

MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
Application – Training for Tomorrow

1. Applicant Identification

A. NAME (COUNTY ONLY): Cass County, on behalf of Cass, Platte and Buchanan Counties

B. MAILING ADDRESS: Cass County Court House, 102 East Wall Street

C. CITY, STATE, ZIP CODE: Harrisonville, MO 64701

D. CHIEF OFFICIAL OF (A): Gary L. Mallory E. TITLE OF (D): Presiding Commissioner

F. TELEPHONE OF (D): 816.380.8160 G. FAX OF (D): 816.380.8156

H. FISCAL YEAR END OF (A): December 31, 2010

2. Application Preparer

A. NAME: Patricia Lees

B. MAILING ADDRESS: Institute for Workforce Innovation, 3200 Broadway

C. CITY, STATE, ZIP CODE: Kansas City, MO 64111

D. NAME OF AGENCY: Metropolitan Community College

E. TELEPHONE: 816.604.1025 F. FAX: 816.759.1408

3. Sub-Applicant Identification (Community College)

A. NAME (ENTITY): Metropolitan Community College

B. MAILING ADDRESS: Institute for Workforce Innovation, 3200 Broadway

C. CITY: Kansas City, MO 64111

D. CHIEF OFFICIAL OF (A): Jacqueline I. Snyder

E. TITLE OF (D): Chancellor

F. TELEPHONE OF (D):
816.604.1011

G. FAX: 816.759.1143

4. Other Information for Reporting Purposes

A. SERVICE AREA OF COMMUNITY COLLEGE Park Hill, North Kansas City, Ft. Osage, Independence, Blue Springs, Raytown, Center, Hickman Mills, Lee's Summit, Grandview and Belton School Districts

B. STATE REPRESENTATIVE & DISTRICT NUMBER:

<u>Grill</u>	<u>Jason</u>	32
<u>Nolte</u>	<u>Jerry</u>	33
<u>Flook</u>	<u>Tim</u>	34
<u>Ervin</u>	<u>Doug</u>	35
<u>Nance</u>	<u>Bob</u>	36
<u>Talboy</u>	<u>Mike</u>	37
<u>Silvey</u>	<u>Ryan</u>	38
<u>Low</u>	<u>Beth</u>	39
<u>Burnett</u>	<u>John</u>	40
<u>Curls</u>	<u>Shalonn</u>	41
<u>Hughes IV</u>	<u>Leonard</u>	42
<u>LeBlanc</u>	<u>Roman</u> <u>Lee</u>	43
<u>Kander</u>	<u>Jason</u>	44
<u>Holsman</u>	<u>Jason</u>	45
<u>Meiners</u>	<u>Kate</u>	46

<u>Grisamore</u>	<u>Jeff</u>	47
<u>Kraus</u>	<u>Will</u>	48
<u>McDonald</u>	<u>Tom</u>	49
<u>Brown</u>	<u>Michael</u>	50
<u>Salva</u>	<u>Ray</u>	51
<u>LeVota</u>	<u>Paul</u>	52
<u>Dougherty</u>	<u>Curt</u>	53
<u>Dusenberg</u>	<u>Gary</u>	54

C. STATE SENATOR AND DISTRICT NUMBER:

Matt Bartle R-8
Victor Callahan D-11
Jolie Justus D-10
Luann Ridgeway R-17
Charlie Shields R-34
Yvonne Wilson D-9

5. Project Type

CAPACITY BUILDING

6. Project Beneficiaries

A. NUMBER OF POTENTIAL STUDENTS PROPOSED TO ULTIMATELY BE SERVED BY PROJECT: **thousands**

7. National Objective (for CDBG)

PRESUMED TO MEET LOW AND MODERATE INCOME

8. Cost Data

A. CDBG FUNDS REQUESTED: **\$2,627,506.**

9. Narrative Questions – attach responses to questions using additional pages – mark each question appropriately

9. Narrative Questions

The responses have been prepared by Metropolitan Community College (MCC), Institute for Workforce Innovation, in collaboration with Cass, Platte and Buchanan counties' leadership. Cass County has agreed to submit the application on behalf of all three counties.

9.a. Describe in detail the planning and capacity building activities to be undertaken including citing the specific goals necessary to develop new programming.

We began the planning and capacity building activities soon after the announcement of this opportunity. We met first with small groups of elected officials and economic development staff in Platte and Cass counties to design the outreach to county-based employers. The counties then hosted large forums for employers and interested citizens so that we could listen to the existing and emerging needs for workforce development. Leadership staff of the Institute for Workforce Innovation, along with Mark James, our chancellor-designee, met with over 100 county stakeholders and heard local commitment to collaborating on this initiative.

We collected their input and synthesized the data into three levels of employees: entry level; incumbent workers who needed additional skills to support performance improvement; and incumbent workers who were ready for advancement within the industry. As we listened to the regional needs, we realized that one of the key industries, animal health, had elements in Platte and Cass counties, but that the compelling development was in Buchanan county. We contacted elected officials and industry subject matter experts in Buchanan about joining this proposal and they were overwhelmingly in favor.

A common theme from all of the discussions was the need for what we have called "core skills" – skills that employees need to work smarter and safer; these are the critical skills that facilitate the technical skills. These are often referred to as 'soft skills,' yet we all know that these are the make-or-break skills for keeping a job and for advancement.

Our discussions and our research lead us to five industry clusters that need training and development for the growth of the regional economies:

- * animal health - research, manufacturing, distribution, pet care
- * supply chain integration – warehouse and distribution center operations, national and international logistics, business systems
- * health care – all levels, from food service and environmental service, allied health, nursing
- * small business operations – creating and growing small businesses in the key industries listed above, as well as all areas that provide services in the counties

* specialized businesses – several niche businesses are growing in these counties, and support the industries listed above

Once the counties have been awarded funds to respond to these needs, we will work with the stakeholders to refine the skill sets that comprise the new training. Our plan is to first convene an executive committee that includes representatives of each county; this committee will provide overall guidance to the teams of subject matter experts. We will organize three teams of subject matter experts and business owners in animal health, supply chain integration and health care to help us fine tune our initial observations about training needs. These will be cross-county teams who will meet quarterly to gauge the progress and relevance of the courses being developed. We will count on them to engage the county-based employers who have a stake in the new courses.

The context for the new courses is agreement on career pathways in each industry cluster. We heard from the meeting participants that they have not developed career pathways within their businesses, and as a result, lose good employees to turnover and waste training dollars on unstructured development plans. In response, we will include a planning activity for each of the three primary industry clusters during which we map needs, regional resources, and trends for the county. We will use the model developed by the Council for Adult and Experiential Learning (CAEL) for the U.S. Department of Labor to facilitate the process.

Each industry cluster in our plan has component parts already available from MCC; this funding gives us the opportunity to build on successful programs to address unmet and emerging needs. In other areas, such for entry level animal health positions, we will work with successful programs from other community colleges to transfer curricula to MCC and adapt it to meet regional requirements. As demonstrated on the work plan, we will begin the local and State approval processes as new program offerings are completed. The details for the programming in each industry are provided as Attachments A1 and A2.

As the training programs are ready, we will conduct beta tests on the materials developed with the target audiences in the counties. We will use the executive committee to help determine which county gets which test, since this represents “free” training for the industries. The information from these pilot courses will be used to revise and improve the materials. When the course development is complete, we will work with county employers and professional organizations to market the courses, focused on continuous improvement.

9.b. Describe and document the market demand for the new programming proposed.

Animal health: The legislatures of Kansas and Missouri have designated the area from Manhattan, KS to Columbia, MO as the “Animal Health Corridor.” This region is the national

leader in animal health and nutrition industry, with area companies accounting for nearly 32% of the \$15.2 billion in annual global sales. There are more than 120 companies in this industry in the corridor; 45 have their national headquarters here. Others have their research and development operations, as well as magazines and distribution centers. There are approximately 13,000-15,000 employees in this industry cluster, and an annual growth of 8%-12% per year. A loose coalition of leaders, the Animal Health Corridor Advisory Board, estimate that these businesses will need four times the number of vet techs currently available. There is one vet tech program in this area and no programs that provide entrée into the field.

The skills that comprise the jobs needed are too new to be found in the USDOL's Occupational Outlook, or the State's database. Current employers rely on scientists trained in chemistry, biology, veterinary medicine and similar fields, perhaps without considering the likely contribution of lab techs or lab animal care technicians for the research and development aspects. Another line of business involves pet care services and products; animal specialists and veterinary assistants have filled those requirements in other jurisdictions. These are skills developed in community colleges in other locations. We propose to develop the same resource for this region. The following list of projected growth in animal health related occupations in the region for the period 2006-2016 (MERIC, 2008).

Animal Scientists	16.67%
Veterinary Assistants and Laboratory Animal Caretakers	16.63%
Nonfarm Animal Caretakers	17.93%
Veterinarians	38.30%
Veterinary Technologists and Technicians	41.95%

The above occupations also provide career pathways in this industry, with an entry level in animal caretaking. From that point, workers can progress on two tracks from direct pet care to animal science research.

Supply chain integration: Highways, national and international rail hubs, and air freight services make this the natural center for distribution of goods. The picture for jobs is much better in Platte and Cass counties than in the region as whole. Data from EMSI's industry report shows triple digit growth in the industry in this region, including industrial truck and tractor operators; material movers; shipping , receiving clerks and traffic clerks; among others. As the industry grows, so does the requirement for more skilled technicians and managers. While there are always entry level jobs, this region is ready for attention to the professionalization of incumbent workers. Smart Port, the advocacy organization for the region's inland port, has cataloged 2-year, 4-year and advanced degree providers, as well as

several online options, demonstrating that there are few educational resources for this burgeoning industry.

The USDOL, Bureau of Labor Statistics projects an overall 12.7% growth in transportation and material moving occupations for the period from 2008-2018 (BLS National Employment Matrix, 2010). Included in this classification are truck drivers, packers and packagers, and forklift operators, all of which are anticipated to show continued growth in the Buchanan, Cass, and Platte counties as major distribution operations expand and are added. The increases in these occupations are projected to increase the volume of truck traffic in the region, driving up the need for diesel mechanics. The increased volume of materials moved will also create greater demand for workers with knowledge in supply chain logistics. Due to the diversity of occupational opportunities in the workforce sector, multiple career pathways exist.

Health care: While at varying rates, as with the country overall, populations are aging in Buchanan, Cass, and Platte Counties (U.S. Census Bureau Statistical Abstract, 2010). The result is an increasing demand for both general and long-term health care. The following is an overview of projected growth in selected health care related occupations for the period 2006-2016 (MERIC, 2008).

Pharmacy Technicians	19.11%
Home Health Aides	35.88%
Medical Assistants	8.77%
Medical Records & Health Information Technicians	6.24%
Interpreters & Translators	27.50%

To support this demand , we propose an array of new programming that complements existing health care programs and responds to growing demand for electronic medical records specialists. In particular, we will develop courses related to aging and courses related to safety and emergency management. The emergency management courses will also benefit the first responders in the counties, for whom there is a marked shortage of suitable training.

Small business development and operations: In 2006, the Kansas City area was home to more than 35,000 small businesses (under 20 employees) , employing more than 144,000 workers (Retrieved from <http://www.sba.gov/advo/research/msa.pdf>). These 144,000 jobs represented nearly one-third of the total regional employment. Small businesses have historically been the drivers of economic recovery and are no doubt a vital component in the recovery of the current recession. To support this vital sector of the economies in Buchanan, Cass, and Platte counties, we propose the development of entry level/exploratory training in

entrepreneurship for those contemplating starting a business, as well as more advanced courses for small business owners who are ready for special skills and more complex operations. For instance, a small business that is ready to contemplate exporting their products could use the regulations and security programs being developed under supply chain integration, as well as logistics skills that facilitate internal operations and sales and distribution.

Specialized businesses: Two industries surfaced in our meetings that are ready for advancement: electric vehicle manufacturing, and the print industry. While the core skills needed are the same, the technical skills are specialized enough that we are proposing development of specific courses for their use.

9.c. Identify business and industry partners who will assist in program design.

This is a partial list of the business and industry partners we will work with to develop this wide range of programming:

Animal science: Kansas City Animal Health Corridor, Institute for Industrial and Applied Life Sciences, Nestle Purina Technology Center, Nestle Purina Pet Care, Boehringer-Ingelheim, Teva Animal Health, Ivx Animal Health

Supply chain integration: SmartPort, Centerpoint, Wainwright Industries, Pure Fishing, Harley Davidson, Smith Electric Vehicle, GE Transportation, Kansas City Southern, Walmart, Barron's-Auxier, Inc.

Health care: HCA, Carnegie AMC, Cerner, long term care in each county, local hospitals in each county , school districts

Small business development and operations: County economic development corporations, Chambers of Commerce

Specialized businesses: Smith Electric Vehicle, Lifetouch

9.d. Document alignment with local economic recovery efforts.

For more than 10 years the Kansas City Area Development (KCADC) Council has aggressively sought and successfully recruited animal health related companies to the Kansas City area. These efforts resulted in the development of the Kansas City Animal Health Corridor (KCAHC) making the corridor the global center for animal health. KCADC scope encompasses 18 counties, which includes Buchanan, Platte, and Clay counties.

The KCADC has also been the driving force behind the Kansas City SmartPort initiative. The SmartPort effort is focused on making the region a national leader in transportation and distribution. Kansas City SmartPort, Inc. is a non-profit investor based organization supported by both the public and private sectors. SmartPort investors play an important role

in all of the activities and programs, both local and international (KCSmartport.com, 2010).

Many initiatives are in place in the region to support the development of the health care workforce. The Healthcare Foundation of Greater Kansas City, with its vision of “Healthy People in Healthy Communities” is a leader in the support of developing first class health care resources in the region. The expansion of a qualified workforce has been the focus of much of the Foundation’s work, including numerous collaborations with Metropolitan Community College.

Additionally, the Full Employment Council (FEC) of Kansas City is very engaged in the development of the health care workforce. The FEC currently supports the development of health care workers in eight subcategories. The programs proposed in this application would enhance and expand training opportunities, particularly in Cass County, where significant need exists.

9.e. Identify specific high demand career pathways to be created or added. (How do the activities proposed as part of this application fit into overall career pathways?)

Each activity and new program proposed is directly related to the career pathways identified by regional employers. As mentioned above, this proposal is focused on career pathways in animal health and pet care, from entry level through vet tech; supply chain integration from entry level warehouse employee through technical, supervisory and management positions; and health care, from entry level CNAs through state-of-the-art medical health records specialists. Small business operations have a more personalized career pathway, depending on the interests – and success - of the new entrepreneur. We will work with the small businesses owners to connect them to existing resources in the region and through associations and online resources.

9.f. Provide a detailed implementation plan and timeline for program use.

Please see Attachment B.

9.g. Provide an explanation for curriculum development that may in any way compete with existing service providers and a reason for inclusion in this application.

We will strive to incorporate existing service providers into the design and later delivery of new program options. Advice from industry leaders will strengthen the content and help align MCC’s programs with baccalaureate programs and with industry-provided training programs. All new programs will be developed with industry standards and certifications in mind; transferrable skills and employee advancement are essential ingredients in this project.

For budget details and narrative, please see ATTACHMENTS C AND D.

10. Project Description Summary

In the space below, provide a brief description of the need(s) of the project and the proposed actions to address the need(s). **This page may be provided to the media and your elected state and federal legislators for informational purposes.**

A. APPLICANT: Cass County, on behalf of Cass, Platte and Buchanan Counties

B. PROJECT TITLE: Training for Tomorrow: A Plan for Current and Emerging Workforce Development Needs

C. GEOGRAPHICAL AREA OF PROJECT (INDICATE GENERAL BOUNDARIES, UNLESS THE PROJECT BENEFITS THE APPLICANT'S ENTIRE JURISDICTION): The project will benefit all of Cass, Platte and Buchanan Counties.

D. DESCRIPTION OF NEED(S) AND PROJECT IMPACT – BE SPECIFIC AND DETAILED (USE ADDITIONAL SHEETS IF NECESSARY):

The primary impact of this project is on growing and new industry clusters in this region. The needs cut across county lines, even across state lines, since the workforce is mobile and the industries are national, even global in scope. In the three target clusters – animal health, supply chain integration, and health care – the performance expectations of the workforce, from entry level to leadership have changed due to technology, international trade, and regulation. Because of limited resources and the press of daily operations, little has been done to redesign training and support mechanisms for the counties. This initiative provides that infusion of development resources and an emphasis on the value of planning for workforce needs.

For instance:

Animal health: The legislatures of Kansas and Missouri has designated the area from Manhattan, KS to Columbia, MO as the "Animal Health Corridor." This region is the national leader in animal health and nutrition industry, with area companies accounting for nearly 32% of the \$15.2 billion in annual global sales. There are more than 120 companies in this industry in the corridor; 45 have their national headquarters here. Others have their research and development operations, as well as magazines and distribution centers. There are approximately 13,000-15,000 employees in this industry cluster, and an annual growth of 8%-12% per year. A loose coalition of leaders, the Animal Health Corridor Advisory Board, estimate that these businesses will need four times the number of vet techs currently available. There is one vet tech program in this area and no programs that provide entrée into the field.

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E. DESCRIPTION OF PROPOSED ACTIONS TO ADDRESS THE NEED(S) – BE SPECIFIC AND DETAILED (USE ADDITIONAL SHEETS IF NECESSARY):

We propose to develop training and supporting mechanisms for five industry clusters, as arrayed on this matrix:

TRAINING FOR TOMORROW – DEVELOPMENT SUMMARY

	ANIMAL HEALTH	SUPPLY CHAIN INTEGRATION	HEALTH CARE	SMALL BUSINESS OPERATIONS	SPECIALIZED BUSINESSES
ENTRY LEVEL	Lab animal caretaker animal care specialist vet assistant	CLA/CLT	OSHA for Health Care health unit coordinator	entrepreneurship	
ENTRY LEVEL CORE SKILLS	CRC customer service critical thinking and decision making work safety and work readiness IT basics				
PERFORMANCE IMPROVEMENT	lab animal care tech	GIS for risk management	Emergency management for health care facilities physical therapy assistant certified hospice and palliative nursing assistant medical interpreter	marketing emergency evacuation and disaster preparedness web development financial knowledge cost/pricing	SEV - battery technology, electrical controls and troubleshooting
PI CORE SKILLS	process improvement & problem solving conducting accident investigations ISO Lessons in Success leading teams, supervision, advanced IT decision making business processes				
ADVANCEMENT	vet tech feasibility study	enterprise resource planning security			print industry - lean manufacturing
ADVANCEMENT CORE SKILLS	process improvement & problem solving systems thinking/systems management entrepreneurship business systems management Oracle database programming Oracle database administration Citrix administration				

PLANNING AND CAPACITY BUILDING	A. CDBG FUNDS	B. APPLICANT'S CASH FUNDS	C. APPLICANT'S NON-CASH RESOURCES	D. OTHER STATE/FEDERAL	E. PRIVATE (CASH) FUNDS	TOTAL
STAFF	1,048,560					1,048,560
CONSULTANTS	12,000					12,000
TRAVEL	37,800					37,800
EQUIPMENT	4,800					4,800
OTHER - COURSE DEVELOPMENT	1,460,260					1,460,260
SUB-TOTAL	2,563,420					2,563,420
GRANT ADMINISTRATION	64,086					64,086
TOTAL ALL ACTIVITIES	2,627,506					2,627,506