligible for WIA formula funds. They include:

Regional Training Accounts (RTAs) to provide training in the three targeted industries. Work Supports are included in RTAs as well as Work-based Learning Connected to Classroom Instruction. *(see below)* RTAs will target three specific groups:

- Unemployed
- Underemployed, including incumbent workers in declining industries and underemployed in the three targeted industries of advanced manufacturing, biotechnology, and healthcare[1]
- Youth/emerging workers

[1] Incumbent workers in declining industries and underemployed in the three targeted industries currently are not eligible for WIA formula funds, but will be eligible to receive WIRED funds.

Common Assessment Platform (WorkKeys) focusing on the three areas of Reading for Information, Applied Math, and Locating Information. The results of this assessment will be reflected in a Career Readiness Certificate (CRC) that will have three levels (Gold, Silver, Bronze) of competency. The CRC will be portable and recognized by both states.

Lifelong Learning Accounts that promote worker, government, and employer involvement in "shared investment" model. We currently need to address funding streams to help low-wage, underemployed workers with their personal contributions to LILAs. We currently are considering two avenues of funding – monetary or voucher (seeking tax credits for both avenues). LiLAs, by their very nature, will be portable and can be used in both states.

Work-based Learning Connected to Classroom Instruction will be integrated as part of the educational/training program and coordinated through WIRED initiative. This will involved education and training institutions on both sides of Stateline. *Note: Such programs currently are not eligible for WIA formula funds, but will be eligible to receive WIRED funds.*

There are a number of initiatives that differentiate the public workforce solutions offered under OneKC WIRED from the status quo, including:

1. Work-based learning offered concurrently with occupational training
2. Solutions focused on the *regional demand* in the bi-state, 18-county area as opposed to the *artificial boundaries* of the seven LWIBs
3. Common assessment platform for basic workplace readiness across seven LWIBs in the 18-county region (includes a bi-state Career Readiness Certificate signed by both governors, and soft skills assessment with training and development)
4. Leveraged shared investment from businesses, individuals and government to support lifelong learning in critical skill shortages in three industry sectors (LiLAs)

Internships

For many young, an internship is more than just a summer job – it can be their first step toward discovering a meaningful career. Our goal is to assist area companies in developing internships and co-op programs that provide a practical learning experience for young adults – offering them an opportunity to work on meaningful projects and interact with professionals from various fields (and levels) of industry and business.

Companies understand that successful internship and co-op programs can be a valuable tool in their efforts to attract and recruit talented individuals. During a recent survey of area manufacturers, many small- to medium-sized companies expressed an interest in serving as a site for internship or co-op programs, yet they also have shared the need for assistance in developing and administering such programs.

OneKC WIRED has the unique opportunity to serve as a convener, or umbrella organization, for establishing and promoting internships and co-ops in the KC area. By leveraging the resources of our partners, we also are uniquely positioned to work with companies and schools to collectively promote manufacturing internships. This concerted effort could have the added effect of capturing the interest of a broader base of companies and candidates. It also could ultimately result in our region gaining the distinction of being a "destination of choice" for students seeking internships in manufacturing-related careers.

Goal 5: Regionalism – Thinking, Acting, Working, and Growing as OneKC

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
OneKC Regional Workforce Council	1. Appointment of members to the Council. 2. Organizational meeting for creation of by laws; elected officer positions; and annual meeting schedule. 3. Serve as a regional advisory body to recommend strategies to coordinate workforce initiatives beyond political jurisdictions. 4. Maximize resources and increase return on investment with WIRED dollars allotted to the 18 county/bi-state region. 5. Coordinate industry and business outreach services. 6. Develop regional responses to critical skill shortages. 7. Support portable basic workplace readiness credentials recognized by both states. 8. Appoint task force/subgroups to address specific activities, including development of a Career Readiness Certificate Process Map, Regional Asset Map, Process Map for Approved Training Providers, etc. 9. Establish career pathways for targeted industry sectors.	OneKC WIRED Office – lead Local Workforce Investment Boards / Public Workforce System OneKC Regional Workforce Council Members which includes: 7 reps from targeted business and industry sectors (includes Chair of OneKC Regional Workforce Council); 7 LWIB Chairs; 2 State-level Workforce Representatives (one each from MO & KS); 7 LWIB Directors (ex-officio); 1 Johnson County (KS) Community College administrator (ex officio); 1 Metropolitan Community College (MO) administrator (ex-officio); and PREP KC Executive Director (ex-officio).	TBD	WIRED:	Increase cost efficiencies and higher ROI on public workforce dollars through a regional collaboration. Adoption of a common career readiness credential throughout the WIRED region. Greater business use of the public workforce system services. Process mapping of one-stop services. Resource mapping of Industry and Business; as well as Youth Improved employer satisfaction with public workforce system services. Greater awareness of the public workforce system services. Increased number of qualified workers available for jobs. Career Readiness Certificate Process Map Regional Asset Map Process Map for Approved Training Providers

Notes: The public workforce system within the OneKC WIRED project begins with the Regional Workforce Council driving strategic alliances that advance the 18 county region's economic vitality. This new regional Board will link regional workforce activities from both Kansas and Missouri's seven local workforce investment boards, businesses, and educators with economic development organizations in order to support a workforce system that provides quality employees for employers within the manufacturing, biotechnology and health care industries and

develops real career opportunities for job seekers. This new regional workforce system approach is intended to make it easy for businesses to make connections with qualified applicants and to access other vital and uniform workforce development services across both state lines. This also could prove very beneficial in public education and outreach efforts – especially those geared toward educating local elected officials and those related to the recruitment of eligible candidates for careers in the high-wage, high-demand areas. Funds will need to be allocated to provide staff and administrative support for this new Council.

The Regional Workforce Council will work with representatives at each of the local WIBs to package one menu of OneKC workforce solutions for employers and job seekers. This exercise of creating a common infrastructure in support of workforce and economic activities within the three identified sectors will identify some barriers the Council will need to address. One example anticipated is long standing local WIB policies which may not currently support new initiatives and/or waivers. This will require additional time and attention given to these local WIBs in educating and demonstrating the higher ROI of such new initiatives for the Region as a whole. Funds will need to be allocated for travel expense of Council Staff and members.

The Regional Council will work with education and industry leaders to ensure that lifelong learning accounts and incumbent worker training opportunities are complementary and meet the skill standards of employers. Several delivery and administering strategies will need to be considered and possibly piloted to ensure successes for these new programs. Funds will be allocated towards new program initiatives.

Developing comprehensive responses to critical labor shortages by convening industry and sector summits with the OneKC partners like Kansas City Area Life Sciences Institute, School Districts of Kansas City Missouri and Kansas, Alliance for Innovation in Manufacturing, KC Metropolitan Healthcare Council and others will provide for a demand driven regional product in meeting these yet to be identified needs. Funds will need to be allocated to fund three summits within the region.

The Regional Council will work closely with educational partners at all levels within the region to ensure strategies are developed and implemented to expand capacity and deliver employer-driven training curriculum and programs that ties work-related skills and job readiness preparation to address the gaps identified within the three industries. Funds will need to be allocated for curriculum development and delivery.

Goal 5: Regionalism – Thinking, Acting, Working, and Growing as OneKC

Note: In addition to the traditional student populations (both secondary and post-secondary), this initiative will serve nontraditional placements, including underemployed incumbent workers, displaced and/or transitioning workers, older workers, etc.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Internship Program	1. Work with area businesses to: • Identify available positions • Develop and design an internship program toolkit • Determine program value • Assist in supervisor training • Exist as a single liaison between business and interns • Define competencies • Create assessments for the internship program 2. Develop an opportunity portal that will contain: • Intern position postings • Resume libraries • Career pathways and information • Transportation availability • Events calendar • Video testimonials • Work Keys assessments • Automated matching • Employer toolkits • Assessment collection • Training modules 3. Collaborate with schools to: • Provide students with resume writing assistance • Provide resume assistance to teachers • Career pathways and information • Career awareness • Work expectations • Soft skill training	OneKC WIRED Office – lead WIRED Industry Sector Leads Partners Industry and Trade Associations	Conduct initial screening for industry coordinators by 09/06 Contract with industry coordinators by 10/06 Conduct survey of best practices (by industry) by 12/06 Develop toolkit by 02/07	WIRED: $ *Note: Will be broken out from the combined Office-Internship budget.* Other: In-kind contributions from businesses, including staff, time, etc.	Overarching: KC would become known as a destination of choice of internships and co-ops in advanced manufacturing, biotechnology, and healthcare Internships seen and used as an effective recruitment tool Number of internships created and completed Number of interns placed within each specific industry sector Customer satisfaction with interns, placement, and processes

	4. Create an enrichment center (or umbrella program) for interns and co-ops that will include: • Lunch & Learn sessions • Awards program • Career outings • Social activities • Alumni corps 5. Develop externships for secondary school teachers/instructors. 6. Explore the integration of registered apprenticeships into the internship/co-op program				

Notes: The three industry coordinators for the Internship Program will work closely with PREP-KC's industry-to-school liaisons, secondary schools, community colleges, and universities to develop the pipeline of talent linked to specific industry-related education and training programs.

Goal 5: Regionalism – Thinking, Acting, Working, and Growing as OneKC

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Regional, Multi-industry Skills Gap project	1. In cooperation with all OneKC WIRED Partners, conduct a regional, multi-industry (advanced manufacturing, biotechnology and healthcare) skills gap analysis in each of the three years of the OneKC WIRED initiative 2. Produce a "dashboard" or report* that regularly updates the region's skills gap issues – using it as a means of: a. measuring progress b. assessing changes in industry's needs c. cataloging education and training programs – especially those that are specifically related to the three targeted industry sectors d. highlighting progress in closing the gaps e. identifying existing or newly created gaps f. developing an action plan to close the gap(s) *Note: The reports will be produced on an annual basis, with the possibility of being updated quarterly or semiannually. The reports will contain preliminary recommendations that will be considered by task force groups (comprised of key stakeholders), which will make final recommendations, including a specific action plan.	Alliance for Innovation in Manufacturing-Kansas City (AIM-KC) – lead OneKC WIRED Office and Industry Coordinators PREP-KC WIRED Partners Public Education and Outreach Team	1. Hire staff (full-time coordinator and 0.5 FTE admin) to work with key stakeholder groups in addressing the primary skills gaps identified in the recently completed skills gap analysis focused specifically on manufacturing by 10/06. 2. Establish framework for producing skills gap report, including timeline by 12/06	WIRED: $410,785 Other (if applicable)	Identification of gaps and the ability to close them Flexibility of education and training providers (i.e., how fast can they meet the needs) Satisfaction of employers Note: Key Metrics will need to be develop consistent with industry needs and standards … and workforce-related measurements.

Notes: Collaboration with three industry sectors is necessary to ensure we are meeting established standards for each industry and that we are using metrics consistent with industry's needs. In addition, we will need to work closely with the public workforce system and education and training providers to establish meaningful metrics and the methodology for collecting this information.

Goal 5: Regionalism – Thinking, Acting, Working, and Growing as OneKC

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
OneKC WIRED Office and Administration	1. Assist Partners in developing and monitoring strategic business plans (including timelines and deliverables) and agreements 2. Convene meetings of the Executive Committee, the Steering Committee, and the OneKC Regional Workforce Council 3. Serve as the primary contact for USDOL, including attendance at WIRED meetings and WIRED Academies 4. Identify and chronicle lessons learned and best practices AND suggest areas (when/where appropriate) for mid-course corrections. *Note: Areas identified would be submitted to MO DWD for submission to USDOL (and MARC if appropriate) for proposed grant modifications.* 5. Work closely with OneKC WIRED partners to develop and enhance synergies AND to catalyze transformative strategies 6. Serve as the chief spokesperson for the OneKC WIRED initiative (Project Director) 8. Supervise research and evaluation studies to identify progress made against outcomes and goals, and work in conjunction with USDOL-led evaluation team to share results of such studies 9. Direct sustainability efforts, including identification of public and private funding to continue and expand OneKC WIRED programs 10. Work with MARC (fiscal agent) and Key Partners to ensure timely reporting of USDOL required documentation, including coordinating and synthesizing data from all OneKC WIRED partners	OneKC WIRED Office – lead Executive Committee Steering Committee MARC	RFP for Office Space by 09/06 Finalize subrecipient agreements by 09/06 Establish schedule for regular 1:1 visits with partners by 09/06 Work with USDOL/ETA, Missouri DWD, Kansas, MARC, and CAEL to establish a reporting tool that includes a calendar of reporting periods and a resource guide (examples, key contacts, etc.) for completing necessary reports by 10/06	WIRED: $ *Note: Needs to be broken out from the combined Office-Internship budget* Other: Possible in-kind contribution(s) from the civic community	Standardize fiscal and programmatic reporting for all subrecipients Work with States to provide necessary tools and reinforcement to subrecipients to ensure compliance with all reporting requirements Satisfaction of Partners

Notes: A key to our success in the area will be determined by our ability to work with subrecipients to assist them in identifying and developing synergies and transformative strategies that will enhance the individual effectiveness of partners and the overall effectiveness of the OneKC WIRED initiative.

Goal 5: Regionalism – Thinking, Acting, Working, and Growing as OneKC

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Financial Resources Needed	Desire Outcomes/ Metrics
Public Outreach and Education	Work in conjunction with OneKC WIRED partners to develop a strategic Public Education and Outreach plan. The goal of the Public Education and Outreach efforts will be to: 1) create an awareness about OneKC WIRED initiatives; 2) demonstrate the region's key assets as well as the synergistic relationships among partners within the economic development and workforce development communities, industry, and area educational institutions; and 3) identify key growth areas and highlight investments in advanced manufacturing, biotechnology, and healthcare that lead to high-skilled, high-demand, high-wage job opportunities. Efforts also will be targeted to Economic Development partners to assist with their efforts to 1) share the OneKC WIRED story within the region; 2) attract and recruit other economic development agencies and their affiliates (private and public sector) to support WIRED initiatives; and 3) promote WIRED transformations as part of the region's overall economic development strategy.	OneKC WIRED Office – lead OneKC WIRED Partners Economic Development Agencies	1. Meet with communications (or community relations) representatives from WIRED partners (and other key stakeholders) to establish a "virtual" communications team and a media advisory board by (TBD) 2. Design and develop a toolkit to be used in public presentations by OneKC WIRED staff, subrecipients, community partners, etc., by (TBD) 3. Design and develop framework and editorial calendar for both internal and external communications vehicles by (TBD) 4. Establish criteria for a OneKC WIRED Report by (TBD) 5. Meet with OneKC Regional Workforce Council members to help establish common branding, and education and outreach strategies by (TBD)	WIRED: $268,515 Other: In-kind contributions and participation by OneKC WIRED partners	Increased awareness of OneKC WIRED initiatives among target audiences and the general public as measured by number of media impressions, Web site hits, etc. Number of presentations per quarter, weighted in value by "quality of audience" criteria relative to WIRED Develop "elevator speech" and related materials for use by WIRED partners Recruitment of new business partners Development of new business, and growth and retention of existing businesses Inclusion in site-selection process/meetings

Notes: Our goal is to work with all subrecipients to develop a continual, coordinated flow of information (via various communications tools and vehicles) that will enhance the effectiveness of individual partner initiatives and improve the overall success of our OneKC WIRED Initiative. This will enable us to: 1) help tell the OneKC WIRED story within the KC region; 2) attract and recruit other economic development agencies and their affiliates (e.g., business, industry, the public sector, etc.) to support OneKC WIRED initiatives; and 3) educate key audiences about the region's transformations as part of an overall economic and workforce development strategy. *Note: The KC region will work with other WIRED Regions to identify complementary initiatives and disseminate relative information to key stakeholder groups.*

GOVERNANCE

Due to the unique nature of the bi-state partnership outlined in the OneKC WIRED initiative, the Missouri Division of Workforce Development (DWD), which is the Grant Recipient, and the Kansas Dept. of Workforce Training/Educational Services have entered into an agreement in principle to share responsibilities for administration, oversight, monitoring, etc., of the OneKC WIRED Initiative during the three-year period of the grant, with the goal of transitioning the same responsibilities to the future/sustaining organization as part of the business continuation plan. *(See Appendix A – Roles and Responsibilities)*

OneKC WIRED Steering Committee

The Steering Committee will work in cooperation with DWD, the Kansas Dept. of Workforce Training/Educational Services, and MARC to develop memorandums of understanding, contracts, grant agreements, etc., with all partners providing services under the WIRED grant. In addition, the Steering Committee will meet monthly to review and discuss the various OneKC WIRED initiatives. Discussions will include progress reports, identification of best practices and potential barriers, assessment of potentially new opportunities and relationships, and conflict resolution (when necessary). Accomplishments will be reviewed and corrections made to adjust for unforeseen challenges and/or opportunities. The Steering Committee also will share information among partners via a variety of communications vehicles.

The Executive Committee comprises a subset of Steering Committee members with representatives from both States, the public workforce system, educational programs, and the three targeted industry sectors. The Executive Committee will meet in advance of the Steering Committee to discuss and decide important or sensitive issues related to the OneKC WIRED initiative. Initial members of the Executive Committee are:

Roderick Nunn, Director of Workforce Development – Missouri Dept. of Economic Development
Blake Flanders, Director of Workforce Training and Education – Kansas Dept. of Commerce
Paul Scianna, Executive Director – AIM-KC / OneKC WIRED Project Director*
Keith Gary, Director of Program Development – Kansas City Area Life Sciences Institute*
Michael Dunaway, Senior Vice President of Field Operations – Metropolitan Healthcare Council*
Susan Wally, Executive Director – Partnership for Regional Educational Preparation-KC
Clyde McQueen, President & CEO – Full Employment Council
Kent Eckles, Director of Kansas First – East Central Region (Kansas Dept. of Commerce)

While decision-making by consensus is preferred, it may not always be possible. In such cases it will be the role of the Executive Committee to carefully evaluate specific issues (e.g., problems, opportunities, progress, etc.) and to prepare "position statements" or recommendations for consideration by the Steering Committee. While the Executive Committee likely will share views and positions similar to those of the Project Director, it also is possible the Executive Committee could advocate alternative positions and make recommendations contrary to the Project Director's position.

**Denotes industry sector liaisons responsible for coordinating and integrating activities within and across the targeted industry sectors of advanced manufacturing, biotechnology, and healthcare.*

Bi-State Leadership

The leadership of the Executive Committee and Steering Committee meetings will alternate between representatives from both states and will be rotated among all Executive Committee members. This not only will provide a demonstration of the spirit of bi-state cooperation and collaboration, but it also will serve as a laboratory for leaders to develop and refine their skills.

Project Director

The OneKC WIRED Project Director will provide day-to-day management and oversight of the WIRED grant. The Project Director will be hired by Mid-America Regional Council (MARC), in accordance with the contract entered into by and between DED and MARC, and will report to the Steering Committee. *(See Appendix B for a more complete description of the roles and responsibilities of the project director.)*

Sustainability Efforts

The long-term success of the One KC WIRED Initiative will depend on a sustainable coordination structure involving both public and private sector representatives, as well as various workforce training programs and institutions. During the first year of the OneKC WIRED initiative, the boards of AIM-KC and MARC will actively explore and recommend the most effective long-term structure for a sustainable, successor organization dedicated to continuing and expanding the work outlined under OneKC WIRED. It is the intention to begin implementation of a successor structure in year two of the program. Note: AIM-KC and MARC entered into an MOU on July 26, 2006, outlining this objective.

Code of Practice

We have developed a draft document that will be reviewed by the Executive Committee. The revised version will be included in the Second Quarterly Report.

OPERATIONS

Describe plans for how the project will be managed, including any specific operating plans (e.g., communications, reporting, partner assignments, etc.) that have been created or are under development; key regional events and activities which ETA should be aware of; website links; and identification of any tools that the region anticipates using (e.g., Microsoft Project).

Operating Plans

See attached Programmatic and Fiscal Charts

Communications Plans

See details under Public Education and Outreach (in Goal 5)

Executive Committee and Steering Committee Meetings

See Governance

Monitoring Activities

See Appendix A – Roles and Responsibilities

OneKC WIRED Project Director and OneKC WIRED Office

The role and responsibility of the OneKC WIRED Project Director (and the OneKC WIRED Office staff) will be to provide reinforcement *(vs. enforcement)* for partners in their efforts. The project director also will work closely with partners to help identify additional opportunities; provide tools and resources necessary for programmatic and fiscal compliance; and encourage and support risk/innovation. For more information, see *OneKC WIRED Office and Administration* (Goal 5) and Appendix B – *OneKC WIRED Project Director Roles and Responsibilities*.

Web sites

A micro site (www.thinkKC.com/wired) currently offers an overview of the OneKC WIRED initiative and information about each partner initiatives. In addition, a WIRED/Internship Portal with service-based architecture will be developed. In the interim, we will work with partners to feature WIRED-related information on their Web sites and explore the idea of creating a common OneKC WIRED brand/link for use on their site and in literature.

Common Tools

From a programmatic standpoint, OneKC WIRED is accelerating the use of common assessment tools (i.e., WorkKeys) by the public workforce system and education and training providers within the bi-state area. In addition, we will be using Microsoft Project to manage the various OneKC WIRED initiatives.

BUDGET ALLOCATIONS AND FISCAL MANAGEMENT

Year 1 Budget								
Initiative	**Personnel**	**Fringe**	**Travel**	**Equipment**	**Supplies**	**Contractual**	**Other**	**Total**
MCC-BTC Making It In KC	$ 72,450.00	$ 18,112.50	$ -	$ -	$ -	$ 6,750.00	$ -	$ 97,312.50
KC Metro Healthcare Cncl - Clinical Faculty Academy - Curriculum	$ 2,400.00	$ -	$ -	$ -	$ -	$ 55,000.00	$ -	$ 57,400.00
KC Metro Healthcare Cncl - Simulator Initiative - Shared Community Resource	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KC Metro Healthcare Cncl - Nurse Preceptor and Mentor Initiative	$ 3,000.00	$ -	$ -	$ 3,300.00	$ 1,500.00	$ 39,000.00	$ 3,500.00	$ 50,300.00
KC Metro Healthcare Cncl - Nurse Re-Entry Initiative	$ 40,520.00	$ 6,250.00	$ -	$ -	$ -	$ 1,200.00	$ 2,100.00	$ 50,070.00
KC Metro Healthcare Cncl - WIB - Financial Assistance for New Clinical Faculty	$ 1,140.00	$ -	$ -	$ -	$ 54.00	$ 5,116.00	$ -	$ 6,310.00
Missouri Enterprise - Technology Accelerator	$ 54,645.30	$ -	$ -	$ -	$ -	$ -	$ 132,156.00	$ 186,801.30
NISTAC - Technology Acquisition and Commercialization Project	$ 130,000.00	$ 35,750.00	$10,000.00	$ 10,000.00	$ 2,350.00	$ 10,000.00	$ 105,000.00	$ 303,100.00
KCALSI - Animal Health Innovation Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000.00	$ 150,000.00
KU - Bioscience Career Training Project	$ -	$ -	$ -	$ 14,400.00	$28,059.30	$ 39,523.51	$ 28,800.00	$ 110,782.81
Public Workforce System - LILAs	$ 87,725.93	$ 21,931.48	$ -	$ 2,193.14	$ -	$ -	$ 44,458.69	$ 156,309.24
PREP-KC - Urban Educational Reform	$ 178,200.00	$ -	$ -	$268,380.00	$ -	$ -	$ 450.00	$ 447,030.00
PLTW - Kansas City Pre-engineering Initiative	$ 54,625.00	$ 12,964.00	$ 2,000.00	$ -	$36,000.00	$ -	$ -	$ 105,589.00
KCALSI - KC Science Initiative	$ 29,250.00	$ 7,312.50	$ -	$ 67,500.00	$ -	$ -	$ 26,550.00	$ 130,612.50
JCCC - Center of Excellence for Bioscience	$ -	$ -	$ -	$270,000.00	$ -	$ -	$ 207,000.00	$ 477,000.00
Public Workforce System - OneKC Regional Workforce Council	$ 94,500.00	$ 23,625.00	$ 1,800.00	$ 5,400.00	$ 2,160.00	$ -	$1,914,050.00	$2,041,535.00
AIM-KC - Skills Gap Project	$ 59,625.00	$ 14,906.25	$ -	$ 5,850.00	$ -	$ -	$ 55,564.15	$ 135,945.40
OneKC WIRED Office & Internship Institute	$ 282,375.00	$ 70,593.75	$ -	$ 25,470.00	$ 4,770.00	$ -	$ 161,280.00	$ 544,488.75
OneKC WIRED Public Outreach and Education	$ 36,000.00	$ 9,000.00	$ -	$ 1,350.00	$ -	$ -	$ 60,930.00	$ 107,280.00
MARC	$ -	$ -	$ -	$ -	$ -	$100,000.00	$ -	$ 100,000.00
Total Year 1 Budget	**$1,126,456.23**	**$220,445.48**	**$13,800.00**	**$673,843.14**	**$74,893.30**	**$156,589.51**	**$2,891,838.84**	**$5,157,866.50**

Budget Map	Initiative 3-yr Total	Goal 3-yr Total
Goal #1 - Building Capacity – *meeting today's workforce needs*		**$ 1,879,380.00**
MCC Business and Technology Campus		
– Making It in KC manufacturing program	$ 302,950.00	
Kansas City Metropolitan Healthcare Council		
– Clinical Faculty Academy	$ 81,720.00	
– Simulator Initiative	$ 816,409.00	
– Nurse Preceptor/Mentorship Initiative	$ 237,650.00	
– Nurse Re-entry Initiative	$ 223,461.00	
– Financial Assistance for New Clinical Faculty	$ 217,190.00	
Goal # 2 - Creating Infrastructure and New Platforms – *new economies*		**$ 1,715,049.00**
MO Enterprise Business Assistance Center		
– Technology Accelerator	$ 299,799.00	
NISTAC		
– Technology Acquisition and Commercialization project	$ 965,250.00	
Kansas City Area Life Sciences Institute		
– Animal Health Innovation Grants	$ 450,000.00	
Goal # 3 - Expanding Skill Sets of Current Workforce – *incumbent worker training*		**$ 674,194.00**
University of Kansas		
– Bioscience Career Training Project	$ 240,844.00	
Public Workforce System		
– Lifelong Learning Accounts (LiLAs)	$ 433,350.00	
Goal # 4 - Developing the Pipeline – *the workforce of tomorrow*		**$ 2,751,583.00**
PREP-KC (Partnership for Regional Educational Preparation)		
– Urban Educational Reform / Small Learning Communities	$ 964,350.00	
Project Lead the Way		
– Pre-engineering (Kansas City Initiative)	$ 540,000.00	
Kansas City Area Life Sciences Institute		
– Kansas City Science Initiative	$ 468,733.00	
Johnson County Community College		
– Center of Excellence for Bioscience	$ 778,500.00	
Goal # 5 - Regionalism – *Thinking, Acting, Working, and Growing as OneKC*		**$ 7,602,496.00**
Local Workforce Investment Boards / Public Workforce System		
– OneKC Regional Workforce Council	$5,483,805.00	
Alliance for Innovation in Manufacturing-Kansas City (AIM-KC)		
– Regional, multi-industry Skills Gap project	$ 410,788.00	
OneKC WIRED Office / Internship Program		
– OneKC WIRED Administration	$ 1,439,388.00	
– Internship Program (multi-industry, regional approach)		
– Public Outreach and Education	$ 268,515.00	
Administration		**$ 300,000.00**
Mid-America Regional Council (MARC)	$ 300,000.00	
OneKC WIRED Grand Total - all initiatives		**$14,922,702.00**

ANTICIPATED TECHNICAL ASSISTANCE REQUESTS

Note: *Below is a list of advanced technical assistance requests, including those requests that already have been initiated with USDOL/ETA via Maria Flynn.*

Technology Transfer Projects – Convene regional partners to determine how WIRED funds can best support this effort. Also, need to assess programmatic and budgetary issues related to tech transfer. (NES)

Lifelong Learning Accounts (LiLAs) – Work with CAEL to develop the framework for the LILA component of the WIRED initiative. This would include administrative functions, program guidelines, fiscal management, employer recruitment, and development of a sustainable model. (CAEL)

Internship and Apprenticeship Programs – Assistance in developing a regional, multi-industry approach to internships and co-ops. (CAEL)

Apprenticeship Programs – Assistance in developing a regional, multi-industry approach to registered apprenticeship. (USDOL/ETA – Dana Daugherty)

Asset Mapping – Assistance identifying regional assets and potential for regional synergies. The Council on Competitiveness can 1) assist with some of the overarching framework; and 2) help direct outreach efforts to civic, business, community and thought leaders by painting the "big picture," including best practices, regional behaviors, etc., that will produce regional competitiveness. New Economy Strategies (NES) can complement these efforts by providing the tools to help us actually build out our "social connectivity" and develop a community of innovation. (Council on Competitiveness, NES)

Regional Workforce Council – Assistance in developing a regional, bi-state workforce council comprising directors and board chairs from seven LWIBs and representatives from industry, education and economic development agencies. (CAEL)

Underemployed/Unemployed Workers – Assistance in identifying and implementing best practices for transitioning underemployed and unemployed workers into high-wage, high-growth positions, including programs to “skill up” both classes of workers. (CAEL)

Supply Chain Management – While the region’s educational institutions currently offer training to support the Tier 1 through Tier 3 competencies (identified by the U.S. Department of Labor’s approved framework), they do not, however, have adequate course offerings in the area of supply chain management. The ability to offer supply chain management education and training programs (from basic to advanced to a four-year program) would allow the KC region to address a significant gap that has been identified by area businesses (both in surveys and anecdotally). It also will help complete the region’s portfolio of education and training programs required by advanced manufacturing. Note: AIM-KC, in conjunction with other key stakeholder groups has a proposal pending under Advanced Manufacturing SGA. (Department of Commerce/NIST)

Note: The Supply Chain Management program is not included within the original WIRED proposal, but if we are successful in launching this initiative it will have a synergistic relationship to other WIRED initiatives.

APPENDIX A
ROLES AND RESPONSIBILITIES

Grant Recipient

The Missouri Division of Workforce Development (DWD) will be the grant recipient of the OneKC WIRED Initiative grant. DWD will be responsible for the drawdown of all funds through the U.S. Department of Labor (USDOL), Employment and Training Administration (ETA). This will be done electronically through the use of a Password and PIN established through ETA.

DWD, in conjunction with the Kansas Dept. of Workforce Training/Educational Services, will approve all requests for cash payments to the fiscal agent, Mid-America Regional Council (MARC). DWD will be responsible for the transmittal of funds to MARC.

DWD, in conjunction with the State of Kansas, will develop a monitoring tool that will be followed by all parties responsible for monitoring of the project. DWD, the State of Kansas, and MARC will determine which agencies require monitoring and by whom it will be conducted.

DWD will take the lead on any financial technical assistance that may be needed by either the fiscal agent or other subcontractors, and will work to coordinate such training with USDOL financial staff.

DWD will be responsible for collecting and reporting, on a quarterly basis, all fiscal and programmatic data to the USDOL. DWD will provide a copy of the reported data to the State of Kansas and MARC.

DWD will work with the MARC to fulfill the requirements of the subcontractor audit resolution process. DWD will be responsible for reconciling and resolving the audits of MARC.

Fiscal Agent

MARC will act as fiscal agent for the OneKC WIRED Initiatives grant, and will be responsible for requesting funds from DWD, and distribution of those funds to subrecipients to cover expenditures. MARC will monitor the status of funds for the subrecipients on a monthly basis to ensure there are no excess cash issues for those receiving cash advances.

MARC shall submit an Audit Tracking Form to DWD within 30 days of entering into a contract or modifying a contract with a subrecipient.

MARC will be responsible for the reporting of all expenditures by subrecipients on a monthly basis to DWD. MARC shall monitor the reported expenditures for budget control. Monthly expenditure reports will be due to DWD by the 10th day of each month for prior months' expenditures. Reporting of all expenditures shall be on the accrual basis.

MARC shall operate in accordance with Generally Accepted Accounting Principles (GAAP), the Workforce Investment Act and Regulations, and applicable OMB circulars. MARC shall maintain financial records within the guidelines set forth in the Uniform Administrative Requirements. Accounting procedures and policies must be in place to address internal control, cost allocation, procurement, etc.

MARC shall provide DWD with a copy of their A-133 audit upon receipt, but no later than 9 months after their fiscal year-end.

MARC, in conjunction with DWD, the State of Kansas, and the Steering Committee, will develop agreements with subrecipients that will require specific project goals. These goals will be used to measure successful progress, and may be used to withhold funds or change subrecipients for non-performance.

Subrecipients

Subrecipients are legal entities to which a sub-award of federal funds is made and who are held accountable to the grant recipient and fiscal agent for the use of those funds. Subrecipients identified for this initiative include representatives from the public workforce system, industry, and educational institutions.

Subrecipients will provide MARC a copy of their A-133 audit upon receipt, but no later than 9 months after their fiscal year end.

Subrecipients shall operate in accordance with GAAP, the Workforce Investment Act and Regulations, and applicable OMB circulars. Subrecipients shall maintain financial records within the guidelines set forth in the Uniform Administrative Requirements. Accounting procedures and policies must be in place to address internal control, cost allocation, procurement, etc.

Expenditures will be reported to MARC monthly in a timely manner within the guidelines set forth in the contract.

Cash advance/reimbursement requests will be submitted to MARC within the guidelines set forth in the contract.

Any requests for technical assistance and training will be made through MARC.

Vendors

Vendors are dealers, distributors, merchants or other sellers providing goods or services that are required to conduct a federal program.

Vendors have no special requirements, other than to document the goods or services provided. They typically do not receive cash advances, but rather are paid when the goods or services are received.

Steering Committee

The Steering Committee will work in conjunction with DWD, State of Kansas, and MARC to develop Memorandums of Understanding, contracts, grant agreements, etc., with all partners providing services under the WIRED grant.

The Steering Committee will meet monthly to discuss the WIRED initiative. Discussions will include progress reports, identification of best practices and potential barriers, assessment of potentially new opportunities and relationships, and conflict resolution (when necessary). Accomplishments will be reviewed and corrections made to adjust for unforeseen challenges and/or opportunities. The Steering Committee also will share information among partners via a variety of communications vehicles.

Executive Committee

The Executive Committee comprises a subset of Steering Committee members with representatives from both States, the public workforce system, educational programs, and the three targeted industry sectors. The Executive Committee will meet in advance of the Steering Committee to discuss and decide important or sensitive issues related to the OneKC WIRED initiative.

Project Director

The OneKC WIRED project director will provide day-to-day management and oversight of the WIRED grant. The project director will be hired by Mid-America Regional Council (MARC), in accordance with the contract entered into by and between DED and MARC, and will report to the Steering Committee.

(See Appendix B for a more detailed description of the roles and responsibilities of the project director.)

APPENDIX B
OneKC WIRED Project Director
Roles and Responsibilities

The OneKC WIRED project director will provide day-to-day management and oversight of the WIRED grant. The Project Director will work with DWD, the Kansas Dept. of Workforce Training/Educational Services, MARC, and subrecipients to develop and monitor:

- Strategic Business Plans (including timelines and deliverables)
- MOUs (including assessment role of Project Director, accountability to Steering Committee, reporting requirements, recapture/reallocate clause, etc.)

The Project Director also will be responsible for:

- Convening meetings of the OneKC WIRED Steering Committee, the Executive Committee, and the OneKC Regional Workforce Council
- Serving as the primary regional contact for U.S. Department of Labor, including attendance at quarterly WIRED meetings and WIRED Academy meetings
- Working closely with OneKC WIRED partners to:
  - Develop and enhance synergies
  - Catalyze transformative strategies
- Facilitating communication among all parties to:
  - Identify lessons learned and best practices
  - Suggest areas (when/where appropriate) for mid-course corrections Note: Areas identified would be submitted to DWD (and MARC if appropriate) for proposed grant modifications with USDOL.
- Serving as the chief spokesperson for the OneKC WIRED initiative by:
  - Making public presentations
  - Working with key partners to highlight their initiatives
  - Authoring op-eds
  - Participating in other awareness activities to promote OneKC WIRED initiatives
- Supervising research and evaluation studies to identify progress made against outcomes and goals and work in conjunction with DOL-led evaluation team to share results of such studies
- Directing sustainability efforts, including identification of public and private funding to continue and expand OneKC WIRED programs
- Working with MARC (fiscal agent) and Key Partners to ensure timely reporting of USDOL-required documentation, including:
  - Coordinating and synthesizing data from all OneKC WIRED partners
  - Working with MARC to prepare/submit reports *(Note: Project Director will review reports, if appropriate, before submission.)*

APPENDIX E
Overview of OneKC WIRED Initiatives

The following summaries are from the individual partner presentations made at our Kickoff Meeting in May. In addition to providing a brief overview of each initiative, the summaries include:

- Post-proposal updates
- Primary/global outcomes
- Synergy with other partners
- Ways each initiative strengthens OneKC WIRED (and vice versa)
- Technical assistance needs

Note: In many instances, there have been some modifications that have been made (or discussed) following our kickoff meeting. These will be revisited during the contracting process and will be reflected in the Scope of Services portion of the agreement.

Overview of OneKC WIRED Initiatives

BUILDING CAPACITY – *MEETING TODAY'S WORKFORCE NEEDS*

MCC Business and Technology Campus
- Making It in KC manufacturing program

Kansas City Metropolitan Healthcare Council
- Clinical Faculty Academy
- Simulator Initiative
- Nurse Preceptor/Mentorship Initiative
- Nurse Re-entry Initiative
- Financial Assistance for New Clinical Faculty

CREATING INFRASTRUCTURE AND NEW PLATFORMS – *NEW ECONOMIES*

Kansas City Area Life Sciences Institute
- Animal Health Innovation Grants
-

Note: Other initiative(s) will be include upon the culmination of the work of the Technology Transfer Task Force.

EXPANDING SKILL SETS OF CURRENT WORKFORCE – *INCUMBENT WORKER TRAINING*

University of Kansas
- Bioscience Career Training Project

Public Workforce System
- Lifelong Learning Accounts (LiLAs)

-

DEVELOPING THE EDUCATIONAL CONTINUUM – *THE WORKFORCE OF TOMORROW*

PREP-KC (Partnership for Regional Educational Preparation)
- Urban Educational Reform / Small Learning Communities

Project Lead the Way
- Pre-engineering (Kansas City Initiative)

Kansas City Area Life Sciences Institute
- Kansas City Science Initiative

Johnson County Community College
- Center of Excellence for Bioscience

REGIONALISM – *THINKING, ACTING, WORKING, AND GROWING AS ONEKC*

Local Workforce Investment Boards / Public Workforce System
- OneKC Regional Workforce Council

Alliance for Innovation in Manufacturing-Kansas City (AIM-KC)
- Regional, multi-industry Skills Gap project

OneKC WIRED Office / Internship Program
- OneKC WIRED Administration
- Internship Program (multi-industry, regional approach)
- Public Outreach and Education

MAKING IT IN KC Community-Based Job Training Program – Metropolitan Community College – Business & Technology

Brief Overview of Your Initiative	The Making it in KC initiative, supported by a grant from the US Department of Labor, is based at the Business & Technology Campus of the Metropolitan Community College of Kansas City with participation of a large group of Kansas City business, education and social services organizations. The program is developing a curriculum designed to fill the gap in skills training for advanced manufacturing workers. The WIRED grant is providing funds for an additional 50 trainee/participants over the next three years.
Post-proposal Update	Making it in KC is on track to have curriculum, facilities, faculties and applicants ready for a July 10, 2006 launch with a pilot class of 20 seats. A second class will begin about the end of August and a new class will start about every two months after that.
Primary/Global Outcomes	The pre-training assessment and 256-hour curriculum will produce a flow of new entry-level manufacturing with validated interest, preparation and capabilities for success in today's challenging manufacturing workforce. Industry partners from throughout the metropolitan area are supporting the curriculum development and will provide preferential placement for trainee graduates, as well as tracking and follow-up on the job to support continuous improvement in the instruction design to assure sustainable success in real-world work performance.
Synergy with Other OneKC WIRED Partner Initiatives	Making it in KC is working closely with the Alliance for Innovation in Manufacturing (AIM-KC) to assure that the skills gaps identified in earlier studies are properly addressed in the program's instruction. There is also close coordination with Project Lead the Way and Dream it! Do It! as recruiting channels by informing interested new and pending high school graduates of the existence and benefits of the program. The summer Lean Manufacturing Workshop for high school teachers being completed as a part of Making it in KC will also partner closely with those initiatives. Multiple local workforce investment boards are partnering with Making it in KC in the areas of recruiting, assessment and placement.
Way(s) Your Initiative Strengthens OneKC WIRED	Making it in KC industry partners are located in five counties on both sides of the state line. In addition, the overall partnership links educational (community college, four-year and K-12), manufacturing, social service and regional business organizations around a set of common objectives. Several of the program objectives include permanent sustainable relationships among these institutions for mutual support. The Making it in KC curriculum is being designed to interface with outreach skills programs developed to widen inclusion and advanced manufacturing training, further cementing institutional cooperation. One proposed means for earmarking the 50 WIRED-funded participants is the endowment of instructional classes specifically targeting inclusion of community segments- such as the Hispanic community with additional in-class and out-of-class support.
How OneKC WIRED Strengthens Your Initiative	Making it in KC relies heavily on support from a very large and varied stakeholder base throughout Greater Kansas City. Every step forward that breaks down historic artificial boundaries to increase communication and cooperation between institutions of all types and levels throughout the metropolitan area benefits our program. In addition, success in growing the Kansas City industrial base will increase the number of employers and workers who can draw value from community-based job training.
Technical Assistance Needs	We will soon be ready to discuss proposals for how to use the 50 WIRED seats in a way that will set apart that contribution and allow for tracking of results specific to those contributions. When those proposals are ready, we will be looking for identification of an appropriate forum for review.

CLINICAL FACULTY ACADEMY CURRICULUM — KCMHC/KCMHC

Brief Overview of Initiative	Area hospitals, nursing schools, local employers and civic leaders have developed a strategic initiative to expand educational capacity of nursing schools in the metropolitan region of Kansas City. The number of qualified high school students interested in pursuing nursing careers far exceeds the capacity of area nursing schools. The primary barrier to expanding capacity is the lack of qualified clinical faculty. Solution: • Area hospitals agreed to use bedside nurses to serve as adjunct clinical faculty • Area nursing schools agreed to expand the size of their entering classes by 20 percent or approximately 200 students • Collegiate nurse educators agreed to design and operate a Clinical Faculty Academy (CFA) — a two-day intensive course to prepare bedside nurses for their new educational duties • Missouri State Board of Nursing provided a five-year demonstration project to permit BSNs (who are actively pursuing their master's degree) to serve as clinical faculty • Area hospitals provided seed money to cover start-up costs Opportunity: • The current CFA relies on volunteer lecturers from area nursing schools • Developing formal curriculum will enhance the quality of the CFA participants' experience • Having formal curriculum for the CFA will standardize the content materials, streamline the process and reduce the cost of operating the CFA Overall Goal: • Develop formal curriculum for the Clinical Faculty Academy, including training materials and resources to prepare bedside nurses to serve as clinical faculty
Post-proposal Update	The project coordinator (KCMHC) has developed a process to: • Manage initiative • Organize volunteers through a CFA Planning Committee • Implement tracking and monitoring system A project team comprised of nursing school and hospital chief nursing officers has been formed and have met routinely to start the development of the formal curriculum and identified contract workers with the appropriate expertise, as well as contracting with the presenters to develop modules for the program.
Primary/Global Outcomes	As a result of the WIRED grant, this initiative will: • Increase the number of nursing faculty in the region by 20 additional clinical instructors • Increase the effectiveness of clinical faculty who attend the Clinical Faculty Academy • Reduce the administrative time and cost associated with future Clinical Faculty Academy operations • Sustain the expanded nursing school enrollment in the region at the current level of 20 percent or approximately 200 additional nursing students
Synergy with Other OneKC WIRED Partner Initiatives	The Clinical Faculty Academy Curriculum is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.
Way(s) Initiative Strengthens OneKC WIRED	Consistent with this initiative is the general promotion of health career opportunities in traditional hospital and long term care settings, as well as the life sciences/biomedical fields. Through Kansas City Healthcare Workforce Partners, area hospitals, nursing schools, high schools, civic leaders and the public workforce system have developed Kansas City-specific health care promotional information, a Website and other materials.
How OneKC WIRED Strengthens Initiative	Regional collaboration among health care, life sciences/biomedical and advanced manufacturing sectors is critical to increasing the math and science competency of students in the region. Math and science competency is essential and a strong predictor of future success in each of these high demand fields.
Technical Assistance Needs	Request technical assistance in developing a business plan to sustain the CFA operations.

HUMAN PATIENT SIMULATOR LAB — KCMHC/Metropolitan Community College - Penn Valley

Brief Overview of Initiative	The expansion of educational capacity at area nursing schools has created an increased demand for clinical sites, where nursing students receive practical hands-on training with actual patients under close supervision. A barrier to expanding educational capacity is the shortage of clinical sites to accommodate the increased number of additional nursing students. Opportunity: • The Collegiate Nurse Educators and Kansas City Area Nurse Executives have a long-standing collaborative relationship in the metropolitan region • Both groups work closely together to coordinate the scheduling of nursing student clinical training at area hospitals for pediatric, medical/surgical, OB/GYN and mental health rotations • Available time slots at hospital clinical training sites are limited and additional clinical rotations are needed • Human patient simulator technology represents an excellent alternative to actual interaction with real patients • Metropolitan Community College-Penn Valley has volunteered to operate a community human patient simulator laboratory at a new clinical training site scheduled for completion in late 2007 Overall Goal: Creation of a shared, community human patient simulator lab to provide clinical training for the additional nursing students created by the nurse expansion initiative
Post-proposal Update	The project coordinator (KCMHC) has met with officials from Metropolitan Community College-Penn Valley: • KCMHC will serve as project manager • Penn Valley Community College will serve as subrecipient Sandy McIlany, Associate Dean of Instructional Services of MCC–Penn Valley, has coordinated: • Preliminary contact with area nursing school deans and formation of HPS Laboratory Advisory Committee Established a timeline for selection of equipment and laboratory design with building contractor, hiring of coordinator for lab and development of custom protocols
Primary/Global Outcomes	As a result of the WIRED grant, this initiative will: • Hire and train coordinator to oversee all human patient simulator laboratory operations • Purchase and install initial METI equipment (one adult, one pediatric and one mobile unit) by Q4 2007 • Operate pilot HPS lab for Penn Valley nursing students • Form HPS Laboratory Advisory Committee and conduct periodic meetings • Purchase and install final METI equipment (one adult, one pediatric and one mobile unit) by Q2 2008 • Develop customized nursing curriculum modules to augment standard METI protocols • Integrate HPS clinical training for other area nursing schools by Q3 2008 • Provide supplemental clinical training to 500 regional nursing students annually
Synergy with Other OneKC WIRED Partner Initiatives	The Human Patient Simulator Laboratory is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.
Way(s) Initiative Strengthens OneKC WIRED	Consistent with this initiative is the general promotion of health career opportunities in traditional hospital and long term care settings, as well as the life sciences/biomedical fields. Through Kansas City Healthcare Workforce Partners, area hospitals, nursing schools, high schools, civic leaders and the public workforce system have developed Kansas City-specific health care promotional information, a Website and other materials.
How OneKC WIRED Strengthens Initiative	Regional collaboration among health care, life sciences/biomedical and advanced manufacturing sectors is critical to increasing the math and science competency of students in the region. Math and science competency is essential and a strong predictor of future success in each of these high demand fields.
Technical Assistance Needs	

NURSE PRECEPTOR/MENTOR PROGRAM — KCMHC/KCMHC

Brief Overview of Initiative	Expanding nursing school enrollment in the region is critical to meeting the future health care needs of our community. The retention of newly graduated nurses in acute care settings is a challenge for hospitals across the nation — a significant number of new graduates leave the hospital setting after two or three years. Producing more nursing graduates, without addressing the underlying cause for nurses exiting the acute care work environment is counter productive. Opportunity: • There is a significant need to nurture new graduate nurses to the rigors of acute care medicine and the physical demands of the profession, including long working hours in hospital settings • The Collegiate Nurse Educators and Kansas City Area Nurse Executives have agreed to collaborate with Kansas City Metropolitan Healthcare Council (KCMHC) to develop a formal preceptor/mentor program for bedside nurses • A preceptor/mentor program represents a significant opportunity to improve retention of graduating nurses and existing nursing personnel Overall Goal: • Create a segment of the Academy to train bedside nurses to serve as preceptors/mentors for the purpose of nurturing new graduate nurses to the rigors of acute care medicine and the physical demands of the profession
Post-proposal Update	The project coordinator (KCMHC) has developed a process to: • Manage initiative • Organize volunteers and the Preceptor/Mentor Committee • Implement tracking and monitoring system A project team, comprised of hospital chief nursing officers and educators from nursing schools and hospitals has been formed and met regularly to start the development of the formal curriculum, recruit hospital volunteers and provide technical assistance.
Primary/Global Outcomes	As a result of the WIRED grant, this initiative will: • Develop training modules to support the preceptor/mentor program • Provide training for 50 nurses annually to serve as preceptor/mentors (estimate 125 nurses will complete the program during the grant funding period) • Develop and begin using tool to measure the nurse retention rates (the long term outcome is to reduce the number of nurses leaving the hospital setting by 10 percent)
Synergy with Other OneKC WIRED Partner Initiatives	The Nurse Preceptor/Mentor Program is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.
Way(s) Initiative Strengthens OneKC WIRED	Consistent with this initiative is the general promotion of health career opportunities in traditional hospital and long term care settings, as well as the life sciences/biomedical fields. Through Kansas City Healthcare Workforce Partners, area hospitals, nursing schools, high schools, civic leaders and the public workforce system have developed Kansas City-specific health care promotional information, a Website and other materials.
How OneKC WIRED Strengthens Initiative	Regional collaboration among health care, life sciences/biomedical and advanced manufacturing sectors is critical to increasing the math and science competency of students in the region. Math and science competency is essential and a strong predictor of future success in each of these high demand fields.
Technical Assistance Needs	Request technical assistance regarding potential models to measure nurse retention.

NURSE RE-ENTRY PROGRAM — KCMHC/Johnson County Community College

Brief Overview of Initiative	The aging workforce, the economy and other factors have resulted in non-practicing licensed nurses desiring to re-enter the health care workforce. Changes in medical technology, new medications and advances in medicine represent a barrier for non-practicing licensed nurses to feel competent and comfortable to re-enter the profession. Non-practicing nurses need to also strengthen their critical thinking skills, which is critical to today's health care workplace. Opportunity: • Retool and expand the existing nurse re-entry program at Johnson County Community College • JCCC currently conducts two programs annually • JCCC currently has more applicants for the existing re-entry program than they can accommodate • JCCC will double the number of training sessions and nurses who can receive specialized training prior to returning to the nursing profession • Due to a lack of available space at JCCC, Metropolitan Community College-Penn Valley and JCCC have agreed to coordinate the additional training sessions at the new facilities at Penn Valley • Broader community support by all area hospitals for expanding the JCCC re-entry program Overall Goal: • Retool and expand the new nurse re-entry program at Johnson County Community College (JCCC program began in 2005), which will double the number of training sessions and nurses who can receive specialized training prior to returning to the nursing profession.
Post-proposal Update	The project coordinator (KCMHC) has met with officials from Johnson County Community College: • KCMHC will serve as project manager • Johnson County Community College will serve as subrecipient Jeanne Walsh, Academic Director of Nursing of Johnson County Community College, has: • Formed project team to expand the re-entry program • Established goals and timeline for expanding the re-entry program
Primary/Global Outcomes	As a result of the WIRED grant, this initiative will: • Expand the existing nurse re-entry program by creating collaborative relationship between two local community colleges — one in Kansas and one in Missouri — using JCCC's existing nurse re-entry program and incorporate the new facility/human patient simulator lab at Metropolitan Community College-Penn Valley • Increase the size of the JCCC nurse re-entry program by 100 percent (an increase of 20 additional nurses annually will mean 40 nurses will be ready to re-enter the workforce each year) • During the period of the grant, 110 nurses will have completed the re-entry program and will be ready to join the workforce
Synergy with Other OneKC WIRED Partner Initiatives	The Nurse Re-entry Program is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.
Way(s) Initiative Strengthens OneKC WIRED	Consistent with this initiative is the general promotion of health career opportunities in traditional hospital and long term care settings, as well as the life sciences/biomedical fields. Through Kansas City Healthcare Workforce Partners, area hospitals, nursing schools, high schools, civic leaders and the public workforce system have developed Kansas City-specific health care promotional materials, a Website and other materials,
How OneKC WIRED Strengthens Initiative	Regional collaboration among health care, life sciences/biomedical and advanced manufacturing sectors is critical to increasing the math and science competency of students in the region. Math and science competency is essential and a strong predictor of future success in each of these high demand fields.
Technical Assistance Needs	

FINANCIAL ASSISTANCE FOR NEW CLINICAL FACULTY — KCMHC/Full Employment Council

Brief Overview of Your Initiative	The ability to sustain the regional clinical faculty/nurse expansion initiative is dependent upon our ability to attract and retain clinical faculty. The use of bedside nurses to serve as adjunct clinical faculty eliminates one significant barrier — the pay differences between practicing nurses and nurse educators (bedside nurses are paid 25 to 30 percent more than educators). The other barrier is a state licensure requirement for nurse educators, which requires a master's degree. Based on feedback from area nursing schools, approximately one-third of the existing nursing faculty in the Kansas City region will retire within the next five years — jeopardizing the progress of the clinical faculty/nurse expansion initiative. Opportunity: • Missouri State Board of Nursing provided a five-year demonstration project to permit BSNs (who are actively pursuing their master's degree) to serve as clinical faculty • The Clinical Faculty Academy will expose a number of BSNs to the rewards of teaching the next generation of nurses • Area hospitals have existing tuition assistance programs for current employees • Financial assistance for cost of living expenses would permit BSNs to accelerate completion of their postgraduate degree while continuing to work part-time • Structure the financial assistance application process to prioritize funding for BSNs to pursue their MSN degree (including a commitment to serving as clinical faculty upon graduation) • The application process would also include MSNs (who have never taught in a nursing school) to pursue their Ph.D. if they commit to serve as didactic educational faculty or clinical faculty upon graduation • Priority would be given to applicants who receive tuition assistance from their hospital employer Overall Goal: Increase the number of clinical faculty in the region to sustain the recently expanded nursing school enrollment by providing cost of living assistance (through the local public workforce system) for baccalaureate prepared bed-side nurses to pursue a postgraduate degree in order to serve as clinical faculty.
Post-proposal Update	The project coordinator (KCMHC) has met with officials from the Full Employment Council: • KCMHC will serve as project manager • FEC will serve as subrecipient A project team, comprised of nursing school directors, hospital chief nursing officers and human resource executives has been formed to develop the formal application and selection process.
Primary/Global Outcomes	As a result of the WIRED grant, this initiative will: • Provide financial assistance to 10 hospital nurses to return to school to obtain a postgraduate degree for the purpose of serving as clinical faculty • Coordinate financial assistance program in order to supplement hospital scholarships or other funding sources • Sustain the expanded nursing school enrollment in the region at the current level of 20 percent or approximately 200 additional nursing students
Synergy with Other OneKC WIRED Partner Initiatives	The Financial Assistance for New Clinical Faculty Program is one of five health care related programs designed to expand and sustain our clinical faculty and nurse expansion initiatives. Each health care initiative is interrelated and strategically linked to the other programs.
Way(s) Your Initiative Strengthens OneKC WIRED	Consistent with this initiative is the general promotion of health career opportunities in traditional hospital and long term care settings, as well as the life sciences/biomedical fields. Through Kansas City Healthcare Workforce Partners, area hospitals, nursing schools, high schools, civic leaders and the public workforce system have developed Kansas City-specific health care promotional materials, a Website and other materials.
How OneKC WIRED Strengthens Your Initiative	Regional collaboration among health care, life sciences/biomedical and advanced manufacturing sectors is critical to increasing the math and science competency of students in the region. Math and science competency is essential and a strong predictor of future success in each of these high demand fields
Technical Assistance Needs	

Animal Health Innovation Grants – KCALSI

Brief Overview of Initiative	A recent regional strategic planning process, conducted by New Economy Strategies on behalf of the Kansas City Area Life Sciences Institute (KCALSI), identified six areas of opportunity based on existing assets and strengths. Animal health represents a sub-field with a competitive advantage as 40% of the world animal health market passes through companies in this region. Additionally, veterinary schools at Kansas State University and the University of Missouri-Columbia are nationally recognized for their quality research activities. KCALSI will utilize WIRED funding to foster and facilitate collaborations between research universities/institutes and private sector animal health companies through Innovation Grants. These grants will forge new partnerships between industry and academia, expand awareness for scientists in both communities regarding research interests and industry needs, and potentially accelerate innovation and technology transfer/commercialization activities. The anticipated return in future external research support would be a minimum of 7:1. Concurrently, the Kansas City Area Development Council is developing a strategy to expand recruitment activities related to animal health and related supportive service companies to the region and the Greater KC Chamber of Commerce is assessing the public policy environment to recommend other economic and workforce development strategies to make the region more competitive for the animal health industry.
Post-proposal Update	• Bayer Animal Health provided $100,000 to KCALSI to foster public/private research partnerships in animal health (includes funds for two Innovation Grants). • Request for proposals has been drafted and scheduled for release in June 2006. • Peer-review process has been defined and will be implemented for this round of grants. • Developed a proposed process for assessing and mining technologies from the universities.
Primary/Global Outcomes	• Track return on investment of Innovation grants by analyzing amount of subsequent funding obtained by awardees. • Track numbers of invention disclosures/patent applications. • Monitor new company start-ups in the regional animal health sector.
Synergy with Other OneKC WIRED Partner Initiatives	• Potential opportunities to utilize components of Missouri Enterprise and NISTAC projects.
Way(s) Initiative Strengthens OneKC WIRED	• Activities aimed at new business creation and entrepreneurship in an established regional market sector. • Jobs created are knowledge-based and high wage • Creates a mechanism for accelerating movement of technologies out of the universities and into the marketplace.
How OneKC WIRED Strengthens Initiative	• Provided the funds to demonstrate proof of principle to animal health companies. • Provides leverage to raise additional funds from businesses and philanthropic organizations. • Provides potential partners with technology transfer expertise.
Technical Assistance Needs	

KU Continuing Education, Biosciences

Brief Overview of Initiative	1. KU Continuing Education will deliver one live short course (1 or 2-day) to each of 11 partner bioscience companies on any one topic that supports their bioscience operations, for training 10 of their personnel. In addition to 10 of their own personnel, each company will allow one person from each of the other 10 partner companies to attend the course at their site. KUCE will hire expert instructors, manage the development of curriculum and deliver the training, provide materials, etc., at no cost to the company. Over the period of the grant, KUCE will conduct classes related to bioscience operations in 11 different companies, each course having 20 participants, training a total of 220 personnel in area bioscience companies. In addition to the WIRED grant funds, KU Continuing Education will provide leveraged funding through other sources, since the budget for a bioscience course for 20 participants is $12,000-$25,000. 2. KUCE will ask each company to provide 5 employees for a 1 to 2-hour meeting with the expert curriculum developer/instructor, to discuss key components needed in the course, which makes it effective and customized for them, without divulging proprietary information. 3. Subsequent to the live delivery, any course which transfers effectively will be produced in a format for on-line delivery.
Post-proposal Update	Delivery of continuing education to the bioscience industry has become more focused to provide company-selected, relevant training on-site, rather that offer fee courses held at a public location. Subsequent on-line delivery of courses which transfer effectively to that medium provide added value to the initiative.
Primary/Global Outcomes	In this model, KUCE will be able to provide relevant training to companies on-site, at no cost to them, selecting training that is important to the success of the company.
Synergy with Other OneKC WIRED Partner Initiatives	KU Continuing Education expects to collaborate with partners to share information and identify experts in the industry to serve as instructors for various courses, connect partners to KU information resources, optimize efforts/funding for workforce training and, with WIRED partners, lead economic development and achieve astonishing growth and retention of the bioscience industry in the bi-state region.
Way(s) Initiative Strengthens OneKC WIRED	This training, instructed by the best experts in the industry, will help build and maintain the economic vitality of bioscience companies in the bi-state region. The University of Kansas is able to provide a whole array of customized, sophisticated courses for any segment of the bioscience industry. Access and connectivity to a variety of information and academic departments at KU provides additional support and resources for WIRED partners.
How OneKC WIRED Strengthens Initiative	Funding allows for focused training delivered expeditiously and on-site without the need for months of lead time to widely market courses and adjust to constraints of public response. Provides collaboration with other partners engaged in regional bioscience economic development activities, reducing duplication of efforts and maximizing funding dollars and thus extends the range and depth of services which can be provided.
Technical Assistance Needs	Technician needed to transfer curriculum to online format Assistance with financial reporting

OneKC Regional Workforce Council/Public Workforce Initiatives (Workforce Investment Boards)

Brief Overview of Initiative	This initiative creates a council to coordinate the activities of the seven Workforce Investment Boards (WIBs) that are a part of the 18-county region covered by the WIRED grant. The council will be responsible for advising, planning, and coordinating among the seven local boards and their service providers. The council will work to create common services and coordinated marketing ("outreach") to both employers and job seekers.
Post-proposal Update	Some initial planning has been done. Representatives of each of the WIBs came together for an initial meeting on May 5. The group laid out a framework for addressing issues, and has future meetings scheduled.
Primary/Global Outcomes	The work of the council will lead to greater coordination among local areas. Key milestones will be the adoption of common career readiness credential throughout the WIRED region, development of a unified brand or identity, initiation of a marketing process for this brand, and development of procedures for implementing other public workforce WIRED initiatives (regional training accounts, work support accounts, and LiLAs). Outcomes of these initiatives will be greater business use of public workforce system services, improved employer satisfaction with public workforce system services, greater awareness of the public workforce system, better ability to match job seekers with jobs, increased number of qualified workers available for jobs.
Synergy with Other OneKC WIRED Partner Initiatives	Other partners (community colleges, PrepKC) as well as employers in targeted sectors will be represented on the council. As discussed above, the council will develop procedures for and oversee implementation of the other public workforce system WIRED initiatives. Public workforce system services will be geared toward job seekers across all WIRED industry sectors, and can serve as a recruiting and placement resource for all other initiatives.
Way(s) Initiative Strengthens OneKC WIRED	The involvement of the public workforce system was a crucial component for the Department of Labor in evaluating the proposal. Other components, employers, and even job seekers will benefit immensely from greater coordination among local workforce areas. A coordinated approach will help employers be able to navigate more effectively through the maze of organizations and programs represented by these seven workforce boards. A seamless service delivery system will result in a "no wrong door" approach that will ensure that employers will have a single point of access to job seekers from both sides of the state line, and job seekers will have access to a full range of employers and training programs from a single workforce/career center.
How OneKC WIRED Strengthens Initiative	While there has been talk about regional coordination for some time, OneKC WIRED provides the financial resources to develop common tools, and provides a framework and structure to make this coordination happen. The financial resources available to support additional training vouchers, work supports, and lifelong learning accounts provide an incentive for partners to participate. Financial support in the development of additional work readiness credentials will add to the quality of services the public workforce system is able to provide.
Technical Assistance Needs	We hope to learn from the experience of other regions that have developed regional initiatives among multiple workforce boards (for example, the Chicago area). We hope to receive technical assistance from CAEL in the establishment and administration of lifelong learning accounts.

PREP-KC (Partnership for Regional Education Preparation)

Brief Overview of Initiative	Kansas City's Metro Outlook Study (MARC, 2000), and the CityStates Report (GKCCF, 2002) have identified the quality of *urban education* as a critical issue if 50,000 students in KC's urban core are to receive a high-quality public education which will prepare them for careers, college, and citizenship. PREP-KC (Partnership for Regional Educational Preparation) is a new intermediary organization launched to support the KCK and KCMO school districts as they improve their student achievement trend lines and their students' access to post-secondary education and high-quality employment. PREP-KC is funded by local business, civic, and philanthropic leaders, as well as the Bill and Melinda Gates Foundation, and is strategically supported by the Civic Council of Greater KC, and the Greater KC Community Foundation. Susan Wally serves at PREP-KC's Executive Director.
Post-proposal Update	Since WIRED's launch (March, 2006) PREP-KC has begun to work with the 2 large urban school districts to design the infrastructure which will be necessary to create improved workforce preparation in the districts' high schools. Using resources from the Bill and Melinda Gates Foundation, teachers in each Small Learning Community (SLC) in all HSs in KCK and KCMO (each of which has a career theme) are being identified as SLC Career and Post-Secondary Coordinators. Plans are being developed for these educators to received training and support to work with the new School-to-Industry Liaisons which the WIRED grant is providing. This plan supports improved career preparation <u>at scale</u> in these urban districts. (See attached graphic)
Primary/Global Outcomes	The goal of these new structures will be to deepen the career themes in both districts' Small Learning Communities. This will mean that teachers and students in these Communities have new access to front-edge practices and expectations in WIRED's 3 industry focal points: Healthcare, Bio-Tech, and High-Tech Manufacturing. While this will be a long-term initiative, the 3 years of the WIRED support will demonstrate the efficacy of new practices such as industry speakers/advisors regularly contributing to SLC lessons, SLC teachers in summer externships in business/industry sites which match their career theme, and internship experiences for SLC students. All such activity records and data will be collected to determine the scale and level of quality at which the HS's are implementing these opportunities.
Synergy with Other OneKC WIRED Partner Initiatives	WIRED provides PREP-KC with 3 school-to-industry liaisons – it also provides the OneKC WIRED office with 3 Internship Coordinators in the initiative's same 3 industry areas. Plans are underway for these 6 individuals to work together to connect with business and industry partners and to create a more seamless set of career-preparation experiences for students from HS through their post-secondary education. PREP-KC is also in the early stages of assisting Project Lead the Way in making productive connections with the urban districts' SLC's which have prep-engineering career themes in order to ensure that KC's urban students have access to future career opportunities in engineering, and is also developing a plan in partnership with Penn Valley Community College (MCC) to connect SLC's with Healthcare themes to the technical programs available on this urban campus.
Way(s) Initiative Strengthens OneKC WIRED	PRE-KC is WIRED's connection to high school career preparation. The PREP-KC infrastructure (including resources and relationships with urban education leaders) provides the pathway for WIRED into the complex structures, competing demands, and the challenging politics of large high schools and their districts.
How OneKC WIRED Strengthens Initiative	WIRED resources are making it possible for the 3 School-to-Industry Liaisons to be deployed for both large districts. These individuals will be critical to demonstrating the power of focusing on these connections while students are still in HS and able to make decisions to take rigorous classes and make other plans which will take them into high-quality employment. Just as important for PREP-KC is the new set of relationships which WIRED has provided with Kansas City's employment and post-secondary network. <u>WIRED has begun to soften the silos and blur the state line as it relates to a better-prepared future workforce.</u>
Technical Assistance Needs	Additional assistance will be needed to thoroughly evaluate, adjust, and evolve these new practices. Also, additional school-to-career TA will be very helpful in working with educators to integrate these new efforts (deepen career themes and improve post-secondary preparation) into their already demanding schedules.

Project Lead the Way – Kansas City (PLTW-KC) / Metropolitan Community College

Brief Overview of Initiative	Project Lead the Way (PLTW) is a national initiative to create a pipeline of students prepared to pursue engineering and technology related careers. Coordinated by the Metropolitan Community College, PLTW – Kansas City will coordinate implementation of the program in school districts throughout the region. Key to the success of the program is partnerships with the corporate sector and post secondary institutions to assure that students and teachers learn about the practical applications for the subjects that they study everyday.
Post-proposal Update	Progress since December 2005: • A regional director and support staff for PLTW – Kansas City has been hired to manage the implementation of the project. • Plans are underway to offer PLTW courses in 16 area high schools in the 2006-2007 school year; compared with four schools in 2006. • 23 teachers will be attending the required training institute this summer, primarily at the University of Missouri – Rolla. • PLTW – KC received a $1.2 million matching grant from the Ewing Marion Kauffman Foundation. These funds are to be matched 1:1 with contributions from other sources, such as WIRED. •
Primary/Global Outcomes	By the year 2009, PLTW- Kansas City will accomplish the following goals: • More high school students in the Kansas City region will be prepared to enter pre-engineering, engineering technology and other technical programs in post-secondary institutions. • Students that have participated in PLTW-KC will be better prepared for careers in high-growth fields such as engineering, engineering technology, manufacturing and bio-technology. • Partnerships between schools and private industry will provide teachers with the opportunity to experience and learn about the practical applications for the subjects that they teach. •
Synergy with Other OneKC WIRED Partner Initiatives	PLTW – Kansas City will work with several partners including: • Alliance for Innovation in Manufacturing (AIM-KC) to align education and training programs in high schools to meet the needs of high tech and high growth industries such as manufacturing. • Prep-KC to coordinate implementation of PLTW in the two urban school districts and to coordinate industry partnership opportunities in the schools. • Johnson County Community College and Metropolitan Community College to establish regional centers of excellence at area community college campuses and/or career and technical centers. • OneKC WIRED Office and Internship Academy/Institute to help identify potential industry mentors for schools as well as appropriate internships for students and externships for teachers. • Various bio-medical and healthcare partners to pilot and expand the PLTW curriculum to include bio-medical and life-sciences courses in schools.
Way(s) Initiative Strengthens OneKC WIRED	PLTW-Kansas City strengthens the overall initiative in various ways including: • By creating a conduit for industry and schools to work together in better aligning curriculum to serve the needs of students. • By offering all school districts an opportunity to work together towards a common goal of better preparing students for college and beyond. • By creating a pipeline of students prepared to pursue engineering and technology related careers – which will be critical to the overall success of the initiative as it creates new jobs.
How OneKC WIRED Strengthens Your Initiative	Funding from the OneKC WIRED initiative has allowed PLTW-KC to maximize contributions from federal, state, local, private and philanthropic sources. As a result, the number of students receiving this comprehensive training has grown exponentially in just one year, making Kansas City a national model for regional cooperation in implementing this innovative school-reform effort. Also, participating in OneKC Wired has improved our ability to work with private industry not only to match companies with schools but to assess future workforce needs; schools will be better prepared to discuss career paths with students and their parents.
Technical Assistance Needs	PLTW-KC has the following technical assistance needs: • Incorporating data collection and evaluation requirements for the project. • Creating and managing a data base for industry partners and their employees (e.g. matching individual engineers with specific areas of expertise to various PLTW sites.)

Kansas City Science Initiative – KCALSI

Brief Overview of Initiative	The Kansas City Science Initiative (KCSI) is a systemic science education reform initiative spearheaded through a partnership between Bayer Corporation and the KCMSD. The KCSI's aim is to transform elementary science education from traditional textbook-based instruction to what is known as hands-on, inquiry-centered learning. In allowing students to actively engage in science through hypothesizing, experimenting, analyzing and testing, they develop the critical thinking, problem solving and other science literacy skills that are so highly prized by today's sophisticated workplace. KCSI is based on a number of other National Science Resources Center (NSRC)-style reform programs around the country, including six such programs established by Bayer in partnership with other local school districts. It incorporates what NSRC defines as the five elements of successful science education reform, including: • Quality curriculum materials • Teacher training • Centralized materials support • Assessment that is aligned to standards and curriculum • Community and administrative involvement KCSI will operate under the auspices of the Kansas City Area Life Sciences Institute's 501(c)(3) non-profit status, enabling the organization to compete for grants and funding from an array of private and public sources.
Post-proposal Update	• Transition planning to move program from Bayer to KCALSI • Recruiting Project Manager • Discussions with ASSET and other in-state programs • Professional Development curriculum development initiated – Master teachers identified • Bayer warehouse space agreement • Negotiating contract with Johnson County Developmental Supports for modue replenishment • Change in KCMSD leadership •
Primary/GIobal Outcomes	• Purchase sufficient modules to expand program to include all 43 elementary schools in KCMSD by year 3. • Create program infrastructure to attract expansion to other school districts in bi-state region • Demonstrate math/science improvements in district and state assesments • Long-term program sustainability through membership-based system and textbook adoption funds. •
Synergy with Other OneKC WIRED Partner Initiatives	• Expand the pipeline of interested and capable students for MCC, PLTW, and Prep-KC
Way(s) Initiative Strengthens OneKC WIRED	• Anchors the early stage of the educational continuum preparing a workforce competent in math and science skills
How OneKC WIRED Strengthens Initiative	• Awarded funds will serve as significant leverage for attracting additional funds and community partners.
Technical Assistance Needs	• Materials movement logistics • Optimizing professional development

Johnson County Community College Initiatives

Brief Overview of Initiative	Johnson County Community College has established a center of excellence in bioscience as a result of an earlier grant made by the Kansas Department of Commerce. OneKC WIRED initiative funds will support the purchase of key laboratory equipment and to develop simulation modules designed for career preparation/education, the redesign of curriculum for online delivery and the promotion of careers and career awareness activities in this growth industry. Johnson County Community College will provide $500,000 as leveraged support for the purchase of this equipment.
Post-proposal Update	▪ Develop on-line courses in Principles of Cell and Molecular Biology; Introduction to Biotechnology; and Laboratory Safety by Spring 2007 ▪ Offering on-line course in Microbiology beginning Summer 2006 ▪ Mobile lab will be purchased for promotion and recruitment of students for biotechnology training ▪ Purchase laboratory equipment for the new biotechnology labs which open in Fall 2007
Primary/GIobal Outcomes	▪ Opening new biotechnology laboratories in Fall semester 2007 ▪ Opening of Kansas Center of Excellence for Workforce Development in Biotechnology in Fall 2007 ▪ On-line classes in Biotechnology ▪ Purchase a mobile laboratory to be used in student recruitment throughout the state of Kansas
Synergy with Other OneKC WIRED Partner Initiatives	▪ Application for Perkins Leadership Grant ▪ Collaboration w/ Kansas City Area Life Sciences Institute, University of Kansas Edwards Campus and Metropolitan Community College District in promoting biotechnology education ▪ Collaboration w/ Johnson County School Dstricts to recruit students and promote biotechnology education at the K-12 level. ▪ Develop collaboration with Kansas School Districts to promote biotechnology and recruit students for the JCCC biotechnology program.
Way(s) Initiative Strengthens OneKC WIRED	▪ Johnson County Community College is the primary starting point for entry-level education and training for K-12 students and for people who are in transition following employment displacement or career changes. ▪ JCCC serves as a provider of certificate and degree programs in biotechnology for both entry-level jobs and for students transferring to four-year colleges and universities for a baccalaureate degree.
How OneKC WIRED Strengthens Initiative	▪ Johnson County Community College needs assistance in promoting the biotechnology career programs and educational opportunities for people needing retraining for entry level positions in the biotechnology industry. ▪ Strengthen our collaboration w/ the OneKC Wired partners
Technical Assistance Needs	▪ Johnson County Community College needs technical assistance for the development and production of simulation software to be used in promotion of careers and career awareness activities.

OneKC WIRED Office / Internship Program

Brief Overview of Initiative	The OneKC WIRED office will include a full-time Project Director, three (3) full-time Industry Coordinators (one for each of the three targeted industry sectors), and administrative support staff. Another key transformation will be the development of an Internship Program that will serve as a regional clearinghouse for internships among employers in the targeted industry sectors and facilitate the connection and placement of young adults, dislocated workers, and transitional workers into available internship/co-op positions that lead to job opportunities. The WIRED Office will work closely with the State of Missouri (recipient) and the State of Kansas in their monitoring efforts and with the Mid-America Regional Council (MARC) in its role as fiscal agent. In addition, assistance will be provided to the OneKC WIRED Partners (subrecipients) to ensure compliance – both fiscally and programmatically – under the terms of the WIRED grant. The OneKC WIRED Project Director will be responsible for: • Working with Partners to develop and monitor Strategic Business Plans (including timelines and deliverables) and MOUs • Convening meetings of the OneKC WIRED Steering Committee and the Regional Workforce Council • Serving as the primary contact for U.S. Department of Labor-ETA, including attendance at quarterly WIRED meetings and WIRED Academy meetings • Working closely with OneKC WIRED partners to develop and enhance synergies AND to catalyze transformative strategies • Acting as facilitator among all parties to identify lessons learned and best practices AND suggest areas (when/where appropriate) for mid-course corrections. *Note: Areas identified would be submitted to DOL (and MARC if appropriate) for proposed grant modifications* • Serving as the chief spokesperson for the OneKC WIRED initiative • Supervising research and evaluation studies to identify progress made against outcomes and goals, and work in conjunction with DOL-led evaluation team to share results of such studies • Directing sustainability efforts, including identification of public and private funding to continue and expand OneKC WIRED programs • Working with MARC (fiscal agent) and Key Partners to ensure timely reporting of DOL required documentation, including coordinating and synthesizing data from all OneKC WIRED partners
Post-proposal Update	• Agreement with fiscal agent will be finalized by May 31 • Meetings with and among OneKC WIRED partners to explore opportunities for sustainable, transformative changes • The first OneKC WIRED Regional Workforce Council meeting was held on May 5 • Discussions have begun around the internship program
Primary/Global Outcomes	Administrative – Standardize fiscal and programmatic reporting for all subrecipients; work with State of Missouri to provide the necessary tools and reinforcement to comply with all reporting requirement. Programmatic – Assist in identifying and developing synergies and transformative strategies that will enhance the individual effectiveness of partners and overall effectiveness of the OneKC WIRED initiative. Internship Program – For many students and dislocated/disconnected workers, an internship is more than a short-term job – it can be a decisive step toward discovering a meaningful career. Our goal is to assist area companies (advanced manufacturing, biotech, and healthcare) in developing internship and co-op programs that provide a practical learning experience for students – offering them an opportunity to work on meaningful projects and interact with professionals from various aspects of industry and business. In addition, externships will be provided for secondary school teachers/instructors.
Synergy with Other OneKC WIRED Partner Initiatives	In addition to the role of the OneKC WIRED office outlined above, there is a unique role for the three Industry Coordinators, who will work closely with PREP-KC's Industry-to-School Coordinators to: 1) provide educators with access to front-edge industry practices; 2) identify internship/co-op opportunities – both from a supply and demand side; and 3) interface with the public workforce system to better serve their clients, including dislocated/disconnected workers.
Way(s) Initiative Strengthens OneKC WIRED	A concerted effort – at both the program and administrative levels – will have the added effect of capturing the interest of a broader base of companies and candidates. It also could ultimately result in the Kansas City region gaining the distinction of being a "destination of choice" for students seeking internships in advanced manufacturing, biotech and healthcare.
How OneKC WIRED Strengthens Initiative	The added resources and experiences of each of our partners and their affiliated stakeholders will be crucial to developing our overall programs and achieving success – especially in the area of creating a multi-industry, regional model for workforce and economic development.
Technical Assistance Needs	Assistance with the development of a multi-industry, regional approach to internships (or identification of best practices)

Skills Gap Project (AIM-KC / OneKC WIRED)

Brief Overview of Initiative	The Alliance for Innovation in Manufacturing-Kansas City (AIM-KC) recently completed the pilot phase of the National Association of Manufacturers' *Dream It. Do It.* (DIDI) careers campaign. One of the ongoing objectives of AIM-KC is to close the region's skills gap for advanced manufacturing and to more closely align education and training programs (at both the secondary and post-secondary levels) to meet the needs of high-tech, high-demand, high-growth industries. AIM-KC recently completed the region's first skills gap analysis focused specifically on manufacturing *(Bridging the Gap: Keeping KC Manufacturers Competitive)*, and steps are being taken to address the primary gaps identified in the report. Under the OneKC WIRED initiative, this regional skills gap analysis will be expanded to include all three targeted industry sectors (advanced manufacturing, biotechnology, and healthcare). The three industries all face critical hiring needs and they share similar core education and training needs. In a global sense, they also require many of the same core competencies. Under the auspices of AIM-KC, and in cooperation with all OneKC WIRED Partners, a regional, multi-industry (advanced manufacturing, biotechnology and healthcare) skills gap analysis will be developed and executed in each of the three years of the OneKC WIRED initiative. The annual reports will contain preliminary recommendations that will be considered by various task force groups (comprised of key stakeholders), which will make final recommendations, including a specific action plan. The findings will be incorporated into our Public Outreach and Education efforts as a means of 1) highlighting advances that are being made via OneKC WIRED (and related) initiatives; and 2) focusing on (and prioritizing) remaining or newly created skills gaps.
Post-proposal Update	Discussions have begun with the consultant (Audrey Theis) who helped develop AIM-KC's manufacturing skills gap report.
Primary/Global Outcomes	Provide an annual report (or "report card") that updates the region's skills gap issues – using it as a means of 1) measuring progress; 2) assessing changes in industry's needs; 3) cataloging education and training programs – especially those that are specifically related to the three targeted industry sectors; 4) highlighting progress in closing the gaps; 5) identifying existing or newly created gaps; 6) developing an action plan to close the gap(s). The overall objective is to ensure that our high-demand, high-growth industries have access to a diverse, skilled, educated, and trained talent pool that is capable of meeting the challenges of the high-tech workplace.
Synergy with Other OneKC WIRED Partner Initiatives	This multi-industry, regional approach will require the participation of all partners; but at the onset, we will specifically work with our partners in industry, education, and the public workforce system.
Way(s) Initiative Strengthens OneKC WIRED	A regional, multi-industry approach will help eliminate the redundancy of conducting three separate skills analyses. It also will have the added effect of bringing about greater transformational (and sustainable) changes in the region's education and workforce systems and improve the dialogue between industry and education.
How OneKC WIRED Strengthens Initiative	The ability to have access to and bring together key stakeholders from all industry sectors, including employers, educators, public workforce system, and economic development agencies, to develop a seamless approach to the region's workforce and economic development efforts.
Technical Assistance Needs	Assistance in developing (or identifying) a model(s) for a regional, multi-industry skills gap report that includes the involvement of industry, education and training providers, economic development agencies, and the public workforce system.

Public Outreach and Education

Brief Overview of Initiative	Working in conjunction with our OneKC WIRED partners, we will develop a strategic Public Education and Outreach plan that will: 1) create an awareness about Partner initiatives; 2) demonstrate the region's key assets as well as the synergistic relationships among partners within the economic development and workforce development communities and area educational institutions; and 3) identify key growth areas and highlight investments in advanced manufacturing, biotechnology, and healthcare that lead to the growth of high-skilled, high-demand, high-wage job opportunities. In addition we will work with Economic Development partners in their efforts to 1) share the OneKC WIRED story within the region; 2) attract and recruit other economic development agencies and their affiliates to support OneKC WIRED initiatives; and 3) promote the OneKC WIRED transformations as part of the region's overall economic development strategy. *Note: We also will work with other WIRED Regions to identify complementary initiatives and disseminate relative information to key stakeholder groups.*
Post-proposal Update	This function initially was included under KCADC's role, but it recently has been moved to the OneKC WIRED office. We are in the process of recasting the Public Education and Outreach plan, including a revision of outcomes, and then we will submit our plan to USDOL for proposed grant modifications.
Primary/Global Outcomes	A continual flow of information (via various communications tools and vehicles) that will enhance the effectiveness of individual partner initiatives and improve the overall success of our OneKC WIRED initiatives.
Synergy with Other OneKC WIRED Partner Initiatives	We will create a virtual public outreach and education team comprised of communications and community relations staff from many of OneKC WIRED partners and other key stakeholders. This team will serve in both an advisory board and as an extension of our public outreach and education efforts.
Way(s) Initiative Strengthens OneKC WIRED	The development and execution of a strategic Public Education and Outreach plan will 1) increase awareness about all OneKC WIRED initiatives; 2) assist in expanding support and participation among key stakeholder groups; and 3) enhance our sustainability efforts through additional funding opportunities that result from increase awareness.
How OneKC WIRED Strengthens Initiative	N/A
Technical Assistance Needs	

APPENDIX F

DWD #99-32-28-07

CONTRACT AGREEMENT

THIS AGREEMENT, is made and entered into this 1st day of February, 2006, by and between the Division of Workforce Development, hereinafter referred to as the Contractor, and Mid-America Regional Council, hereinafter referred to as the Contracting Agency.

WITNESSETH:

WHEREAS, the Governor of the State of Missouri has authorized the Contractor, as his designee for the Workforce Investment Act (WIA) (P.L. 105-220, or as amended) to make application for and accept funds provided by the Secretary of the United States Department of Labor (USDOL) under WIA and the Workforce Innovation in Regional Economic Development (WIRED) Initiative; and

WHEREAS, the Secretary of the United States Department of Labor, in accordance with the Workforce Investment Act (WIA) (P.L. 105-220, or as amended) has provided funds to the Governor of the State of Missouri under WIA and the WIRED Initiative; and

WHEREAS, the Governor and the Missouri Legislature have provided the Federal funds to the Department of Economic Development, Division of Workforce Development; and

WHEREAS, the Governor and the Missouri Legislature have authorized the Contractor to administer the WIA, WIRED Initiative, and other appropriated funds; and

WHEREAS, the Contracting Agency is willing, able and appropriately designated to receive such funds and provide job training and other workforce investment related services.

NOW, THEREFORE IT IS AGREED by and between the parties hereto, as follows:

1. The period of performance under this Contract Agreement shall be from February 1, 2006 to June 30, 2007. The period of performance for each Exhibit I, Scope of Work shall be listed in Exhibit I.
The contract agreement shall not bind nor purport to bind the State of Missouri for any contractual commitment in excess of the original contract period. Any decision regarding the desire, need or ability to renew the contract for any extended period of time rests solely with the Division of Workforce Development (DWD). If such renewal is deemed to be desirable by DWD, such renewal may be executed by the Contractor by the revision process described in Paragraph 2 for two (2) one-year periods or a portion thereof. In the event that the contract is renewed, all terms, conditions and provisions of the original contract shall remain the same and apply during the renewal period, except that minor changes to improve the program may be made to the "Scope of Work".

2. Payment hereunder shall not exceed $2,499,579.00. Such amount to be derived as listed in Exhibit II. The Contractor may revise the initial amounts without formal two-party signature contract amendment identified in Paragraph 13. Revisions may include adjustments as increases or decreases to initial amounts provided, and/or additional new funding to be included and identified above for new project Scopes of Work identified in Exhibit I. Revisions of the initial contract agreement shall be done by letter transmitted to the Contracting Agency and shall be assigned a consecutive revision identifying number by the Contractor. These revision letters shall become fully effective ten calendar days following the date of the revision letter unless notified of rejection by the Contracting Agency.
Revision letters shall include revised Paragraph 1 or 2 (as applicable), Page 2 of 9; if applicable, revised Exhibit I for current or new project being included; and new or revised Exhibit II Planning Budget Summary for current or new project.

   Refer to Exhibit IV for the appropriate Catalog of Federal Domestic Assistance (CFDA) number assigned to specific federal financial assistance funding sources listed in this paragraph.

   The description of allowable expenditures is contained within Exhibit II in the attachment, entitled Planning Budget Summary. The contracting Agency shall comply with the following payment and reporting procedures:

(a) The Contracting Agency shall submit a CASH FORECASTING AND DRAWDOWN REQUEST (CFDR) form showing the weekly cash requirements for program operations. The Contractor reserves the right to monitor and, when deemed necessary by the Contractor, to restrict cash flow to prevent accumulation of excess cash. Excess cash shall be defined as cash in excess of the cash needed for the operation of +/- five working days.

(b) The Contracting Agency shall during the term of the agreement prepare and submit monthly to the Contractor a Contract Progress Report or other similar expense report form as required by the Contractor. A CPR shall be prepared for each funding category identified in paragraph two (2) and a CPR(s) shall also be prepared to report stand-in costs, if they are to be used in accordance with 20 CFR 667.300(c)(2). Contracting Agency shall submit this report no later than the close of business on the tenth (10th) calendar day of the month following the month for which activities are reported upon to the Contractor. The Contracting Agency may discontinue submitting Contract Progress Reports when:

(1) All funds are expended; and,
(2) No costs are accrued; and,
(3) No line-item of the Budget exceeds expenses; and,
(4) A report has been submitted marked "FINAL".

(c) The Contracting Agency shall submit a Program Income Report in accordance with 20 CFR Part 667.200(5)(6)(7) on a quarterly basis by the fifteenth (15th) calendar day of the month following the last month of the quarter being reported. Reports shall be on an accrual basis, which includes all costs, incurred, not just those which have been paid. The Contracting Agency may discontinue submitting the Program Income Report when:

(1) The CFDR has been discontinued in accordance with 2(a); and,
(2) The CPR has been discontinued in accordance with 2(b); and,
(3) All Program Income earned has been expended; and,
(4) All Program Income earned and expended has been reported to the Contractor.

(d) The Contracting Agency shall submit any other such financial and statistical reports the contractor may require.

(e) The Contracting Agency shall submit reporting forms specified in (a) (b) and (c) above as issued by the Contractor.

3. The Contract Agreement is subject to all terms and conditions of the WIA and WIRED Initiative and any amendments or revisions thereto, which by this reference are incorporated herein as if fully rewritten.

4. The Contract Agreement is subject to all terms and conditions of 20 CFR (Code of Federal Regulations) 660 through 667 and any amendments or revisions thereto, which by this reference are incorporated herein as if fully rewritten.

5. The Contracting Agency agrees to abide by DWD Issuances, which interpret issuances of the USDOL and explain Division of Workforce Development (DWD) policy decisions.

6. The Contracting Agency shall provide and perform the services as specified in the Exhibit I Scope of Work, as approved by the Contractor.

7. The Contracting Agency and its subrecipients shall in accordance with 20 CFR 667.200(a)(1 and 2) comply with the Uniform Administrative Requirements applicable to their organization as codified at 29 CFR Part 95 or Part 97. The Contracting Agency and its subrecipients shall in accordance with 20 CFR 667.200 (c) comply with the allowable cost/cost principles applicable to their organization as codified at 29 CFR Part 95.27 or 97.22

8. To the extent allowed by law, the Contracting Agency will proceed and save the Contractor herein harmless from any and all loss, claims, expenses, action, causes of actions, costs, damages and obligations, final or otherwise, arising from any and all acts of the Contracting Agency, its agents, employees, licensees, WIA participants hereunder or invitees that results in injury to property or loss to Contractor, arising from performance of this contract, as those injuries, damages or losses relate to any person, corporation, partnership or any other entity.

9. The Contracting Agency assumes full liability for the actions of itself and all it's subcontractors for all expenditures determined by the Contractor to be unallowable. The Contracting Agency further agrees to repay from non-WIA sources all expenditures determined by the Contractor to be unallowable.

   If applicable, such paragraph is not intended and shall not relieve the Chief Elected Official(s) of a Local Workforce Investment Area (LWIA) of liability for any additional funding provided for services herein to the LWIA entity identified by the LWIA plan and as provided by the Workforce Investment Act Section 117(d)(3)(B)(i)(I or II).

10. The Contracting Agency shall provide or have financial and/or compliance audits prepared and resolved in accordance with 20 CFR 667.200(b), Office of Management and Budget Circular A-133 and any amendments or revisions thereto, which by this reference are incorporated herein and made a part hereof as if fully rewritten. Additional information shall be provided as requested by the Contractor in resolution of the Contracting Agency or subrecipient audits as necessary.

11. If any term, covenant, or condition of the Contract Agreement shall be determined judicially to be illegal, invalid, or unenforceable, the remaining terms, covenants and conditions of the agreement shall not be affected thereby and each term, covenant, or condition of the agreement shall be valid and be enforced to the fullest extent permitted by law.

12. The Contractor and Contracting Agency agree to the following cancellation provisions:

    (a) The Contractor may cancel this Contract Agreement immediately for non-compliance with any requirement of WIA or the regulations promulgated under that Act, any requirement of the WIRED Initiative, or non-compliance with the requirements of any other applicable law, or the withdrawal (if applicable) of the Grant Recipient/Local Area Grant Subrecipient/Fiscal Agent designation (as appropriate), by giving written notice to the Contracting Agency of such termination and specify the effective date thereof. In the event of such cancellation, Contracting Agency will be paid to the date of cancellation for such work as has been properly performed hereunder, as determined by the Contractor.

    (b) If the Contracting Agency fails to perform under the Contract Agreement or fails to make sufficient progress so as to endanger performance, the Contractor may cancel this agreement, in whole or in part, upon 30 days written notice to Contracting Agency. In the event of such cancellation, Contracting Agency will be paid to the date of cancellation for such work as has been properly performed hereunder, as determined by the Contractor.

    (c) Either party may, at their option, cancel this Contract Agreement without penalty upon 30 days written notice. In such event, Contracting Agency shall receive full payment for services reported in accordance with Paragraph 2(b) prior to such termination. However, in no event shall any said payment exceed the obligated amount for said services.

13. Any changes in the scope of services under this Contract Agreement shall be made by written amendment and signed by all parties, except as provided in Paragraph 2, or 5 for DWD WIA Issuances.

14. The Contracting Agency agrees to comply with the provisions of the Assurances and any amendment or revisions thereto as described in Exhibit III which are incorporated herein and made a part thereof as if fully rewritten. Such Assurances shall be applicable to Contracting Agency subrecipients receiving WIA funds under this contract agreement. The Contractor shall have authority to the extent allowable by law to require the Contracting Agency or its subrecipients to take corrective, and/or remedial action if provisions are violated.

15. The Contracting Agency assures, as a condition to the award of financial assistance under WIA from the Department of Labor, with respect to operation of the WIA-funded program or activity and all agreements or arrangements to carry out the WIA-funded program or activity, that it will comply fully with the nondiscrimination and equal opportunity provisions of WIA Section 188, 20 CFR 667.200(f), 29 CFR Part 37.

16. The Contractor, the Department of Economic Development, the State Auditor's Office, the U.S. Department of Labor, the Comptroller General of the United States, and any of these agencies designated representatives at any time during normal business hours and as often as deemed necessary and shall have the right to monitor or audit activities and review, copy, make excerpts or transcripts of any or all books and records (including computer records), reports, correspondence, forms, contracts, invoices, materials, payrolls, records of personnel, files or other such documentation at any Contracting Agency site, or Contracting Agency Subcontractor or site, for which funds have been provided under this Contract Agreement. This right also includes timely and reasonable access to personnel of the Contracting Agency, its subrecipients and vendor subcontractors, for the purpose of interviews and discussions related to such documents. The monitoring function may be implemented through the use of internal evaluation procedures, the examination of program data, special analysis, on-site checking, or any other procedure the Contractor and the above mentioned agencies deem necessary and appropriate. Subject to the discretion of DWD, authorized employees of DWD shall have the right to be present at any and all of the Local Workforce Investment Area Board meetings (if applicable), Contracting Agency's staff meetings, Contracting Agency's Board of Director's meetings, Advisory Committee meetings and Advisory Board meetings if an item to be discussed is an item of this Contract Agreement.

17. The Contractor retains full rights and privileges of free use for any products (inventions, patents, copyrights, computer programs, data and databases, reports, studies and other real or intangible property) of funds provided under this agreement.

Such rights are as applicable to the entity and as included in Exhibit III-Assurances, Item Two (2).

18. The Contracting Agency shall retain all records pertinent to all grants and agreements, including financial, statistical, property, applicant and participant records and supporting documentation, for a period of three years after the Contracting Agency submits to the Contractor its final expenditure report for that funding period. Records for nonexpendable property shall be retained for a period of three years after final disposition of the property. The aforementioned records will be retained beyond three years if any litigation or audit is begun or if a claim is instituted involving the grant or agreement covered by the records. In these instances, the records will be retained until the litigation, audit or claim has been finally resolved. The Contracting Agency shall comply with the Record Retention requirements as applicable to the entity and as included in Exhibit III – Assurances, Item Two (2).

19. The Contracting Agency shall not assign this Contract Agreement or any part thereon unless otherwise provided or without the written consent of the Contractor, but in no case shall such consent relieve the Contracting Agency from the obligation under, or change the terms of the Contract Agreement.

20. The Contracting Agency shall agree that in administering the Contract Agreement that the Contracting Agency will comply with the Conflict of Interest provisions of WIA Section 117 (g), and additionally as included in the State of Missouri Workforce Investment Plan as Attachment 11.

    Additionally, in accordance with 29 CFR Part 95.42 or 29 CFR Part 97.36 and as applicable to the entity receiving funds under this contract agreement, the Contracting Agency will maintain a written code of standards of conduct governing the performance of their employees engaged in the award and administration of contract that includes such conflicts of interest provisions.

21. The Contracting Agency, by signature of this contract agreement, certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract agreement by any federal department or agency. The Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion, Lower Tier Covered Transactions is made in accordance with Debarment/Suspension procedures as issued by the 29 CFR Part 98 and any amendments or revisions thereto, which by this reference are incorporated hereto and made a part hereof as if fully rewritten.

IN WITNESS WHEREOF, the parties hereto have executed this Contract Agreement as of the date above written.

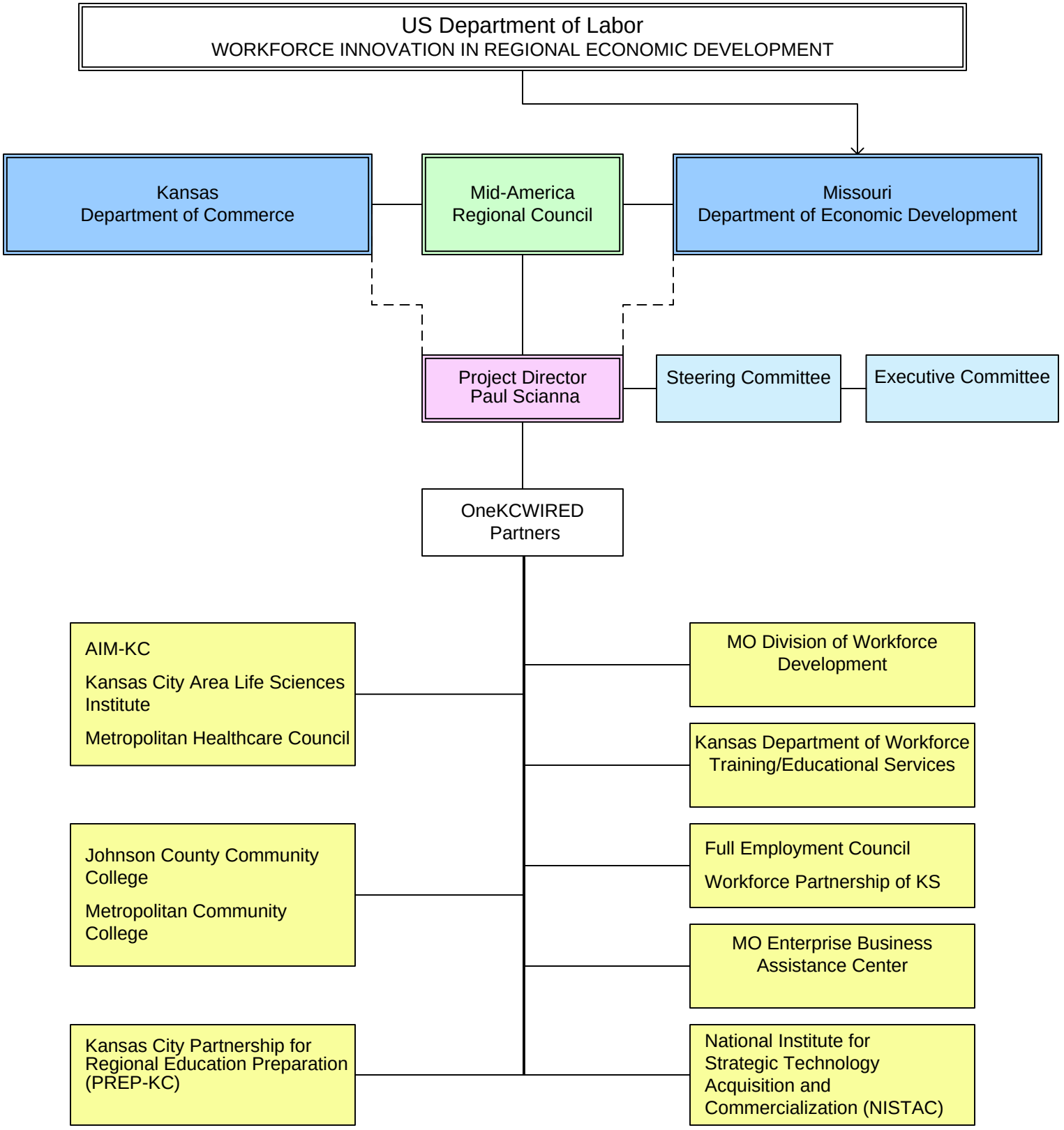
	STATE OF MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
CONTRACTING AGENCY	DIVISION OF WORKFORCE DEVELOPMENT
Authorized Signature	Roderick Nunn, Director Division of Workforce Development
Name	
	Date
Title	
Date	

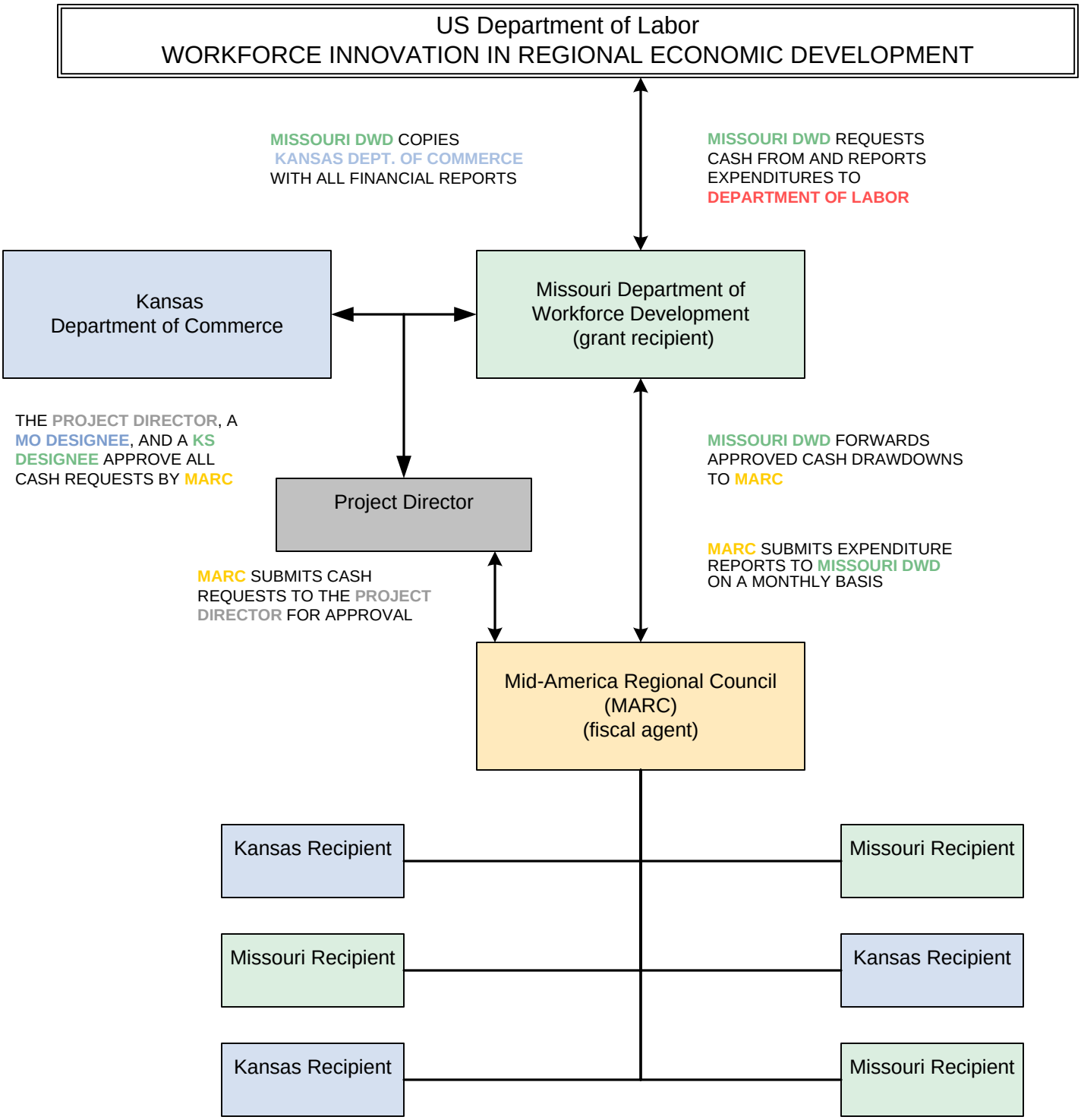
CONTRACT CONTENTS

Paragraph Number	Content	Page Number
DWD	Contract Number	1
--	Parties to the Agreement	1
--	Provisions of Funding Authority	1
1	Period of Contract Performance/Extension(s)	2
2	Funding, Budget Changes, Reporting Requirements, Cash Requests	2
3	Reference of Workforce Investment Act	3
4	Reference of USDOL Regulations	3
5	DWD WIA Issuances	4
6	Contract Services to be Provided	4
7	Costs Applicable to WIA	4
8	Contractor Held Harmless Provision	4
9	Liability for Unallowable Costs	4
10	Audit Requirements	4
11	Invalid Contract Conditions	4
12	Cancellation Provisions	5
13	Contract Amendment Provision	5
14	Contract Assurances Reference	5
15	NonDiscrimination and Equal Opportunity Requirements	5
16	Right to Monitor or Audit Contract	5
17	Inventions, Patents, Copyrights, etc	6
18	Record Retention Reference	6
19	Contract Assignment	6
20	Conflict of Interest	6
21	Debarment/Suspension Certification	7
--	Signature Page	8
--	Contract Contents	9

Total pages in contract 9

- Exhibit I, Scope of Work
- Exhibit II, Planning Budget Summary
- Exhibit III, Assurances
- Exhibit IV, Catalog of Federal Domestic Assistance (CFDA) Numbers


US Department of Labor
WORKFORCE INNOVATION IN REGIONAL ECONOMIC DEVELOPMENT
Kansas
Department of Commerce
Mid-America
Regional Council
Missouri
Department of Economic Development
Project Director
Paul Scianna
Steering Committee
Executive Committee
OneKCWIRED
Partners
AIM-KC
Kansas City Area Life Sciences Institute
Metropolitan Healthcare Council
Johnson County Community College
Metropolitan Community College
Kansas City Partnership for Regional Education Preparation (PREP-KC)
MO Division of Workforce Development
Kansas Department of Workforce Training/Educational Services
Full Employment Council
Workforce Partnership of KS
MO Enterprise Business Assistance Center
National Institute for Strategic Technology Acquisition and Commercialization (NISTAC)



SUB-RECIPIENTS SUBMIT CASH REQUESTS TO MARC – CAN REQUEST AS OFTEN AS WEEKLY
SUB-RECIPIENTS SUBMIT EXPENDITURE DATA MONTHLY TO MARC