



Alaska
Workforce Innovation and
Opportunity Act (WIOA)
Combined Plan
Part 1: Strategic Elements

DRAFT FOR
PUBLIC COMMENT

Department of Labor & Workforce Development
PO Box 111149
Juneau, AK 99811
1016 West Sixth Avenue, Suite 401
Anchorage, AK 99501
907-465-2700

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Preface

The Workforce Innovation and Opportunity Act (WIOA) is the federal program that funds State and local workforce initiatives and provides a variety of job training services for adults and youth. WIOA modernizes and streamlines the Workforce Investment Act of 1998 and was created to allow states more flexibility in collaborating across systems to better address the employment and skills needs of employees, jobseekers, and employers. WIOA stresses the importance of education, training, credentials, and skills; helping people with barriers to employment; meeting the needs of employers; increasing the success and economic self-sufficiency of workers; and aligning workforce development with education and economic development. In Alaska, the Department of Labor and Workforce Development (DOLWD; the Department) is the State agency designated to receive WIOA funds and implement its provisions.

The hallmarks of the WIOA legislation are:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to the communities in which they are located;
- One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers by focusing on continuous improvement;
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

WIOA requires States to submit a four-year workforce plan to the U.S. Department of Labor (USDOL). The writing of a new strategic workforce development plan is a major opportunity for Alaska. WIOA emphasizes sector partnerships, career pathways, cross-program data and measurement, and job-driven investments. The Alaska State Plan describes the workforce development system that Alaskans want, and explains how we will use WIOA and other State and Federal programs to achieve our vision so that Alaskans have multiple pathways to high skill, high wage jobs and careers and that all Alaskans will have access to the education, training, and support services needed to prepare for and participate in high-demand occupations that pay family-sustaining wages.

In order to realize the hallmarks of WIOA and the State's vision for our workforce system, the active participation of our partners in critical, including secondary education institutions, economic development agencies, employers, workers and job-seekers, non-profit organizations, youth and adult service providers, postsecondary education institutions, training providers, State agencies, industry sector groups, and Alaska Native organizations and training providers.

Since the passage of the WIOA legislation by Congress in 2014, the Alaska Workforce Investment Board has been involved in an extensive planning process, both internally and externally, along with

Department of Labor and Workforce Development staff who have been working on the draft plan. The Department has been collaborating across the core programs covered in WIOA – Adults, Youth, and Dislocated Workers; Adult Basic Education and Family Literacy; Vocational Rehabilitation; and Wagner-Peyser Employment Services; and our partner program – the Senior Community Employment Services Program – as well as other partners. We have also reached out to a variety of groups and to the public to solicit comments and suggestions for improving our workforce system. Although the federal regulations for WIOA implementation have yet to be finalized, we are in close contact with our federal program office in moving forward in compliance with the guidance they have provided.

The Department held three public meetings in the fall of 2015 to provide information about planning activities and to solicit feedback. The meetings were held in Juneau, Fairbanks, and Anchorage, and included more than 100 participants in total. We also collected more than 60 responses from the public through a web-based survey.

Additionally, the department held an Apprenticeship Conference and a Gasline Training Plan Stakeholder meeting during the fall of 2015, at which we gathered other input about our WIOA Plan.

The Alaska Workforce Innovation and Opportunity Act Combined Plan is divided into two main parts. Part I. Strategic Elements provides the current and projected workforce picture, as well as the Vision and Goals. Part II. Operational Planning Elements clarifies implementation of the strategic elements in day-to-day operations. The WIOA plan must answer specific questions as required by the U.S. Departments of Labor and Education.

In January 2016, the Plan was presented for public comment. As part of this process, an electronic copy of the document was posted on <http://labor.state.ak.us/wioa/home.htm>, along with a web-based form for gathering comments.

Overview

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the State's workforce development system. The publicly-funded workforce system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all jobseekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of

Federal investments in job training, to improve efficiency and integrate service delivery across programs and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each State and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of the approaches called for within WIOA requires robust relationships across programs. WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

I. WIOA State Plan Type

Unified or Combined State Plan. Select whether the State is submitting a Unified or Combined State Plan. At a minimum, a State must submit a Unified State Plan that covers the six core programs.

- ✓ **Alaska is submitting a Combined State Plan.** This plan includes the Adult, Dislocated Worker, Youth, Wagner-Peyser Act, Adult Education and Family Literacy Act, and Vocational Rehabilitation programs, as well as one or more of the optional Combined State Plan partner programs identified below.
Indicate which Combined State Plan partner program(s) the State is electing to include in the plan.
 - Senior Community Service Employment program (programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)

II. Strategic Elements

The Unified or Combined State Plan must include a Strategic Planning Elements section that analyzes the State’s current economic environment and identifies the State’s overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs.

(a) Economic, Workforce, and Workforce Development Activities Analysis

The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State’s workforce system and programs will operate.

(1) Economic and Workforce Analysis

(A) Economic Analysis

The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-State regions and any specific economic areas identified by the State.

While Alaska ranks 48th among States by population, it is the largest geographically. The State's 570,641 square miles account for 16% of the total land mass of the United States. Within the United States, as a whole, there are 89.5 people per square mile; in Alaska, there are 1.3 people per square mile. In July 2014, Alaska's population totaled 735,601.

In 2014, Alaska current-dollar GDP was \$5.6 billion and ranked 43rd in the United States. The 2004-2014 compound annual growth rate for Alaska real GDP was -0.8% while the compound annual growth rate for the nation was 4.1%.

Alaska's economy is heavily dependent on resource extraction industries – oil, gas and mining – as well as federal government spending and jobs, which include a substantial number of military bases and installations (Army, Air Force, and Coast Guard, in particular). Alaska has more veterans per capita than any other state. Alaska has especially high concentrations of employment in natural resources and mining, more than four times the national average, with slightly higher concentrations in construction, utilities, maritime, transportation, and warehousing industries. The state has a lower-than-national-average employment concentration in manufacturing and financial activities, as well as professional and business services.

Other important basic sector industries that bring money into the state by providing goods or services to the local, regional, national and global economies are fishing, tourism, air cargo, and to a much-reduced degree, timber.

Under WIOA definitions, Alaska is a single local area state and, therefore, a single region state. However, operationally, Alaska includes six state-defined economic regions to collect and analyze labor market information and to inform planning. These economic regions are Anchorage/Mat-Su, Gulf Coast, Interior, Northern, Southeast, and Southwest (See map).

Alaska does not produce regional long-term occupational projections, but the following broad conclusions can be drawn based on regional data, including current and historical job numbers by industries.

Anticipated job growth for the Anchorage/Mat-Su, Gulf Coast, and Southeast regions roughly mirrors the statewide pattern. Fairbanks, the largest



part of the Interior Region, by population and job counts, is anticipated to have a mix of current and projected employment that resembles the state as a whole.

The Anchorage/Mat-Su region has had the state's strongest growth for years and is the population center of state. The mix of employment and industries in the region is reflective of those across the state. The region has 35,000 government jobs, which is about 20% of the total number of jobs in the region. The impact of current and expected State government cutbacks will be felt strongly in this region.

Although parts of the Gulf Coast and Southeast regions are isolated and rural, they contain a mix of jobs that are not dramatically different from the statewide pattern. Coastal areas have more opportunities in the maritime industry – fishing and fishing-support sectors, for example – but strong health care growth is noted wherever there are stable or growing populations. Similarly, the mix of government and private sector support jobs in retail, hospitality, construction, and transportation does not differ markedly between areas with population centers of 10,000 or more.

The Interior region has a mix of resource industries — large coal and gold mines, for example — and is home to Denali National Park, which generates a significant number of seasonal jobs and a handful of year-round jobs. Fairbanks, with a borough population of nearly 100,000, depends heavily on the military and the University of Alaska Fairbanks. Fort Wainwright, an Army post, and Eielson Air Force Base are home to 8,600 active duty military personnel and an additional 1,400 dependents. The University of Alaska Fairbanks has a student enrollment of nearly 10,000, 88% of whom are undergraduates. Both the military and the University produce a number of jobs specific to national defense and education, but also create significant demand for goods and services in the community and state. At both the industry and occupational levels, demand is similar to the statewide pattern with especially high need for health care workers and across the rest of the industrial and occupational spectrum that is similar to population trends.

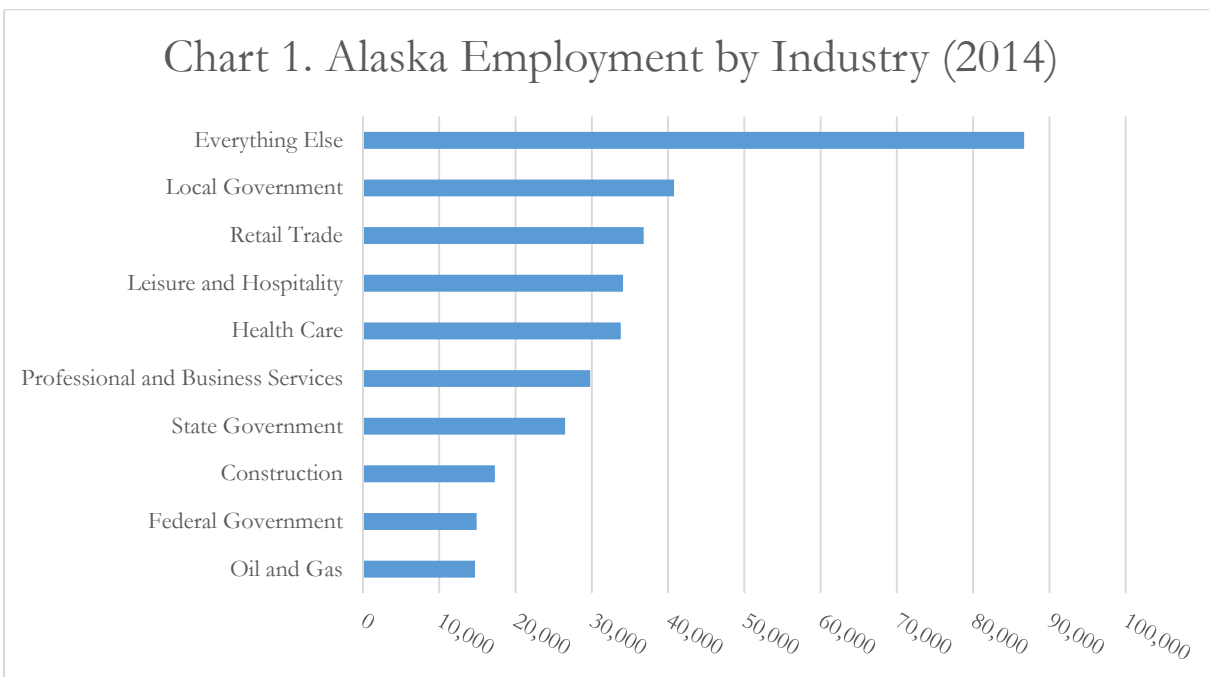
The Northern region is home to most of the state's large oil and gas industry and includes the Red Dog Mine, one of the world's largest zinc mines. As a result, this region benefits from oil, gas and mining industry jobs, as well as the significant portion of construction and transportation jobs that support these industries. Because North Slope workers typically work schedules of two weeks on-two weeks off, or some variation thereof, a substantial number of food services, health care, and custodial jobs are generated when oil and gas activity increases, and a corresponding reduction occurs in those jobs when it lessens. There is little in the way of permanent population centers in close proximity to the oil and gas fields, however. The Northern Region's largest city is Barrow with a population of approximately 4,500, which is 200 miles away from the center of oil field activity, and not connected by roadway.

The Southwest region of the state is heavily dependent on fishing. The region supplies a large percentage of the nation's total commercial fish harvest by both poundage and value. Bristol Bay

sockeye salmon, Bering Sea crab, and pollock caught in the region represent some of the largest salmon, crab, and whitefish fisheries in the world. Much of the maritime activity is not captured in wage and hourly employment data because both permit holders and their crews are considered self-employed, therefore, not generally subject to State unemployment insurance coverage and the mandatory reporting from which the most reliable employment data are collected. What the employment data do show, however, is a large number of seafood processing jobs and a typical mix of government, health care, retail, construction, and hospitality employment that result from economic base industries associated with the area’s fisheries.

The northern two census areas in the region have had some of the state’s and nation’s highest unemployment rates among counties or county equivalents. The Bethel Census Area’s average monthly unemployment rate was 13.8% in 2014 and 15.6% in 2013. Rates were even higher in the Kusilvak Census Area (formerly the Wade Hampton Census Area) at 20.8% in 2014 and 22.8% in 2013. Jobs in these areas are primarily connected to local government and to the general supports that exist wherever populations cluster, including health care, retail, construction, and transportation jobs. Unlike the southern parts of the region, the northern boundaries of the Southwest region do not profit substantially from commercial fishing harvests.

See Chart 1. Alaska Employment by Industry (2014) for a snapshot of statewide employment by industry. Maritime and mining industries, though major employers in Alaska, are not included in this snapshot because employment estimates for these two industries use different groupings than the other industries presented.



(i) Existing Demand Industry Sectors and Occupations

Provide an analysis of the industries and occupations for which there is existing demand.

Alaska is projected to gain 36,113 jobs between 2012 and 2022 for a growth rate of 10.8%. The health care and social assistance sector will grow the most at 25%, followed closely by mining — minus oil and gas — at 24.8%. Professional and business services are likely to grow at a rate faster than the economy overall. The construction and information industries are projected to grow at lower rates, 6.6% and 2.9% respectively. The government sector is projected to be the sole area to lose jobs within this ten-year period, with federal jobs reduced by 9%.

While the projected number of oil and gas jobs are expected to grow over the next few years, the recent severe downturn in the commodity prices (-60%) is resulting in industry job losses at this time. Today, oil and gas extraction jobs account for 33% of all industry employment. Low oil prices have significantly reduced State revenue, resulting in large reductions in operating and capital budgets for state and local government. As a result, Alaska is beginning to experience more job losses among public sector employees. This is a major challenge for the overall economy, businesses, employers, and workforce entities especially because, in sharp contrast, the oil and gas industry, along with the State, are planning to build America's largest energy project, the Alaska Natural Gas Pipeline. This \$45-60 billion investment, if realized, will require several thousand new skilled workers beginning in 2020.

Health care growth is a continuation of a long-running growth trend and tied to the demographic shift underway in Alaska as the 65+ population grows. From 2012 to 2022, the state's overall population is expected to grow by 10%; however, during this same period, the number of Alaskans 65 or older is expected to increase by 79%. The difference is attributable to the state having a relatively small number of 65 or older population now and a large "baby boomer" population aging into this cohort.

Metal ore mining jobs — the largest mining subcategory — more than doubled between 2001 and 2013. This upward trend is expected to continue with growth in existing mines and the continuation of work toward identifying prospective mines.

Construction is expected to grow, particularly residential and nonresidential sectors with increases of 14.9% and 14.5%, respectively, due to population increases and replacement of Alaska's aging housing stock. The overall growth in construction is expected to slow with the construction phase of the Chugach Electric and Municipal Light and Power plant nearing completion. This reduces overall growth projections for the industry from 9.5% to 6.6%.

Other key industries, such as maritime, encompass a range of occupations and sectors making a single estimate for projected growth difficult to interpret. Despite this, the maritime sector represents Alaska's largest private employer and is a significant economic force in the state, including more than 500 firms statewide. Alaska harvests more than 60% of the nation's seafood.

Goods, services, and passengers are dependent on water transport. The Alaska Marine Highway System carries an average of 312,000 passengers and 98,000 vehicles annually. The industry is particularly vulnerable to the “graying” workforce, and the number of Alaskans who have the necessary skills to fill these positions is too low to meet the demand.

See Table 1. Sample of Statewide Industry Sector Projections (2012-2022) for industry growth in Alaska. Overall, the table illustrates significant growth in healthcare services and social care supports, followed by mining (except oil and gas).

Table 1. Sample of Statewide Industry Sector Projections (2012-2022)

Ambulatory Health Care Services	28.5%
Health Care and Social Assistance, All Other	25.5%
Mining (Except Oil and Gas)	24.8%
Support Activities for Mining	20.2%
Hospitals	20.1%
Management of Companies and Enterprises	19.9%
Water Transportation	19.7%
Truck Transportation	16.9%
Professional, Scientific, and Technical Services	16.3%
Wholesale Trade	14.8%

See Table 2. Sample of Statewide Occupational Projections (2012-2022) for occupational growth in Alaska. Overall, the table shows significant growth in healthcare, such as personal aides and social supports, followed by jobs in the mining industry.

Table 2. Sample of Statewide Occupational Projections (2012-2022)

Opticians, Dispensing	29.7%
Dental Hygienists	27.8%
Dental Assistants	27.0%
Home Health Aides	26.0%
Personal Care Aides	26.0%
Medical Assistants	25.7%
Physician Assistants	25.5%
Mental Health and Substance Abuse Social Workers	25.0%
Continuous Mining Machine Operators	25.0%
Dentists, General	24.6%

In-demand industry sectors and occupations in Alaska span several key areas: health care, mining, oil and gas, maritime, and construction. Four of these industries have current workforce development plans in which priority occupations are identified. Each plan uses a different method to determine what a “priority occupation” is.

In 2013, labor market research showed that of the top fifty occupations in demand in Alaska, forty-seven were in the health care industry. The Alaska Health Care Workforce Coalition and the Department’s Research and Analysis Section created the *2014 Alaska Hot Health Jobs* report that identified the high growth, high-demand jobs in the industry. A sample of in-demand health care occupations are behavioral health workers; dentists and dental assistants; human services workers; case managers; clinical services & care coordinators; medical assistants; social workers; pharmacists and pharmacy technicians; registered nurses; critical care nurses; certified nurse assistants; administrative services and coding/billing specialists; health information technicians; community health aides; psychiatrists and psychiatric nurse assistants; physical therapists; physician assistants; occupational therapists; family physicians; health educators; medical laboratory technicians; and radiographic technologists. For more information, view the Alaska Hot Health Jobs brochure at <http://www.alaska.edu/research/wp/plans/health/AlaskaHotHealthJobs.pdf>.

The *2014 Alaska Mining Workforce Development Plan* identifies priority occupations and in-demand jobs through an industry workforce assessment survey. Priority occupations include underground miners; mill operators; drillers and blasters; haul truck drivers; mining engineers; maintenance technicians; geologists; millwrights; metallurgists; diesel and heavy mechanics; chemical, geological, and environmental technicians; occupational health and environmental safety technicians; electricians; and instrumentation technicians.

Source: <http://www.alaska.edu/research/wp/plans/mining/AMiningWP-2014-Final.pdf>

The *2014 Alaska Oil and Gas Workforce Development Plan* identifies 68 in demand occupations. Among these are operating engineers; construction equipment operators; civil, mechanical, petroleum, and electronic engineers; environmental scientists and specialists; geological and petroleum technicians; machinists; industrial engineers; remote sensing technicians; oil, gas, construction, transportation, health and environmental compliance and safety specialists; construction and building inspectors; welders, both structural and pipeline; environmental engineering technicians; truck drivers; laborers and material handlers; electricians and utility operators; crane operators; facility operation technicians; and cooks and support staff for housing the workforce. For more information about oil and gas industry occupations:

Source: <http://www.alaska.edu/research/wp/plans/oil-and-gas/OilGasPlan.pdf>

The *2014 Alaska Maritime Workforce Development Plan* identifies 23 priority occupations to increase the number of Alaskans employed in the maritime sector. The in-demand occupations for this sector include trades and crafts for ship building; maintenance & repair; crane operators; heavy equipment

operators; fisheries scientists and technicians; hatchery managers; machinists; laborers and plant managers; seafood harvesters; biometricians; fish and wildlife technicians; shellfish farmers; fishery biologists; seafood plant and floating processor managers and engineers; fish and game coordinators; refrigeration engineer and technicians; fisheries economists; seafood production managers; electricians; hatchery managers; can machinists; quality control and assurance managers and technicians; Baader technicians; and vessel operators, deckhands, engineers, and captains. For more information:

http://www.alaska.edu/files/fsmi/AK-Maritime-Workforce-Dev-Plan_Low-Res_5-22-14.pdf

In-demand occupations are also identified due to high replacement needs. Occupations with high numbers of projected openings are generally occupations with the largest number of existing workers. For the most part, this includes occupations with significant turnover because of lower wages and part-time status. More than half of the openings listed in Table 3. Projected Openings by Occupations (2012-2022) are *due to replacement needs as opposed to sector growth*. At the top of that list with over 6,000 projected openings – mostly due to lack of retention and replacement – are cashiers, followed by retail salespersons.

Table 3. Projected Openings by Occupation (2012-2022)

Cashiers	6,184
Retail Salespersons	4,931
Meat, Poultry, and Fish Cutters and Trimmers	4,514
Combined Food Preparation and Serving Workers, Including Fast Food	3,371
Laborers and Freight, Stock, and Material Movers, hand	2,980
Teacher Assistants	2,662
Waiters and Waitresses	2,557
Office Clerks, General	2,201
Personal Care Aides	2,187
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,904

(ii) Emerging Demand Industry Sectors and Occupations

Provide an analysis of the industries and occupations for which demand is emerging.

Emerging industry sectors and occupations in Alaska are generally connected to the state’s primary economic bases and share common sets of skills and technology. State economists and analysts conduct dozens of presentations a year, many of them to industry groups with whom they discuss developing patterns and industry needs. The Department maintains close contact with industry sector employers to identify emerging occupations and assess possible related training needs.

Based on the in-demand occupations and the industries in which they are concentrated, a close watch is recommended on the following industries:

Energy – Alaska is rich in traditional fossil fuels, especially oil and coal, and has abundant stores of natural gas. The state also has access to renewable energy resources including biomass, hydropower, geothermal, wind, ocean, and solar power, plus unique energy needs because of its geography and climate. Emerging demands within this sector will be closely followed.

Health Care – Health care is Alaska’s largest and fastest growing sector, which is expected to account for 33% of the state’s total projected employment growth by 2020. Medicaid expansion, an aging demography, and continued growth in health care will translate into new jobs and occupational needs across the state. Medicaid expansion, for example, is expected to require 4,000 new jobs. Emerging demands within the health care sector are likely and will be tracked in coordination with industry representatives.

Mining – Jobs in the mining industry more than doubled between 2001 and 2013 due to increases in gold mining. Between 2002 and 2011, wages grew 22% compared with an 8% growth during the same period for all private sector wages. Presently, there are eight advanced exploration projects across Alaska. The timeline from exploration to production, volatility in commodity pricing and financing, along with environmental regulations, make it difficult to predict emerging demand in terms of jobs. Mining, however, is anticipated to present a unique opportunity for new occupations.

(iii) Employers’ Employment Needs

With regard to the industry sectors and occupations identified in (A)(i) and (ii), provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

Employers primarily need workers with a strong work ethic, the discipline to be drug-free, and soft skills including communications and problem solving, as well as interpersonal skills and adaptability. In terms of sheer numbers, the most job openings, whether from growth or replacements, will be in occupations that require less formal education and pay less-than-average wages.

The other pattern that emerges from long-term industry and occupational projections is that health care workers are going to be in especially high-demand. Many of these workers will not need extensive formal education, but will require technical training and skill set development. Some health care occupations will require substantial training and formal education. Psychiatrists, dentists, pediatricians, physicians, nurses, and speech-language pathologists are a few of the in-demand occupations that require very specific training. Without some of the professional schools that other states have to train these workers, Alaska will require interstate strategies to assist employers in meeting this demand.

The 2015 draft report titled *Cross-Industry Common Priority Occupations: Opportunities for Workforce Development Collaborations*, prepared for the Alaska Process Industry Careers Consortium (McDowell Group), identified five skill sets required by the construction oil and gas, mining, and maritime industries. These include:

Process Technology Occupations: Process technology occupations require skills to use and control mechanical, physical, or chemical processes to produce a final product. These well-paying jobs require an understanding of how to operate and troubleshoot various types of equipment typically by using advanced instrumentation and controls, in order to process materials in a mill, lab, or other facility. Key industry sectors in need of process technology workers include oil and gas production, chemical manufacturing, petroleum refining, mining and milling, wastewater treatment, and food processing industries including seafood.

Heavy Equipment Operators: Heavy equipment operators use cranes, bulldozers, front end loaders, backhoes, graders, dredges, hoists, drills, pumps, and heavy trucks, often in challenging conditions. These jobs are in-demand in the mining, oil and gas, construction and transportation industries. Maintenance of heavy equipment is an essential task, and while generally handled by separate workers, there is significant overlap between operations and maintenance skills and knowledge. Equipment and diesel engine maintenance workers are also in high-demand in the maritime industry.

Engineering and Technology Jobs: Engineering and technology jobs involve the application of empirical evidence and mathematics, as well as practical and scientific knowledge, to invent, design, build, maintain, and improve machines, structures, tools, engines, public works, processes and systems. The main branches of engineering are chemical, civil, electrical, and mechanical. Engineering and technology occupations are well paid and in high-demand in Alaska. A bachelor's degree is required for full professional level occupations, and many require post-graduate training. However, many engineering and technology technician level jobs require less than a four-year degree and pay good wages.

Building, Maintenance, Installation, and Repair Trades: Maintenance, installation, and repair functions tend to be specific to particular trades. While there is less overlap between these occupations, specific skills are often transferable between industries. For example, carpenters, electricians, and machinists can find work in many industries, including mining, oil and gas, maritime, and construction industries.

Marine Operations: Many marine-sector jobs involve skill sets that apply well across other industries. Alaska is one of the most challenging places in the world to conduct marine operations, which include transferring passengers and cargo; commercial fishing and processing; vessel salvage, construction and repair; and other tasks. This includes use of radar, electronic charts, GPS, radio, and other electronic navigation and communication equipment, as well as trades and crafts for building, repairing and maintaining vessels.

A graying workforce has been identified as challenging across most industries. Timely replacement of workers is required to ensure adequate knowledge transfer and to prevent interruption of services or industry growth.

(B) Workforce Analysis

The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups² in the State and across regions identified by the State.

(i) Employment and Unemployment

Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the State.

In 2014, Alaska's job total wage and salary job count continued to grow for the 25th of the last 26 years, a remarkably steady performance for a state that has earned a reputation as a boom and bust economy. The last significant downturn in the state's economy was in 1986-87. Thanks to a number of factors, the State registered only mild job losses in 2009 (-0.3%) in the midst of the deep national recession in which job counts fell by 5%. Specifically, three factors aided the state during this period: 1) a stable housing market (including a smaller percentage of sub-prime lending and relatively little speculative building); 2) fewer manufacturing jobs that were hard hit elsewhere; and 3) steady performance by the oil and gas sector, resulting in oil-related revenue that supports government operations.

Job growth has been lower in recent years, though, and Alaska ranked 47th among states, in 2014, with an increase of 0.4%. The trend in the State's job numbers since the early 1990s has seen less robust gains than the nation as a whole when the U.S. economy grows and fewer losses (or even continued modest growth) when the national economy slows or recedes. The biggest job losses over the past ten years have been in the federal government sector. State and local governments are expected to retract in coming years. Construction jobs are down from ten years ago, largely due to the completion of large infrastructure projects, while all of the other major industries are up.

Due to lower oil prices and declining production, the State's short-term future is somewhat murky. On one hand, the State has built up significant balances in its "rainy-day" accounts, including over \$50 billion in its Permanent Fund. On the other hand, Alaska faces difficult choices as it adjusts to a future in which oil tax revenue is no longer expected to sufficiently cover the cost of government. However, concurrent with this are efforts to develop and build a long-awaited natural gas pipeline, which would both stimulate the economy and create a new source of State tax revenue.

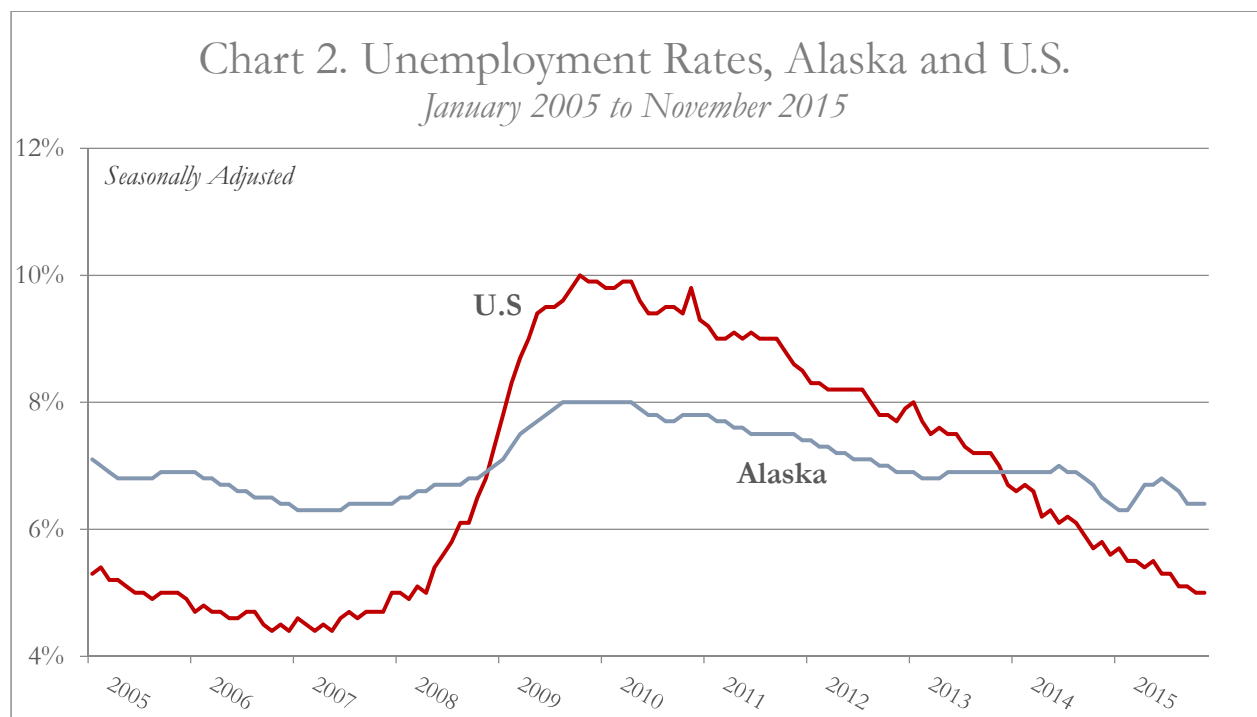
¹ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families program; single parents (including single pregnant women); and long-term unemployed individuals.

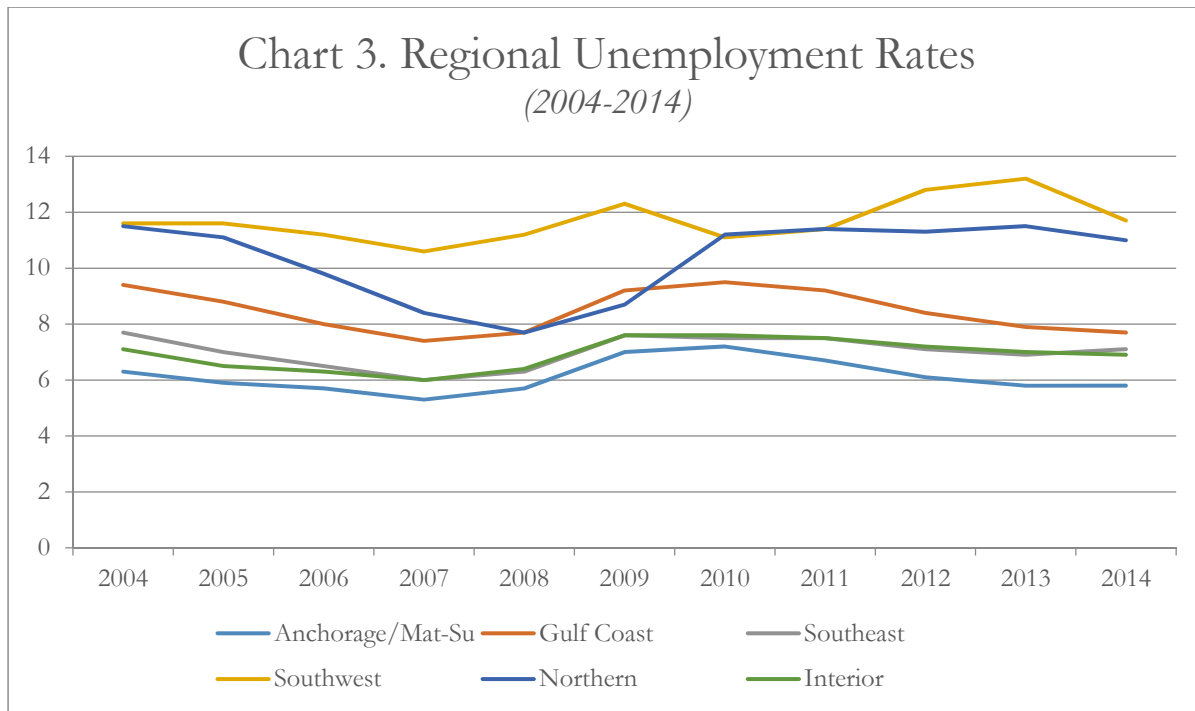
² Veterans, unemployed workers, and youth, and others that the State may identify.

Unemployment rates in the state typically run at two percentage points higher than national rates. That relationship was reversed from 2009-2013 because of national rates rising as high as 10% and Alaska's rates rising only moderately. In early 2014, the national unemployment rates dropped below Alaska's, which had been mostly stable and holding at the mid 6% range for much of the last three years.

Regionally, unemployment rates are one to two percentage points lower than the statewide average in Anchorage, Fairbanks, and Juneau, but significantly higher in many rural parts of the state. The labor force participation rates can be especially low in rural Alaska, during winter months, when those actively seeking employment — the requirement to be counted as unemployed — face seasonal variations in jobs, and commuting is not a viable option.

Chart 2 presents Unemployment Rates, Alaska and the U.S. from January 2005 to October 2015. Chart 3 presents Regional Unemployment Rates from 2004-2014.





In terms of regional employment, health care has shown growth in all six regions, while oil and gas has grown in the Northern, Anchorage/Mat-Su, and Gulf Coast regions. Professional and business services have grown mostly in Anchorage, while leisure and hospitality growth is restricted to regions where tourism is strong: the Southeast, Gulf Coast, Anchorage/Mat-Su, with mild growth in the Interior.

After starting the period 2004-2014 with job losses, the **Gulf Coast** region has consistently generated moderate job growth, up 13% between 2005 and 2014. The region benefits from having a diversity of economic drivers: a large Coast Guard installation; missile defense facilities in Kodiak; strong fisheries; tourism revenue and employment; and smaller scale oil and gas employment in the Cook Inlet. The Gulf Coast is well-connected by road, water, and air transport and benefits from its proximity to Anchorage.

Within the **Southeast** region, the overall job count is up by approximately 1,000 jobs over the 2004-2014 period; however, jobs have been down slightly in the last two years with budgetary pressure and State government sector expected to drop further in the next several years. Tourism numbers are relatively strong, mining jobs remain stable, and maritime employment continues a trend of stable, slow growth.

Similar to the statewide pattern, the **Anchorage / Mat-Su** region has demonstrated slow-to-moderate job growth over the last 10 years, with the exception of very small losses in 2009. Overall, the region's job market was stable during the deep national recession. Mat-Su, in particular, has experienced strong population growth for more than a decade, which has helped generate

construction and service jobs, with a high percentage of Mat-Su residents commuting to Anchorage for work.

The **Interior** region's job count grew from 2004 to 2006, but has fluctuated slightly and, in 2014, had gained 100 jobs over 2006 data. The region is home to Denali National Park and a handful of mines, which softened the impact of cost-cutting at the University of Alaska Fairbanks and job losses related to oil and gas support work on the North Slope oil fields. This region depends heavily on its two military installations to support the economy and, unless they are threatened, should provide stability during an expected rocky period as State government adjusts to dramatically less oil tax revenue.

In the **Northern** region, job growth was strong from 2004 to 2008 as high oil prices stimulated activity in the North Slope oil fields, but growth slowed in 2009 and is down slightly in preliminary 2015 figures. With oil prices settling at low levels, oil and gas employment, and all of the activity it stimulates, are expected to fall at least moderately in the next several years. In the longer term, Alaska has significant oil, gas, and other mineral resources in the region and these jobs will continue to be the mainstay of the region's economy.

Growth has averaged about half a percent a year in the **Southwest** region during the 2004-2014 period. Seafood processing jobs, though heavily seasonal, have shown strong growth during this period, jumping from an average monthly count of 4,700 jobs, in 2004, to 5,600 jobs, in 2014. This activity supports local employment opportunities, to some degree, in retail, health care, local government (via fishing-related tax revenues) and transportation. However, the benefit of maritime activities to the region is reduced by the high percentage of non-residents who work seasonally.

(ii) Labor Market Trends

Provide an analysis of key labor market trends, including across existing industries and occupations.

The most visible labor market trend over the last decade has been the strong growth in health care employment. Oil and gas and mining jobs also registered strong growth until the last few years, although they remain steady at high levels through late 2015.

Government jobs have not contributed to job growth for the state's economy since 2010. Federal government jobs have been falling for more than a decade before leveling off in 2015. State government jobs were down by more than 5% in late 2015. Local government jobs have been flat in recent years, though down slightly over the mid-term.

Between 2010 and 2014, the number of Alaskans 65 and older increased by more than 29%, the fastest growth rate for this population of any other state. Nearly all of Alaska's industry workforce plans discuss this as an emerging issue for their sectors in terms of training and recruitment needs.

While the growth of Alaska’s seniors and a consequent reduction in the number of experienced workers is on the radar for Alaskan employers, Alaska seniors are also choosing to remain in the workforce longer than they have in the past. The healthcare workforce is in the same situation but, as noted above, the aging population is also increasing service provision demands within that industry. The combination of these two factors amplifies the training, recruitment, and retention needs of all of Alaska’s industries, especially healthcare, to address labor demand.

(iii) Education and Skill Levels of the Workforce

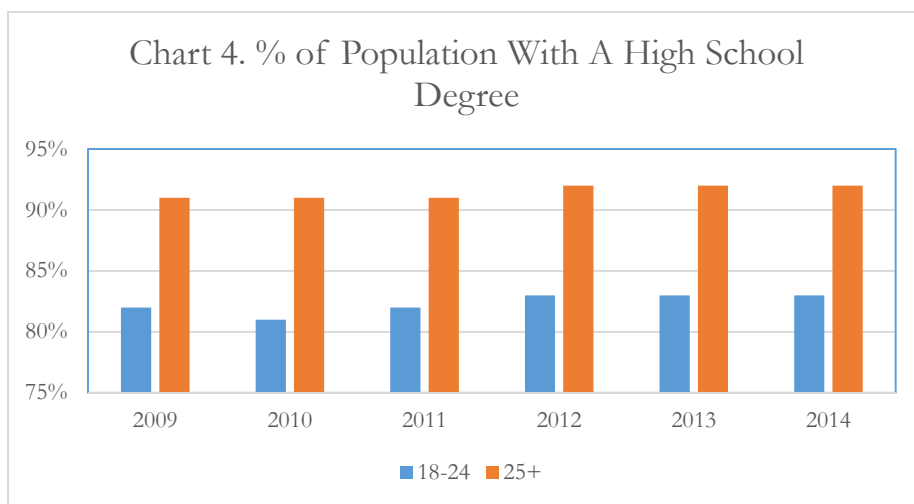
Provide an analysis of the educational and skill levels of the workforce.

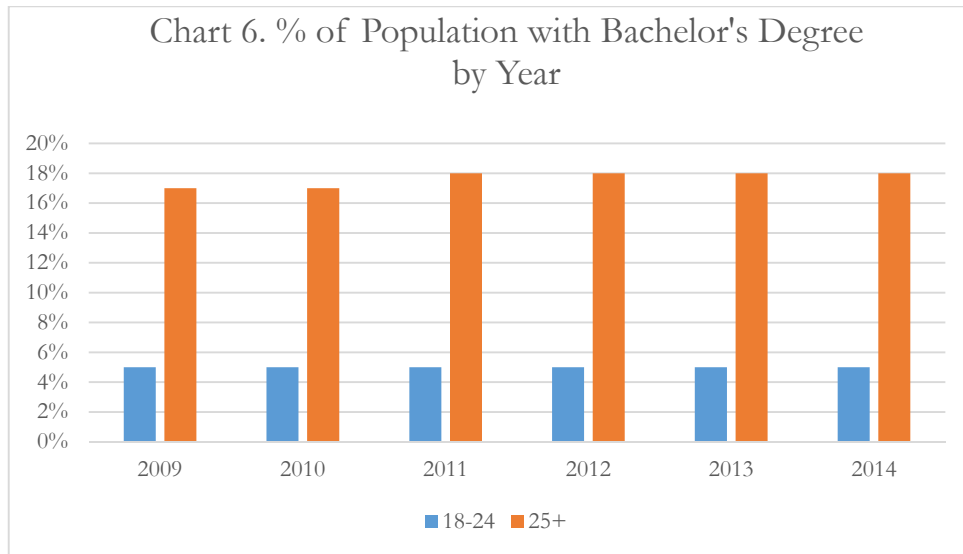
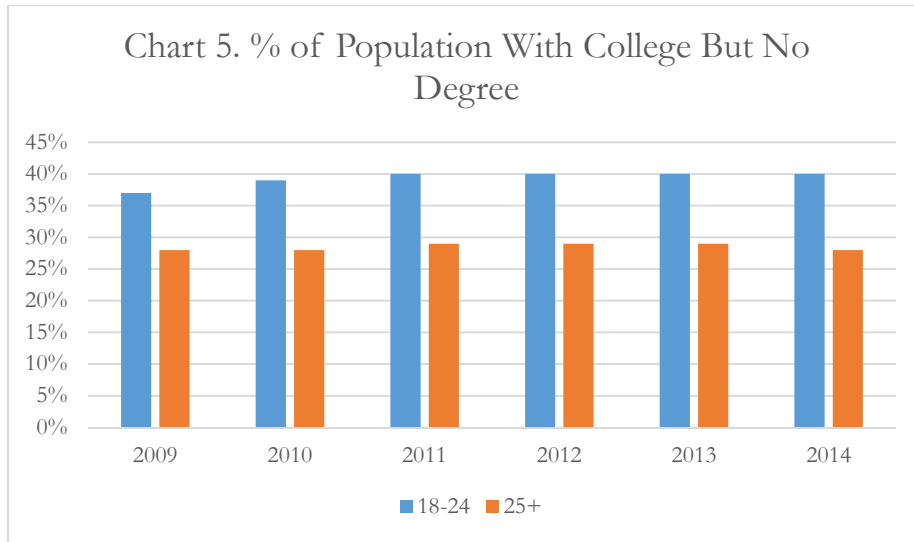
In terms of the projected levels of education required for job openings from 2010 to 2020, 29% will require less than a high school diploma, 42% require a high school diploma or the equivalent, and the remaining 29% will require some type of postsecondary training or degree. Overall, 70% of the new jobs and replacement jobs require no more than a high school education and job training.

Ninety-two percent of Alaska’s population is a high school graduate, or higher, according to the American Community Survey, compared to 86% for the nation. The 18-to-24 population, however, includes 18% who are not high school graduates, compared to 16% for the nation.

For the state’s 25 and over population, Alaska has a higher percentage of people with some college, but no degree (29%) than the nation (21%). Eighteen percent of both Alaska and the U.S. population have bachelor’s degrees and Alaska has a slightly smaller percentage with graduate or professional degrees, at 10% versus 11% nationally. See Charts 4-6 for the statewide education trend data.

Charts 4-6. 10-Year Statewide Education Trend Data





The percent of the population with a graduate or professional degree has held steady at 10% from 2009 to 2014. Data are only collected for those 25 years and older.

The lower-than-average percentage of 18-to-24 year olds in Alaska who are high school graduates suggests a broad skill/education gap. According to the *2010 Alaska Career and Technical Education Plan*, every year approximately 8,000 Alaskan students graduate from high school. Several thousand more exit school without securing a high school diploma. Of the graduates, less than half transition into college and only 18.5% will still be in school by age 19. Alaska ranks fifth in the nation for teens not in school and not working.

(iv) Skill Gaps

Describe apparent 'skill gaps'.

Alaska has two unique data sets that assess where employers are having difficulty finding the workers they need for the state's labor market. First, Alaska can identify residents and non-residents working in the state thanks to the Permanent Fund Dividend program, which distributes a share of oil-related investment earnings to Alaskans each year. Alaskans who have lived in the state for the previous full calendar year are eligible, and nearly all who are eligible apply. Secondly, Alaska has long been the only state that requires employers to report the occupations of their workers as part of mandatory unemployment insurance reporting. The detailed, reported occupational data from employers and the information on the residency of individual workers allows Alaska to produce a report each year showing the industries and occupations with the highest percent of non-resident hires. The reliance on nonresident workers in priority industries and in-demand occupations indicates a skill gap.

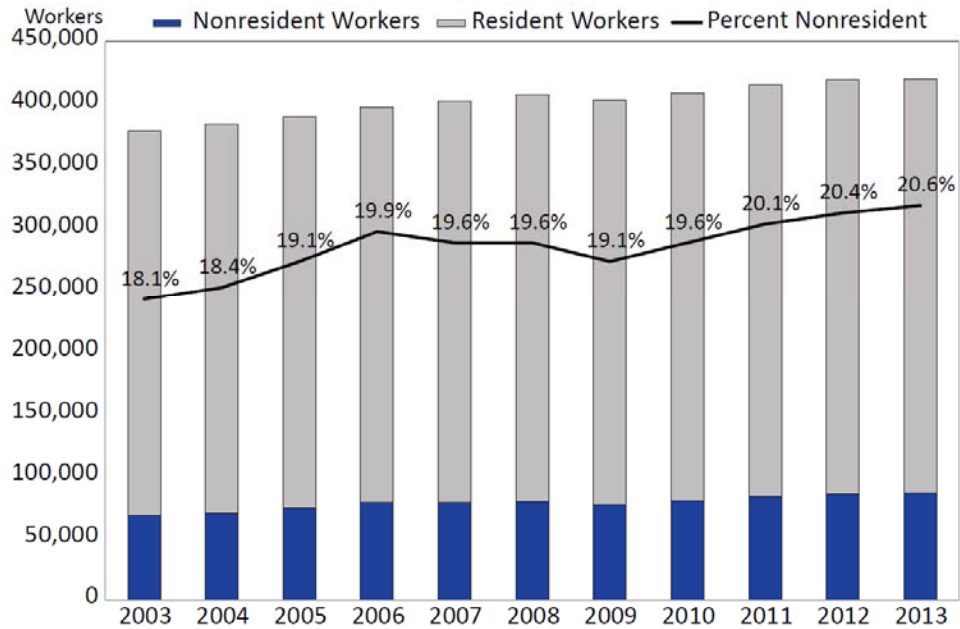
The largest driver of non-resident employment in Alaska is seasonal work. In 2013 there were 419,465 total workers employed in Alaska. Of these, 86,290 (20.6%) were "non-resident workers" based upon the criteria for eligibility to receive an Alaska Permanent Fund Dividend, illustrating Alaska's historical dependence upon out of state workers to fill job openings. Those workers primarily filled seafood processing and tourism positions that are very difficult to fill with residents during the busy summer. For example, in 2013 seafood processing employed 17,631 nonresident workers and 6,146 residents. These jobs pay well but are short term.

Non-resident worker percentages were also high in the trade, transportation, utilities, and leisure/hospitality industries. The non-resident workforce for these industries accounted for more than half, or 54%, of all non-resident workers in 2013. Other industries with high percentages of non-residents include oil and gas, construction, metal mining, and other visitor-related industries. These industries generally have one or more of the following characteristics: high seasonal variation, a need for workers with specialized skills, or work sites in remote locations.

The health care industry was one of the largest in Alaska in 2013 and has grown considerably over the last decade. Some rapidly expanding industries have hired more non-residents, but there is little evidence of this in health care. Despite a 35% increase in the number of health care workers in Alaska over the last 10 years, reaching 38,198, the percentage of non-residents workers has remained largely consistent. Oil industry jobs are Alaska's top paying jobs. In 2013, the nonresident workforce held 33.6 percent of industry jobs. Over the years, the number of residents employed fell 0.5% as 501 new nonresident workers were employed amounting to a 9.1% gain in nonresident employment from the previous year.

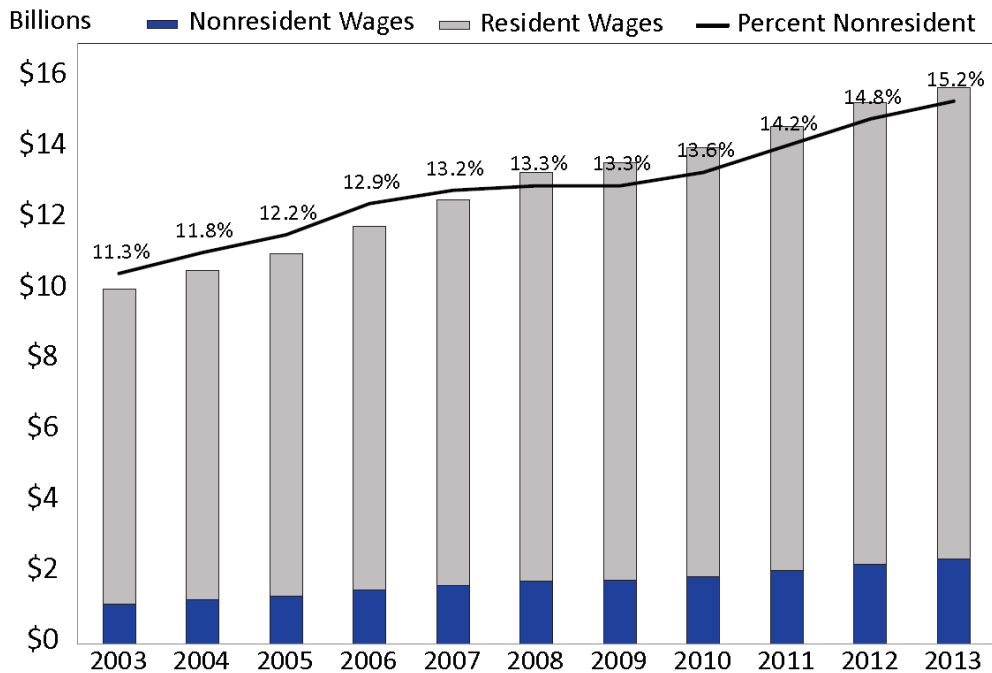
Chart 7 below shows the ten year trend of resident to nonresident workers employed in Alaska. Chart 8 shows the wages for residents and non-residents during that same time. As the chart illustrates, in 2013, the Alaska workforce earned \$15.8 billion. Resident workers earned \$13.4 billion (84.8% of total earnings) and nonresidents earned \$2.4 billion, or 15.2% of total payroll.

**Chart 7. Resident and Nonresident Workers
Alaska, 2003 to 2013**



Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

**Chart 8. Resident and Nonresident Wages
Alaska, 2003 to 2013**

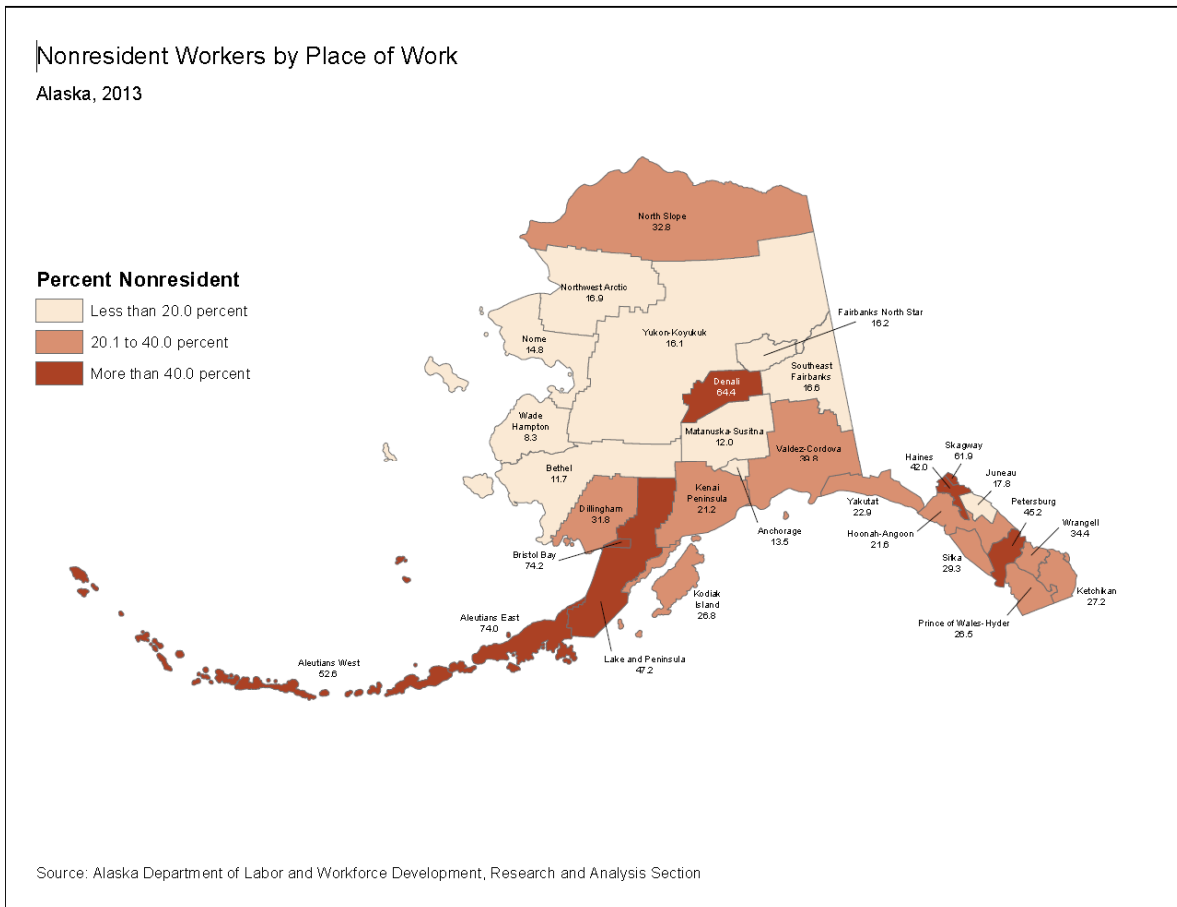


Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Looking at Alaska’s economic regions gives another view to understand the impact of resident and nonresident workers in terms of jobs and earnings and where seasonal employment is a large factor. Alaska’s Northern Region provides thousands of high paying jobs and good careers in Alaska’s vital industries such as oil, gas, and mining, where about one-third of the workforce is nonresident. In the less populated Interior and Western Regions there are fewer jobs; outside of Fairbanks and rural hub communities, resident employment trends higher. The Denali Borough has higher rates of nonresident employment due to the tourism jobs associated with Denali National Park. The Southwest, South Central, and Southeast regions’ economies are based on maritime, seafood harvesting and processing and tourism jobs and more reliant on a migrating workforce coming to Alaska to fill seasonal jobs.

The skills gap is evident in industries where there will be high labor demand and where there are high numbers of nonresidents employed. The skills gap is geographic as well. The in-demand occupation jobs in health care, mining, construction, transportation, and energy efficiency are distributed across the six economic and workforce regions. The rural skills gap is a critical challenge because much of Alaska’s commerce is based on the resources extracted from rural regions (oil, gas, seafood, minerals). Today a high percentage of those good paying in region career jobs are filled by nonresidents.

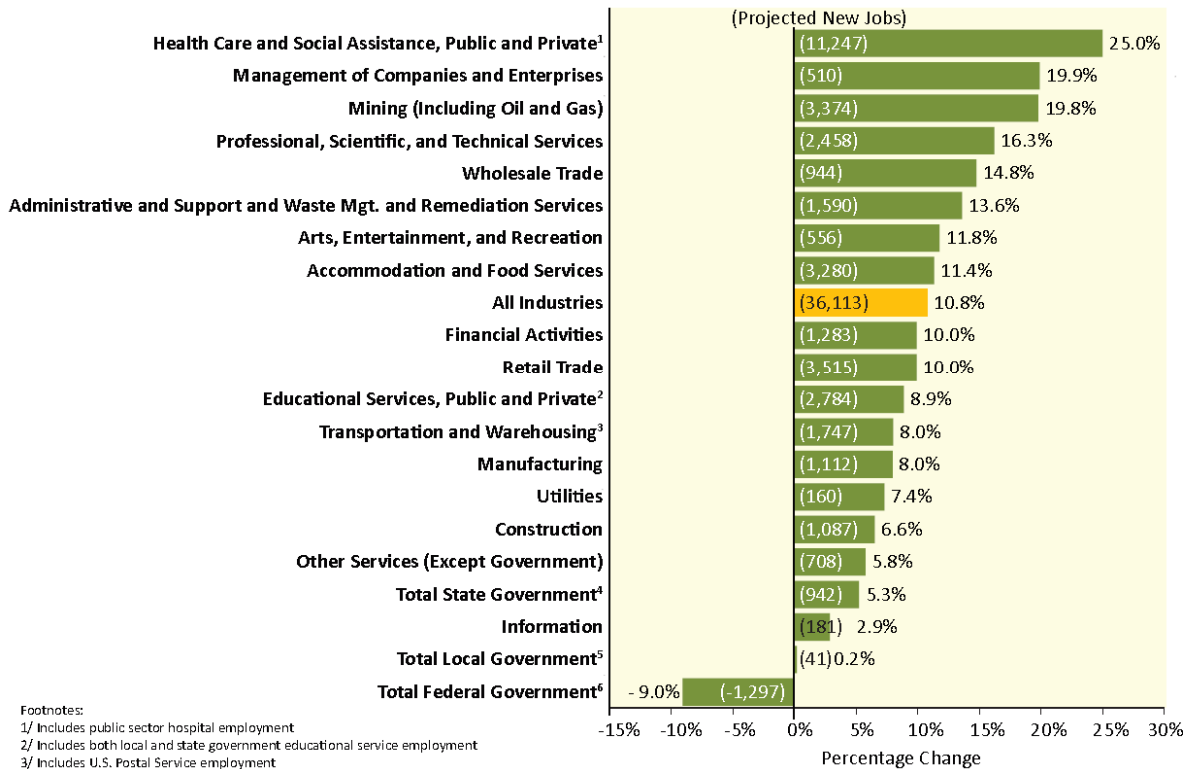
Chart 9. Alaska Non Resident Workers by Place of Work, 2013



The Alaska 2012-2022 Industry Projections Chart illustrates expected job growth by industry over the next several years in terms of the estimated number of new jobs by industry and percentage of growth.

Chart 10. Alaska 2012-2022 Industry Projections

**Alaska 2012-2022 Industry Projections
Industry Growth by Percentage Change**



Footnotes:
 1/ Includes public sector hospital employment
 2/ Includes both local and state government educational service employment
 3/ Includes U.S. Postal Service employment
 4/ Excludes university, railroad and hospital employment
 5/ Excludes public school and hospital employment
 6/ Excludes uniformed military, postal service and hospital employment

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

(2) Workforce Development, Education and Training Activities Analysis

The Unified or Combined State Plan must include an analysis of the workforce development activities, including education and training in the State, to address the education and skill needs of the workforce, as identified in (a)(1)(B)(iii) above, and the employment needs of employers, as identified in (a)(1)(A)(iii) above. This must include an analysis of –

(A) Alaska’s Workforce Development Activities

Provide an analysis of the State’s workforce development activities, including education and training activities of the core programs, Combined State Plan partner programs included in this plan, and required³ and optional one-stop delivery system partners.⁴

All core and partner programs focus on the target populations under the new federal workforce legislation, WIOA. These target populations include individuals with barriers to employment; displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or who have aged out of the foster care system; individuals who are English language learners; individuals who have low levels of literacy; and individuals facing substantial cultural barriers; farmworkers; individuals within two years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families program; single parents (including single pregnant women); and long-term unemployed individuals. Additionally, Alaska targets veterans and transitioning military as key populations for services.

Alaska’s public workforce resources are guided by the Alaska Workforce Investment Board (AWIB) in collaboration with the Administration and the State Legislature. The AWIB has adopted priority industry sector workforce plans for maritime, health care, mining, renewable energy and energy efficiency, oil and gas, construction, and transportation. New industry workforce plans for Information Technology and Education are in the planning stages. All industry sector plans will be built with sector partners and updated to focus on strategies to meet future demand for priority occupations. Priority occupation analysis will inform the public workforce system statewide and regionally to concentrate on in-demand occupations. Labor market information, economic information, and direct involvement of industry employers and sector associations help identify career pathways and employment needs and opportunities.

The Alaska Department of Labor and Workforce Development is the State’s lead workforce agency charged with implementing the WIOA State Plan. Under Alaska Governor Bill Walker’s Administrative Order 275, the Department consolidated separate employment security and

³ Required one-stop partners: Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans’ Employment Representatives and Disabled Veterans’ Outreach program, National Farmworker Jobs program, Senior Community Service Employment program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistance programs, Unemployment Compensation programs, and YouthBuild.

⁴ Workforce development activities may include a wide variety of programs and partners, including educational institutions, faith- and community-based organizations, and human services.

workforce development components into one Division of Employment and Training Services. The new Division receives and disburses most of Alaska's public workforce development resources. Resources are used to serve individual customers through Alaska's Job Centers and serve larger cohorts of trainees through grants. The new focus on serving priority WIOA populations targeted under the Act and moving residents to good jobs with career opportunities in high-demand occupations will be challenged by current and expected reduced State support for government operations and capital expenditures, alongside the significant downturn in the price of oil and Alaska's production of oil.

The Alaska Workforce Investment Board has been moved into the Office of the Commissioner under the consolidation of workforce agencies in the Department. With this move, the Board is better positioned to provide the oversight, guidance, assessment, and improvements for a more cost-effective system to build and sustain workforce partnership in each economic region. The Board will ensure regional workforce planning is tied to the region's economic and labor market needs.

Title I – Adult and Dislocated and Youth Programs – Job Training

The Title I programs provide an array of career services, supportive services, and training needed to encourage self-sufficiency. The services are provided by Career Support and Training Services (CSTS) case managers located in job centers. The CSTS case managers work with participants and employment service partners to develop training plans for WIOA-eligible individuals and provide Individual Training Accounts (ITA) to pay tuition-based job training activities. Individuals who have been assessed and need supportive services while attending training are provided with allowed services under WIOA. Participants may be concurrently enrolled in other Federal or State programs such as Alaska's Temporary Assistance to Needy Families (TANF) or vocational rehabilitation, for example. Post-training job placement and follow-up career pathway assistance is also provided for eligible participants through WIOA. Specific services include:

Career Services – Provides basic services such as labor market information, job listings, partner program listings, and individualized services such as comprehensive and specialized assessments, development of individual training plans, counseling, career planning, and workforce preparation activities. These services are provided to assist individuals in obtaining or retaining employment.

Training Services – Includes occupational skills training, work-based training such as apprenticeships, on-the-job training, incumbent worker training, and customized training. Training services are available for individuals who are unlikely or unable to obtain or retain employment that leads to self-sufficiency.

Supportive Services – Includes participant support for transportation, dependent care, housing, food, and legal aid to reduce barriers to employment. Supportive services are available to participants who are in career or training services.

These WIOA programs focus on providing individuals the career guidance, employment skills, and vocational technical training intended to lead rapidly to employment or re-employment. This includes work-based learning programs where skills are learned through career and technical education, on-the-job training, internships, pre-apprenticeship and registered apprenticeship methods of training. The Plan will expand the use of registered apprenticeship in Alaska to help employers get the ready-for-work employees they need in high-demand entry-level jobs and give residents more opportunities to earn while they learn by following a career path to Alaska's highest paying occupations in every region.

Alaska has recently been awarded grants from the USDOL that will complement and boost workforce development efforts. The first is a USDOL ETA Sector Partnership - National Emergency Grant (SP-NEG) that provides \$2.9M to promote workforce planning with industry partners and development of career education and training paths for students and adults in high-demand jobs in the state's economic regions. The two year project will provide support for industry sector partners to coordinate efforts by employers, educators, trainers, and agencies to attract, educate, and train residents for employment. The SP-NEG will serve Dislocated Workers, the Long-Term Unemployed, and Veterans and Transitioning Service Members. Project priority industries are health care, maritime, construction, oil and gas, and mining. Key strategies include development of new pre-apprenticeship training programs for in-demand occupations and expanding registered apprenticeship with industry employers.

The Department has also been awarded a USDOL American Apprenticeship Initiative grant of \$2.9M to increase the number of registered apprentices in Alaska's health care industry. This five year project will add an estimated 500 registered apprentices to the workforce. The project will significantly increase career awareness, strengthen existing career pathways, introduce new career pathways, and significantly help employers fill entry-level positions in high-demand health care sector occupations.

The Department recently received a Disability Employment Initiative – Round VI grant entitled “Alaska Youth Works” to serve youth with disabilities. This project will build a cohesive system with multiple partners to meet the needs of Alaska's youth with disabilities, aged 14 to 24, by expanding access to employment and career pathways to prepare for in-demand careers. The “Alaska Youth Works” project will offer a multifaceted approach, building on existing systems and services, by creating a bridge framework to provide for coordination, resource leveraging, and blending and braiding of funds to increase access to career pathway programs and lead to self-sustaining employment.

Title II - Adult Basic Education

The Adult Basic Education (ABE) program serves adults without a high school diploma, those with math and reading skills below the 12th grade level, or those who are learning English as a second language. The ABE program prepares adults to transition into the labor market or higher academic

and vocational training. The desired outcome of all ABE program activities is for adult learners to reach a higher level of self-sufficiency as individuals, community members, and employees.

Title III – Wagner-Peyser/One-Stop

The One-Stop delivery system collaborates with partners to create a seamless system of service delivery that enhances access to services and improves long-term employment outcomes for individuals receiving assistance. The Employment and Training Services program is the foundation of the One-Stop delivery system in Alaska, providing universal access to labor exchange career services and training services. The goal of universal access is the provision of services to assist workers, job seekers, and employers under one roof from easy-to-find locations. The delivery points for the employment and training services are within the 17 job centers located throughout the state. As part of the One-Stop service delivery system, the Employment and Training Services provides a variety of employment-related labor exchange services including job search assistance, job referral, job placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services for employers with job openings. Services are delivered in one of three modes, including self-service, facilitated self-help services, and staff-assisted services. Depending on the needs of the labor market, additional services may be available such as job seeker assessment of skill levels and abilities, aptitude testing, career guidance, job seeking workshops, and referral for intensive training services.

Apprenticeship specialists in the job centers provide information to employers on sponsoring an apprenticeship program. Apprenticeships allow employers to establish the standards of proficiency, while developing a local and loyal workforce. Any business that requires skilled employees can benefit from this program.

The Department's efforts in providing prisoner re-entry services have proven to be successful in assisting prisoners in transitioning back into communities by partnering with the Department of Corrections by coordinating and developing job placement assistance and services for these returning citizens.

Services offered to employers, in addition to referral of job seekers to available job openings, include:

- Assistance in development of job order requirements;
- Matching job seeker experience with job requirements, skills, and other attributes;
- Assisting employers with special recruitment needs;
- Coordinating job fairs;
- Analyzing hard-to-fill job orders for employers;
- Helping employers minimize or avoid layoffs and business closures;
- Establishing USDOL registered apprenticeship programs.

See Table 5. Mandatory and Optional One-Stop Delivery System Partners in the Appendix of this document.

Title IV – Vocational Rehabilitation

Vocational rehabilitation services are provided through the Alaska Division of Vocational Rehabilitation (ADVR). ADVR provides vocational rehabilitation services to individuals with disabilities who, because of their disability/ies, have difficulty obtaining or maintaining employment. Disabilities that result in an impediment to employment could include disabilities that are psychiatric, physical, and orthopedic, as well as cognitive, auditory, and visual impairment.

ADVR provides the services necessary to achieve competitive, integrated employment, such as guidance and counseling, assessment, vocational and other training, transportation, diagnosis and treatment, on-the-job training, job-related services, customized employment, and supported employment. ADVR also provides students who have disabilities with pre-employment transitional services. Through the process of informed choice and comprehensive assessment, consumers, jointly with their VR counselors, create an Individualized Plan for Employment (IPE) to determine the services needed to achieve their vocational goals. Services identified in the IPE are individualized based on strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice.

ADVR delivers services throughout the state through five regional offices in large, urban areas (two in Anchorage and one each in Fairbanks, the Mat-Su Valley, and Juneau) and five satellite offices in smaller or rural areas (Eagle River, Kenai, Kodiak, Sitka, and Ketchikan). Additionally, ADVR has identified five rural hubs in which assigned VR counselors travel two to three times per year (Bethel, Nome, Kotzebue, Barrow, and Dillingham). ADVR partners with the Tribal Vocational Rehabilitation Programs, as well as local Job Centers and schools, located in these rural hubs.

Trade Adjustment Assistance

The Trade Adjustment Assistance (TAA) program provides re-employment services for workers who are laid off because of foreign competition or out-sourcing. Workers who are eligible for TAA benefits in Alaska primarily work in the petroleum, timber, or fishing industries. Services provided to eligible participants include employment services, career development, case management, relocation assistance, trade adjustment assistance, and occupational training.

Senior Community Service Employment Program

The Senior Community Service Employment Program (SCSEP) is administered by the Department and serves unemployed, low-income persons who are at least 55 years of age and have a family income of no more than 125% of the federal poverty level. Enrollment priority is given to veterans and qualified spouses, then to individuals who are over 65, have a disability, low literacy skills or limited English proficiency, and who reside in a rural area, are homeless or at risk of homelessness, have low employment prospects, or have failed to find employment after using services through the

Alaska Job Center Network. The program assists them in developing skills and experience to facilitate their transition to unsubsidized employment. SCSEP is known in Alaska as Mature Alaskans Seeking Skills Training (MASST) and is a component of the Division of Employment and Training Services. Its long-term strategy is to ensure that Alaska's job opportunities are available to older workers and that the program continues to reach out to workforce development partners, the business community, and senior service partners providing successful outcomes for seniors and Alaskan businesses alike. SCSEP fosters individual economic self-sufficiency and promotes useful part-time opportunities in community service assignments.

SCSEP is a required One-Stop partner under WIOA and, as such, it is part of the Alaska Job Center Network. When acting in its WIOA partner capacity, SCSEP grantees and sub-recipients are required to follow all applicable rules under WIOA and its regulations. The WIOA operational requirements generally do not apply to SCSEP operations but, as required partners under WIOA, grantees are obligated to be familiar with WIOA requirements. These new regulations enable grantees and sub-recipients to better concentrate on the core missions of the SCSEP by providing community service assignments to hard-to-serve older individuals. The State of Alaska intends that the Alaska Job Center Network is used to provide services both to older individuals who are not eligible for the SCSEP and to those who are eligible but need the intensive services that the SCSEP is unable to provide.

SCSEP staff work directly with mandated partners to co-enroll participants in State training and employment programs; other needed social service programs supplement this. This ensures that SCSEP is an integrated, effective, job-driven workforce program. The Department continues to solidify its commitments to public/private partnerships to refine strategies and increase the responsiveness of SCSEP by providing oversight and technical assistance activities to improve program performance.

SCSEP service delivery is integrated into both the State's workforce investment system as well as the senior service system. Skilled One-Stop and project operator staff provide quality services to older workers, and employers have reported high satisfaction levels with SCSEP participants who have entered unsubsidized employment with them. Alaska's strategy is to continue to reach out to workforce development partners, the business community, and the senior service partners to ensure successful outcomes for older workers and Alaskan businesses.

US DOL Registered Apprenticeship Programs

Alaska has a long history of employers choosing to train their workforce through federally registered apprenticeship programs, beginning in 1947 when the Alaska Carpenters created the first trade apprenticeship program. Apprenticeship growth in Alaska continues to increase; there are more than 60 registered apprenticeship programs with over 2,200 apprentices and nearly 300 program sponsors. Each year several hundred individuals complete their apprenticeship and several hundred enter apprentice training. More than 80% of apprentices are in a construction craft or trade

occupation. Others include nurse assistants, health care technicians, telecommunications installers and repairers, cosmetologists, avionics technicians, power plant operators, and many others.

State Funded Workforce Programs

Alaska State Training & Employment Program (STEP). STEP is a job training program funded by a diversion of 0.01% of employee payroll tax paid for Unemployment Insurance. STEP provides approximately \$8 million annually for competitive job training grants and services for STEP eligible individuals at job centers. More than 3,000 residents are assisted by STEP per year. Services include job training and occupational certificates to help individuals obtain work or remain employed, learn new skills and technologies, and meet emerging job demand opportunities. In addition, individuals served by STEP may receive support services such as transportation, temporary housing, meals, tools, or child care services while in training.

Alaska Technical and Vocational Education Program (TVEP). TVEP is funded similarly to STEP through a diversion of the employee payroll tax contribution for Unemployment Insurance at a rate of 0.16%, which amounts to about \$12 million annually. TVEP is distributed through a Legislatively approved formula to the University of Alaska, the Alaska Vocational Technical Education Center, and several Regional Training Centers in all regions of the state. TVEP helps secondary and postsecondary institutions and training centers create and maintain education and training services that match the regional economic and workforce needs.

The Alaska Construction Academies (ACA) has operated for ten years in Alaska. The ACA is funded by the state and operated by the Construction Education Foundation (CEF) of Alaska, formed by the Alaska Chapter of the Associated General Contractors. The ACA courses are available in several economic regions of the state; Southeast (Ketchikan and Juneau Academies), South Central (Anchorage, Mat-Su and Kenai Academies), Interior (Fairbanks Academy). Annually more than 2,000 high school students are exposed to construction occupations and career information and receive one or more courses taught after school along the career path. In addition, over 400 adult job seekers take advantage of basic construction skills courses in carpentry, electricity, plumbing, welding, heavy equipment operations, ironwork, as well as occupational safety certificates required for employment. The academies are similar to pre-apprentice training for students and adults with the adult focus on rapid attachment to work or entering a registered apprenticeship program.

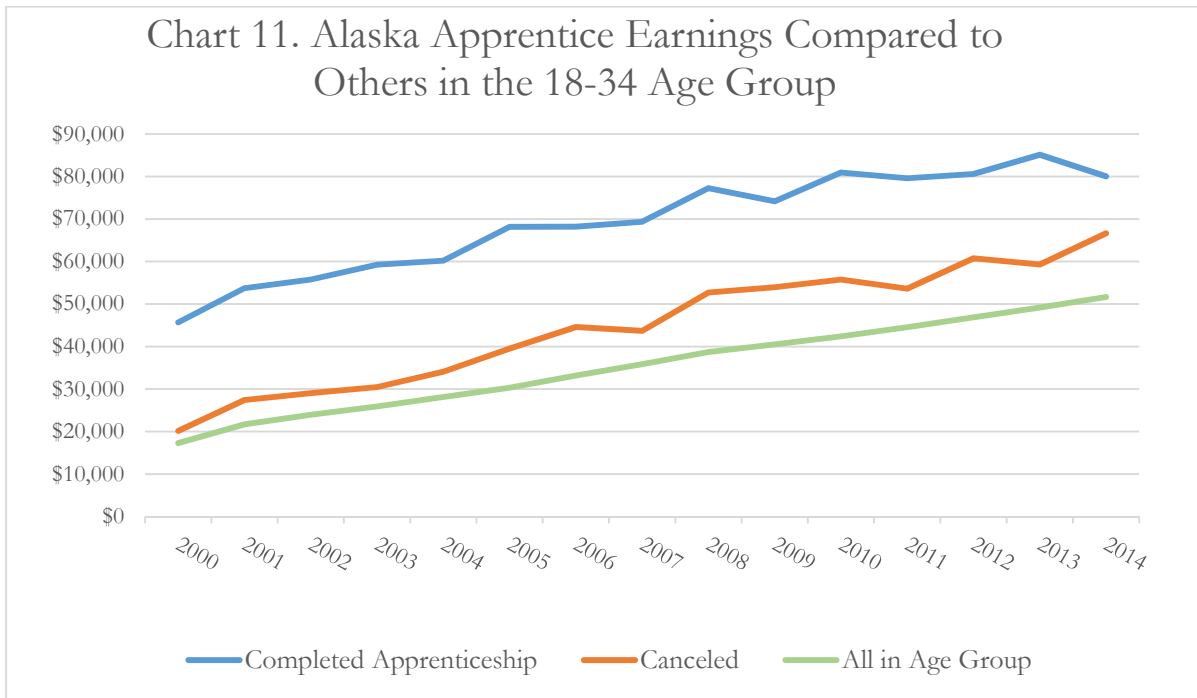
Governor Bill Walker issued Administrative Order No. 278 on November 10, 2015, which requires that registered apprentices perform at least 15% of the labor hours on any construction project advertised for bid by the Department of Transportation and Public Facilities or the Department of Administration that is valued at \$2.5M or more. The Department has hired an Apprenticeship Coordinator to work with employers and the U.S. Office of Apprenticeship to expand the number of Registered Apprenticeship (RA) programs in the state. This expansion will target health care as a focus industry for RA; however, the Department will work with employers in all industry sectors, utilizing industry sector Workforce Development Plans in developing RA programs.

Information on apprenticeships will be included in the regular ongoing training for all One-Stop Center staff, as well as training for new staff. One-Stop Centers will each have an RA Specialist who can provide in-depth services to both jobseekers and employers. The Alaska Health Workforce Coalition has recently identified targeted occupations for which RA could be appropriate, such as Home Health Aides, Medical Assistants, Substance Abuse Counselors, Surgical Technicians, Medical Lab Technicians, Pharmacy Assistants, and Physical Therapy Aides. The State is also establishing a Joint Health Care Training Cooperative to act as the RA sponsor for health care apprenticeships.

The Alaska Health Care Academy and the Alaska Construction Academies will provide quality pre-apprenticeship programs. The Construction Academies have been in existence for a decade and have become a model for high-quality pre-apprenticeship training at a variety of locations across the state. In 2016, the Department will pilot a new Alaska Health Care Academy offering hundreds of job seekers career awareness opportunities and basic skills training in high-demand occupations that can be learned on the job as apprentices. Health Care Academy course will be developed by the Alaska Vocational Technical Education Center (AVTEC), starting with one location in Anchorage and branching out to additional locations over the next four years in conjunction with the USDOL Alaska Health Care Apprenticeship Initiative grant to expand registered apprenticeship in health care occupations. Public and private sector health providers are engaged and anxious to expand training through apprenticeship to fill many critical positions. The Health Care Academy and Job Center activities will be linked and integrated to maximize outreach, intake, and training for WIOA target populations. The Alaska Health Care Apprenticeship Initiative is linked to Alaska's largest Alaska Native Health Providers and private sector health care employers in every economic and workforce region of the state.

AVTEC will also expand its maritime offerings to provide pre-apprenticeship programs. The Department will work with AVTEC, the University of Alaska system, and other private postsecondary providers to become members of the Registered Apprenticeship College Consortium sponsored by the U.S. Department of Labor. The University of Alaska system already offers an Associate of Applied Science in Apprenticeship Technologies Degree, for which an RA completer may earn credit towards degree completion.

Expanding the utilization of registered apprenticeship will have a significant impact on increased earnings by Alaskans who become apprentices. The following chart illustrates the earnings over the past fourteen years of individuals aged 18-34 who became registered apprentices in 2000, compared to those in the same age group employed in Alaska and who were not registered apprentices, and comparative wages for those who completed their apprentice term. On average, the apprentice who completed earned about \$80,000 in 2014. The apprentice that entered training and gained skills and work experience but did not "complete" earned about \$68,000 in 2014. The All in Age group non-apprentice earned an average of about \$51,000. Increasing the number of apprentices and increasing the completion of apprentice rate will have a significant impact on the local and statewide economy as well as in the lives of the individuals and their dependents.



(B) The Strengths and Weaknesses of Workforce Development Activities

Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A), directly above.

Strengths of Workforce Development Activities

- Existing sector partners are already actively involved in workforce development for their sectors, as identified in the various industry sector Workforce Development Plans.
- A robust Career and Technical Education (CTE) Plan, which provides a framework for technical training at both the secondary and postsecondary levels, was developed in 2010 with implementation led by the Departments of Education & Early Development, Labor and Workforce Development, and the University of Alaska. Used by school districts, University programs, and other postsecondary training programs, it advances a seamless system of CTE for Alaska.
- A diversity of groups actively promote workforce and economic development, including: Business Education Compact; Alaska Native Coalition for Employment and Training (ANCET), the Construction Education Foundation, the Alaska Apprenticeship and Training Coordinators Association, Alaska Association for Career and Technical Education; eleven Alaska Regional Development Organizations (ARDORS); the Alaska Workforce Investment Board; State agencies including: the Departments of Education & Early Development, Labor and Workforce Development, and Commerce, Community, and Economic Development; the University of Alaska system; a network of regional training centers; the Alaska

Postsecondary Access and Completion Network; the Alaska Process Industries Career Consortium; Alaska Native education and training providers; the Alaska School Counselor Association; and the Fairbanks Pipeline Training Center Trust, among others.

- Strong partnerships and collaborations among State agencies ensure that programs or services are complementary rather than duplicated.
- The merger of two DOLWD divisions (Business Partnerships and Employment Securities) into the Division of Employment and Training Services provides streamlined and efficient services and training for job seekers and employers.
- Strong partnership with the USDOL Office of Apprenticeship, Alaska Office, establishes and supports Registered Apprenticeship programs.

Weakness/Challenges of Workforce Development Activities

- Alaska's geographic size and diverse population make access to education, training, and apprenticeships a unique challenge. The state's largest cities are connected by road, but a large portion of the state is accessible only by air or water, and travel may be expensive and time-consuming. There is often the additional challenge of cultural differences for people coming from villages to urban areas. Those challenges create a unique need for distance delivery of employment and training services and, in some cases, for funds to cover travel and housing when training can only be completed in-person. To overcome geographic barriers and higher unemployment rates, the Department is working to develop mobile information and connections to career training to better serve persons living in rural communities, providing job seekers and employers increased access to services anytime from anywhere.
- Another skills gap, not illustrated in the graphs and charts, are computer and other technology skills. The difference in internet speed and technology capacity between urban and rural/remote communities is sharp, where the cities are up to date, and the rural/remote communities lag behind. Many people living in remote communities, students, teachers, employers, and jobseekers simply do not have the electronic capacity to learn skills, apply for jobs, or receive on-line services on a par with those living in the city because of the lack of technology infrastructure.
- Worker layoffs are increasing and are expected to grow over the next few years due to the declining production of oil in Alaska and the significant decline in the price of oil, revenue from which has provided the bulk of the State's operating revenue. Alaska is currently experiencing a growth in Dislocated Worker clients due to layoffs of workers in the oil and gas industry, workers employed by contractors and vendors that support the industry, and local and state publicly-funded positions. In January 2016, Governor Walker announced a hiring freeze for State agency positions.
- State budget reductions for the current Fiscal Year, with significant cuts to State-funded career and technical education, means there are fewer staff to deliver programs and services. Reduced funding is already resulting in closing Job Centers located in rural hub communities. Consolidation of space in urban centers will drive significant change away

from providing employment services at fixed locations to a model that provides more information and services on-line and in conjunction with regional workforce partners such as the University of Alaska Campuses, Regional Training Centers, and Regional Alaska Native WIOA grantees.

(C) Alaska Workforce Development Capacity

Provide an analysis of the capacity of State entities to provide the workforce development activities identified in (A), above.

The Department of Labor's Research and Analysis unit maintains the "Alaska Training Clearinghouse," which is a database of postsecondary providers and programs. It currently lists over 130 training providers, offering several hundred training programs in a variety of industries. The State has met or exceeded performance measures on the following programs: WIOA Titles 1, II, III, and IV; Mature Alaskans Seeking Skills Training; Trade Adjustment Assistance; Veterans Employment and Training Services; Work Opportunity Tax Credit; Foreign Labor Certification; and the Disability Employment Initiative.

Secondary Education and Training

Alaska has 54 school districts, most of which have at least one Career and Technical Education (CTE) program. Many of these districts have articulation agreements with a University program so students may earn concurrent secondary and postsecondary credits. High school CTE programs are aligned to industry, academic, and employability standards.

Postsecondary Education and Training

AVTEC

AVTEC (Alaska Vocational Technical Center), a postsecondary vocational and technical training center administered by the Department of Labor and Workforce Development, works closely with schools, University programs, and registered apprenticeship sponsors to provide career pathways for youth and adults. AVTEC's mission is to train a diverse and effective workforce that supports the economic growth and stability of our state, with the following objectives for students:

- Students who enter AVTEC's programs will have the ability to benefit.
- AVTEC students will be able to demonstrate that they have basic skills and workplace competencies to meet employer needs.
- AVTEC students will graduate with a certificate documenting attainment of competencies within each program.
- AVTEC graduates will, within one year following graduation, be employed or pursuing further education or other career choices.

AVTEC has been providing occupational training since 1969, originally operating out of an existing territorial school for Seward. The school has now grown to approximately 1,400 students per year in

job preparatory and job upgrade training programs. AVTEC is nationally accredited by the Council on Occupational Education and boasts an average placement rate of 90% for long term graduates.

AVTEC's program offerings are based on and directed by the work force needs of the State, and include Allied Health, Culinary, Applied Technology, Energy and Building Technology, Information Technology, and a world-class maritime program and facilities. In addition, AVTEC has provided Related Technical Instruction for various Registered Apprenticeship programs and is currently developing the pre-apprenticeship Health Care Academy. The training center has the staff and facilities to be responsive to employer needs in developing and delivering new, expanded, or upgraded programs.

University of Alaska

The University of Alaska (UA) system is one system with three main campuses at Fairbanks, Anchorage, and Juneau. UA's career and technical system includes thirteen community campuses throughout the state. There are one or more campuses in each of Alaska's six economic regions:

University of Alaska Anchorage (UAA)

- UAA Community & Technical College - Anchorage
- Matanuska-Susitna College - Palmer
- Prince William Sound College - Valdez
- Kodiak College - Kodiak
- Kenai Peninsula College - Soldotna

University of Alaska Fairbanks (UAF)

- UAF Community & Technical College - Fairbanks
- Chukchi Campus - Kotzebue
- Interior Alaska Campus – based in Fairbanks, serves rural areas in Interior Alaska
- Northwest Campus - Nome
- Kuskokwim Campus - Bethel
- Bristol Bay Campus – Dillingham

University of Alaska Southeast (UAS) - Juneau

- UAS Sitka Campus
- UAS Ketchikan Campus

Regional Training Centers

Alaska's Regional Training Centers (RTCs) are public or non-profit centers whose mission is to develop and provide educational and training activities linked to employment opportunities in the region. Each RTC is governed by a local or regional board and is a partnership comprised of two or more of the following types of organizations: business/industry; Alaska Native regional and community organizations; economic development entities; local boroughs; city, state, federal, and tribal governments; Registered Apprenticeship programs (union and non-union); K-12 school

districts; accredited college and university educational institutions; and Alaska Department of Labor and Workforce Development One-Stop Centers. RTCs work closely with the region's employers to provide the training necessary to fill the workforce needs of that region. In Fiscal Year 2015, these programs trained approximately 4,500 individuals.

Regional Training Centers include:

- Alaska Technical Center, Kotzebue
- Amundsen Educational Center, Soldotna
- AVTEC, Seward
- Partners for Progress in Delta, Inc., Delta
- Fairbanks Pipeline Training Center, Fairbanks
- Galena Interior Learning Academy, Galena
- Ilisagvik College, Barrow
- Northwestern Alaska Career and Technical Center, Nome
- Southwest Alaska Vocational Education Center, King Salmon
- Yuut Elitnaurviat – People's Learning Center, Bethel

(b) State Strategic Vision and Goals

The Unified or Combined State Plan must include the State’s strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include—

(1) Vision

Describe the State’s strategic vision for its workforce development system.

The State of Alaska’s strategic vision for developing Alaska’s workforce and meeting employer needs is:

“Alaskans have multiple pathways to high skill, high wage jobs and careers.”

Alaska’s workforce system will provide the guidance, knowledge, and pathways for Alaska’s workforce to acquire the skills Alaskan employers need to be and remain competitive in our local, state, and global economies. All Alaskans, including individuals with disabilities and others who experience significant barriers to employment, will have access to the career education, training, and support services needed to prepare for and participate in high-demand occupations that pay family-sustaining wages.

The coordinated effort among workforce partners and agencies will improve the efficiency and performance of Alaska’s workforce system. The workforce strategies will strengthen accountability across the system by focusing on education and competency attainment, individual progress, career advancement, and participant employment and earnings outcomes. The Department will enhance Job Centers’ effectiveness through technology and mobile services that increase outreach to employers and job seekers. The AWIB and Department will assess how effectively workforce partners are collaborating to achieve good results and identify areas for improvement or innovation. A central focus will be to reduce program and customer administrative and process obstacles to improve customer outcomes.

(2) Goals

Describe the goals for achieving this vision based on the analysis in (a) above of the State’s economic conditions, workforce, and workforce development activities. This must include—

(A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment⁵ and other populations.⁶

⁵ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.

⁶ Veterans, unemployed workers, and youth and any other populations identified by the State.

Goal 1: Build clear routes to careers for students, youth, and adults

- Enhance and expand career information and guidance for students, parents, guardians, teachers, and counselors, with employers to help students explore careers and workplaces.
- Increase the life, work-ready, and technical skills of in- and out-of-school youth and adults.
- Help youth transition from high school to post high school education, training, and work.
- Increase work-integrated learning opportunities for youth and adults through internships, school-to-work, pre-apprentice and apprentice training, seasonal employment work experience, and work study.

Goal 2: Support and grow learning opportunities for workers at all stages of life

- Provide career counselors for youth and adults through school district career and technical education partners and Alaska's Job Centers.
- Improve the ability to accept and transfer credits earned in high school, through apprenticeships, postsecondary education, and college coursework.
- Promote competency-based occupational training that reduces the time it takes an individual to complete training and go to work.

(B) Goals for meeting the skilled workforce needs of employers.

Goal 3: Develop multiple paths for employers and workers

- Increase outreach to employers to support career guidance and career awareness activities.
- Expand Industry Sector workforce planning to attract and prepare youth and adults for industry employment.
- Use labor market research to determine where there are significant labor shortages and determine the occupations in-demand.
- Effectively cross-match and identify current worker skills, including military experience, with skills needed to fill occupations in-demand.
- Connect regional economic and workforce development planning in each economic region to stimulate job creation and growth.
- Expand the utilization of registered apprenticeships by industry sector employers to train workers and meet occupational demands.
- Assess how effectively workforce partners are collaborating to achieve good results and identify areas for improvement or innovation.
- Reduce program and customer administrative and process obstacles to improve customer outcomes.
- Develop focused regional workforce initiatives that blend partner resources (co-investment) to educate and train workers for jobs within the economic region.

(3) Performance Goals

Using the table provided in Appendix 1, include the State's expected levels of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)

See Table 6. Performance Goals for the Core Programs in the Appendix.

(4) Assessment

Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

The State will use the performance accountability measures in Section 116 of WIOA to assess the overall effectiveness of Alaska's workforce investment system and the individual core programs. These measures align well with the strategic vision and goals; the State will also track the number of new registered apprenticeship programs, the number of new apprentices, and the number of apprentices providing employment and training services.

The Department will work with industry sector partners on an on-going basis and solicit feedback about how the workforce system, programs, and initiatives are working for employers and training providers and solicit their ideas for continuous quality improvements.

The Department and the Alaska Workforce Investment Board will analyze the data from these measures and outcomes such as employment and earnings to assess and compare strategies and determine which are working well and which need adjusting. Workforce program results are published annually for policy makers, the public, and the State Board to further assess program and comparative outcomes to determine in greater detail the services and interventions that work and those that are less effective. The participant data and rich labor market information data mining capabilities provide a solid platform for deeper and longer term evaluation of workforce programs.

(c) State Strategy

The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

(1) Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as

required by WIOA section 101(d)(3)(B), (D). “Career pathway” is defined at WIOA section 3(7). “In-demand industry sector or occupation” is defined at WIOA section 3(23).

- **Engage industry sector partnerships and create career pathways for students, out of school youth, and adults**

The Alaska Workforce Investment Board will lead the engagement of industry sector partnerships in in-demand industries including health care, construction, maritime, oil and gas, technology, education, and mining. Each sector will convene its employers and other sector partners (K-12 education; postsecondary education; regional training centers; economic development organizations; labor unions; Alaska Workforce Investment Board; and other appropriate State agencies). The partnerships will update existing workforce plan(s) pertinent to that industry and gauge the status of current workforce development activities. Each sector partnership will then develop a framework that will result in education and training investments focused on and responsive to employer needs.

Each sector partnership will obtain current labor market information from employers and from the Department’s Research and Analysis unit. The employer partners will identify high priority occupations for which trained and skilled workers will be needed in the next five years, and will identify the training, skills, and credentials required for these occupations. The sector partners will examine existing training programs to determine gaps in training both state-wide and regionally. Employers will work closely with the other partners in developing career pathways to address the needs for the industry - from K-12 through postsecondary. Postsecondary will be viewed in the broad sense of any education or training that happens after high school, which could include college/university, Registered Apprenticeships, short-term training, industry certification programs, pre-apprenticeship programs, adult education, etc. Job Center career specialists and case managers will adopt an industry sector approach to more effectively work with employers and job seekers.

- **Expand Registered Apprenticeships, pre-apprenticeships. and other work-based learning approaches**

The Governor and Alaska Workforce Investment Board have determined that the expansion of the use of Registered Apprenticeship by employers will lead youth and adults into good paying jobs with career opportunities, while providing employers with new workers to fill in-demand occupations.

The Department has created a new position, Apprenticeship Coordinator, to develop new Registered Apprenticeship programs and increase the number of apprentices in training. The Apprentice Coordinator will work closely with our Federal Apprentice Office to provide support and technical assistance to the employer partners. Alaska is expanding the participation of colleges joining the Registered Apprenticeship College Consortia so that apprentices earn college credit toward degrees and may transfer the credits to other members of the Consortia. The Department will work with the Alaska Department of Education & Early Development and local school districts to expand work-based learning opportunities for students and out-of-school youth. This includes

“school to apprenticeship” internships, and co-operative learning to strengthen career paths and better prepare young Alaskans for employment in their career field. In December 2015, the USDOL Alaska Office of Apprenticeship and the Division of Employment and Training Services began training Career Counselors and Case Managers in the process involved in creating approved programs and informing job seekers and students about the benefits of apprenticeships. The training included ways to inform employers about the advantages of sponsoring an apprentice program and training workers with the skills they need to sustain and grow that business. Training included representatives from school districts, Alaska’s Job Corps Center (Palmer), University of Alaska Anchorage, and Ilisagvik College, Alaska’s Tribal College.

- **Demonstrate innovation in delivery of Job Center services**

Delivery of services through Job Centers will transform from site-located services for job seekers and employers to a delivery system that maximizes web-based information and increase the mobility of community development specialists and case managers to provide assistance and services at various locations in the community. The Department will review the status of each Job Center and develop strategies to change how Job Centers deliver services in collaboration with community partners. This will allow a systematic approach to reduce long-term operational costs for office leases, for example, and transition to a more cost-effective approach. Job Center services focus on serving WIOA priority populations and connecting residents to career pathways leading to employment and career opportunities. Job Centers with co-located programs such as Temporary Assistance to Needy Families, Food Stamps SNAP, and Vocational Rehabilitation, will strengthen relationships with WIOA core programs.

Qualified partners that deliver services for youth, adults, dislocated workers, veterans, or persons with disabilities will be trained by Job Centers to determine participant eligibility and perform some case management tasks to WIOA standards.

- **Prioritize services to target populations**

WIOA funds will focus on serving WIOA-defined target populations. Outreach will be expanded through regional workforce partners to inform persons with barriers to employment and target populations to inform them of the services that may be available to them. Services include career awareness and planning, employment skills, education and training opportunities, job placement, and follow-up services. Alaska’s high priority target populations are:

- Youth and adults with disabilities
- Veterans and Transitioning Service Members
- Out-of-school youth
- Returning citizens

The Department’s Division of Vocational Rehabilitation will continue to provide training for Job Center staff working with clients who have disabilities. Alaska has implemented the Ticket To Work

program and is reaching out to those on Social Security Insurance (SSI) or Social Security Disability Insurance (SSDI) to encourage them to go to a Job Center for those services. The Department will work to expand this program to other agencies and programs, such as the Division of Behavioral Health; the Division of Senior and Disabilities Services; the Division of Public Assistance Work Services; and Centers for Independent Living.

The Department of Health and Social Services is developing a website called “Disability Benefits 101,” an online tool for those with disabilities to determine how their SSI or SSDI benefits may be impacted by their employment. Once the website is complete, Job Center staff will be trained in using the tool with clients. The Department will collaborate with the Department of Health and Social Services on its Work Incentives Planning & Assistance Project and on the recently-awarded Disability Employment Initiative – Round VI grant entitled, “Alaska Youth Works”. These projects will build a system with multiple partners to meet the needs of Alaska’s youth with disabilities, aged 14 to 24, both in school and out-of-school, by expanding access to employment and career pathways to prepare for in-demand careers.

Alaska’s “Employment First” legislation calls for “competitive integrated employment” as the preferred outcome for those with disabilities. The Department will pursue a Memorandum of Understanding (MOU) among the Departments of Labor and Workforce Development; Health and Social Services; and Education and Early Development to ensure progress towards that goal. The MOU will include commitments for active participation on the Interagency Council on Employment First, under the auspices of the Employment First State Coordinator.

The Pre-Employment Transition Services (PETS) program provides the following activities to students with disabilities (16 to 21 year-olds) who are eligible or potentially eligible for vocational rehabilitation services: (1) job exploration counseling, (2) work-based learning opportunities, (3) counseling on post-secondary educational opportunities (4) workplace readiness training, & (5) instruction in self-advocacy. Implementation of Pre-Employment Transition Services (PETS) has resulted in increased coordination among local school districts and the Division of Vocational Rehabilitation.

The Department will seek to replicate and expand successful school-to-work programs such as “Project SEARCH” in the Kenai Peninsula, which provides in-school youth who are in Special Education classes the chance to do extensive job-shadowing and career exploration at local health care facilities during the senior year in high school. This has resulted in paid, integrated employment for some of the students upon graduation.

The Department will continue to participate in Alaska’s Returning Citizens’ Initiative in partnership with the Alaska Department of Corrections to assist youth and adults leaving correctional facilities in obtaining gainful employment and connecting to a career path.

The Department will also continue working with Alaska’s Military leadership in providing training and employment opportunities to Veterans and Transitioning Service Members, for example, through Memorandums of Agreement with the US Army to expand their Soldier for Life – Career Path training for Transitioning Services Members, preparing them for employment in Alaska as they leave military service. The MOA and Army-approved training providers will create pre-apprentice and occupational training pathways to priority industry jobs.

- **Partner with other agencies, organizations, and programs to leverage resources and work**

The Department will continue and expand its partnerships with other agencies and organizations. Some examples of partnership development and partner programs are:

- University of Alaska and Campuses
- Alaska Vocational Technical Education Center
- Alaska Mental Health Trust Authority
- Alaska Office of USDOL Apprenticeship
- Sponsors of Federal Registered Apprenticeship Programs
- Alaska JBER Military Transition Services
- Alaska Postsecondary Access and Completion Network
- Alaska Performance Scholarship Program
- Alaska Youth Works (Disability Employment Initiative)
- Alaska Youth Works (Alaska Mental Health Trust Program)
- Department of Corrections - Returning Citizens Initiative
- Department of Education & Early Development
- Alaska Native Regional Employment and Training Entities
- Southcentral Foundation
- Alaska Health Care Workforce Coalition
- Alaska Native Tribal Health Consortium
- Alaska AFL-CIO
- Alaska Works Partnership, Inc.
- Northern Industrial Training, Inc.
- Alaska Apprenticeship and Training Coordinators Association
- Construction Education Foundation of Alaska
- Alaska Process Industry Career Consortia
- Regional Training Centers
- Alaska Native Organizations
- Alaska Association for Career and Technical Education
- Alaska Career and Technical Education Plan Advisory Committee
- Governor’s Council on Disabilities and Special Education
- Alaska state agencies such as Departments of Corrections; Health and Social Services; Administration; Commerce, Community, and Economic Development

- Joint-Administered Training Trusts
- Fairbanks Pipeline Training Center Trusts
- Alaska Regional Economic Development Organizations (ARDORs)

- **Streamline internal processes**

We have already taken steps to streamline our own processes and work more efficiently. This includes the following activities:

Division Merger

Governor Walker signed Administrative Order No. 275 on June 10, 2015, directing the Department of Labor and Workforce Development to merge the Employment Security Division (ESD) and the Division of Business Partnerships (DBP) into a single Division of Employment & Training Services (DETS). Reorganization will reduce duplication and overlapping functions, streamline financial administration, and lay the groundwork for future change to improve public workforce services in a cost-effective manner. The first year savings are estimated at \$600,000.

Division of Employment and Training Services

The new Division is led by a Director who is assisted by Assistant Directors for four units:

- Unemployment Insurance
- Workforce Services: Wagner-Peyser Reemployment and Job Center Services
- Workforce Development: Grants, Contracts and Technology
- Administration: Budget and Financial Operations

The management team for the four units supervises more than 400 employees.

Policy Review

Reorganization requires that DETS review all policies to 1) reflect the new division; 2) discard duplicative and irrelevant policies; 3) ensure compliance with rules, regulations, and required processes for financial administration and operations of Federal and State workforce programs; and 4) streamline processes for Division staff and external customers.

Greater Integrity, Program Assessments & Grants

Consolidation of two previous Divisions into one Division of Employment and Training Services immediately ended duplicated grant administration and fiscal processes while streamlining communications between Workforce Services and Workforce Development staff for better coordination and delivery of services. DETS provides greater integrity for the allocation and use of public resources and the assessment of programs. Assessment and evaluation of workforce strategies, programs and continuous improvement will be enhanced by the Alaska Workforce Investment Board (AWIB), now positioned in the Commissioner of Labor's Office. This new platform creates clear lines of distinction between workforce programs and the assessment and evaluation of those programs operated by the Department.

DETS prepares public solicitations for grants and performs due diligence to assure all applicants considered for funding meet the pre-application requirements. Workforce Development Grant Administrators assist with the collection of grant applications and assist the AWIB with independent grant application reviews. The AWIB independently reviews applications and makes recommendations to the Commissioner for awarding grants and ensures integrity in award, denial, and appeal of decision processes

Other

The Department has been working closely with another State agency, the Alaska Commission on Postsecondary Education (ACPE), in streamlining processes for Department grantees and Eligible Training Providers by sharing information between the two agencies regarding the status of training providers' compliance with ACPE regulations.

The Department regularly coordinates with the University of Alaska system and the Department of Education & Early Development on education and workforce issues such as continued implementation of the Alaska Career and Technical Education Plan; dual/concurrent credit for high school students; aligning secondary and postsecondary programs to industry standards and industry needs; and partnering to provide pre-apprenticeship and Registered Apprenticeship opportunities.

(2) Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, mandatory and optional one-stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).

All core programs and our combined plan partner program - Senior Community Service Employment Program - are housed under the Department of Labor and Workforce Development. All of the strategies listed under (1) of this section will serve to align the core and partners and programs, as well as other entities in the State's education, workforce, and economic development arena. Staffs from each program have bi-monthly meetings to discuss operational strategies aligned with the goals. These meetings will continue to identify areas where alignment is required. This includes cross-program training, Job Center staff training, Department policy changes, communication strategies; and frequent reviews of performance outcomes.

The Department will engage One-Stop partners on a regular basis to further implement State workforce programs and to coordinate activities regionally to ensure the focus on WIOA target populations, while supplying good job applicants and apprentice applicants for employers and apprentice sponsors. Key projects include improving services for persons with disabilities, expanding registered apprenticeships, modernization of Local Job Centers and service delivery, and increasing services for youth and adults reentering society – all of which require constant program review and coordinated activities amongst partners.

Appendix

Table 4. Mandatory and Optional One-Stop Delivery System Partners

Partner Name	Program	Program Authority	Website	Workforce Development Activities
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	Adult Basic Education (ABE)	WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(iii) Adult Education and Literacy activities authorized under WIOA Title II	http://www.jobs.alaska.gov/abe/ Contact Name: Amy Iutzi, ABE Program Manager Phone: (907) 465-8714 E-Mail: amy.iutzi@alaska.gov	The Adult Basic Education (ABE) program serves adults who need a high school diploma, have math and reading skills below the 12th grade level, or need to study English as a second language. The ABE program helps adults prepare for transition into the labor market, higher academic or vocational training. The desired outcome of all ABE program activities is that adult learners reach a higher level of self-sufficiency as an individual, community member, and employee.
Department of Commerce, Community, and Economic Development (DCCED); Division of Community and Regional Affairs (DCRA)	Grants Section. Community Service Block Grant (CSBG), RurAl CAP	RurAL CAP is the only eligible Community Action Agency in the State of Alaska that is eligible to receive CSBG funds. State Assurance '676(b)(5) WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(ix) employment and training activities carried out under the Community Services Block Grant Act (42 USC 9901 et seq.).	https://www.commerce.alaska.gov/web/dcra/ https://ruralcap.com/?page_id=321 Contact Name: Sarah Scanlan, Deputy Director, RurAL CAP Phone: (907) 865-7365 E-Mail: Sscanlan@ruralcap.com	State Assurance '676(b)(5): and the eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services, and State and the eligible entities will coordinate the provision of employment and training activities in the State and in communities with entities providing activities through statewide and local workforce investment systems under the Workforce Investment Act of 1998. RurAL CAP works extensively with State-related entities that receive funding under the Workforce Investment Act. The Anchorage Services Division works with Nine Star, Division of Vocational Rehabilitation, State Training and Employment Program, all GED completion programs, CITC, etc. to assist resident participants in reaching their employment goals. DOLWD assists with job applications. In addition, residents are provided employment classes and internet access to private companies that may be hiring. They are also provided transportation to employment related activities and access to “day labor” jobs. The Planning and Construction Division hires individuals for the weatherization projects who have completed USDOL workforce training programs. The Department allows RurAL CAP to provide the necessary training and technical assistance to their service partners and within their organization to meet the new standards in the CSBG program.

Partner Name	Program	Program Authority	Website	Workforce Development Activities
Alaska Housing Finance Corporation (AHFC)	Moving to Work	WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(x) employment and training activities carried out by the Department of Housing and Urban Development (HUD).	https://www.ahfc.us/ <u>Contact Name: Sherrie Hinshaw</u> <u>Statewide Manager of the Self-Sufficiency Programs</u> <u>Phone: (907) 330-6189</u> <u>E-Mail: shinshaw@ahfc.us</u>	<p>AHFC is a Public Housing Authority participating in the Moving to Work (MTW) Demonstration Program. As a Moving to Work Agency, AHFC has the flexibility to design and test various approaches for providing and administering housing assistance that:</p> <ul style="list-style-type: none"> • Reduce cost and achieve greater cost effectiveness in federal expenditures; • Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self-sufficient; and • Increase housing choices for low-income families. <p>With this MTW designation, AHFC's FY2014 MTW Annual Plan created an initiative <i>Reasonable Rent and Family Self-Sufficiency</i>. Under this program, families are divided into three classifications: Step, Classic and Set-Asides. Families in the Step Program are families that contain a workable adult and do not meet the criteria for the Classic program. Families in the Classic program pay an income-based rent and see no time-limits on assistance. Under the Step program, families are limited to five (5) years of assistance. Under the Step Rent/Subsidy schedule, each year the family's share of rent increases as AHFC's subsidy decreases. To serve participating families, AHFC expanded and improved on its Family Self-Sufficiency Program by creating the Jumpstart Program. The Jumpstart Program provides financial incentives for participation and/or completion of employment, education, and long-term financial activities along with intensive case management for families identified as having high shelter costs. The objective of Jumpstart is to reduce the dependency of low-income families on welfare assistance and on Housing Choice Voucher, Public Housing, or any Federal, State, or Local rent or homeownership subsidies. AHFC measures the success of Jumpstart not only by the number of families who achieve self-sufficiency, but also by the number of Jumpstart families who, as a result of participation in the program:</p> <ul style="list-style-type: none"> • Have family members who obtain their first job; • Have family members who obtain higher paying jobs;

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<ul style="list-style-type: none"> • No longer need benefits received under one or more welfare programs; • Obtain a high school diploma, General Educational Development (GED.) certificate, or higher education degree; or • Accomplish goals that assist the family in obtaining economic independence. <p>AHFC case managers work with families to help them develop individualized goals and then introduce or direct them to resources and support services that can assist in their progress toward meeting these goals. Local AHFC offices (16 locations statewide) regularly assist families in immediate need by referring them to resources and services. Referrals for employment assistance to one-stop centers are a priority to assist with job training, preparation, and counseling; job development and placement; and follow-up assistance after job placement and completion of the contract of participation. AHFC coordinates closely with USDOL to ensure non-duplication of services. AHFC also offers a suite of job readiness classes on-site through the Gateway to Education, including multi-class occupational endorsements, computer lab classes, and other foundational courses to assist in gaining skills for immediate job placement.</p>
Department of Education and Early Development (EED)	Career and Technical Education (CTE), Perkins Postsecondary Competitive Grant	<p>Postsecondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)</p> <p>WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(vi) career and technical education programs at postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006.</p>	<p>https://education.alaska.gov/tls/cte/ <u>Contact Name: Curtis Clough</u> <u>Education Administrator II</u> <u>Member of the AWIB</u> <u>Phone: (907) 465-8730</u> <u>E-Mail: Curtis.clough@alaska.gov</u></p>	<p>EED actively participates through the Perkins Postsecondary program, which is carried out in Alaska through a competitive grant process open to all eligible postsecondary partners. Perkins-funded postsecondary programs have in the past focused mainly on professional development for CTE instructors. The current focus is on partnerships between secondary and postsecondary programs and industry, targeted at one or more of the high-priority industries. Programs either 1) provide secondary students with content-specific access to postsecondary career and technical education as dual-credit classes (at no cost to either the student or district) and make substantive links between secondary and postsecondary education and the workforce; or 2) provide professionals transitioning from the field into education with instructional skills specific to the secondary CTE classroom and are based on a clear program of study that results in participants receiving an industry certification upon completion.</p>

Partner Name	Program	Program Authority	Website	Workforce Development Activities
Department of Labor and Workforce Development (DOLWD); Division of Vocational Rehabilitation (DVR)	Vocational Rehabilitation	Rehabilitation Act, Title I, Parts A & B – Rehabilitation Services Commission (29 USC 720) WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(iv) programs authorized under Title I of Rehabilitation Act of 1973 (29 USC, 720)(other than section 112 or part C of title I of such Act (29 USC 732, 741).	http://labor.alaska.gov/dvr/home.htm <u>Contact Name: John Cannon</u> <u>Director, DVR</u> <u>Phone: (907) 465-6927</u> <u>E-Mail: john.cannon@alaska.gov</u>	DVR operates a statewide comprehensive, coordinated, effective, efficient, and accountable vocational rehabilitation program as an integral part of a statewide workforce development system; and to assess, plan, and provide vocational rehabilitation services to individuals with disabilities so that those individuals may prepare for and engage in competitive integrated employment consistent with their unique strengths, priorities, concerns, abilities, capabilities, interests, and informed choice.
Department of Health and Social Services (DHSS); Division of Public Assistance (DPA)	Temporary Assistance for Needy Families (TANF), Work Services	Social Security Act – Welfare to Work Programs (42 USC 603(a)(5)) WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(xiii) programs authorized under part A of Title IV of the Social Security Act (42 USC 601 et seq.), subject to subparagraph (C).	http://dhss.alaska.gov/dpa/Pages/atap/default.aspx <u>Contact Name: Mark Walker</u> <u>Field Service Manager I</u> <u>Division of Public Assistance</u> <u>Phone: (907) 352-4106</u> <u>E-Mail: mark.walker@alaska.gov</u>	DPA provides TANF case management, referrals to community agencies, and financial supportive services. Items such as tools, scrubs, medical equipment, background checks and licenses can be purchased. Supportive Services may continue for 12 months post Temporary Assistance if the client has earnings at the time of closure.
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	Mature Alaskans Seeking Skills Training (MASST)	Older Americans Act, Title V – Senior Community Service Employment Program (SCSEP) (42 USC 3056) WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(v) activities under title V of the Older Americans Act of 1965 (42 USC 3056)	http://labor.alaska.gov/masst/home.htm <u>Contact Name: Margarita Bowen</u> <u>MASST Program Coordinator</u> <u>Phone: (907) 465-4872</u> <u>E-Mail: rita.bowen@alaska.gov</u>	The Senior Community Service Employment Program (SCSEP) is a program administered by DOLWD that serves unemployed low-income persons who are at least 55 years of age, unemployed, and have a family income of no more than 125% of the federal poverty level. Enrollment priority is given to veterans and qualified spouses, then to individuals who are over 65, have a disability, have low literacy skills or limited English proficiency, reside in a rural area, are homeless or at risk of homelessness, have low employment prospects, or have failed to find employment after using services through the Alaska Job Center Network and by assisting them in developing skills and experience to facilitate their transition to unsubsidized employment. SCSEP is known in Alaska as, Mature Alaskans Seeking Skills Training (MASST) and is a component of DOLWD, DETS. Its long-term strategy is to stay committed to ensuring that Alaska's job opportunities are available to older workers and that the program continues to reach out to workforce development partners, the business community and the senior service partners to ensure successful outcomes for seniors and Alaskan businesses alike. The purposes of the SCSEP are to foster individual economic self-sufficiency and promote useful part time

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				opportunities in community service assignments for unemployed low-income persons who are 55 years of age or older, particularly persons who have poor employment prospects, and to increase the number of older persons who may enjoy the benefits of unsubsidized employment in both the public and private sectors. SCSEP is a required partner under WIOA and, as such, it is a part of the Alaska Job Center Network. When acting in their capacity as WIOA partners, SCSEP grantees and sub-recipients are required to follow all applicable rules under WIOA and its regulations.
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	Trade Adjustment Assistance (TAA) Program	WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(vii) activities authorized under Chapter 2 of title II of the Trade Act of 1974 (19 USC 2271 et seq). Trade Adjustment Assistance (TAA) (19 USC 2317) and North American Free Trade Agreement (NAFTA) (19 USC 2271) Trade Act of 1974 (19 USC 2101 et seq.), Title II, Chapter 2, as amended in 2002, 2009, 2011 and Trade Adjustment Assistance Reauthorization Act (TAARA 2015)	http://jobs.alaska.gov/TAA/index.html <u>Contact Name: Nicole Skeek</u> <u>Employment Security Analyst II, DETS</u> <u>Phone: (907) 465-1198</u> <u>E-Mail: Nicole.skeek@alaska.gov</u>	The TAA program assists workers who were laid off because of foreign competition or out-sourcing to regain employment. Workers who are eligible for TAA benefits in Alaska primarily worked in petroleum, timber, or fishing industries. Services provided to eligible participants include: employment services; career development; case management; relocation assistance; trade readjustment assistance and occupational training.
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	Unemployment Insurance (UI)	Unemployment Insurance (UI) – (5 USC 85) (ORC Chapter 4141) WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(xi) programs authorized under State unemployment compensation laws (in accordance with applicable Federal law).	http://labor.alaska.gov/unemployment/ <u>Contact Name: Patsy Westcott</u> <u>Assistant Director, DETS, UI Program</u> <u>Phone: (907) 465-5927</u> <u>E-Mail: patsy.westcott@alaska.gov</u>	Alaska's UI Program is committed to providing support to the one stop centers through referrals to Reemployment Services Eligibility Assessment (RESEA) activities and dedicated UI staff available to respond to the needs of unemployed workers coming into the one-stop centers. Alaska UI already requires mandatory registration, and provides Rapid Response program activities jointly with Alaska Job Center staff.
Department of Labor and Workforce Development (DOLWD);	Employment and Training Services (ETS) – Alaska Job Center Network (AJCN)	WIOA Title III – Amendments to the Wagner-Peyser Act Programs (29 USC 49)	http://jobs.alaska.gov/ http://jobs.alaska.gov/jobseeker.htm http://jobs.alaska.gov/employer.htm	The One-Stop delivery system collaborates with partners to create a seamless system of service delivery that will enhance access to services, and improve long-term employment outcomes for individuals receiving assistance. The Employment and Training Services program is the

Partner Name	Program	Program Authority	Website	Workforce Development Activities
Division of Employment and Training Services (DETS)			<u>Contact Name: James Harvey</u> <u>Assistant Director, DETS</u> <u>Phone: (907) 465-4891</u> <u>E-Mail: james.harvey@alaska.gov</u>	<p>foundation of the One-Stop delivery system in Alaska that provides universal access to labor exchange, employment services, and training services. The goal of universal access is the provision of services to workers, job seekers, and employers under one roof from easy-to-find locations. The delivery points for the Employment and Training Services are within the 17 job centers located throughout the state. As part of the One-Stop service delivery system, the Employment and Training Services program provides a variety of employment-related labor exchange services, including job search assistance, job referral and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services, and staff-assisted service delivery. Depending on the needs of the labor market, services may be available such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops, and referral to intensive and training services.</p> <p>Apprenticeship specialists in the job centers provide information to employers on sponsoring an apprenticeship program. Apprenticeships allow employers to establish the standards of proficiency, while developing a local and loyal workforce. Any business that requires skilled employees can benefit from an apprenticeship.</p> <p>DOLWD efforts in providing prisoner re-entry services has proven to be successful in assisting prisoners transitioning back into communities. DOLWD partners with the Department of Corrections in coordinating and developing job placement assistance and services for those individuals.</p> <p>Services offered to employers, in addition to referral of job seekers to available job openings, include:</p> <ul style="list-style-type: none"> • Assistance in development of job order requirements; • Matching job seeker experience with job requirements, skills and other attributes; • Assisting employers with special recruitment needs; • Coordinating job fairs; • Helping employers analyze hard-to-fill job orders;

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<ul style="list-style-type: none"> Helping employers minimize or avoid layoffs or business closures; and Establishing USDOL recognized apprenticeship programs.
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	Job Training – Alaska Job Center Network (AJCN)	WIOA Title I, Subtitle B, Chapter 3 Adult and Dislocated Worker Employment and Training Activities – Adult and Dislocated Worker Programs – (29 USC 2861, 29 USC 2872(b) and (c)), 3174)	http://jobs.alaska.gov/jt/ Contact Name: Ken Mill Assistant Director DETS Phone: (907) 465-5934 E-Mail: ken.mill@alaska.gov	<p>The Title I programs provides an array of career services, supportive services and training needed to be self-sufficient. The services are provided by Career Support and Training Services (CSTS) case managers who are located in the job centers. The CSTS case managers work with participants and employment service partners to develop individual training accounts, resulting in sustainable employment. CSTS uses various funds to cover training costs. To make use of all available funding, the trainee may be concurrently enrolled in other programs for which the trainee qualifies. Post-training job placement and follow up assistance is also provided.</p> <p>Job training programs are funded through WIOA and the State Training Employment Program (STEP).</p>
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	Veteran Services	WIOA Title I – Veteran’s Workforce Programs – (29 USC 2913, 29 USC 2919, 38 USC 41)	http://jobs.alaska.gov/veterans/ Contact Name: Steven Williams Phone: (907) 465-5953 E-Mail: steven.williams2@alaska.gov	As required by 38 U.S.C., all Jobs for Veterans State Grants (JVSG) staff attend training through the National Veterans’ Training Institute within 18 months of appointment into a JVSG position. JVSG staff also receives regular training on ever-changing veterans’ issues and regulations, local employment resources through internal channels and external organizations, Department-sponsored initiatives, and eligibility for other required programs. Training is conducted through teleconferences, webinars, short face-to-face meetings, and multi-day conferences.
Alaska Job Corps Center	Job Corps	WIOA Public Law 113-128, Chapter 4, Subtitle C Job Corps, Section 148 Program Activities	http://alaska.jobcorps.gov/contact.aspx Contact Name: Malyn Smith Alaska Job Corps Director Phone: (907) 861-8801 E-Mail: smith.malyn@jobcorps.org	Alaska Job Corps offers hands-on career technical training as well as academic training. Career technical training is available in the following industries: Business and Technology, Construction, and Health and Community Services. Academic training includes basic reading and math. Courses in independent living, employability skills, and social skills are offered in order to help students transition into the workplace. There are also several academic programs to help our students achieve their full potential. One of the top goals at the Alaska Job Corps is to ensure that every qualified student obtains his or her GED/high school diploma prior to leaving the center. Students who don’t already have a high school diploma

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<p>upon their arrival at Alaska Job Corps Center are automatically enrolled into our GED program. Students who complete this program's core classes may participate in the high school diploma program which is an on-center program. Pre-requisites for the high school diploma program are: the student must have fifteen or more credits, and the student must have passed at least two high school qualifying exams (HSQEs). Driver's education is available to all students needing an Alaska driver's license. Permits and licensing fees for students are paid for by the center. Arrangements for students to take the written and road examinations are also handled by the center. The Alaska Job Corps Center also offers a college program where students can enroll in Advanced Career Training (ACT) and attend the Matanuska-Susitna College in Palmer.</p>
<p>Alaska Native Coalition on Employment and Training (ANCET), Representing:</p> <p>Aleutian-Pribilof Islands Assn., Inc. (APIA); Association of Village Council Presidents (AVCP); Bristol Bay Native Association (BBNA); Central Council of Tlingit and Haida Indian Tribes; Chugachmiut; Cook Inlet Tribal Council, Inc.; Copper River Native Association; Kawerack, Inc.; Kenaitze Indian Tribe; Kodiak Native Assoc.; Maniilaq Assoc.;</p>	<p>Various</p>	<p>WIOA Subtitle D National Programs, Section 166 Native American Programs, Includes grantees of Public Law 102-477 Indian Employment, Training, and Related Services Demonstration Act of 1992, as amended by Public Law 106-568, the Omnibus Indian Advancement Act of 2000.</p> <p>29 USC 3221 – Native American programs (all programs under this section administered consistent with 25 USC 450 et seq. Indian Self-Determination and Education Assistance Act)</p>	<p>Aleutian-Pribilof Islands Assn., Inc. http://www.apiai.org/ ; Association of Village Council Presidents http://www.avcp.org ; Bristol Bay Native Association http://www.bbna.com/ ; Central Council of Tlingit and Haida Indian Tribes of Alaska http://www.ccthita.org/ ; Chugachmiut http://www.chugachmiut.org/ ; Cook Inlet Tribal Council, Inc. http://citci.org/ ; Copper River Native Association http://crnative.org/ ; Kawerack, Inc. http://www.kawerack.org/ ; Kenaitze Indian Tribe http://www.kenaitze.org/ ; Kodiak Native Assoc. http://www.kanaweb.org/ ; Maniilaq Assoc. http://www.maniilaq.org/ ; Metlakatla Indian Community https://www.metlakatla.com/ Orutsararmuit Native Council http://nativemcouncil.org/ ; Tanana Chiefs Conference https://www.tananachiefs.org/</p>	<p>The majority of the Alaska Native partners participating in employment and training workforce development activities (pursuant to <i>WIOA Subtitle D, Sec. 166 Native American Programs; Public Law 102-477 Indian Employment Training, and Related Services Demonstration Act of 1992, as amended by Public Law 106-568, the Omnibus Indian Advancement Act of 2000</i>), provide these services:</p> <p>The emphasis for the majority of participating Alaska Native partners involves these activities:</p> <p>Job Seeker Services – Emphasis on self-service, staff assisted career services including resume and cover letter, interview skills, careers, jobs, labor market information, workshops, labor exchange, education programs, support, Unemployment Insurance (UI), eligibility screening and referral process. Eligible individuals have access to case management for services such as intake and registration testing and assessment, Individual Employment Plans (IEPs), vocational counseling, short term pre-vocational services, training services, adult education and literacy activities, scholarships, and supplemental training funds for eligible individuals for supportive services, e.g. child care, transportation and clothing.</p> <p>Services to Employers – Labor exchange, marketing, and workforce information..</p> <p>Purpose: To support employment and training activities</p>

Partner Name	Program	Program Authority	Website	Workforce Development Activities
<p>Metlakatla Indian Community; Orutsararmuit Native Council and; Tanana Chiefs Conference</p> <p>List of DOL-WIA Funded Federally Recognized Tribes and Alaska Native Entities Participating in Public Law 102-477 https://www.doleta.gov/dinap/cfml/477list.cfm</p>				<p>for Indian, Alaska Native, and Native Hawaiian individuals in order to:</p> <ul style="list-style-type: none"> - Develop more fully the academic, occupational, and literacy skills of such individuals; - Make such individuals more competitive in the workforce and to equip them with the entrepreneurial skills necessary for successful self-employment; - Promote the economic and social development of Indian, Alaska Native, and Native Hawaiian communities in accordance with the goals and values of such communities. - Identify the education and employment needs of the population to be served and the manner in which the activities to be provided will strengthen the ability of the individuals served to obtain or retain unsubsidized employment leading to self-sufficiency; - Consider the needs of the groups served by this section, including the differences in needs among such groups in various geographic service areas; and the economic circumstances of the communities served, including differences in circumstances among various geographic service areas. - Highlight additional workforce development activities provided by partners (as shown on their public web pages) include but are not limited to: <p>Aleutian-Pribilof Islands Association, Inc. (APIA): AANG Program assists eligible individuals prepare for, gain, or retain employment scholarship opportunities to individuals attending a college or university full time, working towards a 2 or 4 year degree; training scholarships for non-degree training, vocational training and certification courses.</p> <p>The Association of Village Council Presidents (AVCP), Education, Employment, Training and Child Care Department's (EET & CC) outreach is a key component to informing and educating member tribes of the programs they have available, and for any Native American living in the AVCP region, who is enrolled in a federally recognized tribe. AVCP's EET & CC Department also maintains a regional <i>Talent Bank</i>, a file of individuals from within the region. When a project comes to a village, they encourage local hire by looking through <i>the Bank</i> and identify any individuals from that community who might be qualified</p>

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<p>and appropriate for hiring on to specific jobs.</p> <p>Bristol Bay Native Association (BBNA): Training assistance grants are available for adults attending a vocational or technical training certificate program ranging in length from 6 months to 2 years, for a wide variety of fields working towards a career goal. These include: Driver’s Education to achieve a Driver’s License, Heavy Equipment Operating, Commercial Truck Driver License (CDL), Certified Nurse’s Aide, Child Care Associate Certificate or other short term occupation training leading directly to employment upon completion of the training.</p> <p>Central Council of Tlingit and Haida Indian Tribes (CCT&H): Employment Services provides eligible participants who complete career assessment testing, motivational training, and job skills workshops with an employment portfolio to use while actively seeking employment.</p> <p>The Job Placement program within the Employment & Training (E&T) Division offers motivational, cultural, and basic office skills trainings to TANF, TVR, ES, and AVT clients. The program offers educational, training and employment opportunities to assist in finding meaningful employment and maintaining a healthy lifestyle independent of program services. Computer classroom training and vocational courses are offered to both tribal citizens and the general public through the Vocational Training & Resource Center (VTRC).</p> <p>The Tribal Vocational Rehabilitation (TVR) program with the State of Alaska (SOA), Division of Vocational Rehabilitation (DVR) jointly serves eligible applicants with disabilities in Southeast Alaska. Because TVR and DVR work together to provide joint services, tribal citizens are actively referred to the SOA/DVR offices.</p> <p>The Youth Employment Services (YES) program assists eligible tribal youth between the ages of 14-21 to obtain summer employment in their community and provides participating youth with Job & Life Skills Workshops including: Job Hunting Tips, Completing an Application,</p>

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<p>Cover Letter, Resume, Interview Techniques, Surviving the Job, and Power of Choices.</p> <p>Cook Inlet Tribal Council, Inc. (CITC): CITC's Employment Training and Services Department assists participants in achieving self-sufficiency by helping them enhance their communication, life management, vocational and academic skills. CITC also provides vocational rehabilitation services, and operates a one-stop called Alaska's People Career Development Center. The DOLWD is co-located at the CITC Career Development Center and partners with CITC staff to offer services to assist job seekers with training and employment.</p> <p>Copper River Native Association's Workforce Development program is a program designed to assist people who are attempting to gain meaningful employment by assisting them to overcome any barriers that are preventing them from becoming permanently employed.</p> <p>Kawerack, Inc.: Employment, Education and Training Programs include:</p> <p>The Kawerak Direct Employment (DE) Program provides a one-time grant to eligible tribal members who reside in the Bering Strait-Norton Sound region to assist with employment related needs and start-up living expenses in order to retain full-time employment.</p> <p>The Higher Education Program provides semester and quarterly scholarships to tribal members of the Bering Strait region that are enrolled at an accredited college or university.</p> <p>Kawerak Native Employment Work Services (KNEWS) provides Temporary Assistance to Needy Families (TANF). KNEWS partners with the Division of Public Assistance to provide services to the villages in the Bering Strait Region. Because there is a shortage of paid positions in village communities, KNEWS works with local organizations to provide volunteer work opportunities for clients to gain job skills.</p> <p>Kawerak offers village-based carpentry and heavy</p>

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<p>equipment training programs. These 2-4 week programs are designed for apprentices who are registered by the USDOL. Each training program uses a standard curriculum that is approved by the National Center for Construction Education and Research (NCCER). Participants earn college-credit through Northwest College/University of Alaska. Training programs are not limited to carpentry and heavy equipment, and are determined on a village-by-village basis. Village Based Training works with the IRA's of each village to determine what job opportunities are coming to the village or what skills need to be upgraded to increase or keep village residents employed in the near future. Training is then recommended. Funding sources, trainers and other resources are prioritized to the best advantage of the region. Village Based training and all of EET, work to keep each village in the rotation of ongoing training, without favoritism.</p> <p>Kenaitze Indian Tribe: Offers Education, Career and Workforce Development Services through a variety of programs which offer a full range of services, designed to strengthen the economic wellbeing of Tribal members and community. Kahtnuht'ana Dena'ina Values include Education: "passing down cultural knowledge and traditions and supporting formal education." Kenaitze Indian Tribe Has a Tribal Membership Scholarship Fund to assist Tribal members pursuing higher education if enrolled in a degree program at an accredited college, university or trade school. Kenaitze Indian Tribe's Higher Education Program provides funds to individuals enrolled or accepted to a four-year college or university, based on need. The WIOA Youth Services Programs (YS): Workforce Investment Program provides meaningful work experience and career exploration. WIOA Comprehensive Services (CS): Provides meaningful work experience and career exploration for adults age 22 and above.</p> <p>Kodiak Area Native Association (KANA) operates the KANA Employment Center which offers access to computers to search for jobs, create resumes, information on college, trade schools and apply for scholarships. Life and employment skills workshops are offered. The Supplemental Youth Employment Training Program (SYETP) provides practical work experience for Kodiak</p>

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<p>area Native youth, aged 14-24, to build strong communities by providing the life experience they need. Youth placed in a successful match with a business are added to KANA's payroll for up to 100 hours, also making them eligible for a half work Co-op credit at Kodiak High School. The Tribal Vocational Rehabilitation Program (TVRP) assists Alaska Native and American Indian individuals who are members of a federally recognized tribe that experience disabilities prepare for, achieve, and maintain employment.</p> <p>Maniilaq Assoc.: The goal of Maniilaq Employment & Training Program is to assist in providing training to the people of the Northwest Arctic region into gainful employment and to be economically self-sufficient. Case workers assist each client in funding resources and case management, need assessments, and training needs to achieve employment, apprenticeship, on-the-job training or supportive services.</p> <p>Tanana Chiefs Conference (TCC): In addition to workforce development activities listed above, TCC also has AmeriCorps and VISTA programs. TCC announces job openings, trainings and other job openings around the State of Alaska. The TCC Youth Employment Program offers year-round and summer-only work experience opportunities for 14-21 year olds. TCC operates a Tribal Employment Rights Office (TERO) through adoption of local village ordinances and helps ensure maximum Native hire on or near Indian Lands. TCC Youth Employment Services empowers Native youth facing barriers to employment by providing work experience, training and educational opportunities designed to foster world-of-work skills.</p>
Department of Labor and Workforce Development (DOLWD); Division of Employment and Training Services (DETS)	WIOA Youth	WIOA Title I – Youth Programs (29 USC 2852(a), 29 USC 2872(a)) WIOA Chapter 2 – Youth Workforce Investment activities, Sec. 126-129.	http://labor.state.ak.us/bp/wia_youth.htm <u>Contact: Shane Bannarbie</u> <u>Program Coordinator I</u> <u>Phone: (907) 269-4551</u> <u>E-Mail:</u> shane.bannarbie@alaska.gov	WIOA Youth provides educational activities, supportive services, and training opportunities that provide youth with academic instruction and occupational education that leads to attainment of recognized secondary and postsecondary credentials and unsubsidized employment opportunities.
Alaska Department	State Training and	State Training and Employment	<u>Contact: Chris (Gary) Olsen</u>	DOLWD selected the Alaska Vocational Technical Center

Partner Name	Program	Program Authority	Website	Workforce Development Activities
of Corrections (ADOC), Division of Institutions	<p>Employment Program (STEP), (FY15) for \$250,000 for Goose Creek Correctional Center(GCCC) and Spring Creek Correctional Center (SCCC)</p> <p>Carl D. Perkins Grant, Highland Mountain Correctional Center (HMCC) female inmates only) Grant Career and Technical Education (CTE) (HMCC female inmates only).</p> <p>Partner with Alaska Vocational Technical Center (AVTEC) who is a Title I B, WIOA grant recipient at Spring Creek Correctional Center (SCCC).</p>	<p>Program (STEPFY15) . STEP is funded by a set-aside from the Unemployment Insurance Trust Fund. (AS 23.15.630)</p> <p>WIOA Chapter 1, Sec. 121, (b) One-Stop Partners, (1)(B)(vi) career and technical education programs at the postsecondary level authorized under the (Carl D. Perkins Career and Technical Education Act of 2006 (20 USC 2301 et seq.).</p> <p>AVTEC received WIOA, Title I-B grant funds for this project. AVTEC also receives grant funds through STEP and SPH (NEG monies through WIOA).</p> <p>USDOL Microsoft Office Specialist (MOS) Grant.</p>	<p><u>Criminal Justice Planner, DOC</u> <u>Phone: (907) 761-5617</u> <u>Contact E-Mail: chris.olsen@alaska.gov</u></p>	<p>(AVTEC) as a 2016 WIOA grant recipient. AVTEC’s goal is to partner with Spring Creek Correctional Center (SCCC) and enroll 1 to 5 eligible candidates who are 14-24 years of age out of school youth. The best case scenario is for an individual to complete an industry-recognized certificate for occupational training and enter the workforce and earn a marketable wage.</p> <p>Providing career education to prisoners is one part of a goal to reduce recidivism as exiting prisoners are better prepared to enter the work world. The State Training and Employment Program (STEP) is administered by DOLWD, Division of Employment and Training Services and funded by a set-aside from the UI Trust Fund.</p> <p>The Department of Corrections is providing vocational trade courses that empower incarcerated individuals for marketable employment upon release. These foundational courses provide integrated learning skills that build a reputable resume bank for the returning citizen. Several courses are recognized by the Alaska Commission on Post-Secondary Education at our Goose Creek Career and Technical Education School. Also, Hiland Mountain Correctional Center has a Career and Technical Education partnership through Iisagvik College for post-secondary credits. ADOC vocational programs include, but are not limited to:</p> <ul style="list-style-type: none"> • Asbestos Abatement • Welding • Flagging • North Slope Training Card • Forklifting • Weatherization • Plumbing • Alternative Energy • Hazwoper • Confined Spaces • National Center for Construction Education and Research (NCCER) courses: <ul style="list-style-type: none"> ○ MSHA ○ CPR ○ OSHA

Partner Name	Program	Program Authority	Website	Workforce Development Activities
				<ul style="list-style-type: none"> ○ Carpentry ○ Electrical ○ HVAC ○ Core Curriculum ○ Heavy Equipment <p>The Alaska Department of Corrections received \$341,000 in grant funding in 2015 through the Career Technical Education (CTE), STEP, MOS, and Carl Perkins grants. These grants enable ADOC to not only partner with the Heavy Equipment Operators Union, but also with the Iron Workers Union Local 751, where qualified applicants, who have proven their commitment to their own success, are given the opportunity to earn an apprenticeship as a union Ironworker. Both the Heavy Equipment Operators and Ironworkers provide the opportunity for people to earn well-above-average wages, building physical infrastructure, as well as a healthier community. Incarcerated individuals in multiple facilities are able to take advantage of the Heavy Equipment Simulator program. This program includes training on a hydraulic excavator, bulldozer, forklift, and front-end loader and teaches skills in control familiarization, safety, and technical ability.</p>

Table 5. Performance Goals for the Core Programs

Include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA.

	Baseline	PY 2016 / FY 2017		PY 2017 / FY 2018	
		Proposed/ Expected Level	Negotiated/ Adjusted Level	Proposed/ Expected Level	Negotiated/ Adjusted Level
Employment (Second Quarter after Exit)					
Adults	80%	80%		80.5%	
Dislocated Workers	81.5%	81.5%		82%	
Youth (Education, Training or Employment)	57.5%	57.5%		58%	
Adult Education	60%	60%		60%	
Wagner-Peyser	56%	56%		56.5%	
Vocational Rehabilitation	65%	65%			
Employment (Fourth Quarter after Exit)					
Adults	82%	82%		82.5%	
Dislocated Workers	90.5%	90.5%		91%	
Youth (Education, Training or Employment)					
Adult Education	80%	80%		80%	
Wagner-Peyser	79%	79%		79.5%	
Vocational Rehabilitation	45%	45%			
Median Earnings (Second Quarter after Exit)					
Adults	\$20,100	\$20,100		\$20,400	

Dislocated Workers	\$23,500	\$23,500		\$23,800	
Youth					
Adult Education				\$18,750	
Wagner-Peyser	\$18,500	\$18,500			
Vocational Rehabilitation	\$7,000	\$7,000			
Credential Attainment Rate					
Adults					
Dislocated Workers					
Youth	62%	62%		62.5%	
Adult Education	83%	83%		83%	
Wagner-Peyser	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Vocational Rehabilitation	No data	No data			
Measureable Skill Gains					
Adults					
Dislocated Workers					
Youth					
Adult Education	37%	37%		37%	
Wagner-Peyser	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Vocational Rehabilitation	No data	No data			
Effectiveness in Serving Employers					
Adults					
Dislocated Workers					
Youth					
Adult Education		N/A			
Wagner-Peyser					

Rehabilitative Services	No definition of “effectiveness”				
Combined Federal Partner Measures SCSEP					
Community Service	74%	75%		75%	
Common Measures Entered Employment	58.8%	57%		57%	
Common Measures Employment Retention	64.8%	72%		72%	
Common Measures Average Earnings	\$8,437	\$8,506		\$8,506	
Service Level	173.1%	175%		175%	
Service to Most in Need	2.07%	2.54%		2.54%	