



Alaska Strategic Two-Year State Plan for Title 1
of the Workforce Investment Act of 1998
and the Wagner-Peyser Act

July 1, 2007 to June 30, 2009

Governor Sarah Palin



**ALASKA DEPARTMENT OF LABOR
& WORKFORCE DEVELOPMENT**

Jobs are Alaska's Future

Alaska Strategic Two-Year Plan (PY 07-PY 08)

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Abstract
Alaska's Strategic Plan for
Title I of the Workforce Investment Act of 1998
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July 1, 2007 - June 30, 2009

I. Vision

The governor's vision for workforce development in Alaska is to create an environment that will produce good paying jobs and opportunities for career choice for Alaskans. The focus of this vision is on sustainable employment that provides Alaskans the opportunities to develop the skills necessary to compete in a natural resource based extraction economy.

The backbone of this vision is building the Alaska gas pipeline that will provide the opportunity to develop skills, create new infrastructure and expand career choices for all Alaskans. Workforce and economic development and education reform are aligned around this effort, to include youth work readiness, and retraining Alaskans to support emerging businesses that together will advance and support the Alaska gas pipeline.

II. State Workforce Investment Priorities

Along with the governor's vision, four key priorities focus the strategies and activities under the Workforce Investment Act:

- Alaska's youth will be job ready when they complete high school.
- Alaska will have a world class workforce ready to meet the needs of Alaska's high skill, high demand jobs.
- Alaska's post-secondary vocational and technical training facilities and professional education system will provide world class training using state-of-the-art equipment and technology.
- Alaska's businesses will have the support and resources to compete in the global market.

III. State Governance Structure

Alaska's governance structure will place renewed emphasis on the role of the Alaska Workforce Development Board as the primary entity that provides policy recommendations to the governor, an annual report to the legislature, by statute, on the performance and evaluation of training programs in the state, and adds rigor to the workforce investment system.

IV. Economic and Labor Market Analysis

Alaska is blessed with a 19th year of steady, stable growth. The labor market factors remain similar to two years ago. The growing concern, nonetheless, continues to be the availability of skilled workers. As the workforce ages, more and more new workers need to be trained to replace the aging workforce. Without a concerted effort to increase the number of Alaskans entering postsecondary job training, the larger number of those skilled workers leaving the workforce than those entering it could have a serious negative effect on the state's economy.

V. Overarching Strategies

Alaska's workforce development strategies stem from five major principles: Innovation, Partnerships, Leveraged Resources, Outcomes and Sustainability. By focusing on innovation, the workforce system provides an opportunity for continuous improvement. Through partnerships, the capacity of the workforce system is being expanded. By leveraging resources, the state is minimizing duplication of effort and promoting resource alignment. Alaska's focus on outcomes is being enhanced by updates to the Management Information System and the recent implementation of the new electronic labor exchange system, ALEXsys. Finally, as the High Growth Job Training Initiative for Energy and pipeline worker grants end, the state can demonstrate sustainability through the implementation of the Youth First Initiative.

VI. Major State Policies and Requirements

The majority of Alaska's workforce system policies remain unchanged with the exception of a few operational policies that are updated such as the state's appeal policy, high concentrations of eligible youth and incentive awards. A significant policy in the plan is a governor's administrative order directing that 15 percent of the labor on heavy highway projects should be dedicated to apprenticeships. This policy creates more opportunities in the system for workforce training.

VII. Integration of the One-Stop Service Delivery System

The board continues to take seriously the role of certifying the one-stops. The Employment Security Division (ESD) continues as the state's one-stop operator. As the one-stop operator, ESD negotiated a new memorandum of understanding with representatives from the state's Alaska Native and American Indian job training providers.

VIII. Administration and Oversight

The state intends to strengthen and improve oversight of the workforce investment system through renewed emphasis on the role of the board as the primary entity that provides policy recommendations to the governor and demonstrates performance and evaluation of statewide training programs to the legislature by way of an annual report. Alaska will be requesting that all waivers under which the state currently operates be

renewed for PY 2007 and 2008. The state recognizes the opportunity to continually improve the system through enhanced monitoring and compliance with the workforce system standards and utilization of customer feedback.

IX. One Stop Service Delivery Strategies

Alaska has a robust one-stop service delivery system with an emphasis on universal access and “no wrong door.” The system has been updated and enhanced to serve a wide segment of the population. The system is expanded with new partners, such as Cook Inlet Tribal Council, which operates a satellite one-stop. Resources and tools were updated to include ALEXsys, web-based reemployment orientation, web-based UI benefits filing, web-based tax on-line system, and mobile job centers that provide better outreach to rural, remote communities and residents. Youth services through the job centers expanded from a pilot effort in one job center to case management resources for youth throughout the system. A one-stop, dedicated to youth, opened on the campus of a high school vocational training program.

X. Administration

Administrative enhancements include the following: alignment of MIS data and the ALEXsys system, increased partnering between administrative entities, and alignment of local and state administrative policies such as the Methods of Administration for the Department of Labor and Workforce Development. The waivers needed to maintain this improvement include the performance waivers for a single, regional planning area, rural retention periods, transfer of funds, and a service delivery waiver for out-of-school youth ITAs. Finally, the performance measures are being negotiated to reflect GPRA, economic factors, past performance and continuous improvement.

Process and comments to be inserted

I. State Vision

Governor Sarah Palin's vision for the Alaska workforce investment system is best described as "good paying jobs and career choices for Alaskans." The vision is articulated in this administration's commitment to improving the success of the state's students, to make Alaska's communities safe and prosperous, and to create opportunities so that all Alaskans, particularly those in areas of high unemployment, have a chance to actualize their potential and become more prosperous and competitive in a global market place. Governor Palin's vision guides the workforce investment system on a pathway that emphasizes and expands vocational education, the role of other state departments, and elevates workforce development to the top of her administration's list of priorities.

The state is closely aligned with the national strategic direction through the focus on Alaska's high growth/demand-driven job training initiative, which mirrors USDOL ETA's attention to industries that produce good paying, sustainable jobs. The energy industry, an economic sector that promises high job growth and demand for skilled, trained labor, will be a major focus in Alaska. Thousands of jobs are projected in this industry's horizon with construction of a natural gas pipeline, road building to resources, and improved port facilities to deliver products to world markets. The Alaska State Legislature has passed Governor Palin's Alaska Gasline Inducement Act (AGIA) which encourages expedited development of Alaska's gas resources

The governor believes that the time is now to prepare the workforce for the gasline. Job training initiatives and strategies that focus on the jobs needed to build and operate a gas pipeline are fundamental to Alaska's economic future. Construction projects such as the natural gas pipeline coupled with an increased investment in Alaska's workforce will yield dividends for Alaskans now and for generations to come. This development of infrastructure will help materialize Governor Palin's goal to responsibly develop Alaska's abundant natural resources for the benefit of all Alaskans and the nation.

I.A Economic Development Goals

What are the state's economic development goals for attracting, retaining and growing business and industry within the state? (§112(a) and (b)(4)(A-C).)

Alaska is dedicated to attracting and growing business and industry by providing a local, skilled workforce. An Alaskan skilled workforce is the single most important factor in reducing employee turnover to contain the cost of doing business in Alaska. The state's two year plan for PY 07 and PY 08 focuses on increasing the capacity of the state to produce skilled workers by ensuring its youth are ready for work or pursue postsecondary training. The plan focuses on developing workers with state-of-the-art skills in high-demand occupations, and also addresses the need for the continual upgrade of workforce skills to ready Alaskans for the developing economic opportunities at regional and state levels.

The governor's goals focus on developing access to oil, gas, and mineral resources to create a vibrant economy that will help put more Alaskans to work. Natural resource development requires a massive investment in roads, ports, and other infrastructure projects. Alaska's secondary and support industries will experience related growth as a multiplier effect. Alaska must substantially increase the state's prior year efforts to train Alaskans for the thousands of new jobs on the horizon. A skilled workforce will be prepared by continuing to align K-12 education, vocational and technical education providers, postsecondary education, the University, and other industries.

Alaska's small business owners are the backbone of regional economies. Small Alaska-owned businesses are as important to the state's economy as large companies in employing Alaskans. Over 5,000 businesses in Alaska employ less than ten people. The value of supporting development of small business is that for every small business the state supports, almost ten new jobs are created. Competitive small businesses possess the knowledge and expertise to support development of the state's natural resources. Support resources, value added services and supply chaining are just a few of the next level strategies that Alaska must implement to support development of Alaska's small businesses.

I.B Maximize and Leverage Resources

Given that a skilled workforce is a key to the economic success of every business, what is the governor's vision for maximizing and leveraging the broad array of federal and state resources available for workforce investment flowing through the state cabinet agencies and/or education agencies in order to ensure a skilled workforce for the state's business and industry? (§112(a) and (b)(4)(A-C).)

The state has a policy to enhance partnerships between federal, state, local and private resources in new and innovative ways to ensure a skilled workforce for business and industry. To that end, Alaska received a High Growth Job Training Initiative for Energy award used to leverage resources and achieve sustainable change in the workforce system. Federal funds from economic development agencies such as the Denali Commission Training Fund are leveraged by the state to invest in workforce development, particularly for public infrastructure projects primarily in rural Alaska. A portion of Denali funds will be maximized and leveraged with other training resources in the next two years of the planning cycle. This supports Governor Palin's renewed vision of development and focus on understanding career pathways for Alaska's emerging workforce and its youth.

The oil and gas industry will require approximately 8,600 skilled workers by 2012. The Palin administration is actively engaging private sources tied to oil producers in the state to prepare the workforce for construction of the natural gas pipeline, increase activity in the National Petroleum Reserve, and promote the opening of the Arctic National Wildlife Refuge to drilling.

The Alaska legislature funded the Alaska Youth First Initiative with state general funds. This fund provides capacity building resources to Alaska's youth. Youth First funding will invest in training programs that will be responsive to Alaska's youth workforce development needs. This additional avenue for training is the result of an industry focused, demand-driven training system. With Alaska Youth First and other WIA leveraged funds, Alaska is aligning the workforce system around economic development to ensure a skilled workforce for business and industry.

School-to-business partnerships are a vital component of the governor's vision for maximizing workforce investment resources. This emphasizes graduating students with the required skills needed in the job market, especially a strong foundation in analytical and critical thinking, reading, writing, math, and employability or "soft" skills. The partnerships link employers with local schools and training programs to provide students with a solid understanding of the standards, legal requirements and expectations employers have for new hires, easing the transition from learning to the workplace.

Alaska received \$55 million dollars for fisheries revitalization and over seven million dollars in National Emergency Grant resources that have transformed Alaska's fishing industry. After almost fifteen years of economic decline, the first indicators of reversing the trend are evident. Innovations such as flash freezing to new fishing strategies which reduce bruising and injury to the salmon flesh, have placed wild Alaskan salmon in a prized niche market that commands higher prices than farmed salmon. Due to the retraining of fishermen and the commitment of the industry to develop new technology, the salmon fishery is globally more competitive.

I.C Ensuring Continuum of Education and Training

Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)

The governor recognizes the importance of ensuring continuum of education and training by realigning secondary education in a way that is meaningful to parents and students. The governor supports a students' introduction to careers in order that they are exposed to the employment opportunities available to them in Alaska. Introduction of career clusters will link academic basics with specific skills needed to ensure success in the workplace. Career clusters are groups of sixteen broad industries and occupations that provide a versatile organizational tool for schools. The goal is that students will graduate prepared to make career adjustments called for by an evolving economy. Vocational and technical education must increasingly focus on professional certifications and established entry-level guidelines for apprenticeships.

The state of Alaska faces significant challenges in preparing Alaskans for high-paying, high skill jobs. In 2005, more than 36 percent of newly-hired engineers working in Alaska were not Alaska residents. To address this and other skills gaps, Alaska must continue its investment in professional development at the secondary and postsecondary levels. An example of the state's commitment to this effort is the partnership between the commissioners of the Alaska Departments of Labor and Workforce Development and Education and Early Development. They are working together on introducing innovative programs such as "WorkKeys" throughout Alaska.

WorkKeys is a web-based system that assesses basic work readiness skills, including applied math, reading for information, and locating information. Students are provided a gap analysis and a specific curriculum to improve skill levels. WorkKeys connects work skills, training, and testing for education and employers; supports economic and workforce development programs; and is the basis for the National Career Readiness Certificate.

I.D Identify Challenges

What is the governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the state and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)

Governor Palin's vision is to work with the Alaska Workforce Development Board, other state and federal agencies, Native corporations, tribes, non-profit and private organizations to address the workforce challenges of the decade ahead. This effort will increase outreach opportunities for high school students to raise awareness and appreciation of pathways to high growth jobs, vocational education, and job training resources. The increased role of the private sector employer is an important factor in the state's formula for success in meeting the future's workforce demand.

The quickening pace of resource development brings attention to the growing gap between the supply and demand of skilled workers. Analysts estimate a gain of nearly 16 percent in new construction jobs through 2012, and that 1,000 workers will be needed annually to replace construction retirees and keep pace with demand. In order to expand apprenticeships, literacy and math skills of applicants must be improved. Industry based pre-vocational and job training services will increase the success of entry level and semi-skilled candidates in securing their first and next jobs as they advance on a career path. The workforce system will increase access to jobs and training, streamline to reduce duplication of effort, and connect employers with skilled workers.

I.E Ensure Youth Opportunities

What is the governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other youth at risk? (§112 (b)(18)(A).)

It is Governor Palin's desire to ensure enhancement and reinforcement of local resources that will help Alaska's youth prepare for careers or further education and training. The ultimate goal is to create and maintain a seamless continuum of educational and career development opportunities and incentives that will assist youth in selecting, pursuing and obtaining careers resulting in good jobs and self sufficiency. Services will include academic, occupational, vocational, work readiness, and life skills training to prepare youth for jobs and careers.

Alaska is aligned with the new ETA strategic vision for youth focused on serving populations with the greatest need especially: out-of-school youth, youth in and aged out of foster care, youth offenders, and those with incarcerated parents, migrant and homeless youth, and youth with disabilities. Alaska's youth programs have developed strategies that use creative methods for recruiting and serving these populations.

One-Stop service delivery provides choices for youth, available through the job centers, that include: English as a Second Language, General Equivalency Diploma (GED) testing and preparation, a Family Literacy program, a staffed community resource room, work search, pre- and post-employment programs and vocational rehabilitation counselors who offer transition services for youth with disabilities. In rural areas, virtual One-Stop technology will be used in conjunction with one-on-one contact as the state recognizes that there is no substitute for rural outreach in service provision. The goal is to expand affiliate sites to include tribal, faith-based and community organizations.

Due to the successes of the High Growth Job Training Initiative, the governor and legislature are in support of outreach to and training of youth through Alaska's Youth First Initiative. Over four million general fund dollars are expected to sustain the efforts first begun under the High Growth grant. Applying these same principles of innovation, partnerships, outcomes, leveraged resources and sustainability, the Youth First Initiative will provide businesses with the next generation of skilled workers and leaders.

The state of Alaska recognizes the need to invest in youth today for tomorrow's workforce through setting and improving academic standards in the schools. In 1997, the Alaska State Legislature enacted a law that requires all Alaska high school students to pass the High School Qualifying Examination, in addition to completing all course requirements, to earn a high school diploma. High schools across the state are developing courses and alternate instructional programs for students who fail a portion of the examination. The courses are designed to make sure students learn the essential knowledge measured on the examination. Students who do not pass the examination receive a certificate of attendance.

II. State Workforce Investment Priorities

II Key Workforce Investment Priorities

Identify the governor's key workforce investment priorities for the state public workforce system and how each will lead to actualizing the governor's vision for workforce and economic development. (§111(d)(2) and 112 (a).)

Governor Sarah Palin's priorities for the public workforce investment system are centered on the new administration's commitment to skilled jobs with good pay and the opportunity to make effective career choices. By focusing on an industry driven approach to workforce development, the governor reinforces the economic benefit from business growth for Alaska's citizens. Furthermore, as an ardent supporter of the state's constitution, Governor Palin has determined that Alaska's resource development must provide the maximum benefit to all Alaskans. For this reason, Governor Palin has made workforce development a critical component of her Alaska Gasline Inducement Act (AGIA).

The governor is also committed to developing the capacity of Alaska's education system to produce young Alaskans who are work ready or fully prepared to enter advanced training and education in the technical and professional industries of Alaska.

The third component of the governor's overarching priorities for the state's workforce system is the alignment of economic and workforce development. The state's economic development agency is committed to incorporating workforce development as a true partner as they reach out to regions and communities across the state. Workforce development, in turn, is focused on producing a workforce that is driven by labor market and economic development needs.

The following are aligned priorities for workforce, economic and education development:

- Alaska's youth are job ready when they complete high school. Through a system of assessment and certification, Alaska's youth will be able to demonstrate the foundational skills of reading for content, following instructions, solving problems and communication. Additionally, youth will understand the work ready attributes of timeliness, attitude and customer service when they enter the workforce.
- Alaska will have a world class workforce ready to meet the needs of Alaska's high skill, high demand jobs. From building a gas pipeline, to innovating in Alaska's world class seafood industry, to working in one of the world's top tourism destinations, Alaskans will be the best choice for emerging and existing businesses competing in a global market.

- Alaska's post-secondary vocational and technical training facilities and professional education system will provide training on state-of-the-art equipment and technology. From building gold mines that must co-exist with seafood resources, to maintaining the Trans Alaska Oil Pipeline, the skills needed to be safe and ecologically sound must first be learned in a training center with the capacity to replicate real world environmental conditions.
- Alaska's businesses will have the support and resources to compete in the global market. The focus of public and private partnerships in Alaska must be aligned around Alaska's emerging opportunities. With the development of Alaska's resources, it is businesses that must provide the support and value added enhancement of Alaskan based products.

Through these priorities, Alaska has the opportunity to emerge on the global market with resources and unique products and services delivered by high-skilled Alaskans. In this way, Alaskans will have access to legacy jobs with good pay.

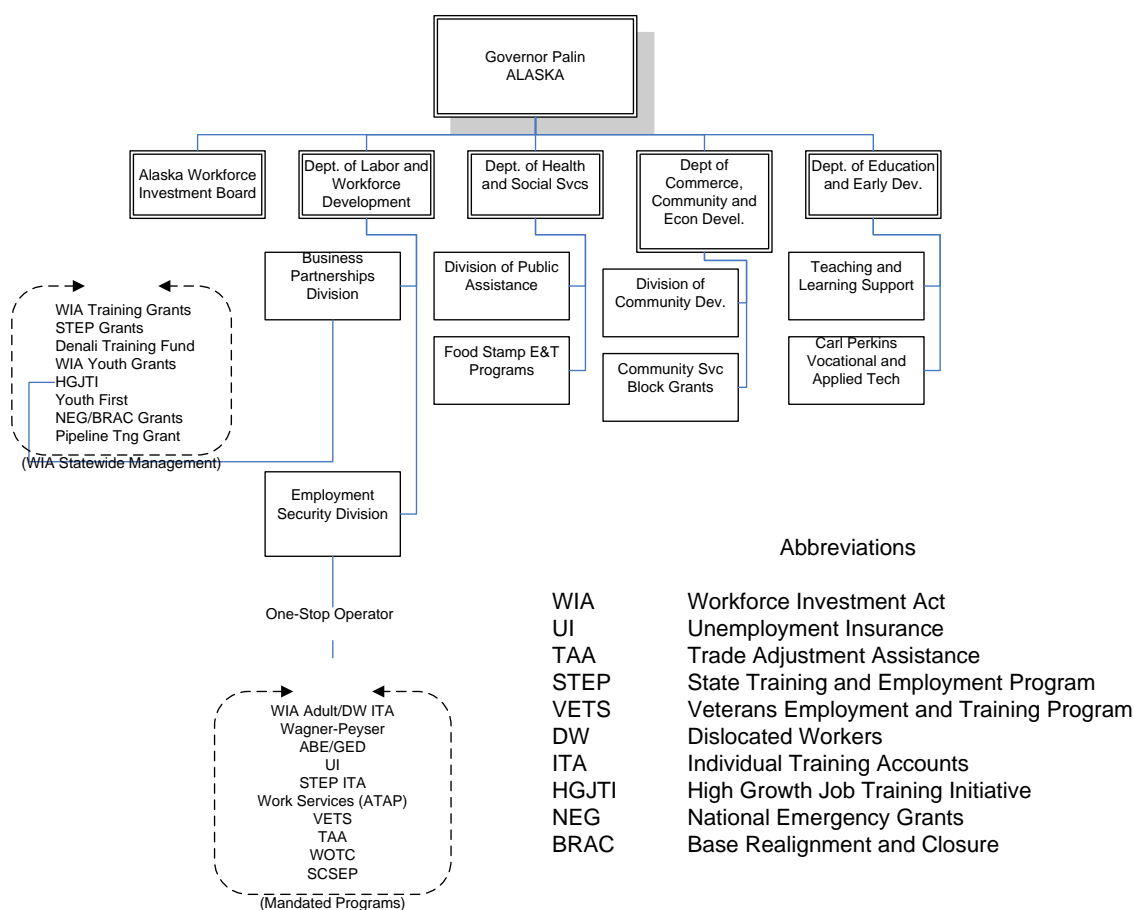
III. State Governance Structure (§112(b)(8)(A).)

Organization

III.A.1 Organization of State Agencies

Provide an organizational chart that delineates the relationship to the governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.

Alaska's Public Workforce Investment Structure and Programs



III.A.2 How Agencies Interrelate

In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.

The Alaska Department of Labor and Workforce Development (AKDOL) is the recipient of WIA funds, and the Alaska Workforce Investment Board (AWIB) within the Department of Labor provides oversight for the planning and coordination of the workforce development system. The Division of Business Partnerships (DBP) within the AKDOL builds partnerships, and solicits and manages workforce development investments to prepare a skilled workforce to meet industry demand. (See Appendix III.1)

The workforce system includes the private sector, other state agencies and vendors contracted for training programs. The DBP manages partnerships agreements by investing federal funds with the Division of Vocational Rehabilitation (DVR), the One-Stop Operator, the Employment Security Division (ESD) as well as the AKDOL's Research and Analysis section. DBP also maintains the management information system for participant case management and training program performance reporting. These data are provided to the AWIB to evaluate and report program performance and provide recommendations to the governor.

The AWIB, by statute, provides oversight for the planning and coordination of employment-related education training programs operated by the state or operated under contract with the state. The board, through its committee structure, is responsible for oversight and evaluation of an efficient, effective and integrated workforce development system. AWIB provides oversight and guidance to the One-Stop Operator and articulates the coordination among state agencies. A Memorandum of Understanding (MOU) is in effect between the board and One-Stop partner agencies.

The Alaska One-Stop system has a policy of "No Wrong Door." The Division of Vocational Rehabilitation and the Division of Public Assistance are collocated with ESD in several of the state's seven comprehensive One-Stop Job Centers. Further, Alaska is progressing from mere collocation toward true integration of One-Stop services. This includes alignment of functional resources, job center redesign efforts, improved cross training, and the inclusion of additional community partners and employers who use vital employment and training-related services through the Alaska Job Center Network (AJCN).

Lieutenant Governor Sean Parnell and cabinet-level leadership of each state department associated with the public workforce system are voting members on the Alaska Workforce Investment Board.

State Workforce Investment Board

III.B.1 Organization and Structure

Describe the organization and structure of the state board. (§111).

Alaska's Workforce Investment Board was organized based on the Alternative Entity designation available in WIA. The workforce investment board was established prior to December 31, 1997 and as such, is eligible for this designation. The governor appoints members from a broad spectrum of community and business leaders. The board receives administrative support from the Department of Labor and Workforce Development.

The board elects a chair and vice chair from among its representatives of business and industry. The AWIB has established an executive committee and four permanent standing committees, which are:

- Assessment and Evaluation
- Policy and Planning
- Employment and Placement
- Workforce Readiness

The chairs of the permanent standing committees must be from the private sector and are appointed by the board's chair. The board has chosen to combine the efforts of the Assessment and Evaluation Committee with the Policy and Planning Committee as well as the Employment and Placement Committee with the Workforce Readiness Committee. This allows the board the ability to work more collaboratively and efficiently during the period between full board meetings.

The executive committee consists of the board chair, vice-chair, and immediate past chair, along with the chairs of the permanent standing committees.

The executive committee assumes the duties and exercises the powers of the board between regular business meetings.

In accordance with its bylaws, the AWIB has a legislative committee, a statewide Youth Council, and may form additional standing committees and special or ad hoc committees to advise and assist the board in carrying out its functions.

III.B.2 Entities Represented

Identify the organizations or entities represented on the state board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the state workforce investment system as envisioned in WIA. How is the alternative entity achieving the state's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)

The Alaska Workforce Investment Board is designated as the State Workforce Investment Board. The AWIB consists of the following voting members, not to exceed twenty six:

- The lieutenant governor;
- The commissioners of the Alaska Departments of Commerce, Community and Economic Development; Education and Early Development; Health and Social Services; and, Labor and Workforce Development;
- One representative from the University of Alaska;
- Four additional education representatives: one each from local public education, secondary vocational education, a postsecondary vocational education institution, and adult basic education;
- Four representatives from business and industry;
- Four representatives from organized labor;
- At least one representative from an organization representing employment and training needs of Alaska Natives;
- At least one representative from a community-based service organization;
- At least one representative who has personal or professional experience with developmental disabilities; and,
- At least one and up to five additional members from the private sector to ensure a private sector majority with regional and local representation.

The governor may appoint one person to fill two or more of the positions listed above. Additional nonvoting members may be appointed to the board from government or non-government entities. Furthermore, voting members may appoint a designee who must be approved by the governor to serve in their place.

The AWIB has a private sector majority, and the chair and vice-chair are elected from the representatives from business and industry. The state department commissioners represent the majority of mandatory and non-mandatory partners identified in the WIA. All of these individuals create an open path for partners to communicate with the board. In addition, the AWIB provides regular opportunities for communication with all mandatory partners not represented on the board. (See Appendix III.1.)

III.B.3 Board Member Selection Process

Describe the process your state used to identify your state board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the state as required under WIA? (20CFR 661.200).)

AWIB members other than the state officials are appointed by the governor and serve at the governor's pleasure. They serve staggered four-year terms and may serve until a successor is appointed. The governor ensures that individuals appointed to the board have sufficient expertise to effectively carry out their duties. Such expertise includes knowledge of the long-term needs of individuals preparing to enter the workforce; the needs of local, state, and regional labor markets; and the methods for evaluating the effectiveness of vocational training programs in serving diverse populations. Additionally, the governor selects the organized labor representatives from lists of nominees submitted by recognized state labor organizations.

III.B.4 How Membership Achieves Vision

Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)

The constituencies represented on the board are all stakeholders in the governor's vision for Alaska's workforce development system. The board's membership provides a crucial linkage between vocational education, apprenticeship programs, and the industries affected by the governor's human resource investment strategy and attempt to combine economic, educational, and workforce development interests. It brings together cabinet-level leadership from the state agencies responsible for grants management, public education, and One-Stop operations with diverse representation from the private sector. The government officials on the board are the embodiment of distinct components of the governor's vision. This structure enables the board's private sector leadership to work hand-in-hand with government decision-makers.

III.B.5 Board Functions

Describe how the board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the board does not perform and explain why.

In its role as the governor's workforce advisory board, the AWIB has the responsibility to evaluate and recommend policy to implement the Workforce Investment Act. The board's duties under the act are to assist the governor to:

- Develop and continuously improve a WIA service delivery and One-Stop system;
- Develop and improve linkages to assure coordination and non-duplication of services;
- Coordinate the measures taken pursuant to the Carl Perkins Act;
- Develop allocation formulas for the distribution of WIA program funds;
- Develop and continuously improve levels of performance for the WIA performance measures;
- Prepare an annual report to the Secretary of the U.S. Department of Labor and Alaska's state legislature;
- Develop a statewide employment statistics system as required in the Wagner-Peyser Act; and,
- Develop an application for an incentive grant as required in Section 503 of the WIA.

Alaska Statute 23.15.580(b) establishes the following responsibilities of the AWIB:

- Deliver to the governor and the legislature a biennial strategic plan to accomplish the goals developed to meet human resource investment needs;
- Include quantifiable goals that will empower Alaskans to gain independence from public assistance and move up the socioeconomic ladder;
- Designate the duties and responsibilities of state agencies to implement the Federal Act, and to capitalize on experience developed by workforce partners;

- Participate in the development of a coordinated statewide system of activities and services that includes both mandatory and optional partners of the One-Stop delivery system;
- Provide for the development, accountability and continuous improvement of comprehensive workforce performance measures to assess the effectiveness of the workforce investment activities in the state; and,
- Report annually to the governor and legislature on the performance and evaluation of training programs in the state.

In carrying out its duties, the board adheres to the principles of local flexibility and of maximum stakeholder participation. Industry consortia and regional councils serve the Board in an advisory capacity, both advocating for the industries and communities they represent and conveying the workforce investment needs of their groups as a whole.

The AWIB role includes advancing the governor's vision as well as responsibilities under the WIA and those authorized by state law. The board serves as an ambassador for the system to the public, provides outreach to employers for their involvement, and acts as a catalyst for continued improvement for the workforce investment system. The AWIB assists the governor in developing strategic plans for workforce investment, advises the governor and legislature on ways to develop and continuously improve the statewide workforce system, provides guidance for the statewide labor market information system, monitors and evaluates the statewide service delivery system, and reports to the U.S. Secretary of Labor, governor, and state legislature.

III.B.6 Access to Board Information

How will the state board ensure that the public (including people with disabilities) has access to board meetings and information regarding state board activities, including membership and meeting minutes? (20 CFR 661.205)

All regular business meetings of the AWIB are open to the public. All stakeholders as well as the general public will be notified of additional significant matters (such as this plan) in addition to the regular business meetings. Public comment is invited and welcomed either in-person, by teleconference, or via Internet submission. The AWIB is conscious of accessibility issues with respect to the disabled community and selects its venues accordingly. It is the policy of the state of Alaska that all official web pages provide varied levels of accessibility per Section 508 of the Rehabilitation Act as amended, 1973. The current AWIB roster, by-laws, and archived meeting minutes for the board and all its committees is available to the public on the board's Web site (<http://www.labor.state.ak.us/awib/home.htm>).

III.B.7 Conflict of Interest

Identify the circumstances, which constitute a conflict of interest for any state or local workforce investment board members or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)

The Alaska conflict of interest law (AS 39.50) applies to all members of state appointed boards and commissions. AS 39.52.110 – 220 details the legislative intent that representatives shall maintain their right to personal and financial interests. It is expected that board members shall conduct themselves in an ethical manner. Examples of inappropriate actions include, but are not limited to, the following:

- Using an official position for personal gain and intentionally granting unwarranted benefits to any person;
- Seeking other employment or contracts through the use of official position;
- Accepting compensation for the performance of official duties from a person other than the state;
- Using state property or facilities to benefit personal interests;
- Taking or withholding official action in order to affect a matter in which the board member has a personal interest;
- Authorizing the use of state funds, facilities, equipment, services, or another government resource for partisan political purposes;
- Accepting gifts, in any form, that is a benefit to personal or financial interests, under circumstances in which it could reasonably be inferred that the gift is intended to influence the performance of official actions;
- Having a personal or financial interest in a state grant, contract, lease, or loan if the board member may take or withhold official action that affects the award, execution, or administration of the state grant, contract, lease or loan.

In the event a board member is involved in a matter that may result in a conflict of interest or violation of the Ethics Act, AS 39.52.220 will provide directions for declaration of the potential violation and remedy by the board.

III.B.8 Resources to Function

What resources does the state provide the board to carry out its functions, i.e., staff, funding, etc.?

Alaska Statute 23.15.585 specifies that the governor appoints an executive director for the Alaska Workforce Investment Board and the Alaska Department of Labor and Workforce Development provides professional, technical, and administrative staff to assist the board in carrying out its duties and responsibilities as described above.

The AWIB budget is funded from programs for which the board is the lead state oversight entity for planning, evaluation, and coordinating under state statute [AS 23.15.575]. State departments that either operate or contract for employment-related training programs for which the board provides oversight [AS 23.15.580(f)-(g)] pay a management assessment fee, not to exceed 0.75 percent of the program's annual operating budget, to the board. The AWIB staff is responsible for its own budget and spending plan as a commissioner-level entity within the DOLWD.

III.C.1 Structure/Process to Collaborate and Communicate

Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the state board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)

On July 1, 2004, Alaska consolidated its two previous local workforce areas into a single state planning area in accordance with a waiver granted by the U.S. Department of Labor, Employment and Training Administration to restructure and streamline delivery of services under WIA. Consolidation eliminated an entire administrative layer allowing funds to go directly to the One-Stop Operator and aligned state policies to operate more effectively. The AWIB now performs the functions of local workforce investment boards in addition to its role as the state workforce investment board. Alaska's One-Stop Operator, the Employment Security Division, in partnership with other agencies, is incrementally improving the Alaska Job Center Network to improve coordination of services. The focus of this effort is improvement of partner collocation and public accessibility.

III.C.2 Effective Sharing of Information

Describe the lines of communication established by the governor to ensure open and effective sharing of information among the state agencies responsible for implementing the vision for the public workforce system and between the state agencies and the state workforce investment board.

The lieutenant governor and commissioners of the Alaska Departments of Labor and Workforce Development; Commerce, Community and Economic Development; Education and Early Development; Health and Social Services, all sit on the state workforce investment board. Staff members from the divisions of Business Partnerships, Employment Security, Vocational Rehabilitation, and Public Assistance routinely attend and provide information at AWIB committee meetings. AWIB staff serves as a liaison between board members and the state agencies responsible for delivery of AWIB program's funded under the public workforce development system umbrella.

III.C.3 Lines of Communication

Describe the lines of communication and mechanisms established by the governor to ensure timely and effective sharing of information between the state agencies/state board and local workforce investment areas and local boards. Include types of regularly issued guidance and how federal guidance is disseminated to local boards and One-Stop Career Centers. (§112(b)(1).)

Alaska is a single state regional planning area and, as such, acts in the capacity of local boards, using the same lines of communication described in sub-section 2, above, in fulfillment of that role; the board members are governor-appointed and serve at the pleasure of the governor, as defined in AS.23.15.555(a).

III.C.4 Integrated Vision for Youth

Describe any cross-cutting organizations or bodies at the state level designed to guide and inform an integrated vision for serving youth in the state within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the state promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)

The Alaska Youth Council, an advisory council of the Alaska Workforce Investment Board provides broad oversight and policy recommendations to the Alaska Workforce Investment Board concerning youth issues. The Alaska Youth Council is composed of members from education, health and social services, housing, juvenile justice, private sector employers, parents of persons receiving services, a representative of youth with disabilities, and youth. The council reviews performance and statewide strategies and makes recommendations based on current statewide needs and future workforce projections.

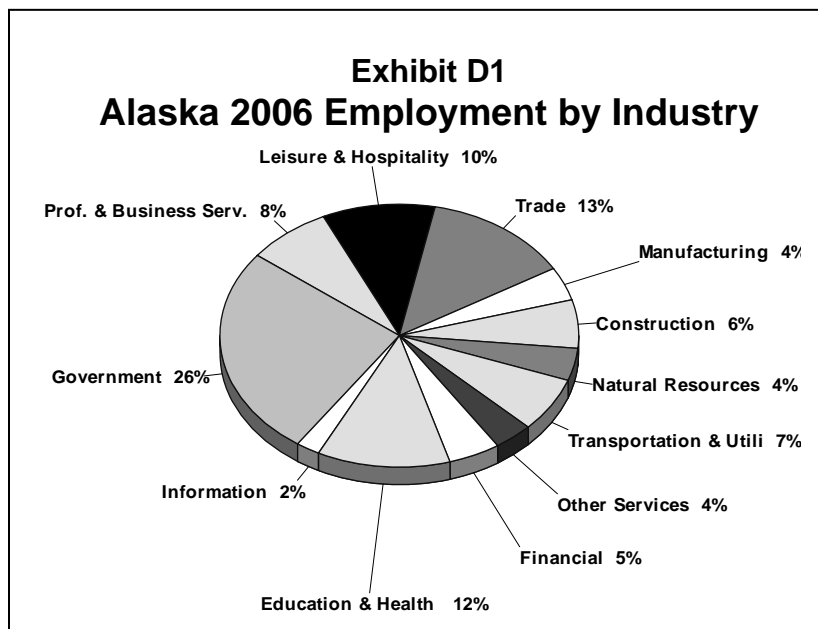
The Youth Council is an advisory and policy committee that works on youth workforce issues on behalf of the Alaska Workforce Investment Board. The purpose of the Youth Council is to serve as a regional policy council and is responsible for developing strategy recommendations and oversight for youth workforce systems while addressing the needs and interests of the state.

In addition, the purpose of Youth Council is to forge partnerships and encourage coordination among partners with the goal of developing and structuring a youth service system that is responsive to the needs of youth as well as the economic development of the region and overall health of the community. This system will provide a variety of proactive options to improve educational achievement, impact the dropout rate and prepare youth for successful careers in Alaska. The Youth Council functions as a committee of the Alaskan Workforce Investment Board and is subject to periodic oversight by and is accountable to the AWIB. (See Appendix III.2)

IV. Economic and Labor Market Analysis (§112(b)(4).)

IV.A State's Economic Base

What is the current makeup of the state's economic base by industry?



For the 19th consecutive year, Alaska added jobs to its economy in 2006. The years of uninterrupted growth are particularly impressive given the two national recessions that occurred over that period, declining oil production from the North Slope and oil prices throughout much of the 1990s below \$15 a barrel.

Since the 1986 announcement that oil had been discovered in Prudhoe Bay, nothing has

been more important to the ups and downs of Alaska's economy than oil. Construction of the Alaska pipeline in the 1970s created a dramatic boom in jobs that slowed only briefly after the pipeline was completed. High oil prices and production of more than 1.5 million barrels a day in the early 1980s generated billions of dollars in tax revenue to the state and fueled another round of dramatic economic growth, especially in the construction and real estate industries.

Oil prices, which had been as high as \$40 a barrel in 1981, fell to around \$27 in 1985 and then below \$15 in 1986. State revenues fell by more than a billion dollars, 10,000 construction jobs disappeared and nine out of 15 banks in the state failed. After a combined loss of 20,000 jobs in 1986 and 1987, the state began adding jobs and has done so every year since. Currently high oil prices and the growing consensus that they're likely to stay high, have invigorated Alaska's oil exploration activity and boosted industry employment. The state added about 1,000 oil and gas jobs in 2006 and the total numbers rose to levels not seen since the early 1990s.

Alaska's manufacturing industry sector, with four percent of wage and salary employment in 2006, consists largely of fish processing. The nonagricultural employment estimates of seafood processing, however, underestimate the importance of the fishing industry to Alaska's economy; fishing has been the mainstay of the

economies in many of Alaska's coastal communities. These numbers represent only those persons employed in the fish processing segment of the industry. If fish harvesting (catching fish) employment were added to the total, the combined annual average employment would increase dramatically from the 8,700 processing jobs in 2005 (the most current year for which harvesting employment estimates are available) to approximately 16,150.

One of Alaska's greatest assets is its natural beauty. Alaska has increasingly become a vacation destination for both foreign and American tourists. Tourism-related employment crosses multiple industry sectors, including leisure and hospitality, transportation and trade industry sectors. The current exchange rates, which make Alaska more affordable to foreign tourists, should ensure that the tourism-related sectors of the economy remain healthy.

Nearly seven percent, or 21,400 wage and salary employees, worked in Alaska's private transportation and utilities industry sector in 2006. Alaska's size, geography and weather, as well as its isolation from the rest of the nation, help explain the dominance of this industry sector. Transportation weaves the web that ties Alaska's economy together and binds it to the world.

Construction activity, and its related employment, is often regarded as an economic bellwether. Its performance is a billboard for consumer confidence – particularly the residential and commercial sector. In 2006, employment in the construction sector reached 18,100, or six percent of Alaska's wage and salary employment.

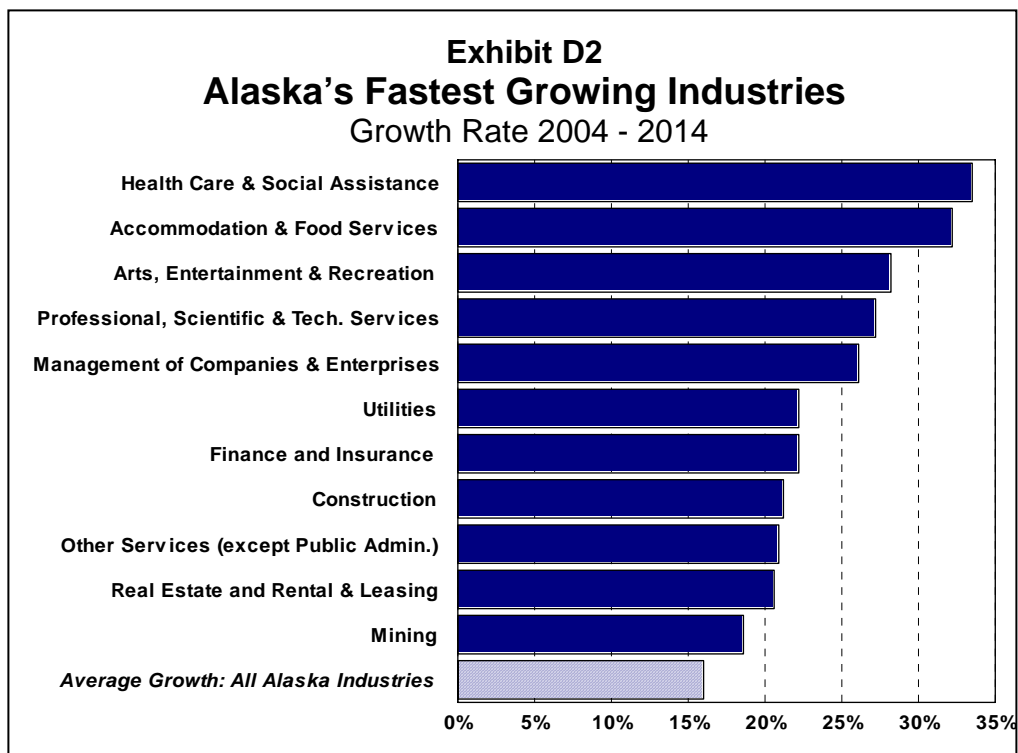
The education and health services industry, 71 percent of which is in the healthcare sub sector, is one of the fastest growing and largest sectors of Alaska's economy. It's a billion-dollar industry, employing over 37,000 workers. The aging of the population, combined with technological advances, will ensure that this sector of Alaska's economy remains robust.

With over 81,500 employees in 2006, representing almost 26 percent of Alaska's wage and salary employment, Alaska's public sector – federal, state and local government – is a major player in Alaska's economy. Alaska's size, remoteness, climate and underdeveloped infrastructure, which make the provision of services difficult and costly, all contribute to the size of Alaska's government sector.

IV.B Industry Growth and Decline

What industries and occupations are projected to grow and/or decline in the short term and over the next decade?

Broadly speaking, the economy can be divided into two sectors – the goods producing sector and the services providing sector. The goods producing sector, which comprises mining, construction, manufacturing, and logging, experienced its share of employment declines in the mid-1990s. Buoyed by higher resource prices, and a strong construction sector, goods producing employment has rebounded overall. At the same time, the strength of the services industries has kept this sector's share of employment within the 86 percent range in recent years. The services providing industries are expected to retain their dominance over the short- and long-terms.



While efforts to reign in costs will likely dampen the rate of growth of the healthcare industry, demographic realities and an increasing array of treatments will create continued industry expansion. In the short- and long-term horizons, the accommodation and food services, arts, entertainment and recreations sectors will continue to benefit from Alaska's strong visitor industry, as well as from increases in resident population and disposable income. Though the rate of growth is expected to

moderate over the forecast period, projected construction of the natural gas pipeline will boost Alaska's construction sector employment over the long-term horizon. As one of the richest depositories of mineral wealth in the world, Alaska will continue to benefit from high mineral prices with growth anticipated throughout the mining sector of the economy. (See Exhibit D2.)

Exhibits 3 and 4 list the occupations with the estimated highest rates of growth and the largest numeric increases over the short- and long-terms. Health services occupations dominate the fastest growing list for both time periods reflecting the strong outlook for the health services industry. Three primary forces will drive the future demand for health service workers -- an aging population, the increased use of innovative medical technology for intensive diagnosis and treatment and cost cutting measures in medical service delivery.

Exhibit D3**Fastest Growing Occupations and Occupations with the Largest Projected Increase over the Short Term (2005–2007)****Average Growth All Alaska Occupations 3.3percent**

Fastest Growing Occupations	Percent Change	Occupations with the Largest Increase	Numeric Change
Meat, Poultry, and Fish Cutters and Trimmers	12.5	Retail Salespersons	476
Medical Assistants	10.2	Registered Nurses	375
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	9.8	Carpenters	363
Home Health Aides	9.8	General and Operations Managers	330
Physician Assistants	8.9	Meat, Poultry, and Fish Cutters and Trimmers	282
Dental Assistants	8.6	Personal and Home Care Aides	270
Personal and Home Care Aides	8.2	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	229
Carpenters	8.0	Combined Food Preparation and Serving Workers, Including Fast Food	197
Pharmacy Technicians	8.0	Home Health Aides	166
Mental Health and Substance Abuse Social Workers	7.9	Office Clerks, General	166
Pharmacists	7.9	Teacher Assistants	158

Exhibit D4**Fastest Growing Occupations and Occupations with the Largest Projected Increase over the Long Term (2004–2014)****Average Growth All Alaska Occupations 14.8percent**

Fastest Growing Occupations*	Percent Change	Occupations with the Largest Increase	Numeric Change
Home Health Aides	60.2	Retail Salespersons	2,048
Securities, Commodities, and Financial Services Sales Agents	58.6	Personal and Home Care Aides	1,580
Personal and Home Care Aides	51.6	Registered Nurses	1,530
Bartenders	41.9	General and Operations Managers	1,497
Emergency Medical Technicians and Paramedics	37.8	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,205
Mental Health and Substance Abuse Social Workers	36.2	Waiters and Waitresses	1,132
Medical Assistants	35.7	Home Health Aides	965
Dental Assistants	35.6	Maids and Housekeeping Cleaners	829
Mechanical Engineers	34.8	Operating Engineers and Other Construction Equipment Operators	820
Social and Human Service Assistants	34.6	Combined Food Preparation and Serving Workers, Including Fast Food	808

In addition to large health services occupations, both the long- and short-term lists of occupations with the most significant numeric increases reflect the importance of the construction and visitor-related industries to Alaska's economy.

Of the 312 occupations for which the Alaska Department of Labor and Workforce Development's Research and Analysis Section (DOLWD/R&A) published 2004-2014 employment projections, only 23 are expected to experience employment declines; the majority are occupations moving toward obsolescence, occupations that are affected by structural changes such as technological advances or organizational transformations.

These declining occupations will account for approximately five percent of total employment in 2014, illustrating that even occupations with declining employment offer future job opportunities. Although falling employment may lead to less favorable job prospects, the need to replace workers who leave an occupation often creates some job openings.

IV.C Demand for Skilled Workers

In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?

Skilled workers are in demand throughout Alaska's economy, across all industries and in all occupations. Employers require workers with a strong foundation of both basic employability skills and specific technical knowledge for occupations at all levels of education and training. The need for skilled workers is expected to increase over the next decade as the experienced baby-boom cohort of workers leave the labor force.

As part of its biennial long-term projections project, DOLWD/R&A identified Alaska's "focus jobs" – the 25 occupations with the most openings during the 2004-2014 period that currently have higher than average wages. (See Exhibit D5.)

In total, the focus jobs account for more than 65,000 jobs of the 2004 total employment and nearly 76,000 jobs of the projected 375,671 employment in 2014. Also, of the 128,930 total openings anticipated during the 2004-2014 period, 23,910 – nearly one in five – are in these 25 occupations.

The education and training required for Alaska's focus jobs underscore the importance of career planning and educational attainment. Over 46 percent of focus job employment requires education or training of an associate degree or higher. Four occupations on the list require work experience in a related occupation. Nine occupations on the list generally require on-the-job training (OJT) preparation, such as electricians and operating engineers, made the top jobs list.

Exhibit D5

Alaska Focus Jobs 2004-2014

Occupational Title	2005 Statewide Wage Quartiles ¹	Employment (2004 - 2014)			
		Current (2004) ²	Future (2014) ³	Current (2004) ²	Growth Rate ⁵
Bachelor's and above					
General and Operations Managers	\$\$\$\$	7,757	9,254	1,497	19.3
Elementary School Teachers, Except Special Education	\$\$\$	3,330	3,586	256	7.7
Secondary School Teachers, Except Special and Vocational Education	\$\$\$	1,931	2,035	104	5.4
Accountants and Auditors	\$\$\$\$	1,702	2,028	326	19.2
Construction Managers	\$\$\$\$	1,681	2,066	385	22.9
Financial Managers	\$\$\$\$	1,542	1,886	344	22.3
Administrative Services Managers	\$\$\$\$	1,523	1,755	232	15.2
Airline Pilots, Copilots, and Flight Engineers	\$\$\$\$	1,399	1,564	165	11.8
Chief Executives	\$\$\$\$	1,386	1,716	330	23.8
Associate or postsecondary vocational training					
Registered Nurses	\$\$\$\$	4,902	6,432	1,530	31.2
Automotive Service Technicians and Mechanics	\$\$\$	1,620	2,101	481	29.7
Aircraft Mechanics and Service Technicians	\$\$\$	1,513	1,632	119	7.9
Work experience in a related occupation					
First-Line Supervisors/Managers of Retail Sales Workers	\$\$\$	3,526	3,708	182	5.2
First-Line Supervisors/Managers of Office and Administrative Support Workers	\$\$\$	3,189	3,429	240	7.5
First-Line Supervisors/Managers of Construction Trades and Extraction Workers	\$\$\$\$	2,013	2,467	454	22.6
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	\$\$\$\$	1,089	1,285	196	18.0
Long-term on-the-job training (more than 12 months)					
Carpenters	\$\$\$\$	4,855	5,383	528	10.9
Electricians	\$\$\$\$	2,164	2,471	307	14.2
Plumbers, Pipefitters, and Steamfitters	\$\$\$\$	1,492	1,716	224	15.0
Police and Sheriff's Patrol Officers	\$\$\$	1,208	1,374	166	13.7
Moderate-term on-the-job training (1-12 months)					
Maintenance and Repair Workers, General	\$\$\$	3,826	4,566	740	19.3
Construction Laborers	\$\$\$	3,605	4,232	627	17.4
Truck Drivers, Heavy and Tractor-Trailer	\$\$\$	3,380	3,781	401	11.9
Operating Engineers and Other Construction Equipment Operators	\$\$\$	2,741	3,561	820	29.9
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$\$\$	1,652	1,822	170	10.3
Notes					
<u>2005 Statewide Wages</u>		<u>Employment</u>			
1. Wage Quartiles: \$\$\$ \$37,850 - \$53,700		2. 2004 estimated employment across all industries			
\$\$\$\$ Greater than \$53,700		3. 2014 projected employment across all industries			
		4. 2004-2014 numeric change			
		5. 2004-2014 percent change			

IV.D Critical Jobs

What jobs/occupations are most critical to Alaska's economy?

Because all parts of Alaska's economy are interconnected, it is difficult to identify a small number of occupations that are most critical to the state's economy. For the purposes of this analysis, DOLWD/R&A defined "critical jobs" as those found in any of AWIB-priority industries -- health services, construction, transportation, IT, seafood processing, education, hospitality/tourism and resource development.

Exhibit D6 includes current (2004) and future (2014) employment by major occupational group for Alaska's critical jobs. To illustrate the full economic importance of these occupations, both the targeted-industry and all-industry employment totals are included.

Exhibit D6 Alaska's Critical Jobs

Job Group	Targeted Industry Employment			All Industry Employment		
	Current Employment (2004)	Future Employment (2014)	Growth Rate	Current Employment (2004)	Future Employment (2014)	Growth Rate
Food Preparation and Serving Related	19,272	24,224	25.7	22,656	27,949	23.4
Office and Administrative Support	18,986	20,243	6.6	52,375	55,148	5.3
Education, Training, and Library	17,026	18,723	10	19,543	21,507	10
Construction and Extraction	15,649	18,727	19.7	23,827	27,823	16.8
Transportation and Material Moving	11,472	12,572	9.6	23,684	26,034	9.9
Healthcare Practitioners and Technical	10,029	12,880	28.4	13,170	16,386	24.4
Management	8,744	10,556	20.7	28,499	33,294	16.8
Production	7,750	8,310	7.2	13,324	14,267	7.1
Installation, Maintenance, and Repair	7,347	8,543	16.3	16,633	19,396	16.6
Building and Grounds, Cleaning, and Maintenance	5,681	7,241	27.5	11,276	13,843	22.8
Personal Care and Service	5,056	6,634	31.2	12,379	15,545	25.6
Healthcare Support	4,622	6,520	41.1	6,259	8,580	37.1
Business and Financial Operations	2,124	2,487	17.1	9,940	11,578	16.5
Sales and Related	1,998	2,364	18.3	30,773	34,640	12.6
Community and Social Services	1,901	2,384	25.4	6,907	8,669	25.5
Protective Service	1,454	1,708	17.5	10,652	11,622	9.1
Computer and Mathematical	1,229	1,465	19.2	3,937	4,643	17.9
Architecture and Engineering	1,213	1,581	30.3	6,470	8,079	24.9
Life, Physical, and Social Science	1,043	1,222	17.2	6,916	7,640	10.5
Arts, Design, Entertainment, Sports, and Media	737	892	21	4,024	4,543	12.9
Farming, Fishing and Forestry	349	392	12.3	1,192	1,313	10.2
Legal	*	*	*	2,940	3,172	7.9
Total	143,801	169,777	18.1	327,376	375,671	14.8

* suppressed due to confidentiality

The major occupational groups represented and their associated targeted-industry projected rates of growth clearly reflect the AWIB's economic and workforce development priorities.

IV.E Skill Needs

What are the skill needs for the available, critical, and projected jobs?

Alaska's economy is dependant on a well-qualified labor force with skills relevant to the needs of Alaska's employers. Identifying these skills is the first step in closing any possible skills mismatch and ensuring that Alaskans are well positioned to take advantage of future labor market opportunities.

To identify the skills needed for Alaska's available, critical and projected jobs, DOLWD/R&A used the skills-based employment projections application developed by the Projections Managing Partnership to match occupational employment data with the O*NET skills and knowledge information. Statewide long-term occupational projections, across all industries, were used to measure the skills needed for Alaska's available and projected jobs. The skill needs of Alaska's critical jobs (those required for the AWIB's targeted industries) and focus jobs (occupations with good employment opportunities and higher than average wages) were assessed by matching a subset of the long-term occupational projections data with O*NET.

Exhibit D7 Alaska's Top 10 Necessary Skills¹

	Basic Skills: Developed capacities that facilitate learning or the more rapid acquisition of knowledge
	Social Skills: Developed capacities used to work with people to achieve goals
Skills Descriptions	Footnotes:
Active Learning	1/ Developed capacities that facilitate learning or the more rapid acquisition of knowledge.
Active Listening	
Coordination	Bolded skills are found in Alaska's Focus Jobs necessary skills list.
Critical Thinking	
Instructing	
Monitoring	
Reading comprehension	
Social Perceptiveness	
Speaking	
Writing	

The top skill needs identified in all categories were similar. Exhibit D7 lists the top-ten skills required for Alaska's available, projected, and critical and focus jobs. Alaska's jobs, regardless of industry sector, require a strong foundation of basic skills. In order to perform their job tasks, workers must possess strong reading, listening, communication, critical thinking and social skills. Alaska's jobs increasingly involve interactions with sophisticated, computerized machinery that require

good reading skills for efficient use. Writing is often the first step in communicating with customers, documenting competitive transactions, successfully moving new ideas into the workplace, or even interacting with machines.

An analysis of the knowledge categories provides insight into the required sets of facts and standards, courses or programs necessary for Alaska's jobs, further refining the labor market skills-requirement snapshot. The top knowledge areas listed in Exhibit D8

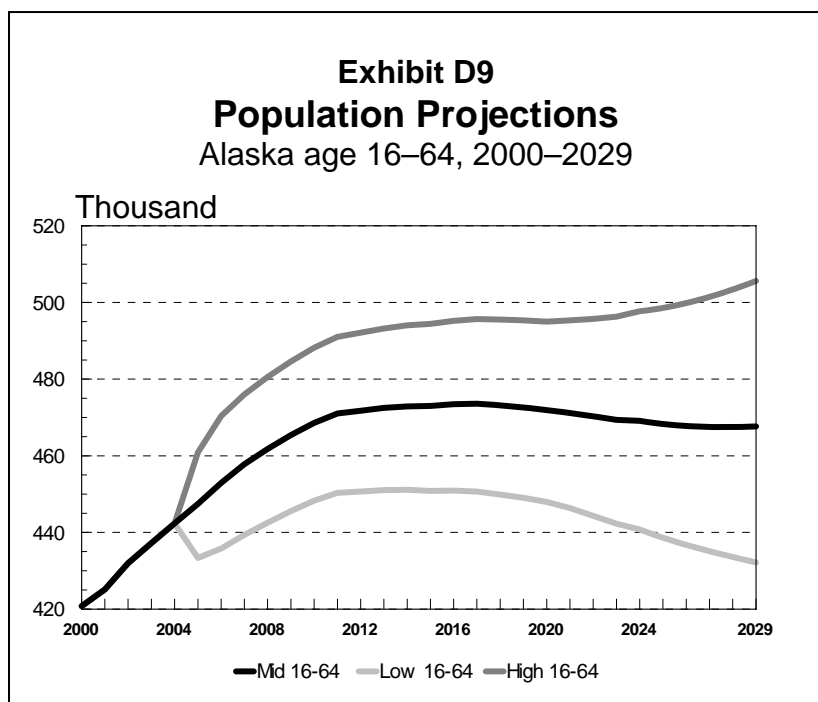
echo the diversity in Alaska's economy. An understanding of business and management processes is required economy-wide. Manufacturing and production processes expertise – knowledge of computers and electronics and building construction – is essential to Alaska's resource extraction, construction and professional, scientific and technical services industry sectors. As shown in Exhibit D8, seven of the top knowledge areas for Alaska's current, projected and critical jobs also make the focus-jobs list.

Exhibit D8 Alaska's Top 10 Necessary Knowledge Areas¹

Knowledge Area Descriptions	Footnotes:
Administration and Management	1/ Organized set of principles and facts applying in general domains. Bolded skills are found in Alaska's Focus Jobs necessary skills list.
Building and Construction	
Clerical	
Computers and Electronics	
Customer and Personal Service	
Education and Training	
English Language	
Mathematics	
Mechanical	
Psychology	
Sales and Marketing	

IV.F Demographics of Labor Pool

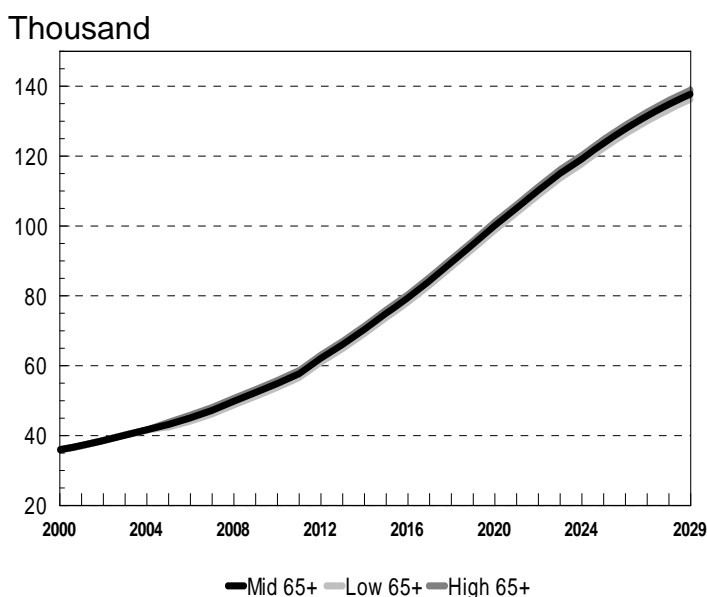
What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?



As of July 1, 2004, Alaska's resident population numbered just over 655,400. Of these, 74 percent were white, 15 percent Native, 4 percent Asian, 3 percent black, and 1 percent Pacific Islander. Alaska's population included nearly 17,000 Hispanics or Latinos, regardless of race. Given the relatively young age profile of the racial minority groups, the nonwhite population should grow more rapidly than the white population over the coming decade.

The projected population 16 years and over represents Alaska's potential future labor supply, with 16-64 the prime working ages. (See Exhibit D9.) Slow increases in the working age population are expected through 2017, followed by a period of slight declines through 2029. Opportunities for younger workers may become tighter between 2005 and 2010. The period 2010-2015 should provide advancement opportunities for younger Alaskans as boomers in senior positions begin to retire in large numbers.

Exhibit D10
Population Projections
Alaska age 65+, 2000–2029



The most noticeable and most certain demographic change over the next 25 years will be the growth in Alaska's senior population. (See Exhibit D10.) In 2000, older Alaskans numbered approximately 36,000; current estimates put the number of Alaskans over 65 at 41,600 for 2004. This group is currently increasing at about four percent annually. The rate of growth for this cohort is expected to increase to between five and six percent annually between 2008 through 2020. In 2012, it is forecast to increase by 7.4 percent with the retirement of the leading edge of the baby boom. Facilities, as well as

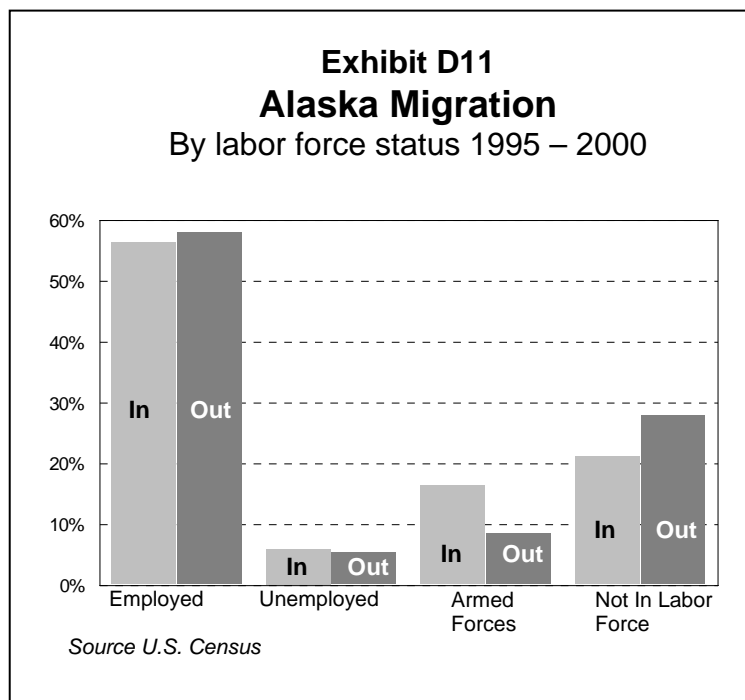
medical, professional, and social services to serve this population, will need to expand at a corresponding rate. The impact of the rapidly increasing numbers of older residents may be greater than elsewhere, because Alaska, with its historically younger population and relatively small number of elders, has fewer existing resources to serve the elderly.

IV.G Migration

Is the state experiencing any in- or out-migration of workers that impact the labor pool?

Alaska has a higher rate of migration than any state other than the District of Columbia. Only 38.1 percent of Alaskans were born in the state. The military, with its regular rotation of troops and families, is a major stimulus to migration to and from Alaska. The census shows that Alaska Natives are moving from rural to urban locations. The percent of foreign-born in Alaska is about half the national rate.

In- and out-migration average 35,000 annually. Given this high rate of migration, the skill composition of Alaska's labor force is constantly in flux. As Exhibit D11 illustrates, the majority of in-migrants are employed indicating that they bring with them a set of skills in demand by Alaska's employers.



In 2005, over 19 percent of all workers were nonresidents of the state. Alaska has historically had a large nonresident workforce. These workers have been employed throughout the economy with concentrations in the seasonal seafood, timber, and construction industries; they have met the demands of major project development when the resident workforce lacked the necessary skills.

Nonresidents hold a significant number of high paying positions -- many of them year-round, rather than one-time, short-term or seasonal jobs – jobs for which

Alaskans are available or could be trained. In Alaska's rural communities, where job opportunities are scarce, high-skill/high-wage occupations, such as teachers, mechanics, and nurses, are often filled by persons from outside of the community. The large nonresident workforce represents lost opportunities for Alaska's workers.

IV.H Skills Gap

Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps are the state experiencing today and what skill gaps are projected over the next decade?

Alaska continues to experience a skills gap, evidenced by the combination of labor surpluses (USDOL designated 22 of Alaska's 27 census areas as labor surplus areas for 2007) and employers inability to fill many high-skill jobs with Alaskans. Employers in Alaska have routinely imported labor to fill both skilled and unskilled positions. If Alaska's skills gap widens, both sides of the labor market will suffer. Alaska's employers will be unable to hire the types of workers they need to compete and remain

economically viable and significant numbers of Alaskans will remain either unemployed or discouraged.

Using the skills-based employment projections application, DOLWD/R&A identified Alaska's projected skills gaps. Exhibit D12 displays the top ten skills gap areas. The most serious gap – the estimated difference between the supply and demand for a given skill – is in the area of reading comprehension. Many of the remaining skills on the top-ten list are also in the basic skill cluster, further underscoring the need throughout Alaska's economy for a labor force with a solid underpinning of basic skills.

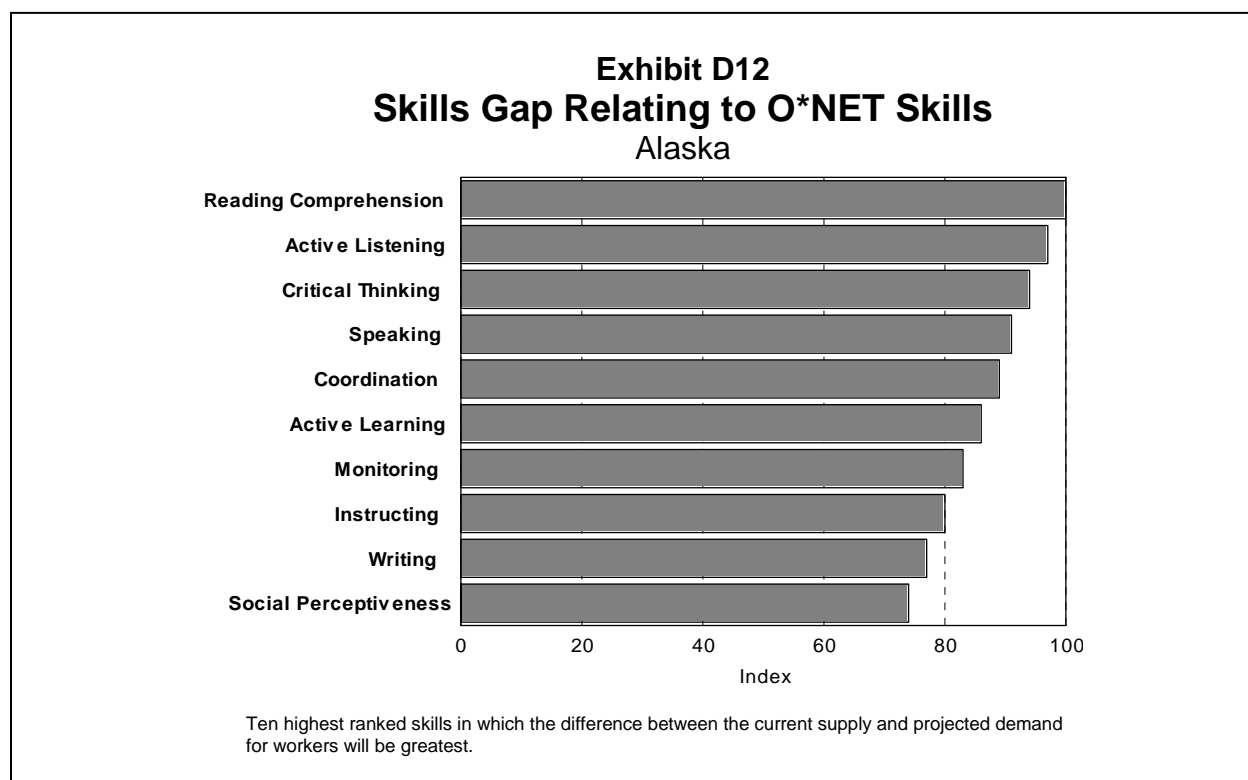
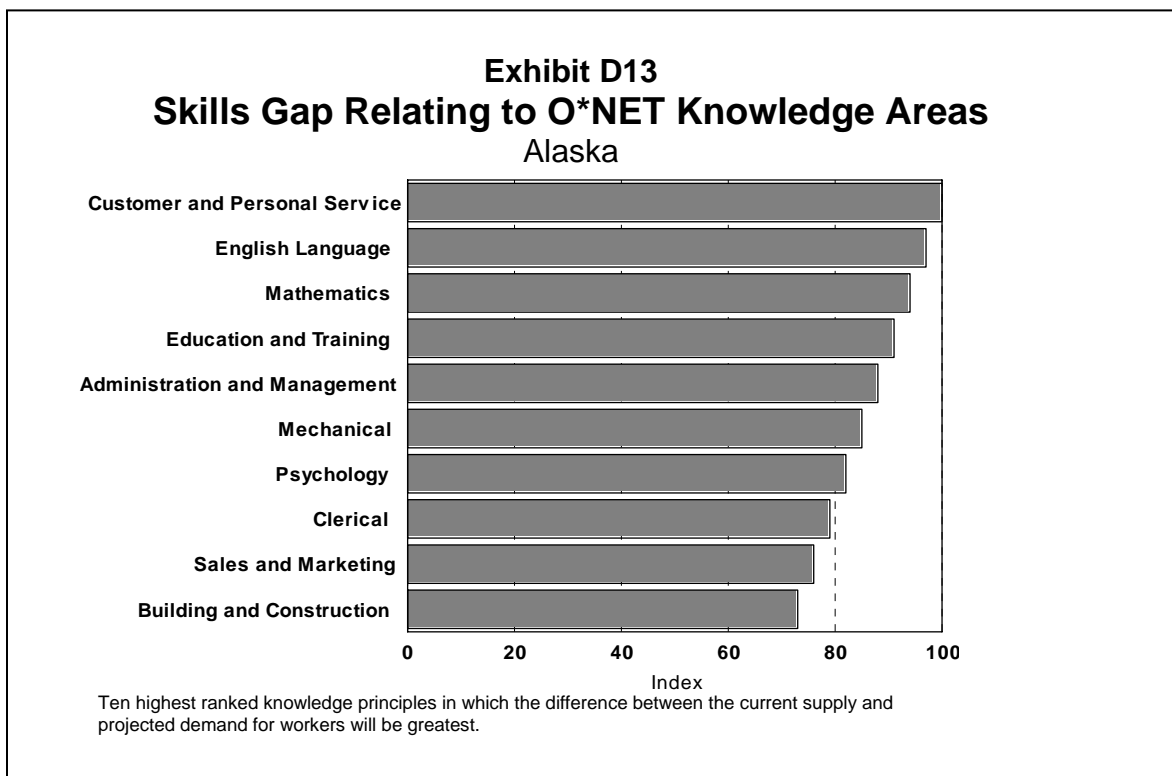


Exhibit D13 lists the top-ten knowledge area gaps. As in Exhibit D12, the knowledge areas are ranked by the estimated gap. These gaps reflect the diversity of Alaska's economy and illustrate the difficulties employers in the AWIB targeted industries may face meeting their workforce needs. A grasp of customer and personal service processes is critical in the health services and leisure and hospitality industries. Workers with knowledge of mechanical and building and construction processes are necessary to meet the needs of Alaska's construction industry. Although important in myriad industries, a firm grasp of the English language is crucial to many occupations in education, health services and transportation.



IV.I Workforce Development Issues

Based on an analysis of the economy and the labor market, what workforce development issues has the state identified?

Fully realizing the workforce development goals of the AWIB will require a workforce development system that is responsive to the needs of both Alaska's employers and workers. Alaska faces several challenges in meeting these needs, including:

- An aging workforce that will result in the need to replace significant numbers of skilled workers, in all occupations and industries;
- An aging population that will require the provision of additional services;
- A skills gap, both occupational-specific and basic, between the skills employers need and those possessed by the labor force; and,
- A highly competitive market for skilled workers.

IV.J Critical Workforce Development Issues

What workforce development issues has the state prioritized as being most critical to its economic health and growth?

Narrowing the skills gap, the gap between the skills needed by employers and those possessed by Alaska’s workforce, is most critical to Alaska’s economic health and growth.

Strategies identified to minimize the skills gap include:

- Identifying the gap;
- Providing relevant training;
- Promoting basic skill attainment;
- Aligning education with labor market needs; and,
- Promoting career development and awareness through the use of career clusters and the dissemination of career information.

Note: Unless otherwise noted, all exhibits in section IV are produced by the Alaska Department of Labor and Workforce Development, Research and Analysis Section.

V. Overarching State Strategies

V.A Use of Title I Funds

Identify how the state will use WIA Title I funds to leverage other federal, state, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the statewide workforce investment system? (§112(b)(10).)

Alaska was the recipient of a High Growth Job Training Initiative for Energy award and learned the value of leveraging resources to achieve sustainable change in the workforce system. Today Alaska is more strategic in the use of leveraging as a strategy for magnifying and sustaining economic change. The state's policy on leveraging permits enhanced partnerships between federal, state, local and private resources in new and innovative ways. Within the policy, the state relies on three different levels of leverage resources. Cash contributions are actual state, local and private resources that can be allocated in direct support of a WIA project. Alaska Youth First Initiative funding, appropriated with state general funds, is an example of a cash contribution that supports the WIA youth program. In-kind contributions are federal, state, local and private resources that support the efforts of a project under the WIA but are not easily cost allocated. Finally, leveraged resources are those that align with WIA but are not necessarily in direct support of the project. Federal funds from economic development agencies such as the Denali Commission are an example of leveraged resources. Alaska also looks at WIA resources as potential leveraged funds that are consistent with the economic and workforce development goals of the state and region. In this way WIA funds work to support the priorities of the state and prepare Alaskans for employment in high wage, high-demand occupations.

Operationally, Alaska has modified the grant solicitation process to include leveraged resources as part of state solicitations and encourages the same with its federal, state, local and private partners.

Additionally, Alaska relies on the Denali Commission Training Funds to further invest in workforce development, particularly for public infrastructure projects primarily in rural Alaska. A portion of Denali funds will be used in these next two years of the planning cycle to support Governor Palin's renewed vision of development and focus on creating career pathways for Alaska's emerging workforce, its youth. The vision is articulated in this administration's commitment to improving the success of the state's students, to make Alaska's communities safe and prosperous, and to create opportunities so that Alaskans, particularly those in areas of high unemployment, have a chance to actualize their potential and become more prosperous and competitive in a global market place.

Partnership in Alaska occurs at several levels. First at the statewide, industry level Alaska is working with representatives from the construction industry, marine transportation industry, and natural gas producers to develop employer contributions to training of new workers in high growth demand industries. With apprenticeships, Alaska is able to leverage union and non-union training with a real job at the end of training. Second is at the community-based, participant level where job center partners are conducting joint planning and case management to maximize resources to provide individuals with the most comprehensive services. For example, partners at the Bethel Job Center are conducting comprehensive joint case management through a distance delivery approach.

The state has leveraged union and employer funding by collaborating for pipeline worker training. Using STEP funds, Alaska leveraged over \$100,000 to train more than 90 apprentices for cold weather gang work in the fall of 2005.

Alaska uses Training and Building (T&B) funds, derived through the assessment of interest and penalties on unemployment insurance taxes collected from employers, to enhance service delivery funded with Wagner-Peyser and WIA Title IB sources. T&B funds involve interest on past due contributions, penalty for failure to file reports, and penalty for nonpayment of contributions, based on Alaska Statute 23.20.185, 23.20.190, and 23.20.195, respectively. Historically, T&B funds are made available to the director of the Employment Security Division and leveraged to further enhance employment and unemployment insurance programs.

As a result of Alaska's efforts to leverage resources and sustain activities that support regional economic development the Alaska Legislature funded the Alaska Youth First Initiative with state general funds. This fund provides capacity building resources to Alaska's youth. In the future, Alaska Youth First is expected to be granted to competitive training programs that are responding to Alaska's youth workforce development needs. This additional avenue for training is the result of an industry focused, demand-driven training system. With Alaska Youth First and other WIA leveraged funds, Alaska is aligning the workforce system around economic development. As Emily DeRocco, Assistant Secretary of Labor, has said, this will create an "economic development tool with a social benefit."

V.B National Strategic Direction

What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the governor's priorities, and the workforce development issues identified through the analysis of the state's economy and labor market? (§112(b)(4)(D), 112(a).)

The state is closely aligned with national strategic direction through the focus on Alaska's high growth/demand-driven job training initiative, which mirrors USDOL

ETA's attention to industries that produce good paying, sustainable jobs. The energy industry, an economic sector that promises high job growth and demand for skilled, trained labor, will be a major focus in Alaska for the next two years of this planning cycle and continue throughout the decade. Thousands of jobs are projected in this industry's economic development horizon with a natural gas pipeline construction, road building to resources and improved port facilities to deliver products to world markets. Along with construction of a natural gas line, Alaska's secondary and support industries will experience related growth as a multiplier effect. This development of infrastructure will help further one of Governor Palin's visions for Alaska, which is to responsibly develop Alaska's abundant natural resources for the benefit of all Alaskans, and ultimately the nation.

Governor Palin's Alaska Gasline Incentive Act uses the national framework of competency development as the foundation for a workforce development and training plan. Emphasis is placed in three strategic areas of the workforce. First, the plan focuses on increasing the capacity of the state to produce skilled workers by ensuring its youth are ready to go to work or postsecondary training. Second, the plan focuses on developing workers with state-of-the-art skills in heavy highway and pipeline construction. Third, the plan addresses the need to the continual upgrade of workforce skills so that Alaskans are ready for the economic opportunities that are developed at the regional and state level.

V.C Strategies for Target Industries

Based on the state's economic and labor market analysis, what strategies has the state implemented or plans to implement to identify and target industries and occupations within the state that are high growth, high-demand, and vital to the state's economy? (§112(a), 112(b)(4)(A).) The state may want to consider industries:

- 1. Projected to add a substantial number of new jobs to the economy; or*
- 2. That have a significant impact on the overall economy; or*
- 3. That impact the growth of other industries; or*
- 4. That are being transformed by technology and innovation that require new skill sets for workers; or*
- 5. Those are new and emerging and are expected to grow.*

Alaska is sustaining a high growth job training initiative that began with the energy industry. The initiative is a strategic effort to prepare workers for Alaska's high-demand, economically vital industry sectors, according to the DOLWD/R&A Section.

R&A is currently working with the states of Illinois, Utah and Nevada, to develop a web-based application that combines industry and occupational projections with O*NET skill information to: define the skill composition of the current workforce (of interest to employers or those assisting workers in transition to identify marketable skills); project future demand for skills (of interest to job seekers and career counselors in identifying and preparing for the labor market of the future); identify future skills gaps (of interest to policymakers and training providers in effectively targeting the use of training dollars), and to assist in the formulation of planning, assessment and ongoing needs analysis.

The Alaska Workforce Investment Board, which provides broad, advisory policy oversight for the workforce system, identifies priority industries for which it recommends investments of public training funds. The industries are: health care, construction, information technology, education, natural resource development, transportation, hospitality and tourism; and seafood harvesting and procession. Alaska expects to create as many as 48,000 new jobs over the next decade. Many of these will be legacy jobs that will promote economic vitality by growing the population base.

V.D Strategies for Sustained Partnerships

What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)

The Alaska Department of Labor and Workforce Development will work cooperatively with other state agencies, the University of Alaska, Alaska Native Corporations and private sector oil and gas employers and labor unions (e.g., Alaska Operating Engineers, Alaska Laborers, Alaska Teamsters, Alaska Plumbers and Pipe fitters, etc.) to develop a high growth job training plan that will utilize existing apprenticeship and other training programs to the maximum degree possible.

Industry representatives will drive decisions and design of workforce solutions. The system will be empowered to train more workers; provide a training and service delivery system that prepares workers for high growth industries; and achieve sustainable results. Workers will be able to take advantage of new and future job opportunities in high growth sectors of Alaska's emerging economy.

A successful example of public/private partnerships is the training of apprentices and skilled workers for building an oil pipeline on Alaska's North Slope. The training partnership included contractors, labor organizations and the State Training Employment Program with approximately one hundred workers from across the state

attending a two-week intensive pipeline construction upgrade course where crafts teamed and demonstrated pipeline-building skills.

The Alaska Vocational Technical Center (AVTEC) is the leading vocational training center offering a wide range of training programs related to Alaska's high growth jobs initiative. Those programs include Maritime Training, Business and Office Technology, Information Technology, Web Development, Construction Trades, Mechanical Trades, Industrial Electricity, Welding, Pipe Welding, Diesel and Heavy Equipment, Power Plant Operator, Automotive Technology, Professional Cooking and Baking, Certified Nurse Assistant, and Licensed Practical Nursing. The programs run from two to eleven months and prepare Alaskans for career opportunities. In addition, AVTEC offers Adult Basic Education services. Because of its unique role in the workforce development system, AVTEC is a key strategic partner in responding to industry demand for a qualified workforce.

Additionally, the workforce system will work closely with the education system to expand the pipeline of skilled workers into Alaska's high growth industries. Alaska will support the use of work-based learning and applied learning to cultivate student awareness and interest in high-demand industries. The state will also reinforce education efforts in school-to-work and industry led school-to-work business partnerships.

Governor Palin's Alaska Gasline Inducement Act (AGIA) is critical to the success and sustainability of workforce development partnerships. The competency based framework that makes up the AGIA workforce development plan is dependent upon the ability of K-12 education, vocational and technical education providers, postsecondary, the university and industry to work together and align efforts and resources toward developing a skilled and prepared workforce.

V.E *Strategies for System Resources*

What state strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high-demand industries? (§112(b)(17)(A)(i), and 112(b)(4)(A).)

Policy recommendations from the Alaska Workforce Investment Board and the clear articulation of Alaska's high growth jobs initiative ensure that resources are focused on high growth demand industries. As an example the Alaska Workforce Investment Board's strategic operating plan targets 60 percent of state training resources to be spent on occupations associated with the demand industries. This type of recommendation allows the AWIB to monitor program performance and make policy adjustments to ensure the federal funds are maximized in high growth areas such as resource development and transportation.

Alaska is further leveraging its WIA investments with a new partner funding source, the Alaska Technical Vocational Education Program (TVEP). TVEP is funded like the State Training and Employment Program (STEP) through worker tax contributions. Today the TVEP fund provides capacity building resources to several vocational training institutions. In the future, TVEP will be competitively awarded to training programs that are responding to Alaska's workforce development needs. The Alaska Workforce Investment Board (AWIB) is assigned oversight and administration of TVEP. Vocational institutions may use TVEP funds for technical and vocational training programs that align with workforce regional demands and the AWIB's industry priorities.

With the use of the One-Stop Labor Market Information (LMI) grant, Alaska will continue to leverage and support understanding of labor market information, particularly as it relates to high growth/high-demand industries, to the One-Stop Operator staff responsible for determining and negotiating individual training accounts, and delivering the majority of WIA Title IB services. LMI staff develop and conduct workshops designed to equip local office staff, including case managers and employment counselors, with the body of knowledge required to: 1) understand how the state and local economies operate, 2) assess occupational employment opportunities at the state and local level, and 3) assist clients in using economic information to successfully navigate their career transitions. These workshops assist in the understanding of how economic data can empower people to deal with changing labor market situations with an emphasis on high growth job opportunities.

V.F Strategies for Small Business

What workforce strategies does the state have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the state economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)

The majority of employers in Alaska are small businesses. Alaska supports these organizations by providing human resource services that would be too difficult to maintain as a small business. The workforce system dedicates a portion of resources to the One-Stop Operator's Business Connection. The Business Connection provides for many of the small business workforce development needs. Specifically, the Business Connection provides a monthly day-long workshop in Anchorage designed exclusively for the small business owner and includes providing information on tax credits, Small Business Administration resources, and a large menu of services at no charge to the business customer. Additionally, the state utilizes training resources not only to develop staff, but also to stimulate economic development. Through the use of On-the-Job and customized employer training, the state develops the specific workforce needed

by a small business. This ensures the work completed by these trainees is of more value and workers are retained in the community.

V.G *Statewide Activities to Promote National Direction*

How are the funds reserved for statewide activities used to motivate the entities that make up the state workforce system at the state and local levels to achieve the governor’s vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)

After funding mandatory statewide activities, the state will focus the remaining resources on projects related to building capacity for training in the demand driven industries. As example, the state plans to support ongoing coordinated pipeline-training projects. Other efforts include creating awareness in youth about occupations in demand industries. Learning centers and vocational programs that focus on high-demand occupations will receive greater consideration during the proposal evaluation phase. In that consideration, emphasis will be placed upon legacy jobs. Finally, the state is looking toward the statewide activities as a leveraged resource to support development of a virtual small business incubator that will provide rural and remote Alaskans the support they need to start small businesses and create new jobs in Alaska.

V. H *Promote Workforce Investment System Collaboration*

Describe the state strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)

DBP program staff provides cross-agency presentations and training through professional development to education, human services, justice and Office of Children’s Services agencies. The interactions, among DBP, the Governor’s Committee on Employment and Rehabilitation of People with Disabilities, the Alaska Business Education Compact and others, foster collaboration to better serve Alaskans who are most in need of services.

DBP offers annual cross-agency training sessions for grantees and sub-recipients from many entities such as vocational education providers and counselors, job center employment service specialists, and apprenticeship program operators. Capacity building through this type of training establishes stronger links among service providers better information sharing that in turn, maximizes the service to WIA participants. The state further motivates its workforce system through the issuance of incentive grants for regional cooperation, coordination of activities under the Act, and

exemplary performance results by a WIA Adult, Dislocated Worker or Youth program grant recipient or Job Center. The policy to define the allocation formula and award process are stipulated under our WIA Statewide Incentive Grants for Regional Cooperation, Local Coordination and Exemplary Performance Results Policy #805 located at: <http://www.labor.state.ak.us/bp/forms/policy805.pdf>

The program utilizes tools developed by the U.S Department of Labor and offers monthly teleconference training sessions with grantees and job center counselors. One such tool is the program *Working Ahead: A Guide for Connecting Youth Offenders with Employment Opportunities*. DBP also provides training and technical assistance to youth service providers to develop comprehensive strategies to maximize the access to resources and tools from a variety of other youth services-oriented agencies. The agency has also developed its own resources such as the “Hot Jobs in Alaska” publication that provides information on high-demand careers in Alaska in a way that is meaningful to youth.

Alaska received an intermediary grant for youth with disabilities from the Office of Disability and Employment Policy. The focus of the grant served to align resources between agencies and other youth services providers under intermediaries and to develop Community Oversight Teams to promote effective support to youth with disabilities. All of these efforts are focused on creating employment opportunities for youth and expanding outreach to community and faith-based organizations as important participants in the workforce development system.

Several best practices have been implemented that have brought positive impacts to youth, especially youth with disabilities. A Teacher Academy and a Parent Academy were offered in the Fairbanks region designed to enhance awareness of the many resources available to youth experiencing disabilities. These Academies proved highly effective due to the level of contributions by agencies, organizations, businesses and schools in the area. In Kenai, an Employability Certificate, developed and endorsed by the Chamber of Commerce, is being expanded statewide. Additionally, the Math in the Trades and distance learning programs continue to provide innovative strategies to address youth literacy issues.

V.I *Impediments to Success*

Describe the state strategies to identify state laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)

Alaska has been at the forefront in monitoring laws, regulations and policies that have delayed service delivery. As a member of national organizations such as the National

Association of State Workforce Agencies, the National Governor’s Association, and other federal policy organizations, Alaska has been effective at influencing development and deployment of laws and policies before they become significant impediments. Alaska has also dedicated staff to monitor in-state laws and policies and works to mitigate the negative impact. Finally, Alaska’s congressional delegation is keenly aware of the workforce development system and has worked with federal agencies to overcome unnecessary bureaucracy.

V.J *Waivers and Workflex*

Describe how the state will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex state. § 189(i) and §192.

Alaska intends to continue operating with the five previously approved waivers. The waivers provide the state the ability to train youth through individual training accounts, improve employment retention in communities with a seasonal industry, allow greater flexibility to move funds between funding streams, and allow the governor and the workforce development system in the state to provide better support and services through a single regional planning area. The state does not intend to introduce new waivers at the time of the submission of this plan.

VI. Major State Policies and Requirements

Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this plan as outlined below. (§112(b)(2).)

VI.A Policies on Common Data Collection

What state policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)

The state of Alaska made substantial commitments to data collection and reporting. Alaska's policies, procedures and system definitions bring relevant programs and applications into alignment with the defined common data elements and reporting requirements. State statutes and legislative performance-based budgeting initiatives support and expand upon common data and reporting. Furthermore, policies and practices of prior years encourage tighter integration of services through development of single point of contact functions within the Alaska Job Center Network. These single points of contact address the needs of all AJCN clientele and address and remove the barriers of office or functional ownership. Additionally, job enters have appointed the single point of contact to serve as a customer service navigator to facilitate access to job center services.

The implementation of the WIA/State Training and Employment Program (STEP) Management Information System (MIS) provides the state with timely and focused information related to performance. Staff of the Division of Business Partnerships (DBP) monitors sub-recipient performance to identify potential performance concerns. MIS reports identify performance deficiencies so staff can work with the sub-recipients and identify factors affecting performance and assist in developing corrective action plans. Additionally, DBP staff provides follow up oversight to ensure the actions taken have the desired effect upon performance.

The Wagner-Peyser program currently uses ALEXsys, the web-based labor exchange system for data collection, storage and maintenance. This system is interfaced with the UI database system, allowing ease in ES registrations of UI claimants and the subsequent reporting of participation or non-participation in the Worker Profiling and Reemployment program. UI wage data is available for matching with ES registered clients within the same computer system. The Employment Security Division produced the new labor exchange system in April of 2006.

Wagner-Peyser staff conduct quarterly self-appraisal record reviews and develop corrective action plans as necessary to correct any deficiencies found during the review. Quarterly federal management reports are also analyzed for anomalies or unusual

patterns. Follow-up and oversight is provided statewide to ensure appropriate corrective actions and improved performance.

The MIS provides a monthly extract of all new registrants and new exiters. This file contains the necessary data elements to match against the Unemployment Insurance (UI) wage database. The UI system prepares a response record for and appends the respective wage information. The Division of Business Partnership Technical Unit staff import the file from the UI system into the MIS to provide the capability of internally generating the required federal reports.

The state continues to work on a system to electronically share common data elements with all partner agencies. Each agency will have to collect additional data elements necessary to a specific program at the point of registration and eligibility. The MIS system is the WIA core case management and reporting system for WIA Title I programs. It will be the central data collection point for all WIA Title IB grantees and sub-recipients.

The state understands and appreciates the desire to develop an integrated application encompassing all the requirements and data elements necessary to track and report program participation and performance for all programs operated within the AJCN. However, the reality of dwindling funding and increasing demand for services impedes the likelihood of achieving this goal in the near term without additional financial support from USDOL.

VI.B Use of Resources

What state policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The state may include administrative costs controls, plans, reductions and targets for reductions if it has established them (§§111(d)(2) and 112(b)(8)(A).)

The state streamlined processes and operations in the interest of efficiencies and effectiveness of the Alaska Job Center Network. As the state is a single regional planning area state, the Alaska Workforce Investment Board also serves in the capacity of a local workforce investment board. AWIB initiatives and resolutions strengthen and support elimination of duplication and reinforce the need for efficient and effective use of resources at all levels of the system. The Memoranda of Understanding in each of the One-Stops further compliment AWIB commitments and implement the respective controls and oversight of administrative resources at the local level.

VI.C Universal Access

What state policies are in place to promote universal access and consistency of service statewide? (§112(b)(2).)

The Alaska Job Center Network Web site, <http://www.jobs.state.ak.us/>, provides vital information relating to employment and training opportunities to all levels of individuals and employers throughout the state.

AWIB resolutions and initiatives, and the administration's strategic workforce development goals form the basis of the Alaska Job Center service delivery methodology and practices. Service delivery throughout the Alaska Job Center Network is guided by the commitment to these fundamental principles:

- Job centers will respond to the needs of their customers - both job seekers and employers - and pursue continuous improvement based on customer feedback.
- All Alaskans will have access to a full array of job seeking and employment development services.
- Customers will have a wide range of service options as well as sufficient information and assistance to aid them in making informed choices from the array of services.
- Services, programs and fiscal commitments currently administered by separate federal, state, and local governments will be integrated for maximum efficiency and customer responsiveness.
- Success will be evaluated on clearly measurable outcomes in meeting the needs and expectations of their customers, employers and job seekers.

VI.D Demand Driven Approach

What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)

The DOLWD/Research and Analysis (R&A) Section conducts workshops designed to equip job center staff with the body of knowledge required to understand how the state and local economies operate, assess occupational employment opportunities at the state and local level, and assist clients in using economic information to successfully navigate their career transitions. These workshops will assist in the understanding of how economic data can empower people to deal with changing labor market situations. This provides a necessary linkage for guidance and direction to clientele in training and preparing for demand occupations.

In concert with the Governor's office, the AWIB has set forth in policy statements the priority industries with defined goals related to the number of participants trained in the occupations related to this list.

Eight industries are on the current list:

- Health Care
- Construction
- Information Technology
- Transportation
- Education
- Natural Resource Development
- Hospitality and Tourism
- Seafood Harvesting and Processing

The DOLWD/R&A Section analyzes labor market information to identify possible shifts in employment and industry trends, and recommends to the Alaska State Workforce Investment Board the priority industries, and related occupations most in demand in the state for the upcoming year.

The Division of Business Partnerships, the Employment Security Division and industry leaders and consortium collaborate on workforce development strategies that will mitigate workforce deficiencies in skilled, high wage, high-demand occupations within the priority industries.

VI.E *Apprenticeship and Job Corps Integration*

What policies are in place to ensure that the resources available through the federal and/or state apprenticeship programs and the Job Corps are fully integrated with the state One-Stop delivery system? (§112)(b)(17)(A)(iv)).

The state One-Stop Operator includes the Alaska Job Corp in its Memorandum of Understanding, ensuring their inclusion in discussions and strategies for service delivery. DBP competitive grants provide direction and guidance related to integration of apprenticeships and Job Corp programs with the Alaska Job Center Network

programs specific to the type of services and activities provided under the auspices of the grant. The AWIB has established a target of 60 percent of all training will be in the priority industries and that apprenticeship is the preferred service delivery method. Job center participants who are 16 to 24 of age are encouraged to enroll in the Job Corps program, as participants completing this training program have a greater propensity to successfully completing their apprenticeship and moving on to full employment. Youth grant recipients also enroll their participants in the Job Corp to prepare them to move into apprenticeships. Additionally, each job center has assigned a "single point of contact" for apprenticeship information and can direct prospective applicants and students of the Job Corps to various apprentice training slots. Usually, however, the Job Corps students are quickly accepted into available seats and little intervention is necessary.

To promote a skill workforce and advance apprenticeship training programs, a governor's administrative order was signed in July 2005 directing that 15 percent of the labor on heavy highway projects should be dedicated to apprenticeships.

VII. Integration of One-Stop Service Delivery

Describe the actions the state has taken to ensure an integrated One-Stop service delivery system statewide. (§§112(b)(14) and 121).)

VII.A State Policies and Procedures

What state policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)

The original five-year *Statewide Unified Plan*, the current One-Stop Operator MOU, and the agreed upon Cost Allocation Methodology, guide the service delivery and administration of the Alaska Job Center Network. Integrated services are provided with the intent and in the spirit of the state's *One-Stop Operating Principles*. These principles include streamlining services through integration, promoting universal access, empowering individuals, promoting state and local flexibility, engaging the private sector, and improving WIA and Wagner-Peyser programs. The Alaska Workforce Investment Board will reaffirm these principles during the period of this plan.

The current, integrated partnership includes the agencies responsible for the following programs under WIA: Adult, Dislocated Worker, Rapid Response, and Youth Programs; Wagner-Peyser; TAA/NAFTA; Worker Opportunity Tax Credit; ABE/GED; Veterans Employment and Training Services; Vocational Rehabilitation; Senior Community Services Employment Program; Employment and Training Programs under the Food Stamp Act, Tribal and Native Employment and Training Programs; and the Alaska Job Corps. Additional partners include the State Training and Employment Program; Temporary Assistance for Needy Families (TANF); University of Alaska; AVTEC, Commission on Aging; Department of Health and Social Services; and a wide variety of community and private, non-profit service and training providers.

Competencies for public employees are included in the state merit employment system and bargaining unit agreements, and in job class performance standards. Additionally, AJCN staff undergoes individualized training and probationary experience on the job. Cross training is expected and promoted at all levels. Cross-program hiring of staff also occurs and has independently provided a higher level of customer service and integration.

One-Stop Academies are held in all five employment service delivery regions in the state. These academies bring in all interested partners and programs that are an integral part of the Alaska Job Center Network that consists of public, private, and non-

profit service providers for the purpose of cross-training and orientation for both state employees and service providers to help them understand each others services.

The One-Stop Academy assists the state by providing training to all service providers, solidifies information and referral mechanisms. This training is funded with WIA statewide activity funds. The academy helps ensure that customers are properly referred to supportive service organizations that have been identified in the participant's Individual Employment Plan or referred to employment.

The state has updated and implemented a complete job center certification process. Certification renewal is conducted in all state full-service job centers. Certification ensures that a full-service job center provides the entire menu of services that represent all programs mandated under the WIA umbrella and other programs that fit the needs of individual communities. One aspect of the certification process evaluates the job center self-assessment reviews as required by the AWIB. These self-assessment reviews show management within the Alaska Job Center Network a comprehensive evaluation of each center's operations. This review also provides prescriptive information for continuous improvement. Each comprehensive, full-service Job Center are fully accessible.

The state uses standardized procedures for completing forms for intake, eligibility, follow-up, and placement, to ensure consistent quality of service to customers in service delivery regions. These procedures and forms are posted on an easily accessible staff resource Web site to ensure quality of service, regardless of location.

VII.B Maximum Integration

What policies or guidance has the state issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)

The AWIB certification process is one tool the state uses to review and assess the integration of services in the One-Stops. Other tools include the comprehensive Memoranda of Understanding each One-Stop negotiates and follows. Through these means, management is able to closely monitor service delivery and react quickly to instances that might inhibit integration.

Guidance provided to Alaska Job Center Network teams emphasizes the maximum integration of business services and universal customers. Business Connection teams are in most full-service job centers that offer services such as employer job listings, job-development, and business outreach encompassing multiple program offerings.

Guidance for these teams is in place to capitalize on on-the-job training opportunities in partnership with employers.

The WIA dual enrollment policy and technical assistance guide ensures individual customers are afforded opportunities to receive program services and benefits from federal and state programs. Information on all available programs is supplied in the employer handbook and available through the One-Stops. Additionally, Rapid Response team members that represent each region of the state ensure that employers are aware of the Rapid Response services including layoff aversion strategies such as employee stock ownership plans and feasibility studies.

Customer access drives the redesign of Alaska's five largest job centers. Job center team members from multiple agencies serve all the customers who walk through the door to request services. The common cost allocation agreement reflects the philosophy that every agency that derives benefit including performance measures, counts, and administrative funds participates in the common and shared costs of the job center core services and resource room. Employees, who serve universal customers, are supplemented by Older Worker Program participants, H&SS public service aides, local university interns, and volunteers wherever authorized.

The Employment Security Division is the principal provider of core, intensive, and individualized training services, reemployment activities, resource room management, labor exchange activities, and Internet-based statewide labor exchange throughout the Job Center Network. The organization includes management hierarchy structuring led by the Director of the Employment Security Division and two assistant directors; one charged with job center operations, core and intensive services; and one charged with job training and career development responsibilities. This ensures non-duplication of operations and improves communication and direction. ESD, in collaboration with partner agencies, also provides appropriate intensive services to statewide, targeted populations such as low-income adults and youth, veterans, UI claimants, dislocated workers, and job seekers with disabilities.

Ongoing training of job center staff promotes an awareness and sensitivity to the diverse needs of employers and job seekers. Services will be provided in a manner consistent with nondiscrimination and equal opportunity provisions of the Workforce Investment Act (WIA), Title IV of the Civil rights Act of 1964, Section 504 of the Rehabilitation Act, the Age Discrimination Act, Title IX of the Education Act, and the Nontraditional Employment for Women Act. Annually, all WIA and Wagner-Peyser staff completes the online Civil Rights Center training modules regarding an Introduction to WIA Section 188 and Section 504 of the Vocational Rehabilitation Act. EO training of all job center staff is provided in various forms and forums and coincidentally with monitoring.

The Alaska Department of Labor and Workforce Development has two statewide Equal Opportunity Officers responsible for ensuring compliance with WIA nondiscrimination requirements. One is designated for the Division of Business Partnerships, and has oversight of WIA-funded contracts and grants through the department. The other, assigned to the Employment Security Division, ensures compliance within the Alaska Job Center Network (AJCN). The AJCN EO Officer coordinates with WIA participants to promote maximum integration of service delivery.

Locally, EO Coordinators provide information and assistance to customers and staff involving equal opportunity and nondiscrimination matters. Where necessary, EO Coordinators will assist beneficiaries and staff in filing EO complaints with the State EO Officers and other civil rights agencies. State EO Officers ensure adequate training of local EO designees to fulfill the obligations of their role, in alignment with applicable laws and regulations. New EO contacts receive adequate training within the first six months of their assignment.

The state's Methods of Administration (MOA) recertified July 12, 2006, provides the governor's reasonable assurance of compliance with WIA Section 188 and 29 CFR Part 37. The MOA is updated to reflect organizational and other changes as appropriate. The department distributes its EO policy to WIA recipients within the AJCN annually, which also reinforces initial and ongoing notice and communication. Handbooks, a newsletter, and posters placed in prominent areas of recipient facilities provide the initial and ongoing EO notice. Taglines on relevant communications state that the state is an "equal opportunity employer/program", and "auxiliary aids and services are available upon request to individuals with disabilities" with a telecommunications device for the deaf where appropriate.

Grievance procedures are established for local offices and grantees to refer potential complaints to the State EO Officers as appropriate. Training on what constitutes an EO complaint, how to refer complaints, and how to maintain a complaint log are provided to the EO contact at the time of their designation. The State EO Officers desk monitors recipients regularly. At least one third of job centers are given an on-site monitor on an annual basis.

Several efforts have improved access and inclusion for people with disabilities. Annual reviews and on-site assessments facilitate compliance with the Americans with Disabilities Act. The Disability Program Navigator Initiative, which began in Alaska in July of 2006, institutes training and practices to integrate services for persons with disabilities and strengthen connections to employment. Ongoing training through EO contacts, partner organizations, and community organizations ensure that persons with disabilities have complete access to the full array of job center services. A new, two-year Assistive Technology grant will evaluate AT in job centers, which will help partners

recognize the value of reasonable accommodation through AT and provide an estimate for cost allocation agreements.

VII.C One-Stop Infrastructure Costs

What action has the state taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

The One-Stop Operator works closely with all partner agencies in developing cost sharing models and principles. The models are addressed and incorporated in the *Operator Memorandum of Understanding* and the *Cost Allocation Methodology Agreement*. Additionally, One-Stop job centers meet routinely to discuss procedures that ensure integration and appropriate cost sharing.

The One-Stop primary service providers have a system to quickly analyze and allocate costs of joint ventures, such as a job center redesign, equipment replacement and signage. The administrative managers of each agency allocate costs utilizing the *Cost Allocation Methodology Agreement*. Real costs are broken down at the end of each state fiscal year and adjustments are made accordingly.

VII.D Statewide Activities Funds

How does the state use the funds reserved for statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)

The state will use WIA statewide activity funding to leverage other federal, state, local, and private resources to:

- Maximize the effectiveness of such resources;
- Expand the participation of business, employees, and individuals in the statewide workforce investment system;
- Address the national workforce strategic direction, the governor's priorities, and the workforce development challenges identified through analysis of the economy and labor market; and,
- Track progress toward meeting strategic goals and implementing the vision for the workforce investment system;
- Provide impetus to entities that make up the workforce system at the state and local level.

The Division of Business Partnerships solicits statewide activities grant applications that align with the AWIB strategic plan and the governor's workforce development initiatives. Responsive grant applications support and promote the Alaska Job Center Network. Grants resulting from solicitations require recipients to work closely with the One-Stop in their area to ensure the most comprehensive service delivery strategies while maximizing efficiencies of available resources. Projects or activities may include:

- Capacity building and technical assistance to One-Stop Operator, One-Stop partners, and eligible providers, which may include: staff development and training; the development of exemplary program activities; and research and demonstration projects;
- Innovative incumbent worker training programs, which may include an employer loan program to assist in skills upgrading;
- Innovative programs for displaced homemakers and programs to increase the number of individuals trained for and placed in non-traditional employment;
- Adult and dislocated worker employment and training activities as necessary to assist in carrying out local employment and training activities;
- Youth activities statewide;
- Conducting evaluations, under WIA section 136(e), of workforce investment activities for adults, dislocated workers and youth, in order to establish and promote methods for continuously improving such activities to achieve high-level performance within, and high-level outcomes from, the statewide workforce investment system;
- Assisting in the establishment and operation of One-Stop delivery systems; and,
- Providing additional assistance to areas that have high concentrations of eligible, unemployed youth.

As the need for a new job center is identified, statewide activity funds may be used to establish or modify the facility, stock it with equipment for the public resource area, and support collocation of partner agencies for seamless delivery of workforce services to employers and job seekers. While statewide activity funds are not used for ongoing maintenance or continued operations, they are used to proportionally allocate costs among new job center partners.

Statewide activity funds may be at the local level to promote and support One-Stop Academies for workforce agencies and service providers in the job centers and

throughout local communities. The academies are highly successful and provide a vehicle for promoting awareness and coordination of a job center's service delivery area. Alaska is building on the success of the academies by expanding them to rural job centers. Other approaches under consideration include adding One-Stop Academy curricula specific to employer services, and incorporating national training from organizations that offer recognized case manager credentialing training.

Statewide activity funds may also be used to bring administrators and managers from multiple agencies together, similar to the academies to promote coordination, integration and continuous improvement on a statewide level.

VII.E *Support Human Capital Solutions*

How does the state ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)

Alaska is working to provide more efficient services to businesses, while utilizing fewer staff. This direction provides job seeker services in group settings as much as possible. Group workshops and orientations are scheduled instead of one-on-one job seeker interviews. To increase services to businesses, Alaska is a member of the USDOL Business Relations Group and participated in the National Business Engagement Consortium, a seven state project incorporating business representatives, training, business lead management, public relations strategies, Web site application improvement and direct mail-based mass marketing into an integrated campaign for better awareness and usage by business customers.

The Anchorage Midtown Job Center created the Business Connection which is made up of experienced staff responsible for providing a full menu of services to employers. Other job centers are following the Anchorage lead and designating staff to a Business Connection proportionate to the local population and employers. Alaska is also integrating service delivery with Alaska Job Center Network partners to reduce duplication of activities and administrative costs so more funding and resources can be directed toward serving all customers.

The state has expanded these partnerships during the last two-year planning period by increasing the number of written agreements (MOUs and MOAs) with tribal/Native organizations, school districts, and faith-based and community organizations. The best example of a realized agreement is the Native MOU that has resulted in our ability to share aggregate wage information with a Native 477 grantee the organization can report its performance to the US Department of Interior.

VIII. Administration and Oversight

VIII.A.1 Local Area Designations

Identify the state's designated local workforce investment areas and the date of the most recent area designation, including whether the state is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous state plan. (§§112(b)(5).)

Alaska had two local areas, the Anchorage/Matanuska-Susitna local area and the Balance of State designated in 2000. In 2003, the AWIB and governor evaluated the local areas and administration of the workforce investment system and concluded that it would be more effective if the state consolidated. Administrative Order 210 directed the consolidation of the administration of the two local areas. In 2003 and 2005, the Employment and Training Administration approved a waiver granting the state the authority to function as a single regional planning area with the Alaska Workforce Investment Board functioning as the local board for both areas. At this time the state does not plan to re-designate existing areas or designate any new areas and plans to continue as a single regional planning area.

VIII.A.2 Description of Process

Include a description of the process used to designate such areas. Describe how the state considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the state board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)

Under Section 116(a)(2) of the Workforce Investment Act, Alaska's two local areas received automatic designation as sub-state areas under the Job Training Partnership Act. In August of 2003, the board submitted a waiver request and received approval to consolidate oversight and planning for the two local areas. The board concluded that a symbiotic relationship existed between Alaska's two local areas and it was not effective or efficient to administer them differently and still meet Alaska's workforce investment system goals. Likewise, a similar waiver was submitted and approved in 2005 and has been requested for PY 2007 and 2008.

VIII.A.3 Appeals Process

Describe the appeals process used by the state to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).

Should a local area wish to appeal a decision regarding local area status, representatives of the local area may appeal to the Alaska Workforce Investment Board. If the appeal does not result in designation then, after a request for review, the U.S. Secretary of Labor may make a determination regarding local area designation.

VIII.B WIB Appointment Criteria

Identify the criteria the state has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)

Under the 2003 and 2005 waivers, the AWIB is assigned oversight and local workforce investment board responsibilities. As the state board was in existence prior to December 31, 1997, the board complies with section 111(e) and is designated as the state workforce investment board under the alternate entity provision. Membership to the state workforce investment board complies with section 111(e)(1)(C).

VIII.C Capacity Building

How will your state build the capacity of local boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)

The AWIB provides direct oversight of Alaska's two local areas. The AWIB uses board members, who are leaders in their respective areas, to ensure high performance. The board uses data collected from the workforce investment system to evaluate effectiveness and make recommendations to the governor if changes in the system are necessary.

VIII.D Local Planning Process

Describe the state mandated requirements for local workforce areas' strategic planning. What assistance does the state provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).)

The state of Alaska develops a statewide strategic plan that meets the needs of the local areas. Under its waiver designating the state as a single regional planning area and

oversight authority for the local areas, the AWIB engages in bi-annual strategic planning. Recently the boards' planning efforts have focused on creating more opportunity for youth and developing a career path to meet the workforce needs of the Alaska gasline. Additionally, the AWIB strategic plan is aligned with Alaska's overall performance-based budget.

VIII.D.1 Local Planning Process Oversight

What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?

The state board reviews agency planning, assists in the negotiation of performance measures and issues an annual performance report to the governor and legislature.

VIII.D.2 Local Planning Process Goals and Direction

How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction?

The regional plans are coordinated by the workforce investment board to ensure alignment of the state's strategic direction. The plan is aligned with the overall strategic goals and is revisited bi-annually.

VIII.E.1 Regional Planning

Describe any intra- or inter-state regions and their corresponding performance measures.

Alaska is a single regional planning area that encompasses the entire state. Performance is aligned with Alaska's negotiated performance measures and tracked accordingly. Representatives from the two previous local areas are members of the state board and ensure that local issues are considered.

VIII.E.2 Regional Designation Discussion

Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.

Alaska's decision to establish a single regional planning area was in response to excessive administrative costs, inconsistencies in services and a desire to improve overall performance. With limited administrative dollars, it did not make sense to support two local area administrative functions and local boards when the performance of the two areas was essentially the same. This cost saving measure allowed the state greater administrative flexibility by reducing the administrative support of three boards to one. The board is limited to three meetings per year and uses a committee teleconference approach to conduct day-to-day business. With different local areas, but one state employment agency, it was necessary for the state agency to support two sets of policies and procedures and to train staff differently depending upon location. This used staff and administrative resources that might otherwise be available to support participants. Finally, the performance measures were interpreted differently in the two local areas. These differences were not productive and did not support the performance of the state.

VIII.E.3 Regional Roles

For inter-state regions (if applicable), describe the roles of the respective governors, state, and local boards. (§§112(b)(2), 116(c).)

Alaska operates as a single regional planning area and the governor represents the chief elected official. In an effort to include local participation and points of view, other local elected officials from Alaska's boroughs and cities are consulted in planning efforts and invited to participate in the Regional Advisory Councils.

VIII.F.1 Methods of Allocation

If applicable, describe the methods and factors (including weights assigned to each factor) your state will use to distribute funds to local areas for the 30 percent discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).

This is not applicable as Alaska does not use the 30 percent discretionary allocation formula.

VIII.F.2 Equitable Distribution

Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the state and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.

Since the state is a single regional planning area there is no shifting of fund levels from one area to the next. However, the workforce investment board does accept input from local regions regarding priority economic development through Regional Advisory Councils. This input is renewed when considering projects related to statewide activities.

VIII.F.3 Dislocated Worker Funds

Describe the state allocation formula for dislocated worker funds under §133(b)(2)(B).

The governor understands that the allocation for Rapid Response assistance and worker readjustment is not to exceed up to 25 percent of the available dislocated worker funds. Alaska's allocation is adjusted annually to account for increased demand on the dislocated worker program funds or increased activity in meeting the needs of economic disasters and mass dislocations.

VIII.F.4 Methods and Factors

Describe how the individuals and entities on the state board were involved in the development of the methods and factors, and how the state consulted with chief elected officials in local areas throughout the state in determining such distribution.

The state board provided guidance on the level of allocation. The state administrator advises the board annually of the need to adjust the formula and provides a recommendation on the intended adjustment. Since the governor is the chief elected official for Alaska's single regional planning area, the governor retains final authority of the allocation formula. The state does depend upon the waiver allowing for up to 100 percent of funds to be transferred between adult and dislocated worker, depending upon the economic conditions of the state.

VIII.G.1 Policies and Procedures

Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

The state board considers an eligible training provider policy that details the application procedure for training providers. The process includes information on the calculation of performance and a statement that providers must meet the minimum standards established by the board to continue as an eligible provider. The standards specify that ETP programs should “in and of themselves” prepare a person for a job. If a provider’s performance falls below the minimum threshold, the provider has one year to improve performance. If performance does not meet the minimum standards after one year it is no longer a program approved for funding with an Individual Training Account voucher.

VIII.G.2 Soliciting Recommendations

Describe how the state solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

Compliance with the tenets of the eligible training provider is the responsibility of the Division of Business Partnership. Before a program is approved for inclusion on the list the provider must demonstrate compliance with the regulations pertaining to the operation of a post-secondary program in the state. The Division of Business Partnerships verifies compliance prior to approving a program.

The state board notifies training providers and interested parties of draft policies in writing. Training providers are encouraged to comment and make recommendations for change.

VIII.G.3 Maintaining Eligible Provider List

Describe how the state will update and expand the eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?

The state requires providers of programs on the eligible training provider list to submit participant information on all participants completing the program. This information is then compared to the wage record information to verify placement and earnings for the

proceeding four quarters. The state funds this effort with statewide activity funds awarded to the DOLWD/R&A Section. The state will continue this effort to support the Eligible Training Provider list. The AWIB is improving the number and quality of training programs through the use of Industry Skill Standards. By recommending that training providers meet industry skill standards, the quality of the training is improved. In turn, training providers on the list produce better training which encourages other training providers to meet the same standards in order to remain competitive.

VIII.G.4 Appeals Process

Describe the procedures the governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated state agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop Operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.

Alaska's WIA Eligible Training Provider listing policy describes the procedures for providers to appeal decisions regarding eligibility for the ETPL. The process affects any provider of adult, dislocated worker or youth services where an Individual Training Account may be used. Providers denied eligibility must be notified within 30 days of the decision, including the reason for the removal and their right to appeal. Providers are encouraged to use an informal resolution process. If this process is not appropriate, the provider may choose to submit a formal complaint in writing and request a scheduled hearing. The state administrator must render a decision within ten days of receipt of an appeal. The provider has the option to appeal to the commissioner, who must render a decision within five days of receipt of an appeal. If this proves unsatisfactory, the provider may seek a hearing within five days notice of the commissioner's decision. The hearing officer will then render a decision within five days of the date of the hearing. Hearing decisions are final.

VIII.G.5 Awards Process

Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)

Alaska generally utilizes a competitive solicitation process to award grants. This process includes issuance of a Request for Grant Applications, publication in the Alaska Online Public Notice System, and/or e-mail contact to potential vendors. Generally notices are open for a minimum of 30 days. Selection of successful applications is via a standardized system. Eligible contractors and grantees must comply with all state law and demonstrate fiscal capacity to meet the demands of the award. There are allowable exceptions to this practice and the one employed to date was direct appropriation of

funds to entities through the legislative process. State procurement rule and regulations does not mandate competitive bids for inter-governmental agency grants. Finally, state procurement laws exempt grants from the procurement process. The state follows a modified procurement process that complies with OMB circulars. Occasionally, direct awards are made to eligible entities. In these instances the Division of Business Partnerships drafts a memo recommending the decision and this is forwarded to the Department for final approval.

VIII.G.6 Awards Criteria, Youth

Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)

DBP annual Requests for Proposals prioritize the youth most in need to include out-of-school youth, youth with disabilities, foster youth and youth who have aged out of the foster care system, youth offenders and youth with incarcerated parents, homeless youth and migrant youth. During the grant application review process, team members are provided grantee performance data addressing recruitment, retention and service strategies.

A specific section of the Request for Proposals is aimed at alignment and partnerships. Grant applications identifying specific partnering practices are viewed more favorably by the state.

VIII.H.1 Coordination of Services

Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the state will consolidate Wagner-Peyser Act funds.

Providers delivering services through the One-Stop agree to the conditions of the Memorandum of Understanding and cost allocation agreement. Additionally each job center has a manager who oversees the activities and identifies areas where additional coordination is necessary.

The recipient of Wagner-Peyser funds is also the recipient of WIA funds for services and Individual Training Accounts through the AJCN. This single entity coordinates and ensures that funds are used appropriately. Fundamental core services are funded by

Wagner-Peyser. Intensive services may be funded by Wagner-Peyser when it is clear that no other partners or funding sources exist to provide intensive services. WIA is used to fund intensive and training services for those individuals determined eligible.

VIII.H.2 Improvement and Technical Assistance

Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided.

The board conducts evaluations of the workforce system and the service providers, and makes recommendations. Through a monitoring and internal review process, the state administrator identifies areas that may need corrective action or technical assistance. For service providers with inadequate performance, it is expected that recommendations will be followed. The One-Stop Operator is evaluated and provided technical assistance on a periodic basis. Technical assistance varies, including coaching by project coordinators, training from internal and external experts and through technological enhancements. Technical assistance is intended to one improve program performance and ensure activities are consistent with the governor's vision for job training programs.

VIII.H.3 Additional Partners

Identify any additional state mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

All of the mandatory one-stop partners are signatory to the One-Stop Memoranda of Understanding and are represented at the full service one-stops. These include the Food Stamp Employment and Training Program and the Alaska Temporary Assistance Program. Alaska has several full service job centers in the larger urban areas. These programs share data and make informed referrals to each others programs on behalf of their common clients according to the conditions of the Memoranda of Understanding. These include the Wagner-Peyser program, under the direction of the One-Stop Operator, which provide the backbone of core and intensive services through universal access; Adult Basic Education; Vocational Rehabilitation; Carl Perkins vocational education grantees; Trade Assistance and Adjustment and Veterans Employment and Training Services.

VIII.I Oversight

Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

The Division of Business Partnerships conducts monitoring and oversight of programs and service providers in accordance with said federal and state guidelines and policies. According to an annually established schedule, the division conducts on-going monitoring and oversight of service providers in programmatic and financial management areas. DBP also conducts on-site reviews of service provider operations on an annual basis according to a set of risk-based criteria.

The Division of Business Partnerships requires all sub-recipients to comply with the requirements of Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Non-profit Organizations*. The Department of Administration, Division of Finance Office of Management and Budget is responsible for tracking when the A-133 audits are required of sub-recipients and for ensuring those audits are obtained. The departmental internal auditor is responsible for overseeing the resolution of any findings of non-compliance or questioned costs identified in those audits that pertain to the WIA programs. The monitoring system is designed to provide information necessary to make decisions about resource allocation, adjust grant awards and realign services and grant activities with the governor's vision.

To evaluate the effectiveness of the state workforce investment system a variety of evaluation tools including customer feedback and mystery shoppers are used.

The Division of Business Partnerships also maintains a Management Information System, which tracks the required participant information. The MIS affords the Division the opportunity to further monitor and manage the performance of the WIA service providers and sub-recipients.

VIII.J Grievance Procedures

Attach a copy of the state grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)

The Division of Business Partnerships is in the process of amending the grievance policy to address periods of time that an aggrieved may make an appeal. Formal adoption of the policy is scheduled before June 30, 2007. ESD is responsible for the operation and oversight of the One-Stops. ESD has formally adopted EEO grievance and complaint policy and procedures for services provided under the Workforce

Investment Act and Wagner-Peyser programs and the Alaska Methods of Administration for EEO and CRC compliance. (See Appendix VIII.1.)

VIII.K.1 Guidelines for Workforce Investment System

Describe the following state policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2),) State guidelines for the selection of One-Stop providers by local boards.

A policy for the selection of One-Stop providers has not been established by the state. As a single regional planning area, the state selected the Employment Security Division as the One-Stop Operator and is not expected to change this decision. The Employment Security Division administers the majority of programs under WIA and is responsible for consistency and efficiency in its role as the One-Stop Operator in the state.

VIII.K.2 Procedures

Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system.

As a single regional planning area, Alaska does not have multiple MOUs requiring impasse resolution. At this time all required partners are signatory to the MOU and comply with its requirements.

VIII.K.3 Criteria

Criteria by which the state will determine if local boards can run programs in-house.

Local areas are not approved to run programs in-house. Through the AWIB the state assumes all responsibilities for administration of local area boards.

VIII.K.4 Performance

Performance information that on-the-job training and customized training providers must provide.

No policy exists for the collection of this data. However, performance information is collected consistent with the type of funding used for these programs, i.e. Dislocated Worker, Adult, etc.

VIII.K.5 Reallocation

Reallocation policies.

No policies on reallocation exist. The only information that influences reallocation is related to the allocation of Rapid Response funds from the dislocated worker program.

VIII.K.6 Approving Local Requests

State policies for approving local requests for authority to transfer funds (not to exceed 20 percent) between the Adult and Dislocated Worker funding streams at the local level.

As a single regional planning area, the state administrator makes the determination to transfer funds. The state has a waiver allowing the state to transfer up to 100 percent of adult or dislocated worker funds. Transfer of funds is dependent upon fund availability, performance and economic conditions.

VIII.K.7 Other Individuals

Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals, and others with multiple barriers to employment and training.

Alaska's Adult and Dislocated Worker Eligibility policies provide definitions for services to special populations. The target populations are given due consideration according to the priority afforded when funding is limited. As an example, low-income individuals are determined a priority when funding is limited.

VIII.K.8 Youth Eligibility Criterion

If you did not delegate this responsibility to local boards, provide your state's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)

Alaska defines the sixth youth eligibility criteria in the Youth Eligibility Policy as an individual who requires additional assistance to complete an educational program, or to secure and hold employment means any youth who:

- 1) Lacks the employability skills to gain or retain employment; or
- 2) Lacks access to training opportunities due to geographic challenges; or
- 3) Has cultural dissonance; or
- 4) Is defined as a migrant youth; or
- 5) Is currently attending an educational program; and
 - a) Has previously dropped out of an education program or has poor attendance patterns in an educational program during the last 12 calendar months; and
 - b) Has below average grades; or,
- 6) Is not attending an educational program; and
 - a) Has no vocational/employment goal; and
 - b) Has a poor work history, no work history, or has been fired from a job in the last six calendar months; or,
- 7) Has completed full high school attendance; and
 - a) Failed comprehensive high school graduation tests; and
 - b) Was denied an Alaska high school diploma; and
 - c) Requests and requires intensive tutoring and/or remedial education to prepare for and retake the comprehensive examinations or the General Equivalency Diploma examination.

IX. Service Delivery

Describe the approaches the state will use to provide direction and support to local boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. One-Stop service delivery strategies are addressed below. (§§112(b)(17)(A) (§§112(b)(2) and 111(d)(2).)

A. One-Stop Service Delivery Strategies

IX.A.1 One-Stop Services

How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)

The Alaska Job Center Network includes job centers, service providers, and affiliated agencies. It is represented by a well-recognized “jobs” logo, which has been incorporated into the department’s logo. In addition to 24 job centers, the network includes an electronic or virtual delivery system that is accessible from job centers, and through personal home or business computers.

AJCN One Stops provide universal access to core and intensive services through self-service, staff-assisted self-service or staff-assisted services. Affiliate sites provide access to core services through the same design where appropriate. Required and optional partners located in AJCN Job Centers deliver services as designed and implemented by the Alaska Workforce Investment Board (AWIB), and per Employment Security Division Strategic and Operational plans approved for PY 07-09 describing the roles and functions of the Job Center operator related to the provision of services by partners in each facility. Plans include how core services are provided and coordinated within each Job Center and how staff within a Job Center function as part of a multi-agency team.

Coordination occurs through a variety of informational and referral means that include cross training, phone, fax, and email communications, in-person referrals, and regularly scheduled operation meetings. Meetings include representation with the Alaska Workforce Investment Board, its Employment and Placement Committee, Executive Committee, and project-based groups such as the multi-agency, Job Center Services Integration Committee (JCSIC).

Alaska has successfully colocated required and optional one-stop partners in twenty four statewide comprehensive, satellite and affiliate job centers. Recognizing the difference between collocation and integration, directors responsible for administering required partner programs collaborate to define next steps, give direction for

coordinated service delivery, promote cross communications, and provide specific training for integration.

As a first step, the directors of the divisions of Public Assistance, Vocational Rehabilitation, Business Partnerships, and Employment Security collectively accept accountability for integrating workforce service delivery using the vision, “The AJCN creates opportunities for Alaskans to obtain employment, training and social services in a convenient and timely way resulting in satisfied customers – both employers and job seekers – to promote self-reliant families and a healthy economy.” The customer service theme of ...“no wrong door” is reinforced.

All frontline staff learns about partner services in order to reduce duplication of effort. This type of interaction can also lead to opportunities to jointly case-manage clients in the future. Teamwork is encouraged across programs and functions for streamlined service delivery. All-staff meetings are an additional step in continuously improving effective communications. The directors and operation chiefs also promote a customer service-centered environment in each job center, and collectively develop staff motivational strategies. Local partner management teams meet on a regular basis to ensure all partners are aware of job center activities.

Alaska encourages flexibility in the design, implementation, and delivery of services within each AJCN Job Center. Services provided by partners are coordinated through a variety of tools including Memorandums of Understanding (MOUs), including cost sharing agreements, operational agreements, and local agreements. The statewide Management Information System (MIS) is a case management system that supports the tracking and coordination of services provided to customers.

The two primary coordination tools in the system are:

The MOU - This agreement enables each Job Center to establish cooperative and beneficial relationships among partners to deliver core and intensive services, as appropriate, in an integrated system that meets local needs.

Job Center Certification Application process - Sites apply to ESD for designation. The application requires partners seeking certification to complete a self-evaluation. The application requires that sites describe program and service delivery integration and coordination efforts, quality standards for service delivery, data collection methods, quality improvement efforts, and leadership involvement as well as other standards that might be added by the Job Center.

IX.A.2 Youth Formula Programs

How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?

There has been an expansion of the youth system in the Alaska Job Center Network. In order to address the significant geographic challenges in serving youth in outlying regions, establishment of youth programs within this statewide system has been enhanced to provide continuity and support with an emphasis on out-of-school youth. Employment counselors and Community Development Specialists from the One-Stop system who are dedicated to the youth program through a reimbursable services agreement with the Business Partnerships Division, provide workshops, assessment, training of staff, presentations and some direct youth client services in conjunction with the youth program providers in several major areas throughout the state.

Direct services are provided through a case management model which was previously piloted in one Job Center. This model integrates services from various agencies and organizations within the community. National best practices, including an intermediary model from the Office with Disability and Employment Policy, are incorporated in the development of this model.

This case management model, or intermediary design, serves as the recruitment, enrollment, assessment, and case management agent through joint collaboration between the One-Stop and the youth program providers in several regions. The job center has a developed network of community agencies, such as faith-based and private and public sector agencies, and acts as the intermediary to allocate funds for the provision of internships, leadership development, work experience, job shadowing and other aspects of the ten basic elements to eligible youth.

IX.A.3 Minimum Requirements

What minimum service delivery requirements does the state mandate in a comprehensive One-Stop Center or an affiliate site?

The AJCN includes full service and satellite job centers, as well as designated affiliate sites through which the various partner agencies deliver services to all Alaskans. Access to all core services is required within an AJCN Job Center. A Job Center must provide all “core services”, coordinate partner services for customers, provide referrals, and provide access to the Internet or other electronic linkages. The core services that must be available in a Job Center, satellite, or affiliated sites are listed below:

- Services Orientations
- Information and Referral
- Initial Assessment
- Job Search Assistance
- Job Readiness Workshops
- Job Referral and Placement Activities
- Labor Market Information
- Training and Retraining Information
- Internet Access through Resource Areas
- Unemployment Insurance Access
- Translation Services

An affiliate site is a location from which a single partner agency delivers services. Typically it is their own office that is used as a base of operations and in full cooperation with the AJCN (examples include: Adult Basic Education Programs not collocated, the DVR Evaluation Centers, the Palmer and Nikiski Senior Centers). Affiliate sites also possess information and referral mechanisms that connect customers to the rest of the network, real-time. AJCN affiliate sites offer all of the core services in the comprehensive list through staff or through linkages on the Internet or other electronic linkages, provide at least one of the required programs directly on-site,

provide access to Job Center services offered elsewhere in the AJCN and provide direct referrals to services outside the site. This includes information about rapid response and early intervention services to dislocated workers as well as other services of required partner programs. Currently, Alaska has employed the use of two Mobile Job Center vehicles that will act as a roaming "affiliate" site. They will be utilized on the Alaska Marine Highway System in the Southeast Region and the "Railbelt" road system to further connect the AJCN to rural and remote communities, especially school districts, with limited access to our physical locations. Alaska has hundreds of outreach locations that are served itinerantly, but does not consider any one of these sites "affiliate".

Satellite job centers consists of two or more of the WIA partner programs delivering core services to a universal population, along with as many intensive and training services as available. The Satellite job centers possess the electronic and in-person information and referral mechanisms that connect customers with the entire Alaska Job Center Network. Satellite job centers include: Anchorage Midtown, Anchorage Gambell, Cook Inlet Tribal Corporation, Inc., Eagle River, Barrow, Bristol Bay, Delta Junction, Glenallen, Homer, Kodiak, Kotzebue, Nome, Petersburg, Seward, Sitka, Tok, and Valdez.

Full-service job centers consists of the WIA required partner programs delivering on-site, electronic, or itinerant services, the full range of labor exchange services, other Wagner-Peyser related programs, WIA core, intensive and training services, and Rapid Response program to a universal population, along with intensive and training services based on eligibility for programs such as VETS, Alaska Temporary Assistance, Alaska Housing Finance Corporation, Work Services, and Vocational Rehabilitation. Participation of some partners such as Adult Basic Education, the Senior Community Employment program and tribal grantees may be based on information and referral mechanisms that link the entire system. The Unemployment Insurance program is accessed through toll-free telephones connecting to Call Centers. Efforts are continuing to co-locate more partners in the same physical locations. Full-service job centers are currently located in: Anchorage Muldoon, Fairbanks, Juneau, Ketchikan, (Kenai) Peninsula, Bethel, and Mat-Su.

The AJCN includes links to the new ALEXsys Labor Exchange System, "Hot Jobs", and the new Unemployment Insurance Benefit Internet Filing (BIF) system. Alaska Job Centers have access to the Web site and an adequate number of public-use computers in each resource room (including our two mobile units via satellite links). Our Web sites are updated regularly. (See Appendix IX.1)

IX.A.4 Tools/Products Developed

What tools and products has the state developed to support service delivery in all One-Stop Centers statewide?

The state has developed and/or supported the development or acquisition of products that have proven to be essential in assisting the One-Stop Centers to serve a variety of client populations. Tools have been in the form of technological applications, training for specific area skill building to service delivery staff members, marketing tools to business and potential participants as well as reports that assist One-Stops to prepare for layoff events. Some of these examples of these tools and products are listed below by category:

Resource rooms in job centers possess computers, fax machines, printers, copiers, paper and supplies, and information resources needed to access jobs and qualified workers to facilitate labor exchange. Alaska's Job Bank is an extension of the internal Employment Service labor exchange computer system used for data collection, storage, and maintenance of ES registration and staff-assisted services. Electronic job listings on the Job Bank are updated up to six times each workday.

Benefit Internet Filing (BIF) is a new Internet-based initial unemployment insurance claims application product the Employment Security Division produced to provide wider access to Alaskans making their initial claims for UI. Future enhancements during this planning cycle include the ability to maintain and update a person's claim via the Internet

Alaska Labor Exchange System, ALEXsys, allows employers to directly list their jobs and to search the database for qualified applicants. Agencies and potential employers can search the skills bank to determine the skills set of the population in specific areas, allowing for identification of skills gaps and potential training opportunities to prepare the workers for upcoming public work projects and other jobs. Job seekers can input their resumes, search for jobs, which match their skills, and directly apply to the employer. This system was put into production on April 17, 2006. Maintenance, upgrades, and future plans for this successful IT system is on-going.

Management Information System, MIS is a statewide management information system used for data collection, storage, and maintenance of WIA client records. This system provides job center and grantee staff with a tool for tracking case management and for scheduling services.

Policies to assist staff in providing consistent and integrated service delivery of the Wagner-Peyser Title III and WIA Title I programs, the Employment Security Division

and the Division of Business Partnerships (DBP) have worked to develop clear policies and procedures for the programs. The agency continues to review, create, and define policies, procedures, guidance, and forms on a regular basis to ensure job center staff have the necessary tools for delivering services.

Blueberry Intranet was developed by the One-Stop Operator in order to disseminate guidance and policy information to staff on an internal Web site called Blueberry. Posted on this Web site are the policies, procedures, guidance, and forms for carrying out the service delivery of the Wagner-Peyser Title III and WIA Title I programs.

Alaska's Youth First Initiative has been developed and implemented by the department as an employer outreach plan for Alaska's Youth First Initiative. DOLWD is knocking on businesses' doors looking for opportunities for Alaska's young people. This initiative enhances the state's Alaska Hire campaign by working closely with industry to provide jobs for Alaska's youth. The department is working with businesses throughout the state to establish student internships and summer jobs for Alaska's youth. Additionally, the department is helping to place teachers in Alaska businesses and job training programs to help them better understand the challenges of today's workplace. Creating and maintaining partnerships between educators, training providers, the state, business, industry, and economic development agencies are another priority.

Key to Career Success Card and other printed and electronic materials are employed to increase veterans' awareness of One-Stop services and their locations, encourage use of the full-spectrum of services available to veterans, and highlight veterans' priority of service, as required under the Jobs for Veterans Act, upon arrival at their local One-Stop. Additionally, DOLWD identifies strategies with One-Stop business representatives to connect businesses who want to hire veterans who want jobs; conducts outreach with local Department of Defense (DOD) Family Service Centers and veterans' organizations to enable cross training and referrals. They also engage these entities in useful service delivery strategies and serve spouses of veterans who also need to re-enter the workforce.

Technical Vocational Education Program, (TVEP), is a result of the increased emphasis on employment and training in Alaska. The state established the TVEP as a new WIA partner funding source for training and development. TVEP is funded like the State Training and Employment Program (STEP) through worker tax contributions. Today the TVEP fund provides capacity building resources to several vocational training institutions. In the future, TVEP will be competitively awarded to training programs that are responding to Alaska's workforce development needs. This additional avenue for training is needed to create an industry focused, demand-driven training system. With TVEP, STEP and other WIA leveraged funds, Alaska is re-aligning its workforce system.

TaxWeb is a new online method for employers to pay their unemployment insurance tax. By providing more services online, it makes it more convenient for businesses to work with the state, giving them more time to focus on company growth. Employers receive ready access to their tax account information and may perform a variety of transactions, 24 hours a day, seven days a week. TaxWeb helps businesses compile, calculate, submit and pay, through Electronic Funds Transfer, quarterly contribution reports over the Internet. In addition, new employers can register with the Department. The Department also completed additional automation efforts to allow Alaska's unemployed workers to file initial unemployment insurance (UI) claim online. Alaska's unemployed workers still have the option of phoning an Unemployment Claim Center during regular business hours, and speaking directly to a customer service representative for assistance.

Posters adorn DOLWD facilities around the state giving face lifts of sort, and include some familiar faces. To help the Department better communicate its mission, a poster campaign was developed showing Alaskans at work in Alaska jobs. The campaign represents all of the major industries and occupations in Alaska. Posters first went up in the DOLWD buildings in Juneau followed by job centers, schools and other facilities across the state. Additional marketing efforts included a statewide radio campaign with spots by the Governor, the Labor Commissioner and the Alaska Vocational Technical Education Center (AVTEC) director, helping to get the word out about the Alaska Hire campaign and DOLWD's efforts to put Alaskans to work. These types of campaigns will continue.

IX.A.5 Recommended Models

What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?

Alaska follows the case management, team-based approach that includes appropriate partners in its service delivery for both job seekers and employers. Staff members are encouraged to work as a team providing seamless services to job seekers, bringing together the most appropriate services based on identified client needs. As an example, Alaska's participation in a Customized Employment Grant that provided a model for a more effective system for serving persons with disabilities. Staff members from AJCN partner agencies use a case-management system to meet the employment needs of targeted individuals through a discovery process. Sustainability of this approach has been achieved by applying the lessons learned to other efforts such as the Disability

Program Navigator and the Family Centered Services projects. Integrated case management is one of the most important tools the state has relied upon for continued integration efforts.

Alaska implemented a model of service delivery to employers that focuses on first developing a relationship then slowly increasing the menu of services and conducting outreach to increase market share. Job Centers are encouraged to establish account representatives for the primary industries in their area. The account representatives network with each other to provide enhanced services to employers.

Another model for business services is the Integrated Employer Services team that has been developed in the largest urban area, Anchorage. All partners who provide services to employers collaborate to ensure employers do not receive duplicative services from the different partners. Outreach to employers is unified for job service partners, not just promoting one program or specific population group. Vocational Rehabilitation, Veterans' Services, Adult Basic Education, Senior Community Services Employment Program, Public Assistance-sponsored Work Services job development, and Wagner-Peyser Employment Services staffs work together on a regular basis to resolve issues and prevent duplication of similar services. The state's philosophy is to develop a relationship with employers and, over time, add to the menu of services that can be provided.

Alaska's approach to service delivery for job seekers is to provide universal access with priority service to identified specific populations. All job centers have well equipped resource rooms available for work search activities and include computers with Internet access, phones, faxes, and copiers. Assistive technology for customers with disabilities is available in all full service job centers.

Alaska carries out a formal AJCN assessment/certification process for its job centers on a regular basis. This process includes an initial self-assessment followed by an on-site visit by a review team, which includes expert program staff, as well as AWIB board members to ensure compliance with service delivery under the WIA that focuses on AWIB priorities and recommended activities.

The ESD self-assessment system for the Wagner-Peyser program includes a review of service delivery of ES programs. Program service delivery is assessed on an annual basis while data collection records are reviewed on a quarterly basis. There is a comprehensive annual review of service delivery for Public Assistance-sponsored Work Services. This is conducted by Health and Social Services' Program Review and Integrity Analysis Section.

B. Workforce Information

IX.B.1 Integrate Information into Planning

Describe how the state will integrate workforce information into its planning and decision making at the state and local level, including state and local boards, one-stop operations, and case manager guidance.

Alaska DOLWD is responsive to the need for quality labor market information by working with partners and customers to shape and improve the services required to create a high-skills, high wage workforce. A fundamental component of a demand-driven workforce investment system is the integration and application of the best available state and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses.

The Alaska Workforce Investment Board consistently uses Alaska workforce information provided by the Alaska Department of Labor and Workforce Development, Research and Analysis Section (R&A) to provide guidance to partners of the workforce investment system. The information is used to determine the state's high-demand industries and to encourage the development of training programs and capacity with existing and potential training providers.

R&A staff work closely with ESD on a variety of subjects, make presentations at their meetings, and work with AJCN members and staff on a wide range of topics in support of their efforts. These contacts form the foundation of an integrated service delivery strategy that is consistent with state strategies. The One-Stop Operator uses the information provided by R&A at the state level to plan service delivery strategies including target industries to promote for participant training, setting staffing levels in the local one-stop job centers, and providing guidance to local case managers giving career information to job seekers. ESD also includes the labor market information on the menu of services provided to employers through the Business Connection units in the job centers.

Case managers use R&A workforce information directly with participants when developing their individual employment plan to ensure customers are aware of the industries and job opportunities that are in high-demand or will be in high-demand when the participant anticipates completing a training program.

IX.B.2 Accessibility to Workforce Information

Describe the approach the state will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.

The primary vehicle for disseminating workforce information to internal and external customers is the Internet. The Alaska Job Center Network Web site home page includes “Labor Market Information” as a main link with a limited number of other links including “Business/Employer Connection” and “Job Seeker Resources”. The site is used in all one-stop job center resource rooms. The information is available to businesses and job seekers, as well as staff and is a separate category, more visible on the main page. The site is available to any location with an Internet connection including libraries, schools, worksites and private citizen homes. The One-Stop Operator also funds a monthly magazine, *Alaska Economic Trends*, which is prepared by R&A, and distributed to businesses, and published on the R&A Web site.

Additionally, job fairs have shown to increase accessibility to workforce information and have assisted in marketing our job seeker and employer services. The majority of Alaska's job centers participate in at least one community job fair annually. Our comprehensive, full-service job centers usually host several each year and many targeted recruitments. Best example of a targeted recruitment is our Veterans' Job Fair conducted at our Anchorage Muldoon Job Center, which is located near Alaska's two largest military bases: Elmendorf AFB, and Ft. Richardson. DOLWD/R&A Section conducts regular visits and LMI workshops throughout each year. All job center staff, case managers, employment counselors, and partner agencies are invited to attend. Workforce information is updated regularly and is interpreted to service providers by expert economists. The same team also makes regular updates to Alaska's Career Information System (AKCIS), relied upon heavily by case managers and counselors, to provide needed career-choice information, wages, industry trends, and probability for job openings in the future. This information assists both client and case manager in making informed decisions regarding training and employment goals.

IX.B.3 Core Products Alignment

Describe how the state Workforce Information Core Products and Services Plan is aligned with the WIA state Plan to ensure that the investments in core products and services support the overall strategic direction for workforce investment.

The mission of the Alaska Department of Labor and Workforce Development Research & Analysis Section is to promote sound decision making through the production and dissemination of timely and accurate workforce statistics and analysis. It is articulated

in the *Workforce Information Core Products and Services* plan, and consistent with the vision of both the governor and the Alaska Workforce Investment Board.

The workforce vision involves an effective and measurable workforce system that focuses on the lifelong business of preparing and placing Alaskans into good jobs. R&A uses the State's strategic plan as the first stakeholder document it reviews before disseminating information. By doing this, R&A ensures that the appropriate materials and information are being prepared and made available to State and local stakeholders to support the State's overall strategic direction for workforce development.

R&A's industry and occupational analyses are central to Alaska's workforce development agenda. Consistent with the governor's vision and the AWIB, R&A analyzes the administration's high-priority industry sectors. The analysis includes industry employment trends, current and future occupational demand, anticipated occupational replacement needs, and indicators of current occupational supply inadequacies. By tracking the employment and earnings of workforce development training program completers, R&A provides essential insight into the effectiveness of the workforce development system.

IX.B.4 Coordinating State and National Tools

Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.

Electronic workforce information delivery systems are well coordinated with and connected to the national electronic workforce information tools. The AJCN and Workforce Information (WI) Web sites and the Alaska Career Information System (AKCIS), Alaska's primary electronic workforce information delivery systems, link to America's Career InfoNet, America's Service Locator, O*NET, Alaska's Job Bank (ALEXsys) and America's Job Bank. All are available in the One-Stop resource rooms and any location with an Internet connection.

C. Adult and Dislocated Workers

The WIA hierarchy of services, the three tiers of Wagner-Peyser service delivery, and the "triage" system of quickly identifying the needs of individuals all reflect how Alaska serves its customers, both job seekers and businesses. During the first five years of WIA, Alaska slowly integrated varying philosophies of service delivery into one. Triage continues to help frontline staff identify appropriate services and delivery methods as determined by the specific customer needs. Wagner-Peyser Three Tiers of

delivery methods contribute directly to core, intensive, and training services, provided under WIA. Alaska continues to train front line staff on the Wagner-Peyser and WIA philosophies with the goal of providing superior customer service.

IX.C.1.a Universal Access to Core Services

Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).

One of the guiding principles of the State's one-stop system is the concept of universal access. The AJCN one-stop system is required to ensure that customers receive access to services through various portals, be it a Comprehensive One-Stop Center, satellite or affiliate facilities which might provide a partner program's service.

The state Criteria for Job Center Validation also addresses requirements for access to core services through staff or electronic resources. Universal access encompasses the awareness that customers coming to an AJCN job center include the general public and businesses. There are no "eligibility" requirements for a person who seeks employment services or access to information related to training, and career development related services. In Alaska, this includes major efforts to ensure services are accessible to populations with barriers to employment, particularly those with physical or mental disabilities, or those with limited English speaking abilities.

Labor exchange services funded by Wagner-Peyser are primary core services available to all customers at each job center. Additionally, satellite or other partner affiliate programs provide services specific to their programs. Dislocated Workers are directed by Rapid Response staff to AJCN sites for assistance with finding employment and exploring eligibility for services funded by WIA and Trade Act. A significant number of dislocated workers are informed of and provided access to core services through the Rapid Response process initiated through WARN or other notifications. Other potentially eligible adults and dislocated workers may be contacted through outreach, worker profiling and through system sponsored orientations. Orientations often take place at an employment site.

Core services are provided by the Alaska Job Center Network through the Internet and via telephonic access, including:

- Online registration
- Eligibility determination
- Outreach, intake, and orientation information

- Initial assessment of skill levels, aptitudes, abilities, experience and supportive service needs
- Job search, placement and assistance and career counseling
- Employment statistics and labor Exchange Information
- Eligible Training Provider list (showing performance, youth and adult activities, vocational education and vocational rehabilitation activities)
- Information regarding local area performance results
- Information and referral to supportive services including childcare and transportation
- Filing UI claims and paying UI Tax contributions
- Other non-WIA training and education activities and programs such as the State Training and Employment Program (STEP)
- Follow-up services for participants placed in unsubsidized employment for at least 12 months
- Information, eligibility requirements, and registration for programs such as Temporary Assistance OJT's, Job Starts, SCSEP, Fidelity Bonding Program, WOTC, and many more.

Toll-free lines are established and published for access to the UI program and Job Centers. To illustrate further, Alaska saw a total of 2.28 million individual on-line job searches in the first year, beginning April 2006, of the Alaska Labor Exchange System (ALEXsys). Alaska's 24 Job Centers have convenient hours, are strategically located in both rural and urban areas, and services and/or referral for entire-network services are available to all.

Alternate and equally effective communications are provided to individuals with disabilities through telephonic devices for the deaf (TDDs) such as TTYs and Alaska Relay Service. All online and job center services use accessible technologies. The state also provides equally effective communications for Limited English Proficient persons, with oral and written translation through various media. Online, telephonic, and in-person interpreters are used, depending upon the nature and importance of the service provided and the frequency of contact with the LEP population.

Since the inception of WIA, Alaska has seen a sharp rise in the in-person visits to the Alaska Job Centers resource rooms. This is due in large part to the implementation of our new electronic labor exchange system (ALEXsys) and a recent regulatory work test requirement to compel UI beneficiaries to enter an active electronic resume in the system that is visible to employers. The state further has recently developed a virtual Reemployment Services orientation for those workers most likely to exhaust benefits before becoming reemployed. The net result at the service delivery point is that job centers are truly seeing and helping those people who have more significant barriers to employment and require more intensive services. We hope this change in walk-in customer results in more referrals to job training in the dislocated worker category.

All customers are ensured that services are provided without discrimination, as described in DBP Policy 260.00 Appeal Process for Grievances and Complaints <http://www.labor.state.ak.us/bp/forms/policy260.pdf>

IX.C.1.b Three Tiered Service Delivery Strategy

Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.

Wagner-Peyser Act resources have been used as the foundation for providing services and linking adults and dislocated workers to available programs. The AJCN begins with the services provided by the Employment Security Division and extends to the comprehensive network of employment, social, and training services. At the local, community level, many of these relationships existed prior to the enactment of WIA. Listed below is how the state ensures the three-tiered service delivery strategy for adults and dislocated workers:

Self-Service: Clients who do not require direct staff assistance or facilitation to use core services, job center services and resource room facilities. A minimum of a partial registration is required if the client is using the job center. A full registration is optional to allow job matching. The client may be selected for the customer satisfaction survey and the client's employment outcomes will be tracked on federal reports. Examples include, but are not limited to, clients who use the resource room equipment independently and repeat clients in the resource rooms.

Facilitated Self-Service: Providing brief assistance to a client to allow the client to use the resource room facilities without further staff assistance. A minimum of a partial registration is required. A full registration is optional to allow job matching. The client may be selected for the customer satisfaction survey and the client's employment outcomes will be tracked on federal reports. Examples of facilitated self-service include,

but are not limited to, a short overview of the services available in the resource room; instructions on how to use the fax machine or other equipment; and providing handouts on a specific company or job search web pages.

Staff-Assisted: ES services provided in a group or one-on-one setting which takes a significant expenditure of staff time. This is the most time-intensive level of service. The services are counted on federal reports. A minimum of a partial registration is required and the staff-assisted service provided must be recorded. A full registration is optional to allow job matching. The client may be selected for the customer satisfaction survey and the client's employment outcomes will be tracked on federal reports. Staff-assisted services that must be recorded include: referrals to partner agencies such as DVR and DPA; referrals to jobs; placements in training; reemployment services; assessment services, including an assessment interview, testing, counseling, or employability planning; case management; career guidance; job search activities; fidelity bonding; job development contacts; tax credit eligibility determinations; referrals to other services, including skills training, educational services and supportive services; and any other service requiring significant expenditure of staff time.

Business customers have access to facilitated self help services through business assistance seminars sponsored by a variety of partners. Topics range from business start up to unemployment insurance cost management. Staff assisted services are available to all customers and may be accessed based on customer request or referral. AJCN staff determines the needs of the individual or business customer and either provide the service directly, refer the individual to the appropriate resource, or schedule for additional assistance on-site.

Consistent approaches to service delivery and data entry have been established statewide. As a result, local delivery of service is now focused on the most effective services that will potentially impact management indicator outcomes and ultimately to meeting federal performance goals on certain common measures. At the same time, service delivery activities are being adapted to take advantage of useful information being entered into MIS. It also gives the state the ability to consider implications for planning and transitioning to the anticipated WSPER system being proposed by the Department of Labor in federal regulations.

IX.C.1.c Integrated Resources

Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.

Resources are integrated primarily at the local office level. However, efforts have been underway to expand integration in funding the common and shared portions of job

center resource rooms. The majority of core and intensive services are provided within the resource rooms and the adjacent case management office space to ensure close proximity from one level of service to another. This improves the transfer of clients and ensures a smooth customer flow without the disruption of services. Participating partner agencies work with the One-Stop Operator to identify appropriate cost sharing based on the agreed upon cost allocation methodology. Illustrating this point, a resource room in which three partners derive customer benefit share in the costs of public-use computer replacement. Only one purchase request is generated yet all three partners contribute to the purchase. This arrangement is invisible to the customer and partner agencies have been able to work out the equitable distribution of funding shared costs during the past several years.

In Alaska, WIA, Wagner-Peyser and other Employment Security Division' (ESD) administered DOL funded programs are the primary contributor of funding to the facilities and technologies that support core and other services. Resource rooms in particular, and department Web sites that provide labor market information and career exploration, are integral to self-service core activities. AKCIS and ALEXsys, the Internet based employer opening and job seeker resume on-line public labor exchange system, are as well.

A high volume of customers are individuals seeking employment related services provided by ESD staff. A shared case management and data collection system (MIS), allows cross reference to collected Unemployment Insurance recipient data to be built upon by various partner program service providers who more closely focus on the provision of intensive and training related services. The department continues to add enhancements to the MIS system to capture services linked to any targeted program and its fund source and continues to develop reports to manage and measure services and performance.

The director of ESD has taken proactive steps to address the challenges of maintaining an effective AJCN system infrastructure. Under the leadership of ESD's director, a range of actions were taken to reduce costs to the department to better align with reduced federal levels and new cost challenges based on aging buildings, technology needs, and a significant aging of the agency workforce. There have been staff and management reductions and building closures or re-locations within the state. Along with this has come organizational change with new management and restructuring of ESD.

IX.C.2 Intensive Services

Describe state strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined. (§112(b)(17)(a)(i).)

Based on criteria listed in 134 (d)(3)(A), the Division of Business Partnerships (DBP) describes in policies the types of intensive services and activities to be provided to adult and dislocated workers. Specifically, WIA Adult Program Participant Eligibility and Priority of Service Policy #310.00, <http://www.labor.state.ak.us/bp/forms/policy310.pdf> and Workforce Investment Act (WIA) Dislocated Worker Eligibility Policy #340.00, <http://www.labor.state.ak.us/bp/forms/policy340.pdf>. Based on these policies the Employment Security Division (ESD) develops procedure for AJCN job center staff to ensure consistent delivery of intensive services to eligible adults and dislocated workers.

Additionally, the state board has adopted policies to ensure WIA adult and dislocated worker program participants have access to intensive services at local One-Stops. These services include:

- Comprehensive and specialized assessments of skill levels
- Individual employment plans
- Individual and group counseling
- Case management
- Short-term pre-vocational services

Employment counselors and case managers conduct assessments of work skills. Employment counseling, assessment, and case management are provided to Alaska workers enhancing opportunities for personal growth and enabling them to achieve their maximum potential as wage earners. Individual/group counseling is provided on a range of issues including:

- Assessment of abilities, interests, skills, values, and literacy
- Assistance with work related choice, change, or adjustment
- Labor market and workforce information

- Awareness of employer expectations
- Problem solving in the workplace
- Handling stress due to job loss and other life changes

Tools used for assessment include the online TABE, GATB/AP, Career Scope, WPT, Cop System, Interest Profiler, CAI, SDS, CDM, MBTI, WIL, and Micro Skills. Assessment results are reviewed with and interpreted for the customer and an individual employment plan is completed based on counseling interviews and assessment results. Following plan steps, the customer is assisted in achieving their goals through vocational exploration, including a review of labor market and workforce information using AKCIS and other CIDS. This includes staff-assisted job search and placement assistance, career counseling, job referral, and job development, search skills training and referral for additional partner services and/or formal training. Intensive follow-up support is provided.

Pre-vocational services are provided including job search techniques such as interviewing skills (including mock interviewing), resume preparation training, networking skills (including telephone skills, informational interviewing, company research), labor market and workforce information using AKCIS and other CIDS and remediation of barriers including referral to supportive services such as ABE, SCSEP, DVR, and community services.

Employment counselors and case managers provide case management working closely with WPRS, DVR and ABE, sharing information to monitor the client's progress throughout the implementation of the IEP and providing follow-up after the plan is completed and the worker is employed or in training.

IX.C.3.a Training Services

Describe the governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(A)(i).)

Governor Sarah Palin has continuously proclaimed her commitment and support of a strong and integrated workforce and economic development approach which will permit more flexibility, strengthened accountability, and improved efficiency and will serve to advance Alaska's brain trust.

Governor Palin's vision for increasing training access and opportunities for Alaskans includes reducing overhead and placing every dollar available into tuition and actual training costs. Her vision also includes taking advantage of already existing training facilities and making them available to more students during hours of non-use. The use of High School Vocational Facilities is a prime example of the realization of this vision. King Career Center in Anchorage was only being used during normal school hours and the opportunity existed to use it in the evenings, weekends, and throughout the summer. This is a part of the Alaska Youth First Initiative that was started through High Growth Job Training Initiative - Energy funds and is being sustained through the use of state general funds. The goal is to increase youth enrollment into vocational classes and summer internships and use the existing facilities to train older, out-of-school youth, and adults.

An additional example of the governor's vision in action is the acquisition of general funds to support Adult Basic Education. The target of these funds was to support ABE's efforts to provide additional training to students of apprenticeship programs. An ABE provider would provide construction math lessons, for example, to a student struggling in a construction program. This had the effect of ensuring that a student was successful, the department maximized the original funding for the apprenticeship program (formula adult for example), ABE was the fund or service leveraged, and the student gained suitable employment.

Training services are provided through each of Alaska's seven comprehensive job centers, training providers, and grantees. These services include:

- Occupational Skills Training
- Private Sector Training
- Entrepreneurial Training
- Customized training
- On-the-job training
- Training for special populations

The Division of Business Partnerships administers training services by way of grants statewide and the Employment Security Division delivers core and intensive services through the Alaska Job Center Network. ESD administers Individual Training Accounts in five service delivery regions. Individuals referred to training specialists receive an orientation to training services and undergo intake and eligibility determination. An

integral part of the eligibility determination is the active job search component. Once local eligibility determinations are made, funding type, training provider, and supportive needs are negotiated. The state has developed several policies and procedures that provide local training specialists specific guidance relating to funding limitations, dual enrollment, ITA administration, and federal, state, and AWIB directions. These policies are further being developed and have provided consistency in administration. Customized training and training for special populations are negotiated with job center partner agencies such as Division of Vocational Rehabilitation and Division of Public Assistance where appropriate. The state's current efforts in Customized Employment, which is a team-based case management approach for individuals with disabilities and other complexities, and integrated employment services, which includes team-based job development, assist in securing on-the-job training and training for special populations. These efforts are on going and will continue to improve during the next several years.

Alaska has already begun to leverage other funds such as pilots and demonstration projects, as well as a request to the oil industry to commit their own resources for investing in future Alaska workforce needs. State Training and Employment Program (STEP), which is funded by employee contributions to the UI Trust Fund has also been leveraged in concert with WIA and Wagner-Peyser formula funds to increase training access and opportunities for employment. General Fund match and maintenance of efforts for Adult Basic Education, Senior Community Services Employment Program (Title V, Older Workers Program), and Work Services (funded through Alaska Health and Social Services), all contribute to the overall workforce investment in Alaska.

IX.C.3.b.i ITA Policies

What policy direction has the state provided for ITAs?

The Division of Business Partnership's WIA Policy Number #930.00 Individual Training Accounts (ITAs) Adult and Dislocated Worker Programs, <http://www.labor.state.ak.us/bp/forms/policy930.pdf> stipulates policy for adults and dislocated workers receiving WIA Title IB training services to maximize customer choice in the selection of an eligible training provider. It contains guidance for the preparation, issuance, and management of ITAs. It includes funding limits, specifications for adults and dislocated workers, conditions, and required documentation. This policy assists in consistent management of limited funds in the various formula funding streams. Alaska received a waiver to allow for youth ITAs. Funding ceilings fluctuate with funding availability and are further regulated by AWIB determination of annual funding limits for ITA participants.

IX.C.3.b.ii ITA Innovative Strategies

Describe innovative training strategies used by the state to fill skills gaps. Include in the discussion the state effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.

One approach used to fill skill gaps since WIA inception has been to utilize portions of the governor's WIA ten percent discretionary funds for the operation of incumbent worker training programs and to provide additional funds to our local WIA service provider. Additional efforts included securing a National Emergency Grant, a Pilot and Demonstration grant, and a High Growth Job Training Initiative grant. In the One-Stop Delivery System, partners assess clients' training needs and determine which of a wide range of available resources will be utilized. In some cases, the ITA offered through Title I of WIA is chosen.

Members representing business, labor, economic development agencies, industry associations, community and technical colleges, and workforce development agencies have worked together to identify industry skill gaps and have leveraged additional resources to maximize the use of WIA ITAs to increase training capacity supporting targeted industries. These partnerships broaden the use of ITAs, targeting the use of these funds in the same direction as the grant funds in industries such as energy; health care; construction; information technology; education; natural resources development (energy); transportation; hospitality and tourism.

IX.C.3.b.iii Plan for Training with Title I Funds

Discuss the state plan for committing all or part of WIA Title I funds to training opportunities in high growth, high-demand, and economically vital occupations. Describe the state policy for limiting ITAs.

The state has targeted WIA Title I-B funds for training in high growth, high-demand industries such as construction, transportation, oil and gas production, healthcare, and resource extraction. The AWIB, along with the Alaska Department of Labor and Workforce Development's Research and Analysis Section are currently expanding this to include targeted occupations and targeted and transferable skills across multiple industries, such as information technology occupations and skills.

IX.C.3.b.iv Policy on Limiting ITAs

Describe the state policy for limiting ITAs (e.g., dollar amount or duration).

Alaska established both limits on duration and dollar amount although exceptions to both may be made and subject to funding availability. DBP Policy Number #930.00 Individual Training Accounts (ITAs) Adult and Dislocated Worker Programs, <http://www.labor.state.ak.us/bp/forms/policy930.pdf> and the annually published memorandum co-signed by the directors of ESD and DBP, <http://www.labor.state.ak.us/bp/forms/policyITACHanges.pdf> impose limits on the dollar and/or duration for the ITAs to WIA adult, dislocated worker, and youth participants..

IX.C.3.b.v Apprenticeship Training

Describe the state's current or planned use of WIA Title I funds for the provision of training through apprenticeship.

First, training trusts and apprenticeship programs will apply for and compete for WIA Title IB funds through the procurement (RFP) process. Due to the recent emphasis on high growth initiatives such as energy, oil and gas production, transportation infrastructure, construction, and resource extraction, individual training accounts through the job centers will also direct a certain percentage of available resources to these state priorities. The Employment Security Division entered into an MOU with Alaska Works Partnership to solidify relationships with apprenticeship programs and to ensure individuals are afforded every opportunity to gain access to these programs. Alaska also links veterans with these opportunities through the *Helmets to Hardhats* program.

IX.C.3.b.vi Apprenticeship Training

Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA). (20 CFR § 667.266(b)(1)).

Alaska state policies (including the ITA policy) are not in conflict with changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly. In order to clarify the enhanced role of faith-based organizations in workforce development and

the removal of legal barriers to the delivery of WIA services by faith-based organizations, DBP published a WIA Sectarian/Religious Activity Policy #498.00 <http://www.labor.state.ak.us/bp/forms/policy498.pdf>

IX.C.3.c Access to ETP List

Describe the state process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)

The Eligible Training Provider List (ETPL) is updated annually and published on-line at <http://www.labor.state.ak.us/research/pub/etplist.pdf> and available at all AJCN job centers. Customers and providers may access the list from any computer with an Internet connection. Assistive technology devices are available in the resource rooms for those needing accommodations. The list includes information on each program with five or more total participants in the last three years. To be included on the State ETP list, a training program must meet performance floors and targets for completion rate, employment rate, and earnings level. Procedures used to determine these rates are calculated in the same manner for all training programs. This assures consistency and equitability.

The Web site is designed to help customers and AJCN staff search the list by regions, by training provider, and by training program. Also, training providers can apply, using the Web site, to have training programs placed on the list. This customer oriented site provides training program performance and school information including student characteristics, employment, and earnings of past students.

IX.C.3.d.i OJT Direction

Based on the outline below, describe the state's major directions, policies and requirements related to OJT and customized training. Describe the governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training. (§§112(b)(17)(A)(i) and 134(b).)

See Section IX C.3.d.ii.

IX.C.3.d.ii OJT and Customized Training

Describe how the state:

- *Identifies OJT and customized training opportunities;*
- *Markets OJT and customized training as an incentive to untapped employer pools including new business to the state, employer groups;*
- *Partners with high growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;*
- *Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and*
- *Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.*

Customized training for individuals is provided through grants by the DBP, and developed through competitive requests for proposal, based on targeted key industries and the unique needs of these employers. ESD utilize individual training accounts for OJT with private employers. Individuals are matched to appropriate occupations and interested employers who are willing to leverage their own funds and commit to hiring the individual upon completion of a specified hands-on training plan and time period. Specific skill and competency attainment, consistent with industry standards, is promoted and measured.

OJT is actively promoted through the use of media, job developers, business outreach and job seekers who have researched specific employers for this type of training. Alaska has also entered into agreements with certain employers to promote demand-driven occupational training and OJT opportunities in high growth industries such as energy, health care, construction, and transportation. SCSEP funds are also leveraged to support OJT and customized training ventures for older workers.

IX.C.4.a Service to Specific Populations

Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.) (§112(b)(17)(A)(iv).)

The Wagner-Peyser programs offer universal access while extending priority to veterans, UI claimants, dislocated workers, public assistance recipients, and persons

with disabilities. Alaska's plan provides services to adult, dislocated workers and youth, along with six special populations:

- Veterans
- Dislocated workers, including displaced homemakers
- Low-income individuals, including recipients of public assistance and food stamps
- Individuals training for non-traditional employment
- Individuals with multiple barriers to employment including people with disabilities
- Fishermen and dislocated industry workers
- UI claimants identified under Worker Profiling and Reemployment Services

Priority of service for veterans is defined by: TEGL 5-03, TEGL 22-04, CFR 600.663, PL 107-288, AK DOLWD WIA Adult Program Participant Eligibility and Priority of Service Policy #310.0, AKDOLWD WIA Dislocated Worker Eligibility Policy #340.0, Title 38 Chapter 41, and Federal Register 29, CFR Part 37 (EO provisions under WIA). Priority of service extends to veterans and other eligible individuals meeting WIA program (Adult and Dislocated Worker) eligibility criteria. If the participant meets the eligibility criteria for the programs, and the participant is a veteran or other eligible individual, they are given priority over non-veterans participants who meet the specified eligibility requirements. Following determination of a priority, priority of service is disseminated accordingly to target groups that have met the eligibility criteria as defined by the Workforce Investment Act. Specific categories of veterans afforded priority of service include:

- Special Disabled Veterans
- Campaign and Expeditionary Badge Recipients
- Disabled veterans other than special disabled veterans
- All other veterans and covered persons

Further planning information is defined in paragraph "g." below and explains how Alaska provides priority of service for veterans in Alaska.

Dislocated Worker assistance is a high priority of this administration and the governor. It is provided in consultation with the affected workers, either through worker adjustment committees, surveys or interviews. Core services may be provided to dislocated workers at more than one location. Alaska job centers and transition centers provide assistance to meet worker's needs. Affected employers, labor organizations, and partner staff are consulted and involved in the creation and operation of career transition centers. A peer support model is utilized when appropriate. Dislocated workers with multiple barriers to employment and those needing intensive and training services are registered, provided case management, assessed, referred, and served at any appropriate location. Staff may also identify unemployed workers with potential TAA or NAFTA-TAA eligibility and provide services or be referred to services as appropriate.

Displaced homemakers are served through the AJCN with the identical core, intensive and training services similarly available to other dislocated workers. Incumbent workers, who are employed in year-round or seasonal work, need more skills and knowledge to maintain employment or progress in a career path within the industry.

Low-income individuals are being targeted through the Alaska Temporary Assistance Program (ATAP) and peer outreach. Individuals with multiple barriers to employment are targeted through the Division of Public Assistance (DPA,) by coordination and funding with the Senior Community Services Employment Program (SCSEP), and the Division of Vocational Rehabilitation (DVR). The state has adopted a liberal policy with regard to identifying older individuals with serious barriers to employment, and will continue encouraging service to older workers who are working and those still in poverty.

Through an agreement with the Division of Public Assistance, TANF and other low-income individuals are provided intensive services by ESD's Work Services Unit. This unit provides intensive employment-focused services exclusively to TANF clients. At times, these services include home visits, required participation in job club activities, and job search education through a series of workshops designed with the TANF client in mind.

All UI claimants are provided with the AJCN locations and lists of services and can request staff contact them with more information on job center services. UI claimants are registered in the ES public labor exchange system by the UI staff at the time they file their claim for UI benefits. Claimants are provided with the AJCN locations and lists of services and can request staff contact them with more information on employment and training services. All UI claimants are profiled through the Worker Profiling and

Reemployment Services (WPRS) program. Those who have the highest likelihood of exhausting their benefits are prioritized for reemployment services.

IX.C.4.b Reemployment Services

Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.

All workers filing for UI are registered for employment services unless the nature of their employment presents a valid reason for deferring registration (seasonal employment, union membership, short-term lay-off, etc.). A broad spectrum of additional services is also made available to this group. With exception to those deferred all UI claimants must register in the Alaska (ES) Labor Exchange system (ALEXsys) and post an online resume to maintain eligibility for UI benefits.

All registered UI claimants will be included in the "profiling" pool and their likelihood of exhausting benefits before finding re-employment will be analyzed and ranked. These workers will be offered reemployment services via an online orientation in ALEXsys that refers to the array of job center services online and in-person. Participation in the program, for those workers identified as unlikely to return to work prior to exhausting UI benefits, is mandated in order to maintain eligibility for benefit payments.

Presently the online WPRS orientation is the primary vehicle for referral to reemployment services. This reinforces the claimant's initial connection with ALEXsys as a means to reemployment, and acquaints them with other online tools and services. As the state becomes more effective with online reemployment services, it will consider providing an online assessment to WPRS participants. This will continue to extend reemployment services to more UI claimants than can currently be served through staff-assisted services.

Alaska also offers early intervention and assistance to early claimants through Rapid Response services and leverages additional training resources for this group through with the Alaska's State Training and Employment Program.

IX.C.4.c UI Work Test

Describe how the state administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.

Alaska's Unemployment Insurance program and Employment Services databases interface to register UI claimants for ES. The UI claims taker may determine that the claimant is in need of reemployment services based on the claimant's attachment to work and other factors. This may require that the claimant register in the Alaska Labor Exchange System (ALEXsys), and post their resume within a limited time from the date of their initial claim.

ALEXsys helps facilitate reemployment services online and within job centers. Job center staff will be available to assist job seekers in the completion of their registration and posting of their resume. Non-compliance will result in the possible denial of UI benefits.

All UI claimants with full registration in ALEXsys are profiled for reemployment services based on the likelihood of exhausting their benefits. Employment Services offers priority to Veterans, Dislocated Workers, and all other UI claimants. ALEXsys for the UI database communicate to exchange reporting data and tracking of profiled claimants for non-participation.

IX.C.4.d Aligning Services for WIA and TAA

Describe the state's strategy for integrating and aligning services to dislocated workers provided through the WIA Rapid Response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the state have a policy supporting co-enrollment for WIA and TAA?

The state's approach to the integration and alignment of services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs is driven by policy, technical assistance, sharing of best practice information, and performance management. As part of a WIA/TAA Integration work plan, Trade Act program operational responsibilities were transferred from DBP Dislocated Worker Unit to ESD's technical unit. The transfer better aligned the services that are delivered to dislocated workers. As a part of integration efforts, staff representing TAA, Trade Readjustment Allowances (TRA), Rapid Response, ESD's Operations Division and DBP routinely meet to share information, discuss program issues, and strategize over service delivery.

Rapid Response staff educates employers and employees on the different services available to workers after a layoff is announced, including those workers who are or

might be Trade Act certified. If it appears that a layoff could be the result of foreign trade and might be eligible for Trade Act certification, Rapid Response will include information on the process of petitioning for certification under the TAA and ATAA programs in their presentations. Rapid Response staff is well versed in WIA funded program eligibility as well as Trade Act program eligibility and can effectively deliver Rapid Response services to either group. AJCN staff members are integral and active members of the Rapid Response team. AJCN participation in the planning and delivery of Rapid Response services ensures a seamless transition between Rapid Response and AJCN activities, including core and intensive services.

DBP Policy #495.00 Concurrent Enrollment, <http://www.labor.state.ak.us/bp/forms/policy495.pdf> and a dual enrollment technical assistance guide for field staff use address co-enrollment and the importance of establishing common processes for the delivery of services to all dislocated workers including those eligible for TAA. Alaska recognizes that co enrollment provides flexibility in designing service strategies to maximize successful outcomes for trade affected dislocated workers. Co-enrollment is driven by what is needed for the dislocated worker. Participants are co-enrolled in TAA and WIA funded programs when it will provide them with the services needed to obtain reemployment.

DBP Dislocated Worker Eligibility Policy #340.00, <http://www.labor.state.ak.us/bp/forms/policy340.pdf> advises service providers to coordinate the use of other funding sources including Employment and Training Programs when enrolling individuals in intensive services and training services. Alaska encourages co-enrollment or multiple-enrollment in other programs to enable workers to receive needed services. This policy is being rewritten to more strongly support WIA and TAA program co-enrollment.

IX.C.4.e Barriers to Achievement

How is the state workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?

The state has engaged businesses and industry to assist targeted job seeker populations, referenced in (a) above, to overcome barriers to employment through layoff aversion, Rapid Response, TAA/NAFTA, veterans programs, National Emergency Grants, and reemployment services and activities. Equal opportunity assistance and service integration initiatives, such as the Disability Program Navigator Initiative, promote awareness of “hard to serve” populations, and reinforce connections to employers within Alaska’s communities.

By carefully developing relationships with employers, Alaska has been able to incrementally expand the menu of services to employers including an integrated job development approach to address the special circumstances of low-income adults and

youth, unemployed individuals, veterans, persons with disabilities, and industry specific affected workers, such as commercial salmon industry workers. Job training providers, academic institutions, case management and counseling, and ABE/GED programs continue to integrate with job center services for collaboration across funding streams to assist these populations in eliminating barriers to skill attainment and employment. The majority of resources are dedicated to these populations to ensure that participants have the credentials required for the jobs they apply for and that Alaska's jobs are filled with Alaskans.

IX.C.4.f Accessible One-Stop Services

Describe how the state will ensure that the full array of One-Stop services is available to individuals with disabilities and that the services are fully accessible?

With respect to equal opportunity measures described in Section VII B., Alaska will continue to provide full access to all AJCN services to persons with disabilities. Additionally, Alaska will ensure full access to One-Stop services through observance of state Administrative Order 129, which identifies responsibilities of department and coordinators for compliance with the Americans with Disabilities Act (ADA). Activities include:

- Review of departmental policies and practices to ensure compliance
- Receipt/approval of requests for reasonable accommodation
- Review of transition plans for changes to facilities
- Departmental staff notification and awareness of ADA and implementing regulations
- Training plan for managers, supervisors, and employees with an annual update
- ADA complaint processing
- ADA posters and materials for use at the One-Stop level
- New Disability Program Navigator initiative supporting accessible programs/services, etc.

Alaska will maximize use of resources to individuals with disabilities. The Governor's Committee on Employment and Rehabilitation of People with Disabilities aims to

increase employment of persons with disabilities through a comprehensive approach. Partner programs will continue to coordinate for increased efficiency of services provided with the ultimate goal of employment.

A significant variable in determining accessibility for persons with disabilities is training and development. DOLWD continues to improve AJCN staff members' understanding of disability issues and employment. Training focuses on all applicable titles of the ADA.

IX.C.4.g LVER/DVOP Roles

Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the state ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the state regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)((B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).)

The state has LVER/DVOP staff located in eight job centers that assist veterans. Employment Security Division Staff that provide services to veterans will primarily consist of Local Veterans Employment Representatives (LVER) and Disabled Veterans Outreach Programs (DVOP) staff. All positions are .5 FTE's; many of these staff members provide services in resource rooms the other .5 FTE.

All One-Stop Job Center staff and partners will provide employment services to all veterans and spouses in all One-Stop Job Centers in Alaska. LVER and DVOP specialists are available to serve the more intensive needs of veterans.

DVOP specialists should target services to Special Disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment. DVOP specialists facilitate intensive services to veterans with special employment and training needs. DVOP specialist may include any combination of the following services, but at a minimum the first two are required.

- Conduct an assessment (minimum requirement)
- Develop plan of action that is documented (minimum requirement)
- Provide career guidance
- Coordinate supportive services
- Make job development contacts

- Provide referrals to training
- Make referrals to job openings

LVER staff work with other service providers to promote veterans as job seekers who have highly marketable skills and experience. LVER staff provides and facilitate a full range of employment, training and placement services to meet the needs of veterans with priority given to targeted categories identified and approved in the State Plan. These services may include, but are not limited to:

- Conducting job search assistance workshops
- Providing job development and referrals
- Providing vocational guidance
- Providing labor market information
- Providing referrals to training and supportive services

Veterans' representatives help facilitate the Transition Assistance Program (TAP), to help military personnel transition into civilian life; assist veterans to gain employment in federal civil service; and perform intensive case management to all veterans with identified barriers to employment. Veterans' representatives are also providing statewide coordination of employment outreach services to units of the Reserve Components and National Guard. Veterans are transitioning service from Operation Enduring Freedom, Operation Iraqi Freedom, Noble Eagle, and other mobilizations in support of the Global War on Terrorism.

The Business Connection team provides employer outreach service strategy to connect qualified veterans with employers. The Midtown Anchorage veterans' representative is physically stationed in the Business Connection and works with Federal Contractor Job Listing (FCJL) employers to create employment opportunities for veterans. VA Domiciliary and Hospital Outreach has been initiated at Ft. Richardson with the Medical Release Unit established for returning Reserve and Guard Unit and the Rear Detachment Unit of Active Military along with Centralized Applicant Referral Services (CARS) for federal job matching; and STAND DOWN participation. LVER/DVOP provides outreach at Reintegration/Family Activity Days, supporting local Family Assistance Centers and Family Readiness Groups. Alaska continues to work with all Wagner-Peyser staff, supervisors, and managers to ensure a priority of service is

afforded to veterans where there are no veterans' representative (DVOP/LVER) located in the job center.

Veterans have access to information and services via the enhanced AJCN Veterans' web page at <http://jobs.state.ak.us/veterans>. This Web site is especially useful in remote areas not serviced by a job center and in connecting veterans directly to a veterans' representative or supportive service expeditiously.

IX.C.4.h Access for LEP Persons

Department of Labor regulations at 29 CFR 37, require all recipients of federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the state will ensure access to services through the state One-Stop delivery system by persons with limited English proficiency and how the state will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.

Per Alaska's equal opportunity Methods of Administration, the state and its WIA recipients provide universal access to all Limited English Proficient (LEP) persons, in all programs and activities. Individuals receive equally effective communication in their native language through a variety of media, depending upon the nature and importance of the service provided. The state may determine, through planning and tracking of LEP persons, that the frequency of contact demands the translation of vital documents. Brochures, recruitments, announcements, and notices are occasionally transmitted in Native Alaskan languages, Spanish, Russian, Korean, and Tagalog. At a minimum, recipients are required to offer translation and document the type of interpretive service required. The state will continue to assess its connections to LEP communities, and provide communications commensurate with need.

Pursuant to Title II of WIA, and Title V, SCSEP, the state also offers English as a Second Language, English Literacy/Civics, and citizenship resource classes for the LEP populations through Regional Adult Education Program grantees. These programs provide language assessment, individual tutoring, and small group classes to individuals for whom English is not their primary language. Individual job centers and UI call centers have access and use two language services to assist claimants and job seekers in accessing WIA and Wagner-Peyser services. These two services are provided by 1) Language Line Services and Tele-Interpreters. At this time these services, along with the department's list of employees with linguistic abilities, satisfy most

interpretive needs. Other forms include the use of online interpretation tools, community organizations, friends and family members, and professional interpreters.

IX.C.4.i Access for Migrant Workers

Describe the state's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the state ensure that migrant and seasonal farm workers have equal access to employment opportunities through the state One-Stop delivery system? Include the following:

- *The number of Migrant and Seasonal Farm workers (MSFWs) the state anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.*

Alaska has a limited agricultural industry primarily confined to the Matanuska-Susitna Borough, with the few agricultural employers availing themselves of the H2-An agricultural visa program. Alaska will continue to monitor commercial agricultural activity. The new labor exchange system will improve the One-Stop Operator's ability to identify any potential such workers. The AJCN and partner agencies will continue to provide services to agricultural employers and seasonal and migrant farm workers (MSFWs) that are demand driven and are consistent with our Employment Security Department's mission to help Alaska's workers and employers succeed in the global economy by delivering quality services.

As required by 20 CFR Subpart B, 653.101, AJCN Job Centers will ensure that MSFWs are offered the same range of employment services, benefits and protections, including counseling, testing and job training referral services, as is provided to non-MSFWs. To assure statewide compliance, the ESD will make every effort to achieve the federal requirements for "qualitatively equivalent and quantitatively proportionate services" to MSFWs.

IX.C.5.a Priority of Service

What procedures and criteria are in place under 20 CFR 663.600 for the governor and appropriate local boards to direct One-Stop Operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)

DBP WIA Adult Program Participant Eligibility and Priority of Service Policy #310.00, <http://www.labor.state.ak.us/bp/forms/policy310.pdf> directs that recipients of public assistance and other low-income individuals be given first priority for enrollment in intensive services and training services funded under WIA Title I-B in the event WIA Adult Program funding reaches the AWIB defined obligation limit, and other AJCN partner agency funding is unavailable. This policy provides criteria for determining general and service eligibility under the WIA Adult Program. It also addresses guidelines for coordination, self-sufficiency determination, documentation needs and non-discrimination requirements. This policy ensures that AJCN workforce development professionals and grantees:

- (1) Coordinate with WIA partners to ensure efficient and comprehensive access to a full range of participant services and resources;
- (2) Adhere to non-discrimination laws and regulations; and
- (3) Verify eligibility for Adult Program registrants.

In the event WIA Adult Program funding becomes sixty-five percent (65percent) obligated, and other One-Stop partner agency funding is unavailable, the Chief of Field Operations, Employment Security Division (ESD), will implement the following priority of service when providing WIA Adult program participants with intensive and/or training services:

- (1) Veterans or a military spouse who are low-income;
- (2) Individuals with disabilities who are low-income;
- (3) Public assistance recipients;
- (4) Other low-income individuals; and
- (5) Individuals who are not self-sufficient.

IX.C.5.b Priority of Service for Veterans

What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?

Alaska provides priority service to eligible veterans under Title 38, USC through job center-based Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVERs). Efforts are focused on intake of veterans to facilitate delivery of intensive and training services, and outreach to employers to promote veteran hire. DVOP, LVER, WIA and Wagner-Peyser staff routinely receive training with regard to the Jobs for Veterans Act, Americans with Disabilities Act, and other legislation that impacts veteran priority, preference, and employability.

After the Jobs for Veterans Act was enacted into Public Law 107-288, the state revised, published and issued WIA Adult Program Participant Eligibility and Priority of Service Policy #310.00, <http://www.labor.state.ak.us/bp/forms/policy310.pdf> and Workforce Investment Act (WIA) Dislocated Worker Eligibility Policy #340.00, <http://www.labor.state.ak.us/bp/forms/policy340.pdf>. These policies require that veterans and other covered persons under Public Law 107-288 be given priority of service under all WIA Title-I funded programs, including adult and dislocated workers, governor's discretionary funded projects and National Emergency Grant and how this priority will be applied.

These policies follow the "Jobs for Veterans Act" (<http://www.doleta.gov/programs/VETs/>). Management within the AJCN has a clear understanding of the roles and responsibilities of the program and the job duties of LVER and DVOP staff. The Director of ESD is a veteran of the armed services and takes a leadership role in the state advocating for veterans services. As part of his activities in this role he is examining and developing strategies for outreach to Alaska's returning veterans with a focus on our states National Guard and U.S. Army Reserve soldiers.

AJCN Job Centers have developed and continue to follow a planned team approach to serving customers including providing services to veteran clients. Teams work together to support the roles of the LVERs and DVOPs and provide services to veterans. The State follows all Special Grant Provisions, Veteran Program Letters, and DOL/VETS Law 107- 288 and United States Code (USC) Title 38.

D. Rapid Response

IX.D.1 Rapid Response Services

Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the state and local areas, describe the functions of each and how funds are allocated to the local areas.

The Rapid Response coordinator, located in the Employment Security Division, jointly administers and oversees the Rapid Response and Trade Adjustment Assistance Programs. All layoffs and industry declines are tracked by the coordinator and addressed regardless of the size. A team of Rapid Response specialists cover specific areas of the state. The Rapid Response coordinator provides specialized training and technical assistance to the Rapid Response team members on a regular basis to ensure that the specialists are proficient at working with businesses that are going through transitions regardless of where they are in the business cycle.

IX.D.2.a Rapid Response Process Methods

What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?

Notices of impending layoffs come from a variety of sources including workers filing UI benefits, job center staff assisting potential dislocated workers, newspaper articles, radio, news, or word-of-mouth. All potential layoff information is forwarded to the Rapid Response coordinator to ensure one point of contact and non-duplication of services. The Rapid Response coordinator initiates contact with the employer, worker group, or union with the assistance of the Rapid Response specialist located in the area. All WARN notices are kept on file with the Rapid Response coordinator and forwarded to public officials such as the governor, local mayor, senators and representatives for the affected area, the State Department of Labor and Workforce Development commissioner and directors as well as USDOL.

IX.D.2.b Rapid Response Services

What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

The Rapid Response team meets on a regular basis to identify potential layoffs and industry declines. Information from the Alaska Department of Labor and Workforce Development's Research and Analysis section is regularly used to identify industry trends and downturns in the economy. A priority for the Rapid Response team is to publicize Rapid Response services through networking and presenting to local Chambers of Commerce, Rotary clubs, etc. A rapid response Web site has been developed and provides information for employers and workers at <http://www.jobs.state.ak.us/RR/index.html>. Rapid Response and WARN information is readily available via the Web site as well as contained in the online *Alaska Employer Handbook*. The Department of Labor and Workforce Development's UI Tax Section is also a very valuable resource for identifying potential layoffs. The UI Tax section often obtains information from employers when filing their quarterly UI contribution reports that indicate if the company will be staying in business through the following quarter.

Once a potential layoff is identified, the Rapid Response coordinator contacts the company official, educates them on Rapid Response services and builds a rapport that creates an amicable relationship. This connection generally results in the company providing the meeting space and meeting time at the worksite for worker informational meetings. Fortunately, in Alaska a majority of companies make the workers' interest a priority and welcome Rapid Response services. The companies are willing to provide work time and resources for Rapid Response activities.

IX.D.2.c Rapid Response Activities

What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?

Each individual layoff event and economic decline is unique. Due to Alaska's vast geography and cultural diversity, Rapid Response services must be tailored to the area, industry, and circumstances. When a layoff or economic decline is identified, the Rapid Response coordinator contacts the employer, worker group, or union to identify the specifics of the layoff and the workers. All worker informational meetings include, at the very least, presentations from UI, ES, WIA-job training and employment counseling.

Other workshop topics may include financial planning, insurance planning, economic development, the Small Business Administration, trade adjustment assistance, stress relief, etcetera. Other Rapid Response activities include the facilitation of labor management committees, the creation and staffing of transition centers, peer support groups, assistance with employee stock ownership plans and feasibility studies. Rapid Response funds are also used for additional assistance when needed.

IX.D.3 Seamless Transition

How does the state ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

All layoffs are addressed, regardless of size. When addressing the smaller layoffs that do not warrant a worker informational meeting, a contact list of affected individuals is obtained from the employer, and each worker is contacted by the rapid response specialist. In layoffs where worker informational meetings are held, each worker completes a registration form and the rapid response specialists enter the workers information into both the Alaska Labor Exchange System as well as the WIA Management Information System. This ensures that any worker in the One Stop will be able to easily identify a dislocated worker and the appropriate services provided.

IX.D.4 Business Service

Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the state promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?

Rapid Response and WARN information is included in the Alaska Employer Handbook and linked off of the AJCN employer Web site. The Rapid Response program is also actively promoted to businesses through Chambers of Commerce and Rotary meetings. When appropriate, Rapid Response also partners with the DOLWD/R&A Section to perform a skills gap analysis of a dislocated worker group to identify skills transferable into high growth industries and businesses in need of skilled workers. Rapid response supports businesses in all stages of the business cycle via a network of available resources to assist in a transition.

The Rapid Response program has established relationships and referral processes with other resources in the community that are successful in assisting with transitions, whether it is the need for technical assistance or financial assistance. The Alaska Department of Commerce, Community, and Economic Development are a resource frequently used as they offer programs and services to aid businesses in transition. The Small Business Administration and Small Business Development Centers are an excellent resource for business planning. The US Department of Agriculture, Rural and Community Development provide assistance with loans and grants.

IX.D.5 Rapid Response Partnership

What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff-warning network?

Most all of the invaluable resources used by Alaska have previously been mentioned, such as the Alaska Department of Labor and Workforce Development UI Tax and Research and Analysis sections. Others include the Alaska Department of Fish and Game and University of Alaska Marine Advisory Program that are used to identify economic declines in the fishing industry in certain areas of the state. The Alaska Department of Natural Resources is available for information on oil and gas, mining and timber declines. Utilizing partner agencies such as these provides an early warning network, especially if a business is having difficulty and seeking assistance.

IX.D.6 Rapid Response Tracking

What systems does the Rapid Response team use to track its activities? Does the state have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?

The Rapid Response coordinator tracks all Rapid Response activities at a very detailed level. Tracking mechanisms used are Microsoft WORD and Excel as well as the WIA management information system. All WIA and NEG information is also tracked in the WIA MIS. A high priority of the Rapid Response coordinator is to design a streamlined tracking system that can be used to report all Rapid Response activity, expenditures, and accruals for quarterly reporting purposes. Over the next 12 months a rapid response component will be added to the Alaska Trade Act System (TAS).

IX.D.7 Rapid Response Other Activities

Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?

When needed, Rapid Response funds are made available for additional assistance to areas with high unemployment due to dislocation events. In recent past, Alaska has not had to use Rapid Response funding for additional assistance purposes.

E. Youth

IX.E.1 Youth Strategies

Describe your state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the state will coordinate across state agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)

Alaska has a fully integrated youth workforce development system. Title IB Youth programs contribute to the workforce investment system by providing comprehensive services to eligible in-school and out-of-school, at-risk youth within a planned statewide workforce investment system. Youth ages 14 - 21 are targeted with services that include academic, occupational, vocational, employability and life skills training so that participants get appropriate credentials to become productive, contributing members of the economy. The following are an integral part of the administration's new energy, vision and innovation is:

- To promote a "Shared Vision" that engages and supports the "neediest youth" through interagency policies, memorandum of agreements and intensive training and collaborations.

Out-of-school youth will be a major focus in the next two years due to impacts from state legislation requiring all high school students to pass a qualifying examination before graduation. The state graduation rate is 60 percent. All youth vendors provide access to the GED program and several provide access to diploma programs for those who qualify.

Youth in and out of foster care are served in Alaska with collaboration and support from the Casey Family Programs and the Office of Children's Services. Providers are certified in Ancell-Casey Life Skills assessment to maximize services.

Youth experiencing disabilities are served inclusively through all Title IB programs in addition to one vendor who provides services to significantly disabled youth through specialized programs. Enhanced awareness and support for youth with disabilities was provided through intermediaries supported through a State Alignment grant with the Office of Disabilities and Employment Policy. This project established Community Oversight Teams (COT) which involves parents, youth, education, private enterprise, vocational rehabilitation, the Alaska Job Center Network and a myriad of community and faith-based organizations to blend and braid resources. Although this five-year project is no longer funded by USDOL, the Community Oversight Teams are still functioning. This project managed to bring agencies together that didn't work together previously and has proven to be beneficial in serving youth with disabilities more effectively.

Services for youth offenders are targeted in a variety of ways, including, but not limited to, providers earning bonus points on proposals for innovative offender service strategies and delivering services to younger, adjudicated youth through a special program located within the McLaughlin Youth Center. Business collaborations have been established to serve youth offenders and an outreach with collaboration between McLaughlin Youth Center and local apprenticeships and businesses is being planned for the early Fall.

Homeless youth are prioritized by giving bonus points in requests for grants to applicants demonstrating innovative services and through a service agreement with Covenant House, a facility in Anchorage with which a primary provider collaborates. Training has been provided by peers with expertise serving homeless youth in both formal training and informal one-on-one settings.

Alaska will serve migrant youth who meet the certification requirements from the U.S. Department of Education. Programs in rural Alaska that serve eligible migrant youth will be encouraged to meet the special needs of these youth. These youth are often disadvantaged and below grade level. Migrant youth in southeast Alaska whose families may be engaged in the logging and fishing industries and other youth in western and northern coastal Alaska who are engaged in fishing or subsistence will receive services, in addition to any youth in the agricultural areas in the Matanuska-Susitna or Delta regions who qualify under the regulations.

Alaska Native youth are served by all vendors, but several vendors serve a high concentration of Alaska Native students. Collaboration with the USDOL programs provided through the Division of Indian and Native American (DINAP) programs is

emphasized. Outreach through the Regional Non-Profit organizations and the for-profit organizations are utilized to enhance services to this population.

Intensive annual cross-training is provided to all youth providers with invitations to members of juvenile justice, children's services, vocational rehabilitation, Alaska Native organizations and other providers of youth services. An emphasis these next few years will be to formalize protocols that ensure that these populations are adequately served.

- Engage multiple partners and build a sustainable youth workforce development system.

Alaska will cultivate and leverage partnerships between business, industry, education, organized labor, Alaska Native and other minority organizations, and economic and workforce development entities to foster cooperation, communication, and coordination with all stakeholders.

Instead of providing an array of siloed programs, the state will identify emerging workforce needs and work with business and industry to prepare youth for future opportunities. Collaborations utilizing federal, state and local resources will be mobilized to meet individual needs for youth in addition to statewide workforce priorities. Other resources will be leveraged to enhance youth services and develop sustainable, effective strategies that prepare youth to enter Alaska's high wage, high-demand occupations.

- Develop access to oil, gas and mineral resources to produce jobs and put Alaskans to work by providing opportunities for high school students to increase their awareness and appreciation of pathways to careers in Alaska's high growth job sector.

The first step is to prepare youth for high growth, high-demand industries, such as energy, construction, and transportation, with the necessary skill sets. Alaska will engage youth in career pipelines through paid and unpaid internships, project-based learning opportunities, pre-apprenticeships and apprenticeship programs.

- Develop a demand-driven workforce system that supports healthy and productive communities.

High growth, priority industries such as health care, construction, information technology, education, natural resource development, (i.e. mining and petroleum), transportation, hospitality and tourism, and seafood harvesting and processing, require youth pursuing careers to meet mathematics, reading and writing competencies.

In order for youth to qualify for the high-paying jobs available in the priority industries, career pathways which promote adequate preparation in mathematics, reading and writing must be defined early in the secondary education system. Special enhancements to include job clubs, homework clubs, tutoring, trades mathematics and assisting technologies, in addition to special projects that enhance basic skills development, will be utilized to prepare youth for these priority industries and higher education. Online and home school options will be also utilized in providing multiple paths to post-secondary education.

- Engage youth in career pathways to reduce the out-migration of talent from Alaska and promote good paying jobs for Alaska's people.

The youth program is committed to developing opportunities through paid and unpaid internships, project-based learning opportunities, pre-apprenticeships and apprenticeship to engage youth early in career pathways to meet Alaska's current and future workforce needs. School to business partnerships will be given priority.

Early access and exposure to opportunities within the state will be a focus of the youth program. Youth will be engaged through internships. Teacher externships will also promote opportunities for students through in-depth knowledge of available opportunities in high growth industries. Earn and learn opportunities through apprenticeships will be prioritized in youth placements in addition to special academies and projects that provide exposure for youth to high growth industries. Partnerships with industries will be developed to prepare youth for future opportunities that are emerging. Youth academies that give youth the opportunity to determine interests and to preselect career pathways at the earliest opportunity will be fostered.

The Alaska Youth Council

The Alaska Youth Council, a subcommittee of the Alaska Workforce Investment Board, will hold a primary role through planning, developing and recommending innovations and practices to be incorporated into agency policies, procedures and capacity building. Developing the collaborative relationships with both public agencies and private enterprise will be paramount to this effort. The Alaska Youth Council members will also participate in selection of vendors by serving as readers for the applications received during the Request for Grant process.

IX.E.2 Job Corps Coordination

Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)

Alaska Job Corps Center

The Job Corps has representation on the Youth Council. The youth program providers collaborate with the Alaska Job Corps through referrals and co-enrollments and special assistance in General Equivalency Diploma test preparation, special youth development and leadership projects. The Alaska Job Corps staff and youth provide training to grantees in leadership development and through tours for youth providers. The youth programs also utilize interns through the Alaska Jobs Corps in both paid and unpaid positions.

Alaska Military Youth Academy

Connections and coordination with the Alaska Military Youth Academy, a residential program for youth are a priority of the program. This facility plays a unique role serving younger out-of-school youth. Youth who have dropped out of school between the ages of 16-18 are served in this facility with a highly structured program. Homeless youth and youth offenders are welcome in this program. Basic skills, vocational training and service learning components provide linkages to sustainable employment for these youth.

The Denali Commission

The Denali Commission provides an opportunity to plan and coordinate employment, education and training activities with federal, state, and local community and economic development opportunities in rural Alaska, and to leverage new federal funds for youth training. The new Youth Initiative focuses on Alaska's High Growth Job Training Initiative for Energy and training opportunities to support infrastructure development in rural Alaska.

IX.E.3.a-d Statewide Youth Support Activities

How does the state plan to utilize the funds reserved for statewide activities to support the state vision for serving youth? Examples of activities that would be appropriate investments of these funds include:

- a. Utilizing the funds to promote cross agency collaboration;*
- b. Demonstration of cross-cutting models of service delivery;*
- c. Development of new models of alternative education leading to employment; or*
- d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.*

After funding mandatory statewide activities the state will focus the remaining funds on projects related to building capacity for training in demand driven industries. Other activities include creating awareness in youth about occupations in demand industries. Learning centers and vocational programs that focus on high-demand occupations will receive greater consideration during the proposal evaluation phase. Alaska developed a policy that provides guidance for the use of statewide activities funds in areas of high concentrations of eligible youth. The policy directs that an annual determination be made of the percent of the statewide funds to be distributed in areas of high concentrations of eligible youth.

IX.E.3.e Program Design

Describe how your state will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

Alaska has an integrated, comprehensive system of Title IB youth program design and delivery which utilizes state, federal and local resources to maximize services to eligible youth. The Title IB program serves eligible youth, and collaborates with the business community, community and faith-based organization, state and federal agencies, education, labor organizations and other federal programs to include the Job Corps and programs offered through Alaska Native organizations through the USDOL Division of Indian and Native American programs to youth.

Alaska provides direct services through a dual approach utilizing youth vendors that are competitively selected in addition to providing services through the Alaska Job Center Network in selected sites. Alaska also has a well-developed core of vendors, businesses and youth agency partners with vast expertise, capacity and established track records in all of the ten elements that can be developed further and networked

with the help of staff and communities. The Alaska Job Center Network provides linkages for eligible youth in rural hubs and in areas where out-of-school youth are prevalent.

The Division of Business Partnerships will implement programs through a competitive process to select training providers. Multi-year awards are considered to maintain continuity of programs and performance. The Alaska Youth Council sets the direction and theme for accomplishing a variety of more progressive goals consistent with the WIA such as:

- Increased visibility of youth programs and stronger linkages in the business community;
- Increased emphasis on academic learning as it connects to the workplace and to emerging industries in high growth areas;
- A stronger focus on out-of-school youth and the “neediest youth” as defined under the Shared Vision for Youth; and,
- A better focus on youth development activities, such as leadership and mentoring opportunities, including organizational and teamwork skills.

F. Business Services

IX.F.1 Business Services

Provide a description of the state’s strategies to improve the services to employers, including a description of how the state intends to determine the employer needs in the local areas and on a statewide basis. (§§112 (a) and 112(b)(2).)

Primary employer information needs are provided by labor market information compiled in the employer surveys conducted by the DOLWD/R&A Section.

As participants in the USDOL sponsored National Business Engagement Consortium, Alaska invited employers to participate in focus groups designed to discern the level of knowledge employers have about the Alaska Job Center Network, the services available to them, and the services they would like to see provided.

Alaska has positioned account representatives in business connection offices to assist all businesses including high growth, high-demand businesses, such as oil and gas producers and seafood employers. These representatives provide a single-point of contact for employers to increase and improve Alaska's menu of business services. The

goal is to provide these targeted businesses with a minimum of three qualified applicants for each job opening and to incrementally expand employer services to include job-development for veterans, public assistance clients, and persons with disabilities. On-the-job training opportunities are also included in this process.

IX.F.2 Integrate Business Services

Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

ESD is continually building on its 2002 Prism award-winning strategies to strengthen and increase services to employers. Current services include listing job orders, recruiting workers, prescreening applicants, providing information, and forms for tax credits, conducting UI Tax and small business workshops, and identifying a single point of contact for businesses. During the first two years of this plan, ESD, DPA, and DVR have formed a business outreach and job development group called "Job X". Meeting on a monthly basis, the group coordinates operational efforts so that duplicated services are reduced. The DOLWD is also continuing its relationships with the Alaska Department of Commerce, Community, and Economic Development to provide women and minorities small business workshops on a monthly basis.

IX.F.3 Maximize Employer Participation

Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)

The federal tax credit programs available to Alaska businesses are excellent tools to employ qualified Alaskans while helping the business bottom line. The Alaska Job Center Network has maximized marketing the Work Opportunity Tax Credit and Welfare to Work Tax Credits to employers. Educational and marketing efforts inform Alaskan employers through seminars, workshops, and Job Fairs about the available tax advantages. The front line staff and partners in the Job Centers pre-qualify job seekers for the tax credit programs by issuing Conditional Certifications. Training, technology and tax credits are coordinated to better assist Alaska employers run their businesses.

G. Innovative Service Delivery Strategies

IX.G.1-2 Innovative Service Delivery Strategies

- 1. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. Include a description the initiative's general design, anticipated outcomes, partners involved and funds leveraged.*
- 2. If your state is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the state's overall strategy for workforce investment.*

An innovative service delivery strategy that the state uses is the State Training and Employment Program (STEP), which is paid for by one-tenth of one percent of worker contributions to the UI Trust Fund. The purpose of the program, as established in state statute, is to reduce current and future claims against unemployment benefits, foster new jobs due to the availability of a skilled labor force, and increase training opportunities to the state's workers to protect against fluctuations in the economy and to prepare for technological changes in the workplace. STEP funds are granted and a portion provided to the One-Stop Operator, ESD, in funding individual training accounts. This program is overseen by the AWIB and is administered similarly to WIA Title 1B, although the eligibility and application criterion is somewhat more flexible. The State's PY 2007-2008 strategy is to take the program from pilot status and make it permanent through state legislation.

The Division of Vocational Rehabilitation secured an additional modification for its Customized Employment Grant from USDOL. It has proven to be the catalyst for job center redesigns in five of the largest job centers. With a team-based case management emphasis, the project has assisted the state to integrate its customer service efforts by providing staff training, management strategic planning, and redesigning the job centers based on customer need. State FY 2007 marks the end of this grant. The Division of Public Assistance has recently expanded lessons learned from the CED grant to include serving a larger pool of hard-to-serve individuals and families. It has developed a new program called Family Centered Services and will utilize "wrap-around" services and case management to help these families. The group dedicated to ensure the sustainability of Customized Employment and Family Centered Services is the JCSIC or the Job Center Services Integration Committee, made up of decision makers from the Alaska Department of Labor and Workforce Development and the Alaska Department of Health and Social Services.

ALEXsys, the Alaska Labor Exchange System, has been a successful IT project to replace the basic labor exchange service in Alaska. Paid for by Reed Act funds, the system

provides web-based, real-time labor exchange to both job seekers and employers yet continues to be connected to the mainframe UI system for performance measures and work test for reemployment services. The system was put into production on April 17th, 2006 and has been in continuous use since that time with only minor server outages. Working in partnership with USDOL ETA's Region 6, we were able to secure several waivers from reporting, so that we could make necessary enhancements to the system.

The state has continued to be engaged with the local oil and gas producers to contribute to training the workforce in preparation for extracting valuable natural gas and oil reserves from the North Slope. DOLWD works with partners from labor unions, education, economic development, and petroleum service companies to strategically plan the investments and training needed to employ the maximum number of resident Alaskans possible during this project. Governor Palin's AGIA, the "Alaska Gasline Inducement Act", passed the legislature. The department has been working closely with stakeholders in the formulation of a Public Labor Agreement and is participating daily in the discussions.

At this time Alaska has not applied to USDOL to participate in Personal Reemployment Account demonstration projects. However, the state continues to research this opportunity with respect to IT implications. DOLWD has volunteered to work with USDOL to participate in the WRIS pilot project and has recently signed the MOU to that end.

The High Growth Job Training Initiative has provided the state with many innovative approaches to improving performance and services. The first innovation is Fast Tracking. With Fast Tracking, industry brokers are trained on the eligibility and planning criteria of the workforce investment system then work with employers to identify potential new workers. Through development of a training plan and determination of program eligibility, the industry broker rapidly deploys a training-ready individual to employers for placement. Second is the Career Guides model that places career advisors from the workforce system into the school system. The Career Guide provides information and guidance related to Alaska's high-wage, high-demand occupations and information and in-school efforts that young people should pursue to ensure placement in the industry.

Other models include the industry to industry partnerships to develop a competent skilled workforce, teacher externships, industry academies and career publications. The models have all proven valuable and as such are supported by the Alaska legislature through the Youth First Initiative.

H. Strategies for Faith-based and Community Organizations

IX.H Strategies for Faith-based and Community Organizations

Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the state. Outline those action steps designed to strengthen state collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objectives of the Workforce Investment Act.

In order to clarify the enhanced role of faith-based organizations in workforce development and the removal of legal barriers to the delivery of WIA services by faith-based organizations, DBP published a WIA Sectarian/Religious Activity Policy #498.00 <http://www.labor.state.ak.us/bp/forms/policy498.pdf>. This policy describes how community-based organizations, including faith based organizations, may be included in workforce development activities. It also establishes the permissible uses of federal financial assistance and the conditions for receipt of such support. The federally established distinction between 'direct funding' and 'indirect funding' provides the means to allowing for participant choice.

Outreach and recruiting for a wide range of community organizations, including faith based organizations, is clearly recognized and of value. Utilizing these organizations in the community in a variety of ways will increase the level of assistance available to client populations and serve as a source of recruiting participants for workforce development programs. DOLWD plans to continue to use established and successful means of notifying community based organizations of pending competitive bids through our websites, mailing notices, newspaper publications, press releases, and maintaining and continually adding to their local bidder's lists.

During this two-year period, DOLWD will be available to provide technical assistance to community and faith-based organizations that are interested in bidding or becoming involved in the federal workforce development programs. DOLWD workforce development professionals, grant recipients and WIA participants observe the following faith-based and community organizations activities guidance:

- WIA participants may attend sectarian/religious institutions using a Training Authorization voucher, ITA or ISS. Training programs must have approval to operate a postsecondary institution in Alaska by the Commission on Postsecondary Education. Additionally, for those services provided as an ITA, the vendor providing a service must apply for and satisfy the eligibility requirements of the ETPL program/process. A statement signed by the participant must be in the case file to establish the voluntary nature of the WIA client's choice to attend the training. Unlike the situation with directly funded WIA activities, there is no need to separate an organization's sectarian/religious activities physically or chronologically from voluntary WIA funded activities.
- If selected for use by a WIA participant, the faith-based or community organization's facility may provide childcare for the participant's children. As such, the faith-based or community organization's childcare facility may receive reimbursement from WIA funding for the supportive service provided using an Authorization for Support Services or other similar voucher/form.
- Facilities owned and/or operated by faith-based or community organizations may be used as service providers and/or training facilities for non-sectarian/religious training activities. DOLWD recognizes the importance of these sites as a way to serve and train participants. The procedures and standards by which a sectarian/religious organization qualifies to be a service provider may not differ significantly from those the AWIB specifies for a non-sectarian organization.

X. State Administration

X.A Infrastructure/MIS to Support Activities

What technology infrastructure and/or management information systems does the state have in place to support the state and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a state job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)

The Wagner-Peyser system is integrated with the UI database system, allowing ease in Employment Services registrations of UI claimants and the subsequent reporting of participation or non-participation in the Worker Profiling and Reemployment program. This provides the basis for job referrals based on participant activities. Additionally, the Internet skills-based Alaska labor exchange system (ALEXsys) receives daily updates from the state's Management Information System (MIS) tracking participant activities and services delivered through Workforce Investment Act programs. ALEXsys provides web-based interfaces for participants and employers to enter records identifying their needs. This will include the ability for employers to establish job orders online allowing for more efficient, effective and timely referrals in response to the job order.

The WIA/State Training and Employment Program (STEP) MIS provides the ability to collect and report all data necessary to meet federal and state reporting requirements relative to the WIA Title IB and STEP programs. The MIS also includes basic case management capabilities allowing one-stop staff to maintain comprehensive records documenting interaction with clients, planned and actual services for participants, training and supportive services related costs, Individual Employment Plans (IEP), Individual Service Strategies (ISS), Individual Education Plans, referrals to agencies and funding amounts from each of the partner services involved in the participant's service strategy. It also provides the capability to track individual costs by participant, service and vendor.

X.B Statewide Activities

Describe the state plan for use of the funds reserved for statewide activities under WIA §128 (a)(1).

The state will use WIA statewide activity funding to leverage other federal, state, local, and private resources in order to:

- Maximize the effectiveness of such resources;

- Create a vehicle for economic growth by responding to the demands of local industries;
- Address the national workforce strategic direction, the governor's priorities, and the workforce development issues identified through analysis of the state's economy and labor market;
- Track progress toward meeting strategic goals and implementing our vision for the workforce investment system;
- Provide incentives for the entities that make up the workforce system at the state and local level.

DBP will fund the following capacity and system development strategies on behalf of the Alaska Workforce Investment Board (AWIB):

- Capacity building and technical assistance to job center operators, partner agencies, and eligible providers, which may include:
 - 1) Staff development and training; and
 - 2) Development of exemplary program activities
- Research and demonstration projects
- Innovative incumbent worker training programs, which may include an employer loan program to assist in skills upgrading
- Innovative programs for displaced homemakers, and programs to increase the number of individuals trained for and placed in non-traditional employment
- Adult and dislocated worker employment and training activities as necessary to assist in carrying out local employment and training activities
- Youth activities statewide
- Conducting evaluations, under WIA section 136(e), of workforce investment activities for adults, dislocated workers and youth, in order to establish and promote methods for continuously improving such activities to achieve high-level performance within, and high-level outcomes from, the statewide workforce investment system
- Assisting in the establishment and operation of job center delivery systems

- Providing additional assistance to areas that have high concentrations of eligible youth

X.C Waiver/Workflex Authority

Describe how any waivers or workflex authority (both existing and planned) will assist the state in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192.)

The state requests extension of existing waivers. The waivers provide the state with the ability to easily achieve the goals of the current administration, as well as the direction of the U.S. Secretary of Labor. Allowing the state to establish and maintain a single regional planning area reduces the confusion and varied directions individual local workforce investment boards (LWIB) imposed. The result is streamlined processes, better-integrated services and a unified goal.

The ability to transfer funds between Adult and Dislocated Worker funding streams empowers the state to effectively and efficiently apply funds where they are most in need to achieve its goals. Individual Training Accounts for out-of-school Youth results in a more capable workforce ready to replace an aging workforce as well as having the knowledge, skills and abilities to address the career opportunities in Alaska's near and long-term future. Lastly, the state will be able to accommodate and serve more seasonal workers which fit well into the occupational priorities associated with the construction and resource management trades without significant negative impact on performance.

X.D.1 Performance Management System

Describe the state's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the state worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the state's previous outcomes as well as with the state-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the state achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)

The state established fundamental performance based budget systems with specific goals and measures for each program within the agency's annual budget. The Department of Labor and Workforce Development measures success by evaluating entered employment, employment retention and earnings change. DBP also tracks and reports the percentage of participants who received training in AWIB priority industries. As a single regional planning area, ESD and DBP work with the AWIB to

determine the appropriate employment and retention goals. The divisions analyze past performance, current and future labor market information, and occupation projections to identify initial planned performance levels.

X.D.2 Targeted Applicant Groups

Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the state tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)

The Wagner-Peyser program will continue to offer universal access to its services, while extending a priority to veterans, UI claimants, dislocated workers, public assistance recipients, and persons with disabilities.

While Alaska's stand alone plan for years three and four includes provision of services to adult, dislocated workers and youth, there are six special populations for which the state continues evolution of program strategies to meet the changing needs of business and industry:

- Dislocated workers, including displaced homemakers
- Low income individuals, including recipients of public assistance
- Individuals training for non-traditional employment
- Individuals with multiple barriers to employment
- Veterans
- Youth entering apprenticeships
- UI claimants identified under Worker Profiling and Reemployment Services

X.D.3 Performance Outcomes

Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the state using to track and report them?

The state is working toward performance-based budgeting. As a result, the department annually assesses internal goals/targets and measures relative to Wagner-Peyser and WIA participants to ensure outcomes are relative and focused on the needs of the state

in terms of a current and future prepared workforce to meet the demands of the expanding regional economies. These are:

- Increase the percentage of the Alaskan workforce employed.
- Reduce the unemployment rate by .5 percent as compared to the previous year.
- Increase the percentage of workforce investment system participants that enter employment by 1 percent as compared to the previous year.
- Increase the percentage of workforce investment system participants who receive a staff assisted service by 1percent as compared to the previous year.
- Increase the number of workforce investment system participants by 1 percent as compared to the previous year.
- Increase the number of workforce investment system participants who demonstrate increased basic skill knowledge (reading, writing and/or mathematics)
- Increase the number of job openings placed by employers by .5 percent as compared to the previous year.
- Increase to 90 percent the participants satisfied with services.
- At least 70 percent of trained participants will enter employment.
- At least 60 percent of participants will be trained in occupations aligned with the board's industry priorities.

The data for these measures will be generated from the two databases used to track and report Wagner-Peyser and WIA participants. The state has established an internal web-based application for reporting the results of the computations based on the participant records.

X.D.4 Reporting Processes

Describe the state's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your state accesses wage records), and how the statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)

The state has not yet developed a common data collection system. It continues its efforts in defining the specifications and requirements for an application but is severely hampered in these efforts because of the declining funds available through the Workforce Investment programs and increasing costs of such a large IT undertaking.

X.D.5 Collaboration

Describe any actions the governor and state board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)

DOLWD has consolidated job training with employment services in the job centers throughout the state. The four divisions— Business Partnerships, Employment Security, Vocational Rehabilitation and Public Assistance continue to work with the AWIB toward integrating services to improve customer service to Alaskans.

Organizationally the required partners in the one-stop remain within DOLWD. However, the alignment of work is split between policy, administrative oversight, and service delivery. The state continues in its efforts of developing, assessing, and adjusting its quality strategies that support job seekers and employers while maintaining a commitment to evolving economic development. The only strategic change visible to customers is an organization that is more responsive, able to provide assistance and be understandable by the public. The department realizes the need to expand regional involvement in workforce development. In an effort to assure good representation of workforce and economic development, the AWIB recognizes Regional Councils which provide the necessary linkages to local needs and resources.

The AWIB continues its close involvement with Department of Commerce, Community, and Economic Development; the Lt. Governor's Office; the Denali Commission, the Department of Education and Early Development, the University of Alaska, state Vocational and Technical training entities, and private sector businesses and industries to ensure consistency, commonality of purpose and goal to achieve success in Alaska's expanding economy.

The Alaska workforce development system continues its efforts in developing the knowledge, skills and abilities to meet the challenges of the changing social and economic needs. The new administration is committed to fostering growth in workforce and economic development during the next four years. The AWIB policies strongly support and advance the administration's goals in developing the workforce for Alaska's future. Oversight and administration of program performance rests with DBP while operation of the job centers is the responsibility of ESD.

X.D.6 Performance Evaluation

How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the state and local boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)

As a single regional planning area, other than the self-assessments required in each of the job centers, the AWIB evaluates performance. The Assessment and Evaluation Committee of the AWIB performs analyses of data provided to identify weak points in service delivery or other matters related to preparing Alaskan's for advanced career opportunities yielding self-sustaining wages. The committee forwards findings and recommendations to DBP for follow through. DBP provides technical assistance and/or a monitoring of the function to resolve any deficiencies. DBP staff routinely review performance and alert the state administrator of potential problems. Should an entity fall below their goals, the administrator's staff work with them in identifying areas requiring attention, providing intensive training to staff, and monitoring or reviewing the activity to identify deficiencies.

X.D.7 Reporting Requirements

What steps, if any, has the state taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. In addition, what is the state plan for gathering baseline data and establishing performance targets for the common measures?

The Wagner-Peyser system enhancement, ALEXsys, incorporated the new reporting requirements prior to implementation. The WIA/STEP MIS now contains the capability to generate a Common Performance Measures Report based on the refined reporting requirements as detailed in Training and Employment Guidance Letter (TEGL) 17-05. Recent enhancements to the MIS ensure capture of no less than the required elements necessary to meet the full complement of reporting requirements.

X.D.8 Performance Indicators

Include a proposed level for each performance measure for each of the two program years covered by the plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the state must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training providers will help them attain their statewide performance goals. (§§112(b)(3) and 136.)

The following chart identifies the projected performance measures goals identified through analyses of past performance, labor market information, projected industry and economic trends and projected unemployment rates for the indicated timeframes.

WIA Title IB	PY 2007 Target	PY 2008 Target
Adult		
Entered Employment Rate	74.0%	74.5%
Employment Retention Rate	84.5%	85.0%
Average Six Months Earnings	\$ 16,100.00	\$ 16,250.00
Employment and Credential Rate	63.0%	63.5%
Dislocated Worker		
Entered Employment Rate	81.0%	81.0%
Employment Retention Rate	89.5%	90.0%
Average Six Months Earnings	\$ 20,236.00	\$ 20,236.00
Employment and Credential Rate	74.0%	74.0%
Older Youth		
Entered Employment Rate	71.0%	71.5%
Employment Retention Rate	73.0%	73.5%
Earnings Change Rate	\$ 4,000.00	\$4,100.00
Credential Rate	53.0%	53.5%
Younger Youth		
Skill Attainment Rate	85.0%	85.5%
Diploma or Equivalent Rate	65.0%	65.5%
Retention Rate	62.0%	62.5%
Placement in Employment or Education	61.0%	61.5%
Attainment of a Degree or Certificate	31.3%	31.8%
Literacy and Numeracy Gain	18.0%	18.5%
Customer Satisfaction		
Participants	75.0%	78.0%
Employers	75.0%	75.0%
Wagner-Peyser		
Entered Employment Rate	63.0%	64.0%
Employment Retention Rate	74.0%	74.0%
Average Earnings	\$ 11,500	\$ 12,000

These performance standards reflect Alaska's economic circumstances, the expected national averages for performance standards and available data from the past one and a half years. Past history is used to set the baseline for the forthcoming years and adjusted measures as necessary to account for changes in definitions as well as expanding time frames for work preparation and training activities.

Alaska's economy and workforce is based largely on seasonal jobs. The majority of the job openings posted in Alaska's Labor Exchange System (ALEXsys) is for seasonal industries with an average duration of less than 6 - 7 months and associated periods of high unemployment in the winter quarters. This seasonality has been the primary detrimental factor to Alaska's Wagner-Peyser program Employment Retention Rate (ERR), which has consistently been in the low 70 percent range.

ALEXsys, the state's Internet-based labor exchange, has been in-place for one full year of operations as of April 15, 2007. The state is currently fully utilizing data generated via the new system for all participants (9002A). The delineation from converted to solely ALEXsys data will produce a more accurate picture of the new labor exchange activities afforded by this additional method of service delivery in Alaska.

Alaska's diverse geography, economy and cultures compel the state to take an innovative approach to develop a sustainable statewide workforce. The above recommended performance measures for Alaska in PY 2007 and PY 2008 demonstrate a commitment to continuous improvement of the workforce investment system while recognizing the realities of the state. The economy continues to remain constant in comparison to the contiguous states. Alaska's shifting economy to low-skill, lower pay opportunities in some areas of the state reduces the capacity to maintain all of the performance measures as in previous years.

The allocation formula for funding WIA Title IB programs is slow to respond to market changes that often have more impact on the success of WIA than the system. Allocation is not based upon real time needs; consequently, the state finds itself in times of feast or famine. Alaska no longer has excess funding and has high numbers of participants but limited resources to meet their ongoing career development needs. Stabilized funding will better serve Alaska and provide the capability to accurately predict performance and improve service delivery.

Alaska is working diligently to fill the skills gap recognized in previous years and ensure that skilled Alaskans are available. This is a challenging endeavor and brings industry, state entities, school districts and post-secondary education entities together to discuss needs and strategies necessary to resolve any deficiencies in the state's labor market.

X.E.1 Appeals Process

Provide a description of the appeals process referred to in §116(a)(5)(m).

A unit of local government, including a combination of such units or WIA grant recipient requesting designation as a Local Workforce Investment Area, but not granted such designation, may submit a written appeal to the AWIB for review and further action. The appeal shall include:

- A clear description of the geographic area;
- Population and economic information that substantiates the consistency of such local areas with Alaska labor market areas;
- The distance persons requiring service need to travel for service;
- The resources of the local area that are available to effectively administer the activities carried out under a local area strategic plan.

AWIB receipt of the written appeal will start the 60 day appeal process. The AWIB shall respond in writing within 30 days of receipt of the request to the chief elected official(s) making the area designation request. Such response by the AWIB may seek further information or clarification of information provided to assist with a final determination and recommendation to the governor. Within 60 days of receipt of the appeal the AWIB will deliver its recommendation to the governor for temporary or substantial designation, or to not recommend designation status. If the governor does not approve a local area or combination of areas request, the chief elected official(s) for the local area requesting designation may appeal directly to the Secretary of Labor.

X.E.2 Compliance

Describe the steps taken by the state to ensure compliance with the non-discrimination requirements outlined in §188.

DOLWD has two statewide Equal Opportunity Officers responsible for ensuring compliance with WIA nondiscrimination requirements. The DBP officer has oversight of WIA-funded grants, contracts and Reimbursable Service Agreements. The ESD officer coordinates compliance through the Alaska Job Center Network with local job center Equal Opportunity Coordinators (EOCs), Unemployment Insurance Call Centers, and partner agency contacts to promote maximum integration of service delivery. EO representatives provide information and assistance to customers and staff involving equal opportunity and non-discrimination, and are the local contact for referral of complaints.

State EOO officers assist contacts with compliance requirements outlined in the Methods of Administration (MOA). The MOA is consistent with nondiscrimination and equal opportunity provisions under WIA 188 and 29 CFR Part 37. State EO officers monitor recipients regularly for compliance with the MOA, specifically: EO contact designations, notice and communication, universal access, disability, data collection, complaint processing and, if applicable, adherence to assurances.

Every effort is being taken to comply with requirements of the Americans with Disabilities Act to ensure access and inclusion for persons with disabilities. Ongoing training will promote awareness of ADA and other laws and regulations to ensure persons with disabilities receive access to the full array of job center services. Costs of assistive technologies and reasonable accommodations will be the responsibility of partners serving the requesting client(s) according to existing cost allocation agreements. All AJCN programs and activities shall make their services universally accessible for people with disabilities.

WIA recipients shall also maintain confidentiality in inquiring, relating, and storing data for disability purposes. Consistent with EO monitoring practices, applications and data will be reviewed for EO compliance.

XI. Assurances

1. The state assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The state assures that it will comply with section 184(a)(6), which requires the governor to, every two years, certify to the Secretary, that
 - a. the state has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. The state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. The state has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The state assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The state assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The state assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215).)
5. The state assures that the governor shall, once every two years, certify one local board for each local area in the state. (§117(c)(2).)
6. The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The state assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The state assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) that are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the state by the ETA Office of Grants and Contract

Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:

- 29 CFR part 97 --Uniform Administrative Requirements for state and Local Governments (as amended by the Act)

- 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

- OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

- SF 424 B --Assurances for Non-construction Programs

- 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20

- CFR part 93 --Certification Regarding Lobbying (and regulation)

- 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the state Employment Security Administrator.
12. The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The state certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The state certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: -- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United states on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United states or participation in any WIA Title I--financially assisted program or activity; -- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of

race, color and national origin; -- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; -- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and-- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The state assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Attachment 1

Program Administration Designees and Plan Signature

WIA Title I Grant Recipient Agency: **Alaska Department of Labor & Workforce Development, Division of Business Partnerships**

Address: 1111 W. 8th Street, STE 210, Juneau, Alaska 99801
Telephone: 907.465.4890
Facsimile: 907.465.3212
E-mail: corine_geldhof@labor.state.ak.us

State WIA Title I Administrative Agency: Same

WIA Title I Signatory Official: **Clark Bishop, Commissioner, Alaska Department of Labor & Workforce Development**

Address: POB 21149 Juneau, Alaska 99802-1149
Telephone: 907.465.2700
Facsimile: 907.465.2784
E-mail: Commissioner_Labor@labor.state.ak.us

WIA Title I Liaison: **Michael Ogram, Alaska Department of Labor & Workforce Development, Division of Business Partnerships**

Address: 1016 6th Avenue STE 205 Anchorage, Alaska 99501
Telephone: 907.269.4652
Facsimile: 907.269.4661
E-mail: mike_ogram@labor.state.ak.us

Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Alaska Department of Labor & Workforce Development, Employment Security Division

Address: POB 25509 Juneau, Alaska 99802-5509
Telephone: 907.465.2712
Facsimile: 907.465.4537
E-mail: thomas_nelson@labor.state.ak.us

State Employment Security Administrator: **Clark Bishop, Commissioner, Alaska Department of Labor & Workforce Development**

Address: POB 21149 Juneau, Alaska 99802-1149
Telephone: 907.465.2700
Facsimile: 907.465.2784
E-mail: Commissioner_Labor@labor.state.ak.us

As the Governor, I certify that for the state of Alaska, the agencies and officials designated above have been duly designated to represent the state of Alaska in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Governor Sarah Palin

Date: _____

Attachment 2

Local Planning Guidance for Single Workforce Investment Area States

D.I Local Plan Submission

Section 118 of the Workforce Investment Act requires that the board of each local workforce investment area, in partnership with the appropriate chief elected official, develop and submit a comprehensive local plan for activities under title I of WIA to the governor for his or her approval. In states where there is only one local workforce investment area, the governor serves as both the state and local chief elected official. In this case, the state must submit both the state and local plans to the Department of Labor for review and approval. States may (1) submit their local plan as an attachment to the state plan or (2) include these elements within their state plan, and reference them in an attachment. The state planning guidance on plan modifications and the plan approval process applies to a single workforce investment area state local plan, with one addition: The department will approve a local plan within ninety days of submission, unless it is inconsistent with the act and its implementing regulations, or deficiencies in activities carried out under the act have been identified and the state has not made acceptable progress in implementing corrective measures. (§ 112(c).)

D.II Plan Content

In the case of single workforce investment area states, much of the local plan information required by section 118 of WIA will be contained in the state plan. At a minimum, single workforce investment area state local plans shall contain the additional information described below, and any other information that the governor may require. For each of the questions, if the answers vary in different areas of the state, please describe those differences.

D.II.A.1-2 Plan Development Process

Describe the process for developing the local plan. Describe the process and timeline used to provide an opportunity for public comment, including how local chief elected officials, representatives of businesses and labor organizations, and other appropriate partners provided input into the development of the local plan, prior to the submission of the plan. (§ 118(b)(7).) Include with the local plan any comments that represent disagreement with the plan. (§ 118(c)(3).)

Under the leadership of Governor Sarah Palin, and advisement from the Alaska Workforce Investment Board, the state of Alaska is involved in ongoing dynamic planning efforts to develop the state's resource based economy and maximize its human capital. This is accomplished with a collaborative engagement of key industry,

organized labor and economic development representatives, as well as educators, tribal, community and faith based organizations, along with regional and local officials.

After receiving the federal guidance for planning, the Alaska Workforce Investment Board, and Department of Labor and Workforce Development staff initiated planning discussions with multiple partners and key stakeholders on how to approach developing the state plan. Alaska chose to develop a basic, stand-alone plan, which addresses priorities through the WIA and Wagner Peyser programs for the next two years. Alaska has a history of broad outreach and inclusive planning, however given that there was limited time to create a universal, more protracted planning initiative; Alaska has focused efficiently on the key principles and required players. One-Stop mandatory programs were consulted in drafting this plan; however, they will pursue separate plan extensions or modifications this year, subject to AWIB involvement and review. Given that WIA Reauthorization is pending in Congress this year, Alaska considers this required state plan, a basic compliance-oriented transitional document. Alaska will strive for performance excellence and continuous improvement, and will entertain internal systematic improvements, while being responsive to new federal initiatives or requirements that require program enhancements or evolution. Alaska looks forward to the new opportunities this plan will bring.

D.II.B.1 One-Stop Services

Describe the One-Stop system(s) that will be established in the state. Describe how the system(s) will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment and training needs of employers, workers and job seekers throughout the state. Describe the process for the selection of One-Stop operator(s), including the competitive process used or the consortium partners. (§118(b) (2) (A).)

The Alaska Job Center Network has been established as the One-Stop Operator's delivery system. It includes job centers, service providers, and affiliated agencies. It is represented by a well-recognized jobs logo, which was incorporated into the Department of Labor and Workforce Development logo. In addition to the current 24 job centers, the network includes an electronic or virtual delivery system that is accessible from job centers, and through personal home or business computers.

The formation and location of brick and mortar job centers is based on demand from our customers balanced with available service delivery resources. Comprehensive or full-service job centers are located in areas with high-demand gauged by the number of job seekers needing assistance, the number of job openings employers are trying to fill, high-demand industries, or a combination of these and possibly other factors. The full service job centers include all required one-stop partners and frequently other partners that are not required. Satellite job centers are located in generally less populated areas where service delivery can be accomplished with fewer partners and two or more

required partners collocate to deliver those services. The state currently has one affiliate job center where one required partner provides the services.

Alaska's system will ensure the continuous improvement of eligible providers of service and meet the employment and training needs of employers, workers and job seekers throughout the state by monitoring actual employment and training performance in quarterly reviews and annual reports, comparing the report numbers to the negotiated levels of performance, and making necessary adjustments to meet or exceed the target performance levels through reallocation of front-line staff duties, staff resources, funding levels, or a combination of these, and possibly other, factors.

The Eligible Training Provider List enables customers to compare training providers' performance and give customers a choice of training programs to attend. The list is designed to help ensure that customer training needs are met.

As a single regional planning area, the state, through a consortium arrangement of the required partners, has selected the Employment Security Division as the One-Stop Operator. The Employment Security Division is the primary service provider and has staff physically located in every job center across the state. The Employment Security Division delivers core and intensive services including the Wagner-Peyser public labor exchange to the universal customer, WIA adult and dislocated worker training programs, and unemployment insurance. The division is responsible for service integration, consistency and efficiency in its role as the One-Stop Operator in the state.

D.II.B.2 One-Stop Youth Activities

Describe and assess the type and availability of youth activities, including an identification of successful providers of such activities. (§118(b)(6).)

Expansion of services to youth in the Alaska Job Center Network has been implemented to address the geographic challenges of the state and to promote continuity within the youth system. Youth ages 14-21 are targeted with services that include academic, occupational, vocational, work readiness and life skills training so that participants get appropriate credentials to become productive, contributing members of Alaska's economy. The first step is to prepare youth for Alaska's high growth, high-demand industries, such as energy, construction, and transportation, with the necessary skill sets.

Cross-training with agencies and schools to provide more integrated services has been a priority for youth experiencing disabilities. A best practice in the Fairbanks region included an academy for teachers and a subsequent academy for youth and parents with collaboration between more than thirty agencies including leadership from the Fairbanks Job Center to expose youth and parents to the many resources available in the

area. Due to the high level of teacher, youth and parent satisfaction with these academies, plans are being promoted to replicate this model in other regions. Originally, this model was developed with leadership from the Fairbanks Intermediary which was funded by the Office of Disability and Employment Policy. The development of community teams in the four regions has become sustainable due to the major benefit received by the community agencies involved resulting in more integrated services to youth with disabilities within the Title IB system.

Youth in and out of foster care are served in Alaska through collaboration with the Casey Family Programs and the Office of Children's Services. Casey Family Programs provided training through a workshop which was held for all youth providers which included presentations from the Office of Children's Services Transitional Living Program (foster care) and an expert from a local provider that works with the homeless population. Many of the providers are certified in Ancell-Casey Life Skills assessment to maximize services.

Services for youth offenders are targeted through a variety of ways, including providers earning bonus points on proposals manifesting innovative offender service strategies; delivering services to younger, adjudicated youth through a special program located within the McLaughlin Youth Center; and transitioning out of school youth from detention centers.

Homeless youth are prioritized by giving bonus points in requests for proposals to applicants demonstrating innovative services and through a service agreement with Covenant House, a facility in Anchorage with which a primary provider collaborates.

The youth program has included youth migrating to summer fishing camps through priority programs, some in connection with school districts that address transition issues for migrant youth. Alaska Native and American Indian youth are prioritized through collaboration with Alaska Native organizations who are vendors that target these populations.

All services to youth identified under the Shared Vision for youth are enhanced through intensive cross-training and collaboration with other agencies. Other vulnerable populations that are not specifically defined in the TEGL for a shared vision also include other minority populations, homeless in-school youth and pregnant and parenting teens.

The youth program providers collaborate with the Alaska Job Corps through co-enrollments and special assistance in General Equivalency Diploma test preparation, special youth development and leadership projects and referral and coordination of services. The Alaska Job Corps staff provides training to grantees in leadership

development and offers tours for youth providers. The youth programs also utilize interns through the Alaska Jobs Corps in both paid and unpaid positions.

Connections to the Alaska Military Youth Academy, a residential program for youth, are a priority of the program. This facility plays a unique role in that it serves younger out-of-school youth. Youth who have dropped out of school between the ages of 16-18 are served in this facility with a highly structured program. Homeless youth and youth offenders are welcome in this program.

Basic skills, vocational training and service learning components provide linkages to sustainable employment for these youth.

The Denali Commission: The Denali Commission provides a new opportunity to plan and coordinate employment, education and training activities with federal, state, and local community and economic development opportunities in rural Alaska, and to leverage new federal funds for youth training. This new Initiative focuses on Alaska's High Growth Job Training Initiative for Energy and training opportunities to support infrastructure development in rural Alaska.

Other efforts include creating awareness in youth about occupations in demand industries. Learning centers and vocational programs that focus on high-demand occupations will receive greater consideration during the proposal evaluation phase.

Alaska has an integrated, comprehensive system of Title IB youth program design and delivery which utilizes state, federal and local resources to maximize services to eligible youth. The Title IB program serves eligible youth, and collaborates with the business community, community and faith-based organization, state and federal agencies, education, labor organizations and other federal programs to include the Job Corps and programs offered through Alaska Native organizations through the USDOL Division of Indian and Native American programs to youth.

Alaska provides direct services through a dual approach utilizing youth vendors that are competitively selected in addition to providing services through the Alaska Job Center Network in selected sites.

Alaska has a well-developed core group of vendors and youth agency partners with vast expertise, capacity and established track records in all of the ten elements that can be further developed and networked together. Addition of youth services to select sites in the Alaska Job Center Network has added another dimension to services, promoting continuity in rural hub areas that have limited vendors available for year-round services, especially for out-of-school youth.

D.II.C.1 System Infrastructure

Identify the entity responsible for the disbursal of grant funds, as determined by the governor. Describe how funding for areas within the state will occur. Provide a description of the relationship between the state and within-State areas regarding the sharing of costs where co-location occurs. (§118(b)(8).)

The governor has designated the Alaska Department of Labor and Workforce Development, Division of Business Partnerships, as the grant recipient for WIA Title I funds. The division distributes these funds through a number of financial assistance agreements with other state agencies and non-state entities. The primary state recipient of WIA funding is the Employment Security Division of the Alaska Department of Labor and Workforce Development, which is the designated One-Stop Operator.

Upon notification of the allocation of WIA funding for a year, the director of DBP, in coordination with the director of ESD, determines how the WIA funds will be allocated within the state. The maximum amount for state activities allowed under sections 128(a)(1) and 133(a)(1) of the Act are reserved for use by DBP. The directors then decide the amount of Dislocated Worker funds to dedicate to Rapid Response activities and the amount of funds, if any, to transfer between the Adult and Dislocated Worker programs. These decisions are based upon the directors' assessment of the need for the various program activities.

The directors also determine the amount and type of WIA funding that will be provided to the Employment Security Division. This funding typically includes the majority of the funding for Adult, Dislocated Worker, Rapid Response services, and lesser amounts for Youth and statewide Projects. A decision is also made on the amount of funding for administration for the Employment Security Division.

WIA Title I Adult and Dislocated Worker services are primarily provided through the Alaska Job Center Network (AJCN). DBP provides these funds through a Reimbursable Services Agreement, which specifies the services to be provided, program requirements, and financial/budget information. Reimbursable Services Agreements are only valid for one state fiscal year. Upon determination of the amount of WIA funding to be provided to the ESD, that director determines the amounts to be allocated to the job centers within the Alaska Job Center Network. These decisions are also based upon the director's assessment of need in each of the job centers. Funds may be reallocated between job centers throughout the year based upon changes in need.

During some fiscal years, the decision may be made to augment the services of the job centers by granting some Adult or Dislocated Worker services outside of the Alaska Job Center Network. In such instances, the grant funds are awarded through one of the procedures identified in sub-section 2 of this part of the plan. The grant agreements

resulting from such awards are negotiated, administered, and monitored by staff of DBP.

A Request for Grant Applications process, as described in sub-section 2, is used for the provision of services under the WIA Youth program. The grant application solicitation may be, in some instances, for multi-year grant awards. That is, a grant award may be made for one year with one or more renewals based upon successful performance by the grantee. At the time of renewal, a formal evaluation process is used for assessing whether or not a grant should be renewed. Grant agreements are negotiated and administered by staff of DBP.

Rapid Response activities are conducted within the state by staff of the ESD. At the beginning of the state's fiscal year on July 1, a Reimbursable Services Agreement between DBP and ESD for Rapid Response activities is negotiated and executed. The agreement specifies the services to be provided, the program requirements, and budget.

In some situations, it may be necessary for longer-term Rapid Response activities to be completed by an organization other than ESD. In these instances, the DBP would use one of the procedures identified in sub-section 2 of this part of the plan to select the service provider. DBP in coordination with ESD Rapid Response personnel would negotiate the grant scope and budget. The grant agreements are prepared and administered by staff of the DBP. The director of DBP determines at the beginning of a program year the amount of funds dedicated for the activities required and authorized under 29 CFR 665.200 and 665.210. In some instances, the director may decide to have activities completed by non-state agencies. The DBP would use one or more of the procedures listed in sub-section 2 of this part of the plan for awarding grants for these statewide activities.

The services provided through the Alaska Job Center Network vary from community to community depending upon the resources of the various partner agencies. Local cost sharing plans have been developed for the various offices. The plans are negotiated by the partners and detail the contributions of each to the operation of the job centers.

D.II.C.2 Competitive Grant Process

Describe the competitive process to be used to award the grants and contracts in the state for WIA title I activities. (§ 118(b)(9).)

The procurement of goods and services by the state is governed by Alaska Statutes 36.30, state Procurement Code, and its accompanying Alaska Administrative Code regulation at 2 AAC 12. Alaska Statute 36.30.850 (b)(1) of the state Procurement Code states that the code does not apply to grants. Similarly, AS 36.30.850 (c) indicates the code does not apply to contracts between two state agencies, or between the state and its political sub-divisions or other governments.

The DBP and the ESD follows the state procurement code for the procurement of all goods and services that do not involve grants or financial assistance agreements with other state, local or other governmental entities. The requirements of AS 36.30, the state Procurement Code, may be accessed at the following: <http://www.law.state.ak.us/doclibrary/doclib.html>.

Grants with other governmental entities will conform to the requirements set forth in the USDOL regulations at 29 CFR 97.37 as they pertain to sub-grants with local and Indian tribal governments. All grants or financial assistance agreements negotiated by the DBP with other governmental agencies will contain the provisions and references cited in the regulations. For grants to non-governmental agencies, DBP and ESD will utilize competitive solicitation procedures. The level of competition required is dependent upon the anticipated size of the grant or on the amount of funds available.

Grants of up to \$25,000 will be awarded based on an informal solicitation for the services. This may include providing potential grantees with verbal or written specifications on the desired grant project. Contact will be made with two or more potential grantees to provide verbal or written proposals. The award of the grant will be based upon the judgment of DBP lead staff person for the project and will be approved by the division director. Grants expected to be more than \$25,000, but less than \$50,000, will also be awarded based on an informal solicitation for the services. For these grants there will be more detailed written specifications describing the grant project, the format of the information to be contained in the application, and the criteria to be used for selection. Written grant applications will be solicited from three or more entities capable of completing the proposed project. Two or more DBP staff will evaluate the grant applications and select the entity to be awarded the grant. The division director will approve the award of funds.

When a project is expected to cost more than \$50,000 or when the division is interested in funding several different projects, a formal solicitation process will be used for making the grant awards. The division will issue a Request for Grant Applications that specifies the full parameters on the use of the funds, the eligible activities and entities, the criteria to be used for evaluating the applications and making the awards, and the requested application information and format. At a minimum, public notice for the Request for Grant Applications will be posted on the state of Alaska Public Notice Web site and on the DBP public access Web site. Additional public notice may be made via electronic or hard copy mailings and/or public notice advertising in affected communities. A committee of at least three knowledgeable and independent individuals will evaluate the grant applications. The Commissioner of the Alaska Department of Labor and Workforce Development will approve grant awards. Written notices of grant award(s) and denials will be issued by the DBP and will be provided to all applicants.

Appendix III.1

Alaska Workforce Investment Board

Name		Address	Phone	Fax	E-mail
1. Lt. Governor Sean Parnell	Lieutenant Governor State of Alaska	P.O. Box 110015 Juneau, AK 99811-0015	465-3520 269-7460	465-5400 269-0263	Lt_Governor@gov.state.ak.us
Lt. Governor's Designee: Lauren Yocom	Lieutenant Governor's Office State of Alaska	P.O. Box 110015 Juneau, AK 99811-0015	465-4082	465-5400	lauren_yocom@gov.state.ak.us
2. Commissioner Clark (Click) C. Bishop	Dept. of Labor & Workforce Development	P.O. Box 111149 Juneau, AK 99802-1149	465-2700	465-2784	clark_bishop@labor.state.ak.us
Deputy Commissioner Tara Jollie	Dept. of Labor & Workforce Development	1016 W. 6 th Ave, Suite 105 Anchorage, AK 99501	269-8964	269-7489	tara_jollie@labor.state.ak.us
3. Commissioner Roger Sampson, PhD.	Dept. of Education & Early Development	810 W. 10 th Ave., Suite 200 Juneau, AK 99801-1894	465-2800	465-3452	roger_sampson@eed.state.ak.us
4. Commissioner Karleen Jackson	Dept. of Health & Social Services	P.O. Box 110601 Juneau, AK 99811-0601	465-3030	465-3068	karleen_jackson@health.state.ak.us
DHSS Designee: Stephanie Wheeler	Dept. of Health & Social Services	P.O. Box 240249 Anchorage, AK 99524	269-8019	269-5236	stephanie_wheeler@health.state.ak.us
5. Commissioner Emil Notti	Dept. of Com. & Economic Development	550 W. 7 th Ave, # 1770 Anchorage, AK 99501	269-8100	269-8125	emil_notti@commerce.state.ak.us
DCED Designee: Michael Black	Div. of Community Advocacy	550 W. 7 th Ave, # 1770 Anchorage, AK 99501	269-4580	269-4539	michael_black@commerce.state.ak.us
6. Andy Baker, Chair Private Sector, 10/13/10	Baker Aviation	P.O. Box 116 Kotzebue, AK 99752	442-3138 223-8167	442-2088	bakerotz@otz.net
7. Todd Bergman Public Education, 10/13/08	Mount Edgecumbe High School	310 Peterson Avenue Sitka, AK 99835	966-3289	966-2442	toddb@mehs.us
8. Rod Betit Private Sector, 10/13/07	Alaska State Hospital and Nursing Home Assoc.	426 Main Street Juneau, AK 99801	586-1790	463-3573	rbetit@ashnha.com
9. Don Brandon Professional w/Exp. Dev Disabilities, 10/13/08	Dept. of Labor & Workforce Development/ Division of Vocal Rehabilitation	2517 Scott Drive Juneau, AK 99801	465-6929 789-1620	465-2856	don_brandon@labor.state.ak.us
10. Richard Cattanach Private Sector, 10/13/08	Assoc. General Contractors of Alaska	661 Highlander Circle Anchorage, AK 99518	561-5354	562-6118	dick@agcak.org
11. Susan Denison Private Sector, 10/13/10	The Human Resource Umbrella, LLC	6800 Tall Spruce Drive Anchorage, AK 99502	248-0500 250-2787 702-243-9923	248-7032	sdenison@gci.net
12. Rose Ellis Native Org., 10/13/07	Native Employment and Training	2026 Arlington Drive Anchorage, AK 99517	248-3359 274-3611	276-7989	rose@alaska.com
13. Mayfield Evans Bus/Industry, 10/13/08	E & S Diversified Services	7500 Sportsman's Pt. Circle Anchorage, AK 99502	276-2018	276-6587	mayfield@att.net
14. Neal W. Foster Bus/Industry, 10/13/09	Bonanza Fuel	P.O. Box 1633 Nome, AK 99762	443-4029	443-3063	nfoster@snc.org
15. Pres. Mark Hamilton U of A Rep., 10/13/09	University of Alaska	P.O. Box 755000 Fairbanks, AK 99775	450-8000	450-8002	sypres@alaska.edu
Pres. Hamilton's Designee: Wendy Redman	University Relations	P.O. Box 755200 Fairbanks, AK 99775	450-8007	450-8012	wendy.redman@alaska.edu
16. Cynthia Erickson Business/Industry 10/13/07	Business/Industry	P.O. Box 77069 Tanana, AK 99777	366-7188 366-7108	366-7115	Tanakon42s@hotmail.com
17. Jim Laiti Organized Labor, 10/13/10	Plumbers & Pipefitters Local 375	3568 Geraghty Street Fairbanks, AK 99709	479-6221	479-6227	local375@alaska.com
18. M J Longley, Ph.D. Urban Native Rep, 10/13/08	Cook Inlet Tribal Council, Inc.	3600 San Jeronimo Drive Anchorage, AK 99508	793-3402	793-3422	mlongley@citci.com
19. Christopher J. Gregg Organized Labor, 10/13/10	IUPAT Local 1140	501 Raspberry Road, # 200 Anchorage, AK 99518	562-8843 243-8170	563-8843	iupat@local1140.org
20. John A. Palmatier Organized Labor, 10/13/08	Alaska Regional Council of Carpenters	410 Denali Street, Suite 100 Anchorage, AK 99501	274-2722 240-6322	274-2727	arcc@alaska.net
21. Karen R. Rogina Private Sector, 10/13/09	Alaska Hospitality Alliance	330 E Fourth Avenue, #201 Anchorage, AK 99501	272-1229 250-7593	272-1289	krogina@4aha.org
22. Tim R. Scott Sec & Post-Sec Ed, 10/13/09	Frontier Charter School	7050 Potomac Drive Anchorage, AK 99504	742-1186	742-1188	scott_tim@asdk12.org
23. Ginger Stock-McKenzie Private Sector, 10/13/07	Web Weavers Technology Group	565 University Avenue, #4 Fairbanks, AK 99709	479-9330 561-9322	457-7281	ginger@webbweavers.com
24. David Stone, Vice Chair Business/Industry, 10/13/09	Alaska Electric Light & Power	2339 Meadow Lane Juneau, AK 99801	463-6302	780-3571	david.stone@aelp.com
25. Doug B. Ward Private Sector, 10/13/10	Shipyard Development Alaska Ship & Drydock	P.O. Box 9470 Ketchikan, AK 99901	225-7199 617-4726	247-7200	dward@akship.com

YOUTH COUNCIL

Appendix III.2

Members	Title	Phone	Fax	Email	Address
Tim Scott Chair	Principal Frontier Charter School	742-1180	742-1188	Scott_tim@asdk12.org	400 w Northern Light Blvd. Suite 9 Anchorage, AK 99503
André Layral Vice-chair	Community Engagement Ed. AK ICE & AASB	479-0973 460-7786		layral@alaska.net	720 Cardinal Ct. Fairbanks, AK 99709
Esther Cox	First Vice Chair Alaska State School Board	333-0956	334-3369	esthercox@alaskalife.net	7705 Highlander Drive Anchorage, AK 99518
John Douglass	Business & Community Liaison – AK Job Corps Ctr.	232-6226 761-1208	746-8810	douglass.john@jobcorps.org	800 East Lynn Martin Dr. Palmer, AK. 99645
Heidi Frost	Coordinator – Governor’s Council on Disabilities and Special Education	269-8999		anhf1@uaa.alaska.edu	PO BOX 240249 3601 C St. Ste.740 Anchorage, AK. 99524
Melissa Hill	Director of Teacher Placement- University of AK	450-8403	450-8401	melissa.hill@alaska.edu	PO BOX 755400 Fairbanks, AK. 99775
Jennifer Jones	Project Director Alaska Works Project	264-6259	274-4802	anj@uaa.alaska.edu	2210 Arca Drive Anchorage, Alaska 99508
David Kvasager	Vocational Rehab Counselor DOLWD – Division of Vocational Rehabilitation	269-3556	269-3632	david_kvasager@labor.state.ak.us	1251 Muldoon Rd. Ste 103 Anchorage, Alaska 99504
Helen Mehrkens (Commissioner Sampson Designee)	Education Specialist Department of Education	465-8730	465-3452	helen_mehrkens@eed.state.ak.us	801 W 10th Ave., Ste 200 Juneau, AK. 99801
David Robinson	President - Alaska Regional Council of Carpenters	272-7576 230-6232	277-8967	piledrivers2520@gci.net	825 East 8th Ave. Anchorage, AK 99501
Jonathan Saceda	Youth member	780-5227 465-2814		jonathan_saceda@labor.state.ak.us	5992 Montgomery St. Juneau, AK 99801
Jim Seccombe	BP Exploration Alaska	564-4814		seccomjc@bp.com	P O Box 196612 Anchorage, AK 99519
Alex Tatum	Parent of Participant	250-4739		alexptatum@msn.com	341 East 56th Ave Anchorage, AK. 99518
Patty Ware	Director - Health & Social Serv- Div. of Juvenile Justice	465-2212	465-2333	patty_ware@health.state.ak.us	PO Box 110635 Juneau, AK 99811-0635
Ex-officio Members					
Margie Germain- Antrim	Program Coordinator DOLWD	465-5944	465-8753	margie_germain-antrim@labor.state.ak.us	PO Box 25509 Juneau, AK 99802-5509
Diedre Bailey	Youth Program Lead-DOLWD Div of Business Partnerships	269-3744	269-4661	diedre_bailey@labor.state.ak.us	1016 W 6th Ave. Ste. 205 Anchorage, AK 99501
Paula Donson, Ph.D.	Corporate Education Manager Alaska USA	786-2322	786-2546	p.donson@alaskausa.org	1501 W. 11th Ave. Unit #3 Anchorage, AK. 99501
MJ Longley, Ph.D. AWIB Member	Cook Inlet Tribal Council	297-2528	297-2575	mlongley@citci.com	670 West Fireweed Lane Anchorage, AK 99503
Todd Bergman	Mt. Edgecumbe School	966-2201	966-2442	toddb@mehs.us	1330 Seward Ave. Sitka, Alaska 99835

Contact Alaska Workforce Investment Board for questions or comments

1016 W. 6th Avenue, Anchorage, AK 99501-1963

Phone: (907) 269-7486 Fax: (907) 269-7489

State of Alaska

Department of Labor and Workforce Development

Division: Employment Security Division

Policy No.: 280.00

Subject: Program & Discrimination Complaint
Procedures

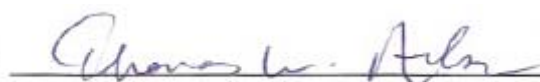
Pages: 12

Reference: Workforce Investment Act (WIA) Sections 181 (c)
and (f), 184(f), 188; 29 CFR 31, 34, 37; 28 CFR
35; 20 CFR, Preamble, 667.600 – 667.650
DOL nondiscrimination regulations; DOLETA
Employment Services 9002A; Alaska Statute
18.80; 80 Alaska Administrative Code (AAC)
84.100, 84.153-157; 2AAC 12.990; Federal
Register, Volume 68, Number 26.

Effective Date: 5/15/06

Revised: 10/27/06

Approved:



Thomas W. Nelson, Director, Employment Security Division

10/27/06

Date

1. Parties Affected

- a) Alaska Job Center Network WIA Title I Recipients
- b) Employment Security Division (ESD)
 - i) Workforce Investment Act recipients within ESD
 - ii) Wagner-Peyser Employment Services

2. Purpose

This policy provides grievance procedures for formal or informal resolution of program and discrimination complaints for Workforce Investment Act (WIA) and Wagner-Peyser Employment Service recipients. Staff members and the public may

use the discrimination complaint procedure, whereas only applicants or participants may use the program complaint procedure.

3. **Policy**

The ESD grievance procedures for resolution of program and discrimination complaints are specified herein. WIA Title I recipients must inform applicants, participants, and other interested parties of the procedures contained in this document, as well as procedures for reporting criminal activity. Any provisions contained in the WIA, Wagner-Peyser Employment Services, Equal Opportunity, or other laws and regulations shall apply, even if they are not explicitly stated in this policy. Nothing in this policy shall be construed to contradict prevailing laws and requirements for complaints or equal opportunity matters.

Recipients of financial assistance under WIA Title I are prohibited from discriminating against members of the public, applicants for services, registrants, participants, claimants, applicants for employment (with the Workforce agency or One-Stop) and WIA-financed employees on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief. In addition, it is prohibited to discriminate against any individual or beneficiary of WIA programs based on the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States. Finally, it is prohibited to discriminate against any individual or beneficiary of WIA programs based on his or her participation in WIA Title I financially assisted program activity.

Programs that are financially-assisted through the state of Alaska prohibit discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, belief, marital status, and change in marital status, pregnancy, or parenthood.

4. **Responsibilities**

- a) ***Coordination.*** Complaints regarding WIA partner programs may be filed with the ESD as the one-stop operator under the following circumstances.
 - i) Grievance procedures available under a WIA partner programs are specified under the law authorizing that program.
 - ii) Recipients must refer to the ESD discrimination complaint procedure as part of, or in place of its discrimination complaint procedure. A person (or entity) that believes a WIA partner may have violated the ESD program may use the complaint procedure available under the ESD program.

- (1) Memoranda of Understanding may be developed between partners to facilitate referral of complaints, as WIA provides additional protections not found under other laws.
- iii) **Confidentiality.** Program providers and staff must protect the confidentiality of complainants to the maximum extent possible. This includes:
- (1) The fact that the complaint has been filed;
 - (2) The identity of the complainant(s);
 - (3) The identity of individual respondents to the allegations; and
 - (4) The identity of any person(s) who furnished information relative to, or assisting in, a complaint investigation.
 - (5) When consent has been provided for the release of the complainant's identity, program providers must ensure that such disclosure is made under conditions that promote the continued receipt of confidential information.
- b) **Types of Complaints.** Complainants may seek redress for either *program or discrimination* complaints. Program complaints pertain to whether program staff applied the law and regulations appropriately while making program decisions. Discrimination complaints include as a reason for mistreatment one of the *prohibited factors* (age, race, etc...). Program complaints may be appealed through program staff whereas discrimination complaints may be filed with the AJCN EO Officer and the US DOL Civil Rights Center.
- i) **Program Complaints.** A complainant may grieve ESD program decisions if he or she:
- (1) Applied for services;
 - (2) Registered for and is receiving services;
 - (3) Is a one-stop partner or provides services on a contractual basis;
 - (4) Was denied potential ESD funding;
 - (5) Complains against an employer, if referred to the employer by a recipient, and alleges violations of employment-related laws;
 - (6) Is subject to testing for use of controlled substances; or
 - (7) Was sanctioned after testing positive for the use of controlled substances.

ii) ***Discrimination Complaints.*** Any person who believes that he or she, or any specific class of individuals, has been, or is being, subjected to discrimination consistent with the Policy statement in Section 4 has the option of using the procedure outlined in Section 5(c) of this document.

(1) A separate system will be maintained both locally and at the state level for logging, tracking, and reporting discrimination complaints. Local recipient EO staff must maintain the Discrimination Complaint Log for each written complaint (refer to the State Alaska Job Center Network (AJCN) EO Officer for the latest Log).

(2) The AJCN EO Officer will review complaint data on a routine basis and during monitoring visits to ensure complaint procedures are followed, and to provide technical assistance. Complaint data will be available for review by USDOL, CRC upon request.

(3) EO staff must keep the Discrimination Complaint Log data for at least three years.

iii) ***WIA Appeal Process Violation.*** The complainant has a right to request from the Secretary of Labor a determination pursuant to 20 CFR 667.600, Subpart F as to whether the WIA or its Regulations have been violated with regard to the appeal process.

c) ***Statute of Limitation.*** The following time limitations apply to the appeal process:

i) The complainant must file a program complaint within one (1) year of the occurrence of the problem.

ii) The complainant must file a discrimination complaint under WIA within 180 days of the occurrence. Only the Director of the Civil Rights Center, U.S. Department of Labor (USDOL) may extend the filing time.

d) ***Universal Access and Accessibility.*** Outreach and reasonable accommodation shall be made for individuals with limited English-speaking, writing, or reading ability, hearing impairment, or other disability which restricts the normal access to or processing of an alleged program or discrimination complaint.

e) ***Local versus State Protocol.*** The complainant may initiate informal or formal resolution at the state level. However:

i) The ESD Program Coordinator or AJCN EO Officer may remand the complaint to the local level for informal resolution prior to processing.

ii) Complaints filed at the state level may not later be filed at the local level.

(1) This does not preclude informal resolution at the same time locally.

- iii) If a formal program complaint is submitted initially at the state level, the state may extend the period in which the Division or Commissioner issues a decision by a total of 10 days.
- iv) All formal discrimination complaints against any WIA recipient must be immediately elevated to the AJCN EO Officer.
 - (1) AJCN EO Coordinators may assist complainants with filing of a written complaint, and processing under the direction of the AJCN EO Officer.
- v) ESD will copy the Division of Business Partnerships Director on formal program complaints filed with its Director.
- f) **Compliance.** Recipients must establish procedures to administer or refer complaints in accordance with State and Federal law and regulations.
- g) **Withdrawal of Complaint.** The complainant has the right to withdraw the complaint, in writing, at any time.
- h) **Criminal Activity.** Complaints or information concerning fraud, waste, abuse, or other criminal activity must be submitted directly and immediately to the appropriate program official.
 - i) **WIA.** Send reports of criminal activity to: Regional Administrator, USDOL Employment and Training Administration, 1111 Third Avenue, Suite 815, Seattle, Washington 98101-3212 [Hotline: (800) 347-3756].
 - (1) Copy all information sent to USDOL to the ESD Director at 1111 West 8th Street, Suite 210; P.O. Box 115509; Juneau, Alaska 99811-5509 [Voice: (907) 465-5933; Alaska Relay 1 (800) 770-8973].
 - ii) **State.** Report criminal activity to the ESD Director at the above address.

5. **Procedure**

- a) **Informal Resolution.** Complainants may pursue informal resolution of *program* complaints at any time. Local program providers and ESD program staff should:
 - i) Attempt to resolve complaints informally;
 - ii) Arrange to meet with the complainant and other interested parties;
 - iii) Ascertain facts with all service providers prior to meeting;
 - iv) Retain on file a brief report regarding facts, issues discussed, and outcome; and
 - v) Close the case if the complainant, program staff, and other interested parties reach a mutually satisfactory resolution.
 - (1) The complainant may seek formal resolution regardless of outcome or his attendance at the informal meeting.
- b) **Formal Resolution.** Complainants may file formal *program* complaints at the State level.

- i) **Filing.** Formal *program complaints* must be in writing and include:
 - (1) The complainant's full name, address, phone number, and/or other means of contacting complainant;
 - (2) The full name and address of the individual or entity that the complainant alleges is responsible for his or her complaint;
 - (3) The complainant's job title (if applicable) and the ESD program of registration;
 - (4) If an applicant, the name of the ESD program;
 - (5) A clear and concise statement of the facts, including pertinent dates constituting the alleged violation;
 - (6) Copies of pertinent correspondence, if any;
 - (7) The remedy the complainant seeks;
 - (8) Signature and date of complainant or authorized representative; and
 - (9) Submission via to the local complaint officer, ESD Director, or (per item iv below) DOLWD Commissioner.
- ii) **Program Coordinator.** The complainant or authorized representative may submit a formal complaint to the Program Coordinator, who must conduct an investigation and render a written decision within 10 days of the receipt of the complaint.
 - (a) Complainants must submit requests to: [insert program here]
Coordinator, Employment Security Division; 1111 West 8th Street, Suite 210; P.O. Box 115509; Juneau, Alaska 99811-5509 [Voice: (907) 465-2712; Alaska Relay 1 (800) 770-8973].
 - (2) The Program Coordinator must advise the complainant of his or her further appeal rights.
- iii) **Division Director.** The division must receive the appeal within 10 days of the receipt of the decision from the local complaint officer, or within 10 days of the date on which the complainant should have received a decision.
 - (a) Complainants must submit requests to: Director, Employment Security Division; 1111 West 8th Street, Suite 210; P.O. Box 115509; Juneau, Alaska 99811-5509 [Voice: (907) 465-5933; Alaska Relay 1 (800) 770-8973].
 - (2) The ESD Director will issue a decision within 10 days of the receipt of request for review and advise the complainant of further appeal rights.
- iv) **Commissioner.** The complainant has the right to appeal to the Department of Labor and Workforce Development Commissioner if the ESD Director fails to

- render a decision within the allotted time, or if the complaint is not resolved to the complainant's satisfaction.
- (1) The state must receive the appeal within 10 days of the receipt of the decision from the ESD Director, or within 10 days of the date on which the complainant should have received a decision.
 - (a) Complainants must submit complaints to: Commissioner, Alaska Department of Labor and Workforce Development, 1111 West 8th Street, P.O. Box 111149, Juneau, AK 99811-1149 [Voice: (907) 465-2700; Alaska Relay 1 (800) 770-8973].
 - (2) The Commissioner will issue a decision within 10 days of the receipt of request for review and advise the complainant of further appeal rights.
- v) **Hearing.** The complainant has the right to request an administrative hearing at any time within thirty (30) days of the initial filing of the complaint. The hearing will not be held if the complaint has been mutually resolved among interested parties. The complainant must contact the ESD Director (at the above address) to schedule a hearing. The ESD Director will provide notice of the hearing date.
- (1) The complainant has the following rights with respect to the hearing process:
 - (a) Representation at the hearing by counsel or other authorized agent(s);
 - (b) Presentation and questioning of witnesses and other parties;
 - (c) Waiver or postponement of a scheduled hearing in order to pursue informal resolution;
 - (d) A request, with good cause, to reschedule the hearing;
 - (e) Use of telephone or teleconference to conduct the hearing if it is impractical for all parties to appear at the same place;
 - (f) The hearing will be held within 45 days of the receipt of the complaint; and
 - (g) A Hearing Officer will be appointed to conduct the hearing.
 - (2) The complainant is responsible for the cost of his representation.
- vi) A written decision will be rendered within 15 days of the date of the hearing. The decision will be final.

- c) **Discrimination Complaints.** Any person who believes that he or she, or any specific class of individuals, has been or are being subjected to discrimination prohibited under WIA against any recipient has the right to file a complaint directly with the Alaska Job Center Network Equal Opportunity Officer **or** the U.S. DOL Civil Rights Center within one hundred eighty 180 calendar days of the alleged discrimination.
- i) A *client* may bring EO matters in person or over the phone to any employee in the AJCN. Employees receiving complaints must immediately refer the complaint to the AJCN EO Officer.
- (1) The client must be given notice of this EO complaint procedure, regardless of other actions taken by the state of Alaska.
- ii) An *employee* may bring an EO complaint to either the AJCN EO Officer or the EO Coordinator. Supervisors, managers, and other staff who receive complaints from employees must immediately notify the AJCN EO Officer.
- (1) Employees and staff may refer to the State-administered complaint process, but must be provided notice of their rights under this process.
- iii) The AJCN EO Officer or his/her designee is responsible for determining if the complaint is covered under this policy.
- iv) **Filing.** Complainants may, but are not required to, complete the attached Compliant Information Form, which may also be obtained from the AJCN EO Officer or local EO Coordinator. Complainants may file via mail or via E-mail to: AJCN Equal Opportunity Officer, Employment Security Division, 1111 West 8th Street; P.O. Box 115509; Juneau, Alaska 99811-5509 [Voice/TTY: (907) 465-1198; Alaska Relay 1 (800) 770-8255].
- (1) **Minimum Requirements.** The complainant's written complaint must at a minimum, include:
- (a) Complainant's name and address, or other means by which the complainant may be contacted;
- (b) Identification of individual(s) or organization(s) responsible for the alleged discrimination; and
- (c) A description of the complainant's allegations, which must include enough details to determine:
- (I) ESD's jurisdiction of the complaint;
- (II) if the complaint was filed timely (within 180 days);
- (III) specific prohibited base(s) of the alleged discrimination;
- (IV) apparent merit of the complaint; and,
- (V) complainant's signature or the signature of his or her authorized representative.

- (2) **Written Notification.** The AJCN EO Officer will acknowledge receipt of a complaint within 10 days and offer mediation.
- (a) **Notice.** Immediately upon receipt of a written complaint the AJCN EO Officer or designee will attempt to resolve the complaint and send written notice to the complainant. This written notice will contain:
- (I) An acknowledgement that the recipient has received the complaint;
 - (II) Notice that the complainant has the right to be represented in the complaint process;
 - (III) A statement of the issue(s), including:
 - 1. A list of the issues raised in the complaint, and
 - 2. For each such issue, a statement whether the recipient will accept the issue for investigation or reject the issue, and the reasons for each rejection.
 - (IV) Timeframes for processing the complaint and providing a determination.
 - (V) The total time allowed for processing the complaint is ninety (90) calendar days from the date on which the complaint was filed. This process includes sixty (60) days at the local level, if remanded, and 30 days at the state level, if warranted.
 - (VI) If the complainant elects to file with both CRC and the EO Officer, the complainant shall be informed that the EO Officer has ninety (90) calendar days to process the complaint and that CRC shall not investigate the complaint until the ninety (90) calendar-day period has expired.
- (b) **Mediation.** If the complainant chooses to participate in mediation, s/he or the designee must respond in writing within ten (10) calendar days of the date of the request. This written acceptance must be dated and signed by the complainant and must also include the relief sought.
- (c) **Jurisdiction.** If the AJCN EO Officer determines s/he does not have jurisdiction over the complaint, s/he must immediately notify the complainant in writing, including reasons for the determination.
- (I) This Notice of Lack of Jurisdiction must advise the complainant that s/he has a right to file with the Director of CRC within thirty (30) calendar days of the date of the Notice.
 - (II) If the AJCN EO Officer determines that another entity has jurisdiction, s/he will promptly refer the complaint to that entity and also promptly notify the complainant of the referral.

- v) **Mediation Process.** If mediation is accepted the complainant must wait until a decision is issued or 90 days, whichever is sooner, before processing a complaint with the U.S. DOL Civil Rights Center (CRC).
 - (1) The AJCN EO Officer will attempt to resolve the complaint through the mediation process within 30 days of filing.
 - (2) The AJCN EO Officer will coordinate with the local EO Coordinator or designee to contract with a pre-approved mediator or designate a mediator.
 - (3) A written confirmation identifying the date, time and location of the mediation conference will be sent to all appropriate parties.
 - (4) A consent form will be signed by all parties at initiation of the mediation process affirming that the contents of the mediation will be kept confidential.
 - (5) If resolution is reached under ADR/mediation, the agreement will be in writing. A copy of the signed agreement will be sent to the AJCN EO Officer.
 - (6) If an agreement is reached under ADR/mediation but a party to the agreement believes his/her agreement has been breached, the non-breaching party may file a complaint with the CRC Director.
 - (a) The Director, CRC will evaluate the circumstances to determine whether the agreement has been breached. If he or she determines that the agreement has been breached, the complainant may file a complaint with the CRC based upon his or her original allegation(s), and the Director will waive the time deadline for filing such a complaint.
 - (7) If the parties do not reach resolution under ADR/mediation, the complainant will be advised of his/her right to file a complaint with the CRC/USDOL; however, the local EO Coordinator/AJCN EO Officer will continue with the investigation.
- vi) **Notice of Final Action.** A written Notice of Final Action will be provided to the complainant within ninety (90) calendar days of the date the complaint was filed. It will contain:
 - (1) A statement regarding the disposition of each issue raised in the complaint and the reason for the determination.
 - (2) Description of the way the parties resolved the issue(s). If the complaint was resolved by mediation, a copy of the agreement will be attached to the Notice of Final Action.

- (3) Notice that the complainant has the right to file a complaint with CRC within thirty (30) calendar days after the date the Notice of Final Action is issued, if s/he is dissatisfied with recipient's final action on the complaint.
 - (4) The AJCN EO Officer will review complaint data on a routine basis. Should deficiencies be noted in the implementation of these complaint procedures by any local recipient, the AJCN EO Officer will work in conjunction with the local EO Coordinator to review the information and/or provide technical assistance in the complaint process, alternative dispute resolution, and/or investigation. Complaint data will be available for review by CRC/USDOL upon request.
 - (5) If the complainant is dissatisfied with the state's resolution of the complaint, or if the complainant does not receive the Notice of Final Action within 90 days of the receipt of the complaint, a complaint may be filed with the CRC. Such complaints must be filed within 30 days of the date of the State's final decision, or within 120 days of the date of initial filing.
- vii) ***Corrective Action.*** If discrimination is found through the process of a complaint investigation, the respondent shall be requested to voluntarily comply with corrective action(s) or conciliation agreement to correct the discrimination.
 - viii) ***Federal.*** If the complaint concerns alleged discrimination in a U.S. Department of Labor (US DOL) funded program on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States, it may be processed directly through the US DOL Civil Rights Center (CRC).
 - (1) The complainant may use the attached USDOL CRC Complaint Information Form to submit a complaint to the CRC.
 - (2) Discrimination complaints may be filed with the Director of CRC at: Director, U.S. Department of Labor, Civil Rights Center, 200 Constitution Avenue, N.W., Room N4123, Washington, D.C. 20210. [Voice: (202) 219-7026; TTY: (800) 326-2577; Fax: (202) 219-5658; or E-mail: CRC-WIA@dol.gov].
- ix) ***State.*** If a complaint concerns alleged discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, belief, marital status, change in marital status, pregnancy, or parenthood under a ***state financially-assisted program***, it may be processed directly by the Alaska State Commission for Human Rights (ASCHR).
 - (1) Discrimination complaints may be sent certified mail, return receipt requested, to the Alaska State Commission for Human Rights, 800 A

Street, Suite 204, Anchorage, AK 99501-3669. [Anchorage Area 907-274-4692; Anchorage Area TTY/TDD 907-276-3177; Toll-Free Complaint Hot Line (in-state only): 800-478-4692 TTY/TDD; Toll-Free Complaint Hot Line (in-state only): 800-478-3177].

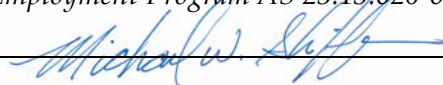
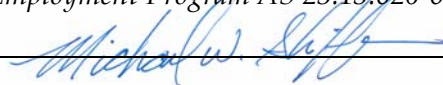
6. **Definitions**

- a) *Alternative Dispute Resolution/Mediation*: Mediation is a form of alternative dispute resolution attempted in a conference between the parties to the complaint (complainant and respondent) that is facilitated by a disinterested third party. Both parties must agree to participate; it is on a voluntary basis. The intended outcome is an agreement between the parties that resolves the issues raised in the complaint. The agreement will be reduced to writing, signed by all parties, and thereby becomes an enforceable contract designed to resolve identified issues and preserve the rights of the complainant.
- b) *Applicant*: An individual or organization that seeks Employment Security Division (ESD) program services, or direct or indirect financial assistance through WIA, Wagner-Peyser Employment Services.
- c) *Beneficiary*: The person or persons intended by lawmakers to receive benefits or services from a recipient of financial assistance under ESD programs (WIA Title IB, Wagner-Peyser Employment Services).
- d) *Civil Rights Center*: The CRC is the federal enforcement agency with the United States Department of Labor (USDOL) located in Washington, D.C. with jurisdiction over discrimination complaints alleging violations of Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Workforce Investment Act of 1998.
- e) *Complaint*: An oral or written statement that alleges unfair treatment and/or a violation of applicable law, regulations, or other agreement(s) under ESD programs (also referred to as a grievance).
- f) *Complaint Investigation*: The fact-finding process to collect all information relevant to the issues of the complaint.
- g) *Complainant*: The individual, organization, or authorized representative filing the complaint or grievance.
- h) *Days*: Consecutive calendar days.
- i) *Discrimination Complaint*: A written statement in which the complainant alleges mistreatment due to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, change in marital status, pregnancy, parenthood, or belief, citizenship or retaliation for filing any of the aforementioned.

- j) *Employer*: Private-for-profit and/or public not-for-profit organizations that employ ESD program participants.
- k) *Equal Opportunity Coordinator*: The individual designated by the ESD to coordinate EO compliance at the local level. Within job centers the EOC is usually the job center manager.
- l) *Equal Opportunity Officer (EO Officer)*: Individual designated by the ESD to ensure nondiscrimination procedures and due processes are established and maintained in administering Alaska Job Center Network (AJCN) programs and activities. The AJCN EO Officer may designate a local EO Coordinator or other party for processing of discrimination complaints.
- m) *Hearing*: The opportunity for both parties (complainant and respondent) to formally present documents/evidence relative to the issues of a program complaint before an independent, objective individual.
- n) *Hearing Decision*: The Hearing Officer's decision. The written decision on a complaint issued by a ESD program staff or its designated Hearing Officer. Decisions may be appealed to the State level, although complaints regarding discrimination and criminal activity may be filed separately at a Federal level for WIA programs.
- o) *Hearing Officer*: Independent, objective individual with neither direct nor indirect relationship to the ESD program retained by the entity responsible for the appeal process. This person conducts the formal hearing on the complaint. An acceptable hearing officer may be a local private attorney, city attorney, personnel director from another organization, law professor or law student, hearing officer from another organization, a labor relations expert, employment and training personnel from an outside program provider, or other individual who satisfies objectivity requirements.
- p) *Informal Resolution*: A mutually acceptable solution to a complaint achieved through informal discussion between complainant and respondent.
- q) *Local Complaint Officer (LOC)*: Local representative of the program where the complainant is registered. Within job centers the LOC is usually the job center manager.
- r) *Other Interested Party*: A person or organization potentially affected by the outcome.
- s) *Participant*: A registered individual or organization actively funded by an ESD program.
- t) *Program Complaint*: An oral or written statement that alleges a non-criminal violation by the ESD program provider.
- u) *Program Provider (Subrecipient)*: The entity that receives funding through the ESD and its subcontractors. The program provider is responsible for development,

implementation and monitoring of grievance procedures consistent with those found in this procedure.

- v) *Program Staff*: Personnel whose salaries are paid through ESD, such as WIA Title I or Wagner-Peyser Employment Services and whose job positions are directly or indirectly related to the operation and/or administration of an ESD program.
- w) *Recipient*: Any entity to which financial assistance under WIA Title I is extended, either directly from the USDOL or through the Governor or another recipient; excluding the ultimate beneficiaries of the WIA Title I funded programs or activity.
- x) *Respondent*: Person or entity against whom a complaint is filed.
- y) *Title VII Discrimination Complaints*: Complaints alleging employment discrimination on the basis of race, color, national origin, sex, religion, age, or disability. The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcement. In complaints of violations of Title VI and VII, Title VI takes precedence over Title VII, thus affording the CRC jurisdiction.
- z) *Title IX Discrimination Complaints*: Complaints alleging sex discrimination in education or education-related employment. The Office of Civil Rights, U.S. Department of Education is responsible for enforcement.

<p align="center">State of Alaska</p> <p align="center">Department of Labor and Workforce Development</p>	
Division: Business Partnerships	Policy No.: 260.00 Final
Subject: Appeal Process for Grievances and Complaints	Pages: 7
Reference: Workforce Investment Act (WIA) Sections 181 (c) and (f), 184(f), 188; 29 CFR 31, 34, 37; Denali Commission Act of 1998; 28 CFR 35; 20 CFR, Preamble, 667.600 – 667.650 DOL Non-discrimination regulations; DOLETA Employment Services 9002A; Alaska Statute 18.80; 80 Alaska Administrative Code (AAC) 84.100, 84.153-157; 2AAC 12.990; Federal Register, Volume 68, Number 26; State of Alaska Administrative Order 129; State Training and Employment Program AS 23.15.620-660 	Effective Date: 7/01/05
	Revised: 8/02/05
Approved:  for Corine Geldhof, Acting Director, Division of Business Partnerships <div style="text-align: right;">Date</div>	

1. Parties Affected

Grant recipients of the Division of Business Partnerships (DBP)

- a. Workforce Investment Act (WIA) grant recipients who administer:
 - i. Adult and Dislocated Worker Programs
 - ii. Youth Programs
 - iii. National Emergency Grant (NEG)
 - iv. Rapid Response, additional assistance
- b. Denali Training Fund
- c. State Training and Employment Program (STEP)

2. Purpose

This policy provides an appeal process for formal or informal resolution of program and discrimination complaints for applicants or participants in Workforce Investment Act (WIA), Denali Training Fund, and State Training and Employment Program (STEP) programs.

3. Definitions

- a. *Applicant*: An individual or organization that seeks Division of Business Partnerships (DBP) program services or funds through WIA Title IB, STEP, or Denali Training Fund.
- b. *Beneficiary*: The person or persons intended by lawmakers to receive benefits or services from a recipient of financial assistance under DBP programs (WIA Title IB, STEP, or the Denali Training Fund).
- c. *Complaint*: An oral or written statement that alleges unfair treatment and/or a violation of applicable law, regulations, or other agreement(s) under DBP programs (also referred to as a grievance).
- d. *Complaint Investigation*: The fact-finding process to collect all information relevant to the issues of the complaint.
- e. *Complainant*: The individual, organization, or authorized representative filing the complaint or grievance.
- f. *Days*: Consecutive calendar days.
- g. *Discrimination Complaint*: A written statement in which the complainant alleges mistreatment due to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, change in marital status, pregnancy, parenthood, or belief, citizenship or participation in the DBP program.
- h. *Employer*: Private-for-profit and/or public not-for-profit organizations that employ and pay wages to DBP program participants.

- i. *Equal Opportunity Officer (EOO)*: Individual designated by the program provider to ensure nondiscrimination procedures and due processes are established and maintained in administering program services.
- j. *Hearing*: The opportunity for both parties (complainant and respondent) to formally present documents/evidence relative to the issues of a program complaint before an independent, objective individual.
- k. *Hearing Decision*: The Hearing Officer's decision. The written decision on a complaint issued by a DBP program staff or its designated Hearing Officer. Decisions may be appealed to the State level, although complaints regarding discrimination and criminal activity may be filed separately at a Federal level for WIA programs.
- l. *Hearing Officer*: Independent, objective individual with neither direct nor indirect relationship to the DBP program retained by the entity responsible for the appeal process. This person conducts the formal hearing on the complaint. An acceptable hearing officer may be a local private attorney, city attorney, personnel director from another organization, law professor or law student, hearing officer from another organization, a labor relations expert, employment and training personnel from an outside program provider, or other individual who satisfies objectivity requirements.
- m. *Informal Resolution*: A mutually acceptable solution to a complaint achieved through informal discussion between complainant and respondent.
- n. *Local Complaint Officer*: Local representative of the program where the complainant is registered.
- o. *Other Interested Party*: A person or organization potentially affected by the outcome.
- p. *Participant*: An individual or organization who currently receives or has received services in the prior 2 months funded by a DBP program.
- q. *Program Complaint*: An oral or written statement that alleges a non-criminal violation by the DBP program provider.
- r. *Program Provider (Sub-recipient)*: The entity that receives funding through the DBP and its subcontractors. The program provider is responsible for development, implementation and monitoring of the appeal process.
- s. *Program Staff*: Personnel whose salaries are paid with WIA Title IB, STEP, or Denali Training Fund monies and whose job positions are directly related to the operation and/or administration of a DBP program as well as any future funding administered by DBP.

- t. *Respondent*: Person or entity against whom a complaint is filed.

4. **Policy**

The DBP appeal process for resolution of program and discrimination complaints are specified herein. Grant recipients must inform registrants and other interested parties of the procedures contained in this document, as well as procedures for reporting criminal activity. Any provisions contained in the WIA, STEP, Equal Opportunity, Denali Commission or other laws and regulations shall apply, even if they are not explicitly stated in this policy. Nothing in this policy shall be construed to contradict prevailing laws and requirements for complaints or equal opportunity matters.

5. **Responsibilities**

- a. ***Coordination***. Participants under WIA partner programs may file a complaint with the DBP if they are affected by the WIA system.
 - i. Appeal processes available in partners' programs are those available under the law authorizing that program.
 - ii. A person (or entity) that believes a WIA partner may have violated the DBP program may use the complaint procedure available under the DBP program.
- b. ***Confidentiality***. Program providers and staff must protect the confidentiality of complainants to the maximum extent possible. When consent has been provided for the release of the complainant's identity, program providers must ensure that such disclosure is made under conditions that promote the continued receipt of confidential information.
- c. ***Types of Complaints***. Complainants may seek redress for either program or discrimination complaints. Program complaints pertain to whether program staff applied the law, regulations, and professional protocol appropriately while making program decisions. Discrimination complaints concern whether program staff made decisions on a *prohibitive basis*. Program complaints may be appealed through program staff whereas discrimination complaints may also be filed with State and Federal agencies.
 - i. ***Program Complaints***. A complainant may appeal DBP program decisions if s/he:
 - 1. Applied for services;
 - 2. Registered for and is receiving services;

3. Is a one-stop partner or provides services on a contractual basis;
 4. Was denied potential DBP funding;
 5. Appealed through an employer (if job-related) and seeks further redress;
 6. Is subject to testing for use of controlled substances; or
 7. Was sanctioned after testing positive for the use of controlled substances.
- ii. ***Discrimination Complaints.*** Any person who believes that he or she, or any specific class of individuals, has been, or is being, subjected to discrimination prohibited under law and/or through participation in a DBP-financially assisted program has the option of using the procedure outlined in Section 6(c) of this document.
 - iii. ***WIA Appeal Process Violation.*** *The complainant has a right to request from the Secretary of Labor a determination pursuant to 20 CFR 667.600, Subpart F as to whether the WIA or its Regulations have been violated with regard to the appeal process.*
- d. ***Statute of Limitation.*** The following time limitations apply to the appeal process:
- i. The complainant must file a complaint within one (1) year of the occurrence of the problem.
 1. If the complaint concerns discrimination under WIA it must be filed within 180 days of the occurrence. Only the Director of the Civil Rights Center, U.S. Department of Labor (USDOL) may extend the filing time.
- e. ***Equal Opportunity.*** Accommodation shall be made for individuals with limited English-speaking, writing, or reading ability, hearing impairment, or other disability, which restricts the normal processing of an alleged program or discrimination complaint.
- f. ***Local versus State Protocol.*** The complainant may initiate informal or formal resolution at the state level. However:
- i. The DBP Director may refer the complaint to the local level for informal resolution prior to processing.
 - ii. Complaints initially filed at the state level may not later be filed at the local level.
 1. This does not preclude informal resolution at the same time locally.

- iii. If a formal complaint is submitted initially at the state level, the state may extend the period in which the Division or Commissioner issues a decision by a total of 10 days.
- iv. The Employment Security Division (ESD) must copy the DBP Director on formal complaints filed with its Director if the complaint pertains to funds provided to ESD by DBP.
- g. **Compliance.** Grant recipients of the DBP must establish procedures to administer complaints in accordance with State and Federal laws and regulations.
- h. **Withdrawal of Complaint.** The complainant has the right to withdraw the complaint, in writing, at any time.

6. **Procedure**

- a. **Informal Resolution.** Complainants may pursue informal resolution of *program complaints* at any time. Local program providers and State program staff should:
 - i. Attempt to resolve complaints informally;
 - ii. Arrange to meet with the complainant and other interested parties;
 - iii. Ascertain facts with all service providers prior to meeting;
 - iv. Retain on file a brief report regarding facts, issues discussed, and outcome; and
 - v. Close the case if the complainant, program staff, and other interested parties reach a mutually satisfactory resolution.
 - 1. The complainant may seek formal resolution regardless of outcome or his attendance at the informal meeting.
- b. **Formal Resolution.** Complainants may file formal complaints at the Local or State level, and may request a hearing as a final resolution.
 - i. **Filing.** Formal *program complaints* must be in writing and include:
 - 1. The complainant's full name, address, phone number, and/or other means of contacting complainant;
 - 2. The full name and address of the individual or entity that the complainant alleges is responsible for his or her complaint;
 - 3. The complainant's job title (if applicable) and the DBP program of registration;
 - 4. If an applicant, the name of the DBP program;

5. A clear and concise statement of the facts, including pertinent dates constituting the alleged violation;
 6. Copies of pertinent correspondence, if any;
 7. The remedy the complainant seeks;
 8. Signature and date of complainant or authorized representative; and
 9. Submission via certified mail, return receipt requested to the local complaint officer, DBP Director, or (per item iv below) Department of Labor and Workforce Development (DOLWD) Commissioner.
- ii. **Local Resolution.** The complainant or authorized representative may submit a formal complaint to the local complaint officer, who must conduct an investigation and render a written decision within 10 days of the receipt of the complaint. The local complaint officer must advise the complainant of further appeal rights.
 - iii. **State Resolution – Division Director.** The division must receive the appeal within 10 days of the receipt of the decision from the local complaint officer, or within 10 days of the date on which the complainant should have received a decision.
 1. Complainants must submit requests via certified mail, return receipt requested to: Acting Director, Division of Business Partnerships, 1111 West 8th Street, P.O. Box 25509, Juneau, AK 99801 [Voice: (907) 465-5937].
 2. The DBP Director will issue a decision within 10 days of the receipt of request for review and advise the complainant of further appeal rights.
 - iv. **State Resolution – Commissioner.** The complainant has the right to appeal to the DOLWD Commissioner if the DBP Director fails to render a decision within the allotted time, or if the complaint is not resolved to the complainant's satisfaction.
 1. The state must receive the appeal within 10 days of the receipt of the decision from the DBP Director, or within 10 days of the date on which the complainant should have received a decision.
 - a. Complainants must submit requests via certified mail, return receipt requested to: Commissioner, Alaska Department of Labor and Workforce Development,

1111 West 8th Street, P.O. Box 21149, Juneau, AK
99802-1149 [Voice: (907) 465-2700].

2. The Commissioner will issue a decision within 5 days of the receipt of request for review and advise the complainant of further appeal rights.
- v. **Hearing.** The complainant has the right to appeal the state's decision by requesting a hearing. The complainant must contact the DBP Director (at the above address) within 5 days and schedule a hearing within 10 days of the Commissioner's decision. The DBP Director will provide notice of the hearing date via certified express mail, return receipt requested.
1. The complainant has the following rights with respect to the hearing process:
 - a. Representation at the hearing by counsel or other authorized agent(s);
 - b. Presentation and questioning of witnesses and other parties;
 - c. Waiver or postponement of a scheduled hearing in order to pursue informal resolution;
 - d. A request, with good cause, to reschedule the hearing;
 - e. Use of telephone or teleconference to conduct the hearing if it is impractical for all parties to appear at the same place;
 - f. The hearing will be held within 55 days of the receipt of the complaint; and
 - g. A Hearing Officer will be appointed to conduct the hearing.
 2. The complainant is responsible for the cost of his representation.
 3. A written decision will be rendered within 5 days of the date of the hearing. The decision will be final.
- c. **Discrimination Complaints.** *Complainants alleging discrimination may appeal through the DBP Equal Employment Opportunity Officer prior to filing through the State or Federal agencies.*
- i. **Departmental.** Complainants may submit requests to the DBP Equal Opportunity Officer via certified mail, return receipt requested to: Equal Opportunity Officer, Division of Business

Partnerships, 1016 West 6th Avenue, Suite 205, Anchorage, AK 99501 [Voice: (907) 269-4647].

1. If this option is elected the complainant must wait until a decision is issued or 60 days, whichever is sooner, before filing with the Civil Rights Center (CRC) or the Alaska State Commission for Human Rights (ASCHR).
 2. If a decision is not provided within 60 days of filing the complaint, a complaint may be filed with CRC within 30 days of the expiration of the 60-day period.
 3. If the complainant is dissatisfied with the state's resolution of the complaint, a complaint may be filed with the CRC or ASCHR. Such complaints must be filed within 30 days of the date of the state's final decision.
- ii. **State.** If a complaint concerns alleged discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, belief, marital status, change in marital status, pregnancy, or parenthood under a state-administered program, it may be processed directly by ASCHR.
1. Discrimination complaints may be sent certified mail, return receipt requested, to the Alaska State Commission for Human Rights, 800 A Street, Suite 204, Anchorage, AK 99501-3669. [Anchorage Area 907-274-4692; Anchorage Area TTY/TDD 907-276-3177; Toll-Free Complaint Hot Line (in-state only): 800-478-4692 TTY/TDD; Toll-Free Complaint Hot Line (in-state only): 800-478-3177].
- iii. **Federal.** If the complaint concerns alleged discrimination in a US Department of Labor-funded program on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States, it may be processed directly by the U.S. Department of Labor's Civil Rights Center (CRC).
1. The complainant may obtain a Directorate's Complaint Information Form from the DBP Equal Opportunity Officer at 1016 West 6th Avenue, Suite 205, Anchorage, AK 99501 [Voice: (907) 269-4647].
 2. Discrimination complaints to CRC must be sent certified mail, return receipt requested, to: Director, U.S. Department of Labor, Civil Rights Center, 200 Constitution Avenue,

N.W., Room N4123, Washington, D.C. 20210. [Voice: (202) 219-7026; TTY: (800) 326-2577; Fax: (202) 219-5658; E-mail: CRC-WIA@dol.gov]

- d. ***Criminal Activity.*** Complaints or information concerning fraud, waste, abuse, or other criminal activity must be submitted directly and immediately to the appropriate program official.
 - i. ***WIA.*** Send reports of criminal activity to: Regional Administrator, USDOL Employment and Training Administration, 1111 Third Avenue, Suite 815, Seattle, Washington 98101-3212 [Hotline: (800) 347-3756].
 - 1. Copy all information sent to USDOL to the DBP Acting Director at 1111 West 8th Street, P.O. Box 25509, Juneau, AK 99801 [Voice: (907) 465-5937].
 - ii. ***STEP and Denali Training Fund.*** Report criminal activity to the DBP Director at the above address.

Appendix IX.1**Alaska Job Center Network**

Anchorage Midtown	3301 Eagle Street, Suite 101, PO Box 107024, Anchorage, AK 99510-7024 Phone: 269-4800 Fax: 269-4825
Business Connection	3301 Eagle Street, Suite 103, PO Box 107024, Anchorage, AK 99510-7024 Phone: 269-4777 Fax: 269-4819
Anchorage Gambell	400 Gambell Street, Anchorage, AK 99501-2721 Phone: 269-6414 Fax: 269-6440
Anchorage Muldoon	1251 Muldoon Rd, Suite 111, Anchorage, AK 99504 Phone: 269-0000 Fax: 269-0004
Anchorage Mountainview	(Services for youth ages 14-21 only) 315 Price Street, Anchorage, AK 99508-1219
Barrow	1078 Kiogak Street, Barrow, AK 99723 Phone: 852-4111 Fax: 852-4122 Toll Free: 1-888-429-4111
Bristol Bay (Dillingham)	503 Wood River Rd., PO Box 1149, Dillingham, AK 99576-1149 Phone: 842-5579 Fax: 842-5679, Toll Free: 1-800-478-5579
Delta Junction	Mile 269.1 Richardson Highway, PO Box 766, Delta Junction, AK 99737-0766 Phone: 895-3216 Fax: 895-3218
Eagle River	11723 Old Glenn Hwy, Sp B-4, Eagle River, AK 99577-7749 Phone: 694-6904 Fax: 694-1490
Fairbanks	675 Seventh Avenue, Station D, Fairbanks, AK 99701 Phone: 451-5967 Fax: 451-2919, TDD - 907-451-5901
Glennallen	Mile 186.5 Glenn Highway, PO Box 109, Glennallen, AK 99588-0109 Phone: 822-3350 Fax: 822-5526, Toll Free: 1-800-478-3304
Homer	270 W Pioneer Avenue, Suite C, Homer, AK 99603-7528 Phone: 235-7791 Fax: 235-6143
Juneau	10002 Glacier Hwy, Suite 100, Juneau, AK 99801-8569 Phone: 465-4562 Fax: 465-2984
Ketchikan	2030 Sea Level Drive, Suite 220, Ketchikan, AK 99901-6073 Phone: 225-3181 Fax: 247-0557
Kodiak	309 Center Street, Kodiak, AK 99615-6315 Phone: 486-3105 Fax: 486-4716, Toll Free: 1-800-478-3105
Kotzebue	333 Shore Ave., PO Box 1209, Kotzebue, AK 99752-1209, Phone: 442-3280 Fax: 442-3920, Toll Free: 1-800-478-3280,
Mat-Su	877 Commercial Drive, Wasilla, AK 99654-6937 Phone: 352-2500 Fax: 352-2522
Nome	214 Front Street, Ste 130, PO Box 161, Nome, AK 99762-0161 Phone: 443-2626, Fax: 443-2810, Toll Free: 1-800-478-2626
Peninsula (Kenai)	11312 Kenai Spur Hwy, Suite 2, Kenai AK 99611 Phone: 283-2900 Fax: 283-2977
Petersburg	102 Haugen Drive, PO Box 389, Petersburg, AK 99833-0389 Phone: 772-3791 Fax: 772-3697
Seward	809 2nd Avenue, PO Box 1009, Seward, AK 99664-1009 Phone: 224-5276 Fax: 224-5277
Sitka	304 Lake Street - Room 101, Sitka, AK 99835-7563 Phone: 747-3423 Fax: 747-7579
Tok	State Office Building, PO Box 440, Tok, AK 99780-0440 Phone: 883-5629 Fax: 883-5628, Toll Free: 1-800-478-5629
Valdez	State Office Bldg, Rm 22, PO Box 590, Valdez, AK 99686-0590 Phone: 835-4910 Fax: 835-3879
YK Delta (Bethel)	460 Ridgecrest Dr, Suite 112, PO Box 1607, Bethel, AK 99559-1607 Phone: 543-2210 Fax: 543-2099, Toll Free: 1-800-478-2210