

# **WORKFORCE INVESTMENT ACT FIVE YEAR STRATEGIC PLAN**



## **BALANCE OF STATE LOCAL WORKFORCE INVESTMENT BOARD**

**BALANCE OF STATE WORKFORCE INVESTMENT BOARD  
STATE OF ALASKA DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT  
EMPLOYMENT SECURITY DIVISION  
JOB TRAINING  
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The Balance of State Local Workforce Investment Board Five Year Strategic Plan represents the cumulative effort of the Statewide Service Delivery Area Private Industry Council / Balance of State Local Workforce Investment Board (BOS LWIB), the Alaska Department of Labor and Workforce Development (AKDOL), the State (Alaska) Workforce Investment Board (WIB), Regional Local Advisory Committees (LAC's) and mandated Workforce Investment Act partners. This initial plan represents the first step in a strategic planning effort that will continue through the initial years of WIA implementation.

The plan was available for public comment from February 25, 2000 to the close of business March 27, 2000. A letter of invitation to comment was sent to various unions, chambers of commerce, school districts and partner agencies, both mandated and recommended. A copy of the plan is available on the Department of Labor and Workforce Development website, <http://www.labor.state.ak.us/home.htm>, or by contacting Gloria Soto at the Department of Labor and Workforce Development, 907-465-4890.

Pursuant to the American's with Disabilities Act, please contact Gloria Soto at the Department of Labor and Workforce Development, 907-465-4890 should you desire this document in an alternative format.

If you have additional comments or questions about the plan, please contact Deborah Craig at the Department of Labor and Workforce Development, Employment Security Division, Job Training and Workforce Readiness at 907-465-5074. Your comments and insights are welcomed.

Balance of State Local Workforce Investment Board

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## I. INTRODUCTION

### A. Overview

In 1995 the Alaska Legislature created the Alaska Human Resource Investment Council and in doing so, consolidated three employment and training councils in order to develop a more efficient and cost-effective employment and training system for Alaska's employers and job seekers. Under the 1998 congressional passage of the Workforce Investment Act (WIA), Alaska was required to implement many changes for the administration of programs and the delivery of services. The federal Act repealed the federal Job Training Partnership Act (JTPA) and the Private Industry Councils (PICs).

In June 1998 Governor Knowles signed SB 334, state legislation amending the Act that created the Alaska Human Resource Investment Council (AHRIC). The new law gave business and industry a stronger voice in workforce development policy, making programs more accountable by using customer results and annual evaluation of programs. The legislation mandated the AHRIC develop standards for the evaluation of training programs based on job retention, wage levels, and customer satisfaction. It also gave the AHRIC more authority over system improvements, and required the AHRIC to provide oversight for the planning and coordination of employment-related education training programs operated by the state or operated under contract with the state.

In May of 1999 the Legislature passed House Bill 40, a major restructuring of several state departments. The bill abolished one department and transferred programs between agencies. Programs related to workforce development were consolidated in the Department of Labor. The department changed its name accordingly to the "Department of Labor and Workforce Development." As part of the consolidation, the Alaska Human Resources Investment Council will be transferred from the Office of the Governor to the Department of Labor and Workforce Development at the beginning of fiscal year 2001.

On June 3, 1999, Governor Knowles issued Administrative Order 182, directing the Alaska Human Resource Investment Council (AHRIC) be designated the State Workforce Investment Board (SWIB) as required by the Workforce Investment Act of 1998. The Anchorage/Mat-Su SDA and its administrative body were designated as the Anchorage/Mat-Su Workforce Investment Area and the Anchorage/Mat-Su Workforce Investment Board. The Statewide SDA and its administrative body were designated as the Balance of State Workforce Investment Area and Balance of State Workforce Investment Board. Governor Knowles directed all state agencies that are mandated One-Stop partners to develop agreements and understandings necessary to meet WIA requirements, including the involvement of mandated and volunteer One-Stop partners.

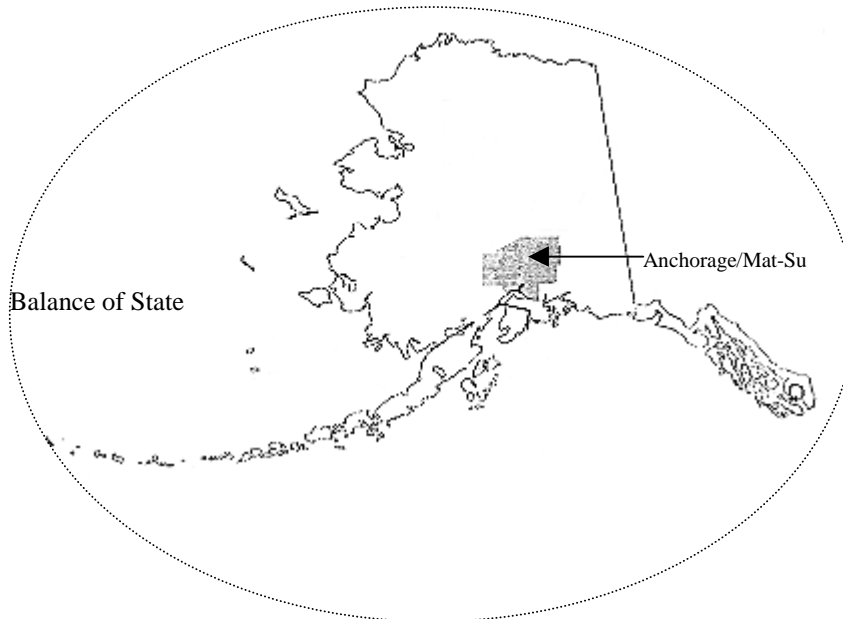
The result of the legislation, departmental restructuring and the Governor's administrative order is to bring human resource investment issues to the fore in public policy. These combined efforts have concentrated efforts of building Alaskan's skills and knowledge to ensure a strong state economy in the years ahead. Alaska's economy was strong in 1999, unemployment was at its lowest level in decades, and more people were hired and are working than ever before. The statistics do not tell the whole story,

however. While Alaska's urban centers may be thriving, rural and Bush Alaska is not. We must strive to ensure that all Alaskans are employed and that job opportunities exist in all corners of this great state.

The Balance of State (BOS) Workforce Investment Board is committed to ensuring equitable representation and access to resources to all of the regions encompassed in the BOS Workforce Investment Area. This plan focuses on a variety of planning components that highlight interaction and input from all of our regional partners.

### **1. Workforce Investment Area Description**

Alaska is unique from a demographic, geographic, and economic perspective. There are 622,000 Alaskans inhabiting Alaska's 586,000 square miles and living in 350 communities. Of these, 311 locations are home to fewer than 1,000 residents. Only 100 of Alaska's towns and cities are accessible by paved or unpaved roads. Access and daily transportation is limited to airplane, boat or all terrain vehicles in two thirds of all Alaskan communities. The Balance of State encompasses all of Alaska except the Anchorage/Matanuska-Susitna ("Mat-Su") Boroughs, of which 51% of the population lives in this essentially urban area. Thus, the remaining 49% comprise the Balance of State.

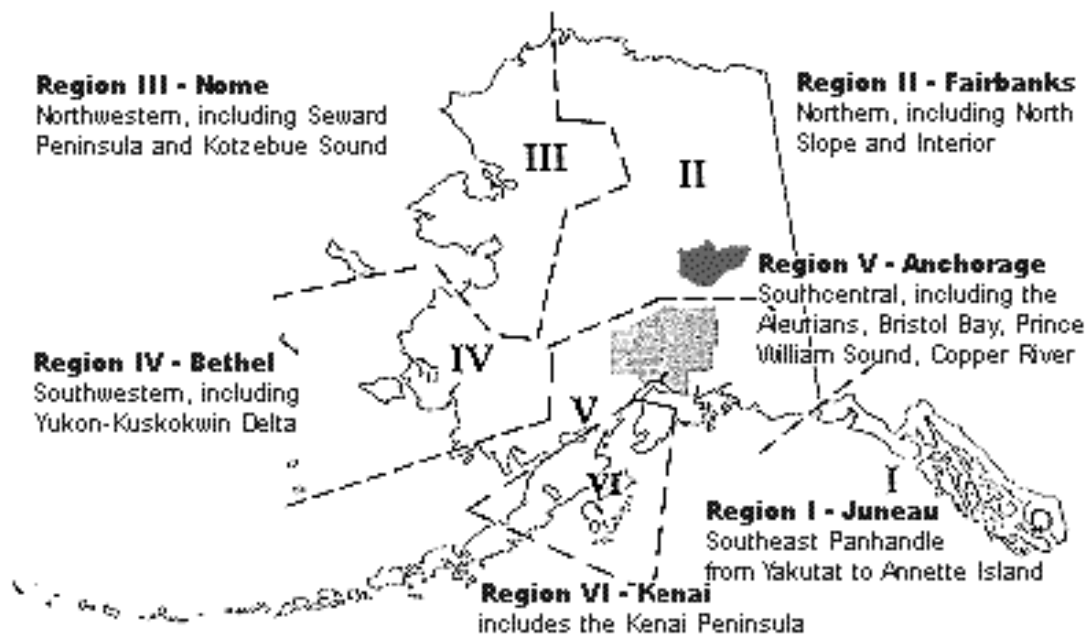


Alaska's economic profile is diverse. Major industries are based on natural resources. However, there are dramatic economic differences between urban and rural communities. Urban areas such as Anchorage, Juneau and Fairbanks, rely year-round on private sector service (45%), public utilities (26%), and federal, state and local government employment (13.7%). Seasonal employment in cities is confined largely to the tourism industry and fisheries.

Year-round employment is limited in rural Alaska where a little less than half the state's population resides. Available year-round wage work is either in public or service industry jobs that are often part-time. Rural communities depend upon the seasonal industries of fishing and tourism and cyclical industries such as mining and logging. Alaska's unemployment rates reflect the seasonal nature of the state's economy. During summer months the rate dives to a low of 2.9% and then soars to 21% in the winter months to become one of the highest unemployment rates in the nation.

The Balance of State WIA encompasses six regions, each of which has unique demographic and economic conditions.

- Region I. Southeast panhandle region, from Yakutat to Annette Island.
- Region II. Northern and Interior region, including the North Slope, Interior and Fairbanks.
- Region III. Northwestern region, including the Seward Peninsula and Kotzebue Sound areas.
- Region IV. Southwestern region, specifically the Yukon - Kuskowim Delta area.
- Region V. Southcentral region, including the Aleutians, Bristol Bay, Prince William Sound, Copper River Basin, and Kodiak Island.
- Region VI. Kenai Peninsula region.



A detailed description of each region is contained in Section IV.

## 2. Local Workforce Investment Board

A Local Workforce Investment Board has been established in each local area of the State, and certified by the Governor, with the intent that this entity will set policy for the portion of the statewide workforce investment system within that local area. The Governor, in partnership with the State board, established criteria for use by chief local elected officials for appointment of members on the local boards in accordance with the requirements of the WIA, the State Board and the Governor. (See Appendix A, Local Board Certification Packet)

Chief Local Elected Officials are responsible for seeking nominations and appointing local Workforce Investment Board members. This LEO role is critical. The contribution of the Board to workforce and economic development in the community is dependent on the leadership quality of its members. This important work begins with the Chief Local Elected Officials' reaching out to entities that will be submitting nominations. Selecting influential individuals and key policy makers to serve on the Board will impact the effectiveness of the local workforce development system, as well as its acceptance in the community, for years to come. (See Appendix A, Local Board Nomination Packet)

Governor's suggested appointment considerations include:

1. Create a nomination process that encourages access and involvement and that invites nominations of economic development organizations, Alaska Native Employment and Training organizations, leaders of business and industry, leaders of organized labor, leaders of post-secondary institutions and community colleges, and individuals with disabilities.
2. Select individuals who have qualifications to carry out the strategic and oversight functions, such as developing the Local Strategic Plan and developing a five-year WIA plan and overseeing the local area's One-Stop Career Development System (Alaska Job Centers) including the coordination of employer linkages for the area's One-Stop System. Other responsibilities include: advising the coordination of TANF WorkFirst post-placement services with other workforce development services; advising the State Workforce Investment Board (Alaska Human Resource Investment Council) on the state WIA Unified Plan; advocating for meeting the workforce development needs of employers and individuals and linking local area workforce development activities and plans with local economic development strategies.

### Board Composition Requirements

1. A majority of board members must be business representatives appointed to the local Board who are owners of businesses, chief executives or operating officers of businesses, and other private sector executives (including business associations) with maximum "within region" policymaking or hiring authority. Additionally, Chief Local Elected Officials are encouraged to select representatives from key economic sectors in the area and employers with highly regarded human resource practices. Business appointments/re-appointments must include:

- ✓ At least three representatives of small businesses that employ fewer than 50 employees
  - ✓ At least three representatives of businesses with substantial employment opportunities in the local area
  - ✓ Individuals nominated by local business organizations and business trade associations
2. Alaska Native Employment & Training Organizations must have at least two representatives appointed from among individuals nominated by the local ANCET for the workforce investment area.
3. Local Board membership must include at least three labor representatives who are nominated by central labor councils.
4. Education representation on the local Board must include at least two representatives of postsecondary education and at least two representatives of K-12. Appointments may include representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions including community and technical colleges. Educational representatives must be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.
5. Membership on the Local Board must include at least one representative of each of the following:
- State vocational rehabilitation agencies
  - Public assistance agencies
  - Economic development agencies
  - Community-based organizations
  - Wagner-Peyser Employment Services

The chief elected official in a local area is authorized to appoint the members of the local board for such area, in accordance with the State criteria established under subsection

The Governor shall, once every two years, certify local boards for each local area in the State. Such certification shall be based on criteria established under subsection (b) and, for a second or subsequent certification, the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to meet the local performance measures. Failure of a local board to achieve certification shall result in reappointment and certification of another local board for the local area pursuant to the process described in WIA.

**3. Workforce Investment Board Grid**

#	WIA Criteria	Member, Organization	Region
1	Labor	Curtis Hall Operating Eng. Training Trust Anch	Statewide (Region V)
B1	Large Business	Pinkie Thompson BP Exploration Anchorage	Statewide (Region V)
B2	Business	James Barron Barron Driving School - Juneau	Region I - Southeast
B3	Business	Penelope Goforth Cybercat - Ketchikan	Region I - Southeast
B4	Business	James Wakefield Powell Realty - Juneau	Region I - Southeast
2	Education Postsec	Wendy Redman UA-Statewide Fairbanks	Region II - Northern/Interior
		<i>Ex Officio - Maria Dunham</i>	<i>Region II - Northern/Interior</i>
B5	Large Business	Jack Carpenter Bering Straits Native Corp. Nome	Region III - Northwest
B6	Large Business	Cole Schaeffer Cominco - Kiana	Region III - Northwest
B7	Community Org	Peter Larson, Jr Norton Sound Econ. Dev. Council	Region III - Northwest
B8	Large Business Comm Org	Vivian Johnson YK Health Corporation Bethel	Region IV - Yukon Delta Southwest
3	One Stop Partners	Rudder Hulce Public Assistance	Region IV and Region V
4	One Stop Partner	Donene Tweeten Employment Service - Kodiak	Region V - Southcentral
	One Stop Partner	Arve Soloman - DVR	Region V - Southcentral
5	Community Org	Lorraine Crawford Kenai	Region VI - Peninsula
B9	Business	Lisa Fellows Homer,AK	Region VI - Peninsula

(\*) Numbers indicate cumulative non-business membership. Numbers preceded by "B" indicate business entities.

Desired nominations:

	Membership	Nominations Process
7	ANCET (Comm Org)	Nominations Packet Distribution
8	ANCET (Comm Org)	Nominations Packet Distribution
9	Labor	Nominations Packet Distribution
10	Labor	Nominations Packet Distribution
11	Education K-12	Nominations Packet Distribution
12	Education K-12	Nominations Packet Distribution
13	Education Post Sec	Nominations Packet Distribution
B10	Business	Nominations Packet Distribution
B11	Business	Nominations Packet Distribution
B12	Business	Nominations Packet Distribution
B13	Business	Nominations Packet Distribution
B14	Business	Nominations Packet Distribution

Please note that the SSDA PIC definitively meets regional representation desired by state wide stakeholders. Additionally, the SSDA PIC also meets the strong business representation required in WIA

#### 4. Youth Council

The BOS LWIB is currently forming the Youth Council by forming the group around the base of the Youth Committee of the former PIC. It is intended that Youth Council membership shall comprise the following subgroups:

1. Board members with a special interest or expertise in youth policy such as:
  - educators
  - employers
  - representatives of human service agencies
2. Members of service agencies such as:
  - juvenile justice
  - local law enforcement agencies
3. Parent(s) of eligible youth seeking WIA assistance
4. Youth either current enrolled under WIA or former WIA youth participants and/or representatives of entities with experience related to youth activities
5. A representative of public housing authorities
6. Individuals representing youth with disabilities
7. Other individuals agreed to by the State BOS LWIB Chair and elected official

It is anticipated some cross-representation will occur so that this Youth Council will be a manageable size. However, non-LWIB members will also be recruited to satisfy the membership objectives above. The current PIC/LWIB youth committee will be an integral part of assisting in recommending Youth Council members to the Board Chair.

The Youth Council will assist the LWIB by providing ideas and direction to further enhance youth program success. This includes: building on current program success; helping initiate innovation and change; developing new effective unified systems out of disparate programs; providing longer term, more intensive services while attempting to avoid decreasing the number of youth served and/or assisting in solving this quality versus quantity dilemma in providing youth services.

The Council will focus on improving youth educational achievement, preparing for and success in employment, establishing effective support systems for youth and services to help youth develop as citizens and leaders. In addition, the Council will consider established WIA performance criteria, effective youth program coordination across all funding streams, building better connections to public schools and infusing youth programming with best practices in general.

On an operational level, the Council will assist the LWIB on an on-going basis with a multitude of youth oversight responsibilities. These include developing specific missions and goals, monitoring and improving performance outcome both in terms of specific

participant statistical information, continuous improvement/customer feedback as well as addressing specific staff and regional concerns as they relate to youth services.

## **B. Vision**

### **1. Philosophy**

*"Building connections that put Alaskans into good jobs"* is Alaska's workforce development vision. Alaska, disconnected as it is from the other 49 states, finds strength in building connections, whether hard transportation links, state-of-the-art telecommunication links, or person-to-person connections nationally and internationally. Alaska is a transportation hub and increasingly, with the explosive growth of fiber optics, a telecommunications center.

As Alaska enters the twenty-first century its economy is more vibrant than it has been in a decade. Unemployment is at a record low, and new job opportunities are on the rise. But it is also a time of challenges as Alaska employers face increasing difficulties in attracting qualified workers for the new, high-skilled jobs. While Alaska's urban centers enjoy increasing job opportunities, many of Alaska's rural communities continue to experience record levels of unemployment. Skilled workers from urban Alaska or from outside Alaska take the best paying seasonal and year-round jobs in rural areas. Alaska's continuing dependence on the oil industry and the dramatic fluctuations in the price of oil have had an effect on the ability of the state to invest in improving the skills and knowledge of current and future workers. The vast distances between community centers and the rich mix of cultures in Alaska add a complexity to delivery of services that are unimaginable in other states.

Alaska's workforce development structure is built upon the core federal employment education and job training programs developed by Congress and administered by state agencies. These programs are authorized under several federal acts, including: the Workforce Investment Act (WIA), Wagner-Peyser Act, Adult Basic Education Act (ABE), Carl D. Perkins Vocational Education and Applied Technology Act, Rehabilitation Act, School to Work Opportunities Act (STW), and federal block grants to states under the Temporary Assistance for Needy Families Act (TANF). Alaska also supports the State Training and Employment Program (STEP), which assists Alaska's workers in obtaining skills, knowledge, work experience, and support services to aid in re-employment or continuing employment.

### **2. Five Year Plan**

The BOS LWIB serves the entire state of Alaska less the Anchorage Mat-Su area. This area encompasses several regions that are unique geographically, demographically and economically. In an effort to serve each region adequately, the BOS LWIB is developing a strategic planning effort for each region. This effort involves BOS LWIB support staff working directly with each regional One Stop Job Center Local Advisory Committee (LAC) to develop a unique regional strategic plan that projects goals and activities for a multi-year period for that region. LAC's are required for One Stop Job Center

Certification but in area's in which there are multiple One Stop Job Centers or non-certified One Stop Job Centers, staff shall provide technical assistance to any One Stop Job Center seeking to participate.

In a pre WIA implementation effort, BOS LWIB staff met with One Stop Job Center staff and Local Advisory Committees in Bethel, Fairbanks, Juneau, Kenai and Ketchikan. (Similar efforts are planned for Kodiak, Nome, Homer, Seward, Valdez, Kotzebue, Sitka, Bristol Bay, Glenallen, Petersburg and Tok.) In each meeting, BOS LWIB staff provided a basic overview of the Workforce Investment Act, Alaska's board structure and the role of the Local Advisory Committee in the effort. BOS LWIB staff also interacted with One Stop Job Center staff and the LAC's to discuss the type of support needed in each region to develop a strategic plan. Essentially, the needs most commonly requested were regional demographic and economic overviews (from Research and Analysis at Department of Labor and Workforce Development), and information related to strategic planning specific to WIA and the statewide accepted philosophy of Malcolm Baldrige. Planning efforts are anticipated every other year to ensure plans are relevant to current economic situations and to provide staff and the state with timely recommendations (economic development, education and training).

This outreach effort also resulted in the determination that each region needed basic guidance with regard to a strategic plan effort. The result is the following plan structure, beginning with a definition of terms used in the plan.

### **Plan Parameters and Definition of Elements**

#### **Regional Specific MOU addendum and Resource Sharing Agreement**

Each region may develop a regionally specific or One Stop Job Center specific addendum to the MOU's currently in place for mandated partners. A Resource Sharing Agreement will also be developed annually for that One Stop Job Center.

#### **Continuous Improvement or development of additional certified One Stop Job Centers**

Each region or One Stop Job Center will develop a plan of continuous improvement based on improving services defined in their One Stop Job Center Certification Application. Regional Strategic Plans may also include planning for assisting new One Stop Job Centers, satellites or affiliates to be certified.

#### **Youth Plan of Action**

Each region will develop an annual plan of action to ensure collaboration and resource sharing for youth related programs.

#### **Employer Satisfaction Response Efforts**

Each region will develop a plan to respond to issues brought forth in the Employer Satisfaction Surveys.

#### **Customer Satisfaction Response Efforts**

Each region will develop a plan to respond to issues brought forth in the Customer Satisfaction Surveys.

**Staff Satisfaction Response Efforts**

Each region will develop a Staff Satisfaction Survey and a plan to respond to issues brought forth in the Staff Satisfaction Surveys.

**Performance Measures**

Regions will assist the state in developing regional performance measures as defined in WIA.

**Economic Development Recommendations to BOS LWIB**

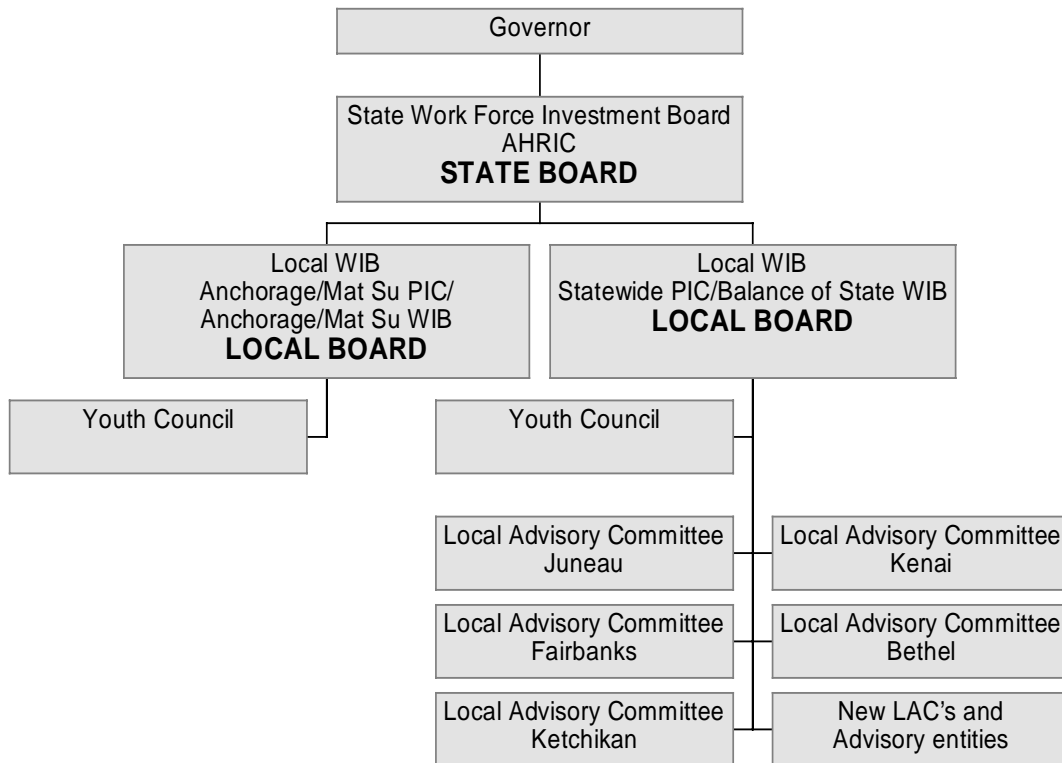
Each Strategic Planning Year, the region, in concert with employers and employer groups, will make recommendations to the BOS LWIB regarding regional economic trends and policies that will enhance economic development.

**Educational Development Recommendations to BOS LWIB**

Each Strategic Planning Year, the region, in concert with educators in the region will make recommendations to the BOS LWIB regarding educational needs and trends, and policies that will enhance education.

**Training Development Recommendations to BOS LWIB**

Each Strategic Planning Year, the region, in concert with employers and training entities in the region will make recommendations to the BOS LWIB regarding training needs and policies that will enhance training.



## C. Timeline

### Year One (FY01) Implementation and Strategic Planning

Implementation of WIA (MOU's, Resource Sharing Agreements, etc.)

1. BOS LWIB regional technical assistance to all One Stop Job Centers and LAC's (strategic planning, board development and WIA compliance)
2. Regional Management and Oversight through LAC's and One Stop Job Center Operators
3. Strategic Planning - Each region will develop a two-year strategic plan (FY02-03) that encompasses:
  - Regional Specific MOU addendum and Resource Sharing Agreement for FY02 developed
  - Continuous Improvement or development of additional certified One Stop Job Centers in region
  - Develop annual Youth Plan (FY02)
  - Employer Satisfaction Response Efforts
  - Customer Satisfaction Response Efforts
  - Staff Satisfaction Response Efforts
  - Performance Measures (assist BOS LWIB in establishing regional Performance Measures)
  - Economic Development Recommendations to BOS LWIB
  - Educational Development Recommendations to BOS LWIB
  - Training Development Recommendations to BOS LWIB

### Year Two (FY02) Service Improvement and Re-Assessment

1. BOS LWIB regional technical assistance to all One Stop Job Centers and LAC's
2. Regional Management and Oversight through LAC's and One Stop Job Center Operators
3. Annual Peer Review of FY01 Service Provision
4. Strategic Plan Implementation, Assessment and Revisions
5. Regional Management and Oversight through LAC's and One Stop Job Center Operators
6. Regional Specific MOU addendum and Resource Sharing Agreement for FY03 developed
7. Continuous Improvement or development of certified One Stop Job Centers (Review and Re-assessment)
8. Develop annual Youth Plan (FY03)
9. Employer Satisfaction Response Efforts
10. Customer Satisfaction Response Efforts
11. Staff Satisfaction Response Efforts
12. Performance Measures (quarterly tracking and assist BOS LWIB in establishing regional Performance Measures for next year)

**Year Three (FY03) Service Improvement and Planning**

1. BOS LWIB regional technical assistance to all One Stop Job Centers and LAC's
2. Regional Management and Oversight through LAC's and One Stop Job Center Operators
3. Annual Peer Review of FY02 Service Provision
4. Regional development a two-year strategic plan (FY04-05) that encompasses
  - Regional Specific MOU addendum and Resource Sharing Agreement for FY04 developed
  - Continuous Improvement or development of additional certified One Stop Job Centers in region
  - Develop annual Youth Plan (FY04)
  - Employer Satisfaction Response Efforts
  - Customer Satisfaction Response Efforts
  - Staff Satisfaction Response Efforts
  - Performance Measures (quarterly tracking and assist BOS LWIB in establishing regional Performance Measures for next year)
  - Economic Development Recommendations to BOS LWIB
  - Educational Development Recommendations to BOS LWIB
  - Training Development Recommendations to BOS LWIB

**Year Four (FY04) Service Improvement and Re-Assessment**

1. BOS LWIB regional technical assistance to all One Stop Job Centers and LAC's
2. Regional Management and Oversight through LAC's and One Stop Job Center Operators
3. Annual Peer Review of FY03 Service Provision
4. Strategic Plan Implementation, Assessment and Revisions
5. Regional Specific MOU addendum and Resource Sharing Agreement for FY05 developed
6. Continuous Improvement or development of certified One Stop Job Centers (Review and Re-assessment)
7. Develop annual Youth Plan (FY05)
8. Annual Peer Review of FY01 Service Provision
9. Employer Satisfaction Response Efforts
10. Customer Satisfaction Response Efforts
11. Staff Satisfaction Response Efforts
12. Performance Measures (quarterly tracking and assist BOS LWIB in establishing regional Performance Measures for next year)

<b>Year Five (FY05) Service Improvement and Planning (if WIA re-enacted)</b>
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1. BOS LWIB regional technical assistance to all One Stop Job Centers and LAC's
2. Regional Management and Oversight through LAC's and One Stop Job Center Operators
3. Annual Peer Review of FY04 Service Provision
4. Regional development a two-year strategic plan (FY06-07) that encompasses:
  - Regional Specific MOU addendum and Resource Sharing Agreement for FY06 developed
  - Continuous Improvement or development of additional certified One Stop Job Centers in region
  - Develop annual Youth Plan
  - Employer Satisfaction Response Efforts
  - Customer Satisfaction Response Efforts
  - Staff Satisfaction Response Efforts
  - Performance Measures (quarterly tracking and assist BOS LWIB in establishing regional Performance Measures for next year)
  - Economic Development Recommendations to BOS LWIB
  - Educational Development Recommendations to BOS LWIB
  - Training Development Recommendations to BOS LWIB

## II. GENERAL PLAN REQUIREMENTS

### A. Alaska's Employment Environment

#### 1. Key Trends

Even with near-record low unemployment rates, Alaska's labor market continues to be marked by a labor surplus. The 1999 annual unemployment rate of 6.4 percent was well above the national rate of 4.2 percent. Twelve of Alaska's labor markets experienced unemployment rates more than twice the national average. Because of Alaska's high unemployment rates, the US Department of Labor designated 22 of Alaska's 26 census areas as labor surplus areas (LSAs) for 1999. Many of Alaska's rural communities also have a significant number of discouraged workers, a factor not accounted for in the unemployment rate. Additionally, people with disabilities continue to experience significantly higher unemployment rates when compared to the rest of the state or the nation.

Alaska is experiencing a "skills" gap, evidenced by the combination of labor surpluses 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. In 1998, nearly 20 percent of the workers in Alaska were nonresidents. In Alaska's rural communities, where job opportunities are scarce, high-skilled/high-wage jobs, such as teachers, mechanics, and nurses, often go to outsiders. 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.

The Alaska Department of Labor and Workforce Development's (AKDOL) most recent industry forecast projects modest but steady growth for both the five-year (1998-2003) and ten-year (1998-2008) forecast horizons. The projected employment growth rate of 1.6 percent annually will result in 19,000 new jobs by 2003 and approximately 46,000 new jobs by 2008.

Despite short-term setbacks in natural resource prices, Alaska's strategic location, oil wealth and expanding service economy will provide thousands of new jobs for Alaskans over the next ten years. Employment growth will be focused primarily in the service, trade and transportation industry sectors. The new jobs will be created at a faster pace outside the Anchorage area and will likely pay less than many of the jobs that have been lost in declining industries. Employment growth will be driven by a growing population, Alaska's new industries, increased tourism, and an economy that provides services locally that once had to be purchased outside the state. (See Table 1.)

#### 2. Alaska's Workforce Needs

For years, Alaska's resource-based economy was able to provide high-paying jobs to workers with only a high school education. But traditional sources of high-wage/low-skill

work have limited growth prospects. The challenge is to identify the high-wage jobs of the future and ensure that Alaskans have the skills those occupations require.

The results of Alaska's most recent long-term occupational forecast, for the 1996 – 2006 period, indicate that although jobs will continue to be available at all levels of educational attainment, trends favor jobs requiring more education or training. One quarter of the "new" jobs – jobs that will be created due to growth in the economy – will require a bachelor's degree or above. Another quarter of new jobs will require specialized training ranging from medium term to an associate degree or postsecondary vocational training. About 42 percent of the new jobs, usually low paying, will require less than one month's training and experience.

Occupational growth will be very concentrated. Ten out of the more than 450 detailed occupations are projected to account for 25 percent of total employment growth over the forecast period. Eight of these high-growth occupations are found in the service industry sector and are on the middle or lower end of the skill spectrum.

Driven by economic growth, Alaska's fast-growing occupations will provide excellent employment opportunities. In general, the occupations with high growth rates will require higher skill levels than those occupations with high numeric increases. Of the 10 fastest-growing occupations, five are associated with health services and three with computer technology.

In an effort to identify Alaska's good jobs, AKDOL targeted occupations based on anticipated employment opportunity and desirable earning potential. Table 2 contains a list of Alaska's "hot occupations." Based on the 1996 – 2006 occupational projections, hot occupations were defined as those with a higher than average projected growth rate combined with a higher than average estimated wage. Although many industries are represented in the occupations on the hot careers list, occupations in health care services, transportation, education, engineering and business services dominate the list.

Alaska's changing industrial base is clearly reflected in the occupations that are expected to decline over the forecast period. Projected employment declines in the oil and gas industry reflect the expectation that Alaska production of crude petroleum will continue to decline. This activity directly affects the demand for derrick operators and roustabouts. Employment in the seafood processing industry is also expected to decline, reducing the demand for cannery workers.

The customers of Alaska's workforce investment system include jobseekers of all ages and all levels of educational and skill attainment. An analysis of individuals who exhausted their unemployment insurance benefits in 1999, for example, underscores the fact that Alaska's skills mismatch affects a broad group of workers.

Twenty percent of the unemployment insurance benefit exhaustees possessed less than a high school diploma and thus may have lacked basic workplace skills. Of the remaining 80 percent, however, approximately 50 percent reported a high school diploma as their terminal degree. Thirty percent of those with exhausted unemployment insurance benefits reported formal training beyond high school, running the continuum from a

high school diploma and one year of college or vocational training to the attainment of a doctoral degree. Similarly, exhaustees reported previous occupations in all of the occupational groupings, including the high-skill category of professional, technical and managerial.

Although many of these jobseekers possessed high workplace skills they did not possess the right skills, those needed by Alaska's employers. In an effort to identify these right skills, AKDOL gathered skills data, using the O\*NET data base, for Alaska's 50 hot occupations. In general, strong communication skills and the ability to acquire, evaluate and interpret information were key to occupational success.

Among the numerous detailed skills listed for each of the hot occupations, the ten most important skills are listed below:

- Getting Information Needed to Do the Job
- Oral Expression
- Written Comprehension
- Reading Comprehension
- Oral Comprehension
- Speaking
- Communicating with Others
- Written Expression
- Identifying Object, Actions, and Events
- Monitor Processes, Material, Surroundings

"Building the connections that put Alaskans into good jobs" will require a workforce information system that is accessible and understandable to all of our customers. Alaska's career planners and jobseekers need to know, for example, the occupations and industries that are expanding and declining, the earnings and benefits associated with different types of work, where training is available and where the jobs are. Meeting this need is one of the primary goals of Alaska's workforce information system.

One Stop Local Advisory Committees will be charged with assessing their local and regional economic needs through the WIA Year One Planning Activities outlined in the I. Introduction, Section "C".

**TABLE 1.  
Alaska Forecast of Nonagricultural Wage and Salary Employment-1998 to 2008**

	Actual		Forecast				
	1998	2003		2008			
		Annual	1998 to 2003		Annual	1998 to 2008	
Industry Sectors	Employment	Employment	Growth Rate	Employment	Employment	Growth Rate	Employment
	1998	2003	1998-2003	Growth	2008	1998-2008	Growth
Agriculture, Forestry, Fisheries	1,424	1,510	1.2%	86	1,640	1.4%	216
Mining	10,439	9,240	-2.4%	-1,199	9,260	-1.2%	-1,179
Metal mining	1,257	1,400	2.2%	143	1,700	3.0%	443
Oil & Gas Extraction	8,862	7,500	-3.3%	-1,362	7,200	-2.1%	-1,662
Construction	13,437	14,500	1.5%	1,063	15,700	1.6%	2,263
Manufacturing	14,379	14,520	0.2%	141	14,820	0.3%	441
Seafood Processing	8,977	9,200	0.5%	223	9,200	0.2%	223
Lumber/wood	1,584	1,200	-5.5%	-384	1,200	-2.8%	-384
Transportation, Communications, Utilities	25,483	29,200	2.7%	3,717	33,800	2.7%	8,317
Air Transportation	9,146	11,100	3.9%	1,954	14,000	4.3%	4,854
Wholesale Trade	9,167	10,000	1.7%	833	10,600	1.5%	1,433

Retail Trade	47,410	51,800	1.8%	4,390	56,000	1.7%	8,590
Finance, Insurance and Real Estate	11,333	11,800	0.8%	467	12,100	0.7%	767
Services	67,054	79,000	3.3%	11,946	92,800	3.3%	25,746
Total Private Sector	200,487	221,950	2.0%	21,463	247,100	2.1%	46,613
Government	71,426	68,900	-0.7%	-2,526	70,900	-0.1%	-526
Federal	17,196	16,800	-0.5%	-396	17,200	0.0%	4
State	21,538	21,000	-0.5%	-538	21,300	-0.1%	-238
Local	32,692	31,100	-1.0%	-1,592	32,400	-0.1%	-292
<b>TOTAL ALL SECTORS</b>	<b>271,913</b>	<b>290,850</b>	<b>1.4%</b>	<b>18,937</b>	<b>318,000</b>	<b>1.6%</b>	<b>46,087</b>

**Source: Alaska Dept. of Labor and Workforce Development, Research and Analysis.**

**TABLE 2.**  
**Wages and Outlook for Alaska "Hot" Occupations**  
**Occupations with Above Average Wages and Outlook**  
**By Training Level - Alaska 1996-2006<sup>1</sup>**

<b>Occupational Title</b>	<b>1996 Employment</b>	<b>2006 Projected Employment</b>	<b>Percent Growth 1996-2006</b>	<b>1998 Ave. Annual Wage</b>
<b><i>Occupations Requiring a First Professional Degree</i></b>	<b>3,290<sup>2</sup></b>	<b>3,763<sup>2</sup></b>	<b>23.2<sup>2</sup></b>	
Physicians	839	1,019	21.5	\$106,850
<b><i>Occupations Requiring a Master's Degree</i></b>	<b>3,433</b>	<b>4,070</b>	<b>15.2</b>	
Management Analysts	374	448	19.8	\$45,136
<b><i>Occupations Requiring Work Experience and a Bachelor's Degree or Higher</i></b>	<b>17,936</b>	<b>22,700</b>	<b>26.1</b>	
General Managers and Top Executives	7,250	8,935	23.2	\$60,154
Financial Managers	1,644	2,167	31.8	\$54,912
Education Administrators	991	1,240	25.1	\$59,987
Administrative Services Managers	971	1,168	20.3	\$44,658
Communication, Transportation, and Utility Managers	706	895	26.8	\$52,270
Marketing, Advertising, and Public Relations Managers	667	970	45.4	\$48,318
Engineering, Mathematical, and Natural Science Mgrs.	618	861	39.3	\$66,352
Personnel, Training, and Labor Relations Managers	426	570	33.8	\$56,805
Medicine and Health Service Managers	416	545	31.0	\$57,699

<b><i>Occupations Requiring a Bachelor's Degree</i></b>	<b>32,882</b>	<b>40,475</b>	<b>27.3</b>	
Teachers, Elementary	4,031	4,934	22.4	\$51,510
Teachers, Secondary School	2,933	3,579	22.0	\$49,790
Teachers, Special Education	1,099	1,341	22.0	\$49,730
Personnel, Training, and Labor Relations Specialists	1,022	1,235	20.8	\$46,842
Systems Analysts	747	1,308	75.1	\$53,955
Construction Managers	716	934	30.4	\$61,069
Mechanical Engineers	383	484	26.4	\$60,091
Electrical and Electronics Engineers	355	474	33.5	\$61,797
Loan Officers and Counselors	281	368	31.0	\$47,778
Public Relations Specialists	238	321	34.9	\$42,370
Architects, Except Landscape and Marine	229	282	23.1	\$58,843
Pharmacists	221	291	31.7	\$64,418
Physician Assistants	186	279	50.0	\$72,426
Physical Therapists	171	283	65.5	\$55,203
Chemists	167	226	35.3	\$44,408
<b><i>Occupations Requiring an Associate Degree</i></b>	<b>10,253</b>	<b>13,045</b>	<b>29.5</b>	
Registered Nurses	3,825	5,057	32.2	\$48,568
Dental Hygienists	428	608	42.1	\$64,251
Paralegals	323	439	35.9	\$41,891
Radiologic Technologists	296	431	45.6	\$44,512
Respiratory Therapists	109	213	95.4	\$44,200
<b><i>Occupations Requiring Post Secondary Vocational Training and Basic Educational Skills (HS Diploma, GED or equivalent)</i></b>	<b>15,461</b>	<b>17,390</b>	<b>15.9</b>	
Aircraft Mechanics	1,218	1,540	26.4	\$40,373
Central Office and PBX Installers and Repairers	272	351	29.0	\$62,421
Emergency Medical Technicians	166	253	52.4	\$38,397

<b>Occupations Requiring Work Experience in a Related Occupation and Basic Educational Skills(HS Diploma, GED or equivalent)</b>	<b>22,751</b>	<b>27,268</b>	<b>19.3</b>	
Clerical Supervisors	3,777	4,684	24.0	\$40,186
Teachers and Instructors (Voc-Ed)	664	808	21.7	\$47,570
Brokers, Real Estate	383	473	23.5	\$65,686
Cost Estimators	367	485	32.2	\$61,443
Captains	235	353	50.2	\$59,758
Mates, Ship, Boat and Barge	167	258	54.5	\$44,387
Construction, Building Inspectors	160	209	30.6	\$41,558
<b>Occupations Requiring More than 12 Months of On-the-Job Training and Basic Educational Skills(HS Diploma, GED or equivalent)</b>	<b>31,897</b>	<b>37,302</b>	<b>14.1</b>	
Automotive Mechanics	1,815	2,262	24.6	\$38,605
Aircraft Pilots and Flight Engineers	1,646	2,096	27.3	\$74,870
Correction Officers	831	1,018	22.5	\$44,949
Telephone and Cable TV Installers and Repairers	332	463	39.5	\$41,995
Water and Liquid Waste Treatment Operators	292	367	25.7	\$40,498
<b>Occupations Requiring 1-12 Months of On-the-Job Training and Basic Educational Skills(HS Diploma, GED or equivalent)</b>	<b>28,511</b>	<b>31,545</b>	<b>14.4</b>	
Excavation and Loading Machine Operators	314	432	37.6	\$49,109
<b>Occupations Requiring Less than 1 Month of On-the-Job Training and Basic Educational Skills(HS Diploma, GED or equivalent)</b>	<b>113,764</b>	<b>137,415</b>	<b>18.6</b>	
Stevedores, Except Equipment Operators	348	498	43.1	\$57,034
Production, Planning and Expediting Clerks	277	335	20.9	\$39,187

<sup>1</sup> Includes only occupations with ten or more projected annual openings.  
<sup>2</sup> Bolded data within **1996 Employment**, **2006 Projected Employment**, and **Percent Growth 1996-2006** columns represent totals for all Alaska occupations within the training categories. *Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section*

### 3. Youth Employment Issues

The BOS LWIB faces many challenges in serving our youth, simply by virtue of our geographic size, vast distances and cultural diversity. The BOS PIC has been successful at operating youth projects in both urban and rural areas, and has consistently exceeded federally established performance standards. Nonetheless, building a comprehensive system with comprehensive services available to youth statewide remains an ongoing goal. Historically, urban clients have received a greater selection of service than those in rural Alaska, and in our current One Stop environment, urban customers will continue to have enhanced access to services. Rural customers will continue to need more access to services and individualized services because of the lack of employment and training opportunities outside hub communities.

The State will continue to enhance services by using available funds in producing quality projects and making them universally accessible. Activities must continue to be tailored to communities and regions, take local resources into account and be responsive to customer needs. Program staff development such as cross training must continue so job tasks can be shared rather than compartmentalized. The One Stop effort has contributed greatly to this goal.

Alaska's priorities are to create and maintain a seamless continuum of opportunity, means, incentives and rewards for youth and to assist them in selecting, pursuing and obtaining a life-sustaining career that results in self sufficiency.

At the BOS LWIB level, this translates to:

- creating an opportunity-rich environment for local youth workforce development through on-going economic development activities and the creation and maintenance of regionalized systems that enhance and encourage youth participation
- assuring the means are available throughout the state so that all youth, wherever located, will have equal and easy access to those opportunities with a minimum of bureaucratic and systemic obstacles
- designing and overseeing appropriate incentives to Local Advisory Committee's to enhance, expand and develop community resources and incentives for youth participants to encourage them to take advantage of those resources and
- enhancing the ability of youth participants to attain and retain employment in careers that will sustain them and their families is throughout their lifetime becomes the reward for their efforts

The success of the BOS LWIB's workforce development priorities for youth is grounded in its collaborative partnership with the Local Advisory Committees who will ensure services will be delivered at the local level where differing locale-specific resources and opportunities exist.

#### **4. Alaska Native Partnerships**

The Balance of State Local Workforce Investment Board recognizes the efforts of Alaska Native organizations to provide a full range of services to our mutual clients in communities across the state, as well as efforts at assisting Alaska Native welfare recipients in making the transition from welfare to self sufficiency. Many state agencies and Alaska Native workforce grantees have already embraced WIA concepts.

The Alaska Native Coalition of Employment and Training (ANCET) is a coalition of non-profit organizations (see page 49 for a full listing of ANCET organizations) that receive federal grants to provide services to Alaska Natives. It is a requirement of the Workforce Investment Act that the Local Board enter in to an agreement with the 12 WIA mandated partner agencies, of which ANCET represents one mandated partner: the Alaska Native grantee.

In recognition that those services are an important component in rural service provision, the BOS LWIB has participated in multiple meetings over the last year to ensure the Memorandum of Agreement between the BOS LWIB and the Alaska Native grantee partners is supported by all parties. Those meetings have included the Balance of State Workforce Investment Board Chair, Alaska Department of Labor and Workforce Development Commissioner, AKDOL Employment Security Division Deputy Director, AKDOL Employment Security Division Assistant Deputy Director and various staff. Discussions have focused on the state's One Stop service delivery area and how it will translate in to rural services, universality of service, technical needs, sharing resources and information, and ensuring access to rural clients.

This substantial effort on the part of the BOS LWIB and the AKDOL is to ensure that the memorandum of agreement ultimately reached between the board and the ANCET partners ensures the highest quality service possible within the fiscal constraints placed on the state in serving rural Alaska.

### **B. One Stop - Alaska Job Center Network**

#### **1. Description of the Alaska Job Center Network (AJCN)**

The AJCN began as a collaborative effort of the Employment Security, Community and Rural Development, Vocational Rehabilitation, and Public Assistance Divisions; the Private Industry Councils (the future Workforce Investment Boards) and the Alaska Human Resource Investment Council. Coordination of AJCN activities and grant distribution has been accomplished through the AJCN Project Manager. Data processing, marketing, training, performance measures and other operational issues and policy decisions have been made to date with the assistance of standing and ad hoc committees, with members from of all the partner agencies.

The Alaska Job Center Network brings together employment and training oriented local, state, and federal service providers, community groups, native organizations, organized labor, educational institutions, and the business community in order to foster and

promote workforce development. The Network includes Full Service and Satellite Job Centers as well as designated Affiliate Sites. It also includes "virtual service delivery" through time and distance spanning technologies including the Internet and telephone.

#### GUIDING PRINCIPLES

Service delivery throughout the Alaska Job Center Network system is guided by the commitment to these foundational principles:

**Customer Service Focus.** Job Centers will respond to the needs of their customers - both jobseekers and employers - and pursue continuous improvement based on customer feedback.

**Universality.** All Alaskans will have access to a full array of job seeking and employment development services.

**Customer Choice.** 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.

**Integration.** Services, programs, and fiscal commitments currently administered by separate federal, state, and local governments will be integrated for maximum efficiency and customer responsiveness.

**Performance Driven.** Success will be evaluated on clearly measurable outcomes in meeting the needs and expectations of their customers.

#### PARTNER PROGRAMS

A range of programs exist to address the needs of jobseekers and employers. The WIA partner programs, which must be available at full service Job Centers are:

- Title I (WIA) Programs  
(Includes: Adults, Dislocated Workers, Youth, Job Corp; Native American Programs, Migrant and Seasonal Farm worker Programs)
- Wagner-Peyser Programs
- Senior Community Service Employment Programs
- *State Training & Employment Program\**
- Vocational Rehabilitation Services
- Veterans Employment Programs and Disabled Veteran Outreach Programs
- Adult Education & Literacy Programs
- Housing & Urban Development Employment Activities
- Community Services Block Grant Programs
- Post Secondary Vocational Education Programs
- Welfare to Work Programs
- State Unemployment Insurance
- *Alaska Temporary Assistance Program\**
- *Food Stamps Employment & Training\**
- Trade Adjustment Assistance (TAA) and NAFTA  
\* *Not mandated in WIA*

Other programs may also be provided at a Job Center, as deemed desirable by the Advisory Committee and Job Center Workgroup. Additional programs include:

- Adult Public Assistance Program
- Child Support Enforcement (CSED)
- English as a Second Language (ESL)
- Tribal and Native Association Services
- Small business information and assistance
- Child Care Resources and Referral Services
- Transportation Services

#### SERVICE LOCATIONS

The various partners of the AJCN deliver services to Alaskans through a network of service locations - Full Service Job Centers, Satellite Job Centers, and Affiliate Sites. The BOS has sites in varying stages of certification in Bristol Bay, Fairbanks, Glennallen, Homer, Juneau, Ketchikan, Kodiak, Kotzebue, Nome, Kenai, Petersburg, Seward, Sitka, Tok, Valdez and Yukon-Kuskokwim Delta (Bethel).

A **Full Service Job Center** is a collocation from which a majority of WIA partner programs deliver the full range of core services (see section 3.2 and 3.5 below) to a universal population, along with intensive (section 3.3) and training services (section 3.4) based on eligibility. Participation of some partners may be electronic, but every effort shall be made to physically collocate partners.

A **Satellite Job Center** is a collocation from which one or more WIA partner programs deliver the core services (section 3.2 and 3.5) to a universal population, along with as many intensive (section 3.3) and training services (section 3.4) as feasible. The Satellite Job Center will have an electronic link to all WIA partner programs.

An **Affiliate Site** is a location from which a single partner agency delivers services - typically their own office and typically as a base of operations in cooperation with the AJCN system.

#### THE CERTIFICATION PROCESS

Time Lines for Application:

Service providers or groups of service providers who have received direct financial assistance from Alaska's USDOL One-Stop Implementation Grant will have until December 31, 1999 to apply for AJCN certification. Other providers or groups may also apply for certification.

A service provider or group of service providers may request AJCN certification by submitting a letter of intent to the AHRIC. The letter must identify a local contact for the service provider or group. AHRIC will in turn send to the contact person, a certification package that will include the requirements and sample copies of the documents referenced therein.

The certification package must be completed and returned to the AHRIC office within 90 days of its receipt by the contact person. Assistance with the process will be available

from the Alaska Job Center Network staff or consultants. An application for certification will include:

- Self Evaluation
- Peer Review
- Advisory Committee Information Sheet,
- Site Working Agreement,
- Cost Allocation Plan,
- Plan for Continuous Improvement, and
- Accessibility Assessment and Plan of Correction.
- Certification Steps

The process for certification of Alaska's Job Centers reflects the team approach which has been characteristic of the AJCN since its inception. This process also reflects the transition toward implementation of the Workforce Investment Act (WIA) on July 1, 2000. The initial certification of Job Centers will follow the steps outlined below and will provide for PIC involvement prior to the formal creation of Workforce Investment Boards (WIBs). The AJCN Steering Committee is expected to relinquish leadership of the AJCN and disband on 4/30/99 at which time leadership will shift to the WIBs and the AHRIC.

All Full Service and Satellite Job Centers will follow this step by step process. Affiliate Sites need only request official designation along with their commitment to participate meaningfully with the partner programs.

Step 1: A Self Evaluation will be conducted by the Job Center Workgroup in conjunction with their Advisory Committee. This self evaluation will involve comparing current Job Center functioning with the standards outlined here, documenting areas where the standards are being met as well as those where they need improvement. A common evaluation tool will be provided for both the Self Evaluation and the Peer Review.

Step 2: A Peer Review will be conducted by a team of not fewer than three members from another Job Center's Workgroup and Advisory Committee who will review the subject Job Center. The visiting peer review team will meet with the Workgroup and Advisory Committee and present the results of their Peer Review.

Step 3: Recommendations For 1999, the Private Industry Councils (PICs) and the AJCN Steering Committee will review applications and make recommendations to the AHRIC regarding certification.

Step 4: Certification 1999 (FY99) Certification decisions will be made by the AHRIC. Subsequent certification decisions will be the responsibility of the BOS Local Workforce Investment Board (LWIB). The certifying body will have the authority to:

- a. Certify the Job Center,
- b. Certify the Job Center, conditioned upon corrections by date certain, or
- c. Deny certification.

ALASKA JOB CENTER STANDARDS FOR FULL SERVICE ONE STOPS

All Alaska Job Centers - Full Service and Satellite - must operate based on the Guiding Principles outlined above and the standards outlined below. They are expected to pursue continuous improvement toward excellence, assuring that all Alaskan jobseekers and employers receive conveniently available, high quality customer service to the fullest extent feasible. The standards are described in three categories:

- 1. Management and Planning**
- 2. Facilities**
- 3. Service Delivery**

## 1. STANDARDS FOR MANAGEMENT & PLANNING

### *1.1. Programs - Job Centers will deliver programs as follows:*

*Full Service Job Centers will include a majority of WIA partner programs delivering the full range of core services (see section 3.2 and 3.5) to a universal population along with intensive (section 3.3) and training services (section 3.4) based on eligibility. Participation of some partners may be electronic, but every effort shall be made to physically collocate partners. Additional programs will be optional and at the discretion of the Job Center Workgroup and Advisory Committee.*

*Satellite Job Centers will include one or more WIA partner programs delivering the core services (sections 3.2 and 3.5 below) to a universal population along with as many intensive and training services (sections 3.3-3.4) as feasible. The Satellite Job Center will have an electronic link to all WIA partner programs. Any mix of additional programs will be optional.*

### *1.2. Leadership - All Job Centers will establish and maintain sound management practices.*

*1.2.1. The Workgroup or management team will include members from all the partner programs or agencies.*

*1.2.2 The management team will employ a collaborative approach which will be documented in their Site Working Agreement.*

*1.3. Advisory Committees - Each Job Center will have an Advisory Committee (WIBette). It will have a minimum of five members, including one cross-member to their PIC (LWIB) and a significant number of private sector employers. The remaining members will be recruited by the Workgroup and may represent the following:*

- *Employer organizations (i.e. Chamber of Commerce or ARDOR),*
- *Tribal or Native non-profit organizations,*
- *Organized labor,*
- *Advocacy groups including those for the disabled and*
- *Educators, especially those from "School to Work".*

*The role of the Advisory Committee will be to:*

- *Foster a community level dialog about jobs, job training and job placement;*
- *Provide input from business and community leaders to the Job Center, so training and services will better respond to a changing economic landscape;*
- *Serve as a liaison for the Job Center to business, organized labor and local government;*
- *Advise on development and operations of the Job Center;*
- *Assure the satisfaction of employers and jobseekers with Job Center programs and operations;*
- *Provide recommendations to the Local Workforce Investment Board regarding the employment and training needs of the community.*

*1.4. Planning. All Job Centers will demonstrate sound planning practices through the development and implementation of these specific plans:*

*1.4.1. Site Working Agreement - This document will include: identification of the Job Center partners, management team members (Workgroup), meeting practices (frequency of meeting, roles and responsibilities of team members, decision making approach, record keeping practices, relationships with others), a plan for shared service delivery, and shared resources. The Site Working Agreement will be reviewed at least annually.*

*1.4.2 Cost Allocation Plan - This fiscal document will reflect the program decisions in the SWA, above, and will include a fiscal commitment from all partners.*

*1.4.3 Plan for Continuous Improvement. The Workgroup and the Advisory Committee will produce a plan for continuous improvement of service delivery that is based on customer feedback. This may be based on the Baldrige Principles or similar customer feedback mechanisms.*

*1.5. Human Resources.*

*1.5.1. Staff Development. Employees will have opportunities to develop knowledge and skills based on accepted models of human service delivery and which specifically addresses: the Guiding Principles, continuous improvement techniques and principles of quality, problem solving, decision making, and ethics.*

*1.5.2. Teamwork. Work is designed, organized and managed to promote team based decision making and problem solving across agency lines and to empower Job Center staff.*

*1.5.3. Respect. Employees demonstrate respect and value of each other's professional knowledge and skills within and across agencies.*

*1.5.4. Commitment to Principles. The Job Center mission and Guiding Principles are reflected in the daily work of all staff.*

## 2. STANDARDS FOR FACILITIES

*2.1. Job Center Name & Signage. Each certified Job Center's name will conform to the state naming convention by including the name of the community or service area followed by the words "Job Center." (For example: Juneau Job Center or Yukon Kuskokwim Job Center.) Signs will include the AJCN logo and the words, "Where People and Jobs Connect" and the name of the Job Center.*

*2.2. Common Entry. All Full Service Job Centers will have a common entry in order to minimize confusion to the public and promote seamless service delivery. This area should be welcoming and friendly and should feature a "Work First" environment where job searching can begin immediately, either by self service or with minimal staff assistance. Satellite Job Centers are not required to have a common entry for the onset partners, though they are encouraged to move in this direction.*

*2.3. Resource Room. All Full Service Job Centers will feature at least one public access Resource Room with a variety of tools available to jobseekers and employers. Full Service Job Center Resource rooms will include at a minimum, for public access:*

- *telephones*
- *fax machine*
- *photocopier*
- *TV/VCR (in a booth or with headphones)*
- *TTY*
- *Internet linked computers*
- *laser printer*
- *scanner*
- *typewriter*
- *tables and/or desks (for customer use)*
- *interpretive services*

*Satellite Job Centers are required to have a Resource Room or an area with as many of the above features as possible and appropriate to the community.*

*2.4. Accessibility Assessment and Plan of Correction - Every Job Center will meet the standards of the Americans with Disabilities Act. The AJCN Accessibility Assessment will be performed by the Division of Vocational Rehabilitation or another appropriately qualified ADA specialist. This assessment will be attached to the application, along with a plan for correction of any identified weaknesses.*

## 3. STANDARDS FOR SERVICE DELIVERY

*Services will be customer focused and delivered at three levels: core, intensive, and training. Customers include both jobseekers and employers. Self service will be promoted to correspond to the needs of customers, allowing those who can serve themselves to do so, while staff resources are focused on the customers who need more assistance.*

*3.1. Customer Focus. The Job Center has a tangible customer service focus.*

*3.1.1. No wrong door. Customers are provided assistance on site. When that is not possible they will be referred knowledgeably and with accuracy the first time.*

*3.1.2. Reduced Data Collection. The Job Center has systems and plans in place to minimize redundant data collection from customers.*

*3.1.3. Customer Friendly Promotions. Promotional materials about the Job Center and its services are presented in non-bureaucratic, easily understandable formats whether signs, brochures, public service announcements, orientation videos, etc. As much as possible staff communicate in plain language and avoid jargon.*

*3.1.4. Ease of Access. Customer access to Job Center services is enhanced by addressing:*

- Needs for language translation services*
- Convenient transportation*
- Accessible parking*
- Convenient operating hours*
- Childcare services, as needed*

*3.1.5. Customer Input. The Job Center determines customer requirements, expectations, and preferences through a variety of feedback collection mechanisms.*

*3.2. Core Services - Core services are those universally available activities identified in WIA. In Core Services there will be an emphasis on self-service. Where self-service cannot be obtained, staff must be in place to provide assistance.*

*3.2.1 Careers, Jobs, and Labor Markets. Up-to date information is available that will help jobseekers make realistic decisions about careers and occupations, including job information on nontraditional occupations. This includes information on future employment opportunities, qualifications for specific careers and occupations, and sources of additional assistance in preparing for these lines of work. A variety of tools must be available including printed materials, automated career information systems, books, videos, etc.*

*3.2.2. Education and Training Programs. Information is available about education, employment and training services which are provided at this Job Center, in the community, or within the region. It should include up-to date information on the placement-related performance of service providers.*

*3.2.3. Support Services. Information is provided about pre- and post- employment support services such as job counseling, transportation, financial planning, child care, housing assistance, personal counseling, accessibility accommodations assistance.*

*3.2.4. Unemployment Insurance. Access is provided to a dedicated phone line connected to the state's call-in Unemployment Insurance system.*

*3.2.5. Eligibility Screening and Referral Process. Information about the intake procedures for all Job Center Intensive Services should be available so that customers can identify for themselves or have staff assist them to identify the services for which they are likely to be eligible, and which are appropriate to their needs and circumstances. Referral to these services must be available on site.*

*3.2.6. Employer Services. Employer Services will be provided as further outlined in Section 3.5 below.*

*3.3. Intensive Services - With an emphasis on eligibility, intensive services will be available to those whose needs have not been met in Core Services.*

*3.3.1. Intake. The common entry area will provide the preliminary information for a simplified shared intake, so that no customer has to know which program they need before they receive services. Service should begin in this entry.*

*3.3.2. Testing & Assessment. An assessment of basic skills, aptitudes, abilities and career interests as well as employment readiness will be available on site. The character of these may vary, depending upon the customers' needs and eligibility for specific programs. A variety of tools must be available which should include: printed materials, books, videos and computer based self service systems to determine grade-level equivalents in reading, math and language, as well as job readiness.*

*3.3.3. Development of Individual Employment Plans. Assistance will be available for identifying employment goals, appropriate achievement objectives and the appropriate combination of services to be able to reach those goals.*

*3.3.4. Employment Counseling. As appropriate, individual or group counseling or case management will be available.*

*3.3.5. Short-term pre-vocational services. Workshops or skills training such as communication, interviewing skills, professional conduct or personal maintenance training will be available.*

*3.4 Training Services - Training will be available to eligible individuals who have been unable to obtain employment, have an assessment verified need for training, and when there is related employment available in the community or the jobseeker is willing relocate. The training may be available at the Job Center or by referral in another location.*

*3.4.1 Training will include occupational skills training or upgrading, on-the-job training, entrepreneurial training, or job readiness training.*

*3.4.2. Adult education and literacy activities will be available, as appropriate.*

*3.5. Employer Services. There will be an obvious focus on the employer as a customer of the Job Center.*

*3.5.1. Menu of Employer Services. Employers who contact, or are contacted by any of the partners agencies will be provided with a common menu of employer services.*

*3.5.2. Marketing. Participating local programs and agencies must jointly market to employers, a multi-program/multi-agency package of the employment and training services they offer.*

*3.5.3. Single Point of Contact. Employer outreach will be coordinated so that employers are not confused or inconvenienced. There is a process to ensure that employer contacts are coordinated and non-duplicative and that partners share information on employer contacts.*

*3.5.4. Coordination with Economic Development Efforts. The Job Center Workgroup and Advisory Committee coordinate efforts with local economic development organizations.*

*3.5.5. Workforce Information. A process exists to assure that all employers can obtain up-to-date, easy-to-understand information tailored to their needs on current and projected local work force availability and characteristics.*

## **2. Memorandum of Understanding**

See Appendix F for BOS Memorandum of Understanding with WIA mandated partners and Appendix G for the Memorandum of Understanding with the Alaska Native Coalition of Employment and Training.

The purpose of the Memorandum of Understanding (MOU) is to provide and improve employment and training services to Alaskans. The MOU between the Balance of State Local Workforce Investment Board (BOS LWIB) and WIA One Stop Partners is a requirement of the Workforce Investment Act of 1998. The MOU will establish guidelines for creating and maintaining cooperative working relationships. The MOU speaks to the vision the state embraces for services and the workforce development structure. Key sections of the MOU include:

### *Provision of Customer Services*

- *Guiding Principles*
- *WIA Mandated One Stop Partners*
- *One Stop Site Designations*

### *Services*

- *Core Services*

- *Intensive Services*
- *Training Services*
- *Services to Employers*

#### *Operations*

##### *A. STANDARDS FOR MANAGEMENT & PLANNING*

- *Programs*
- *Leadership*
- *Local Advisory Committees*
- *Planning*
- *Human Resources*

##### *B. STANDARDS FOR FACILITIES*

- *Job Center Name & Signage*
- *Common Entry*
- *Resource Room*
- *Accessibility Assessment and Plan of Correction*

##### *C. STANDARDS FOR SERVICE DELIVERY*

- *Organizational Requirements*

#### *Attachments*

- A. Confidentiality*
- B. Cross Referral*
- C. Resource Sharing*
- D. Dispute Resolution*

### **3. Certification and Oversight of One Stop Operators**

To date, Center management, data processing, marketing, training, performance measures and other operational issues and policy decisions have been made with the assistance of standing and ad hoc committees, with members from of all the partner agencies, as well as from other agencies both governmental and non-profit. During One-Stop implementation, a state-level steering committee governed the AJCN.

Each Job Center has established Advisory Committees to advise the staff on development and operations of the Job Center. This assures the satisfaction of employers and jobseekers with Job Center programs and operations. The Advisory Committees also provide recommendations to the Local Workforce Investment Board (LWIB) regarding the employment and training needs of the community.

By WIA implementation, Alaska anticipates having eight full service Job Centers across the state as well as more than a dozen satellite Job Centers where some, but not all of the services, will be available. In addition, a computer network, with standardized software, has been installed as an expansion of the state's Wide Area Network (WAN).

**C. Performance**

**1. Federal Guidelines on Use of Performance Measures:**

- Funding streams will determine who is counted in performance measures.
- Individuals who are co-enrolled in multiple funding streams are counted in each applicable measure.
- All youth that receive WIA services are registered.
- Adults and dislocated workers who receive core, intensive and training services beyond information and self-help services must be registered.
- Registrations are required for the following core services:
  - ◊ Staff-assisted job search and placement assistance, including career counseling
  - ◊ Staff-assisted job referrals
  - ◊ Job development
- Exit triggers counting outcomes except younger youth skill attainment measures
- All people who exit in the same quarter become part of an exit group
- Exiter means completion or inactivation date (hard exit) or 90 days with no WIA funded or partner services and not scheduled for future service except follow-up services
- Baseline measures using UI wage records (Adult, dislocated worker and older youth entered employment, retention, earnings and credential measures and younger youth retention rate) are based on last three quarters PY99 and first quarter, PY00
- Real-time measures (younger youth skill attainment, younger youth high school diploma or equivalent rate, and customer satisfaction) use time period beginning first quarter PY00 for Year One.
- UI wage records are the primary data source for entered employment, retention, and employment portion of credential rate and employment portion of younger youth retention rate.
- If information cannot be found in UI Wage records, reporters may use supplemental data
- UI wage records are the only data source for earnings change and replacement measures.

**2. Title I Programs**

Adult Performance Measures and How They Are Calculated

Customer Category	Measure	Qualifier, If Any	Computation Formula
Adult and Dislocated Workers	Entered Employment Rate	Of adults not employed at time of registration	# Who enter employment in Quarter after exit <b>divided by</b> # who exit during the reporting period

Adult and Dislocated Workers	Employment Retention Rate	N/A	# employed in 1st Quarter after exit and in 3rd Quarter after exit <b>divided by</b> # who were employed in 1st Quarter after exit
Adults	Earnings Change in 6 months	Of those employed in 1st Quarter after exit	Total post-program earnings (earnings in Quarter 2 + Quarter 3 after exit) <b>minus</b> Pre-program earnings (earnings in Quarter 2 + Quarter 3 before registration) <b>divided by</b> # adults who exit during the quarter
Dislocated Workers	Earnings Replacement Rate	Of those employed in 1st Quarter after exit	Total post-employment earnings (see above) <b>divided by</b> pre-dislocation earnings (see above). If dislocation date is after registration, use Quarters 3 + e prior to registration
Adult and Dislocated Worker	Employment and Credential Rate	Of adults and DW enrolled in training	# who were employed in 1st quarter after exit and received credential by end of 3rd quarter after exit <b>divided by</b> # who exit during the quarter
All Participants and Employers	Customer Satisfaction	Of those contacted	# satisfied with services <b>divided by</b> # responding
Youth/Adult	Age determination	N/A	Individual who is 18 at time of registration & received adult-funded services is counted in adult

			measures
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PERFORMANCE STANDARDS - BOS

**Program Year 2000**

<b>ADULT</b>	Standard	Actual	Achievement	Lower Limit
Entered Employment	65%		0%	52%
6 month retention	55%		0%	44%
6 month earnings change	\$2,500.00		0%	\$2,000.00
Credential attainment Rate	20%		0%	16%
<b>Dislocated Workers</b>				
Entered Employment	75%		0%	60%
6 month retention	65%		0%	52%
6 month earnings change	\$1,200.00		0%	\$960.00
Credential attainment Rate	11%		0%	9%
<b>Youth 19 - 21</b>				
Entered Employment	35%		0%	28%
6 month retention	50%		0%	40%
6 month earnings change	\$2,000.00		0%	\$1,600.00
Credential attainment Rate	25%		0%	20%
<b>Youth 14 - 18</b>				
Skill Attainment	51%		0%	41%
Diplomas or Equivalent Attained	20%		0%	16%
Placement and Retention	45%		0%	36%
<b>Customer Satisfaction</b>				
Employer	80%		0%	64%
Participant	80%		0%	64%
<b>Overall Achievement</b>			<b>0%</b>	

**Program Year 2001**

<b>ADULT</b>	Standard	Actual	Achievement	Lower Limit
Entered Employment	66%		0%	53%
6 month retention	56%		0%	45%
6 month earnings change	\$2,700.00		0%	\$2,160.00
Credential attainment Rate	21%		0%	17%
<b>Dislocated Workers</b>				
Entered Employment	76%		0%	61%
6 month retention	66%		0%	53%
6 month earnings change	\$1,250.00		0%	\$1,000.00
Credential attainment Rate	12%		0%	10%
<b>Youth 19 - 21</b>				
Entered Employment	36%		0%	29%
6 month retention	51%		0%	41%
6 month earnings change	\$2,200.00		0%	\$1,760.00
Credential attainment Rate	26%		0%	21%
<b>Youth 14 - 18</b>				
Skill Attainment	51%		0%	41%
Diplomas or Equivalent Attained	21%		0%	17%

Placement and Retention	46%		0%	37%
<b>Customer Satisfaction</b>				
Employer	81%		0%	65%
Participant	81%		0%	65%
<b>Overall Achievement</b>			<b>0%</b>	

**Program Year 2002**

<b>ADULT</b>	Standard	Actual	Achievement	Lower Limit
Entered Employment	67%		0%	54%
6 month retention	57%		0%	46%
6 month earnings change	\$2,900.00		0%	\$2,320.00
Credential attainment Rate	22%		0%	18%
<b>Dislocated Workers</b>				
Entered Employment	77%		0%	62%
6 month retention	67%		0%	54%
6 month earnings change	\$1,300.00		0%	\$1,040.00
Credential attainment Rate	13%		0%	10%
<b>Youth 19 - 21</b>				
Entered Employment	37%		0%	30%
6 month retention	52%		0%	42%
6 month earnings change	\$2,400.00		0%	\$1,920.00
Credential attainment Rate	27%		0%	22%
<b>Youth 14 - 18</b>				
Skill Attainment	52%		0%	42%
Diplomas or Equivalent Attained	22%		0%	18%
Placement and Retention	47%		0%	38%
<b>Customer Satisfaction</b>				
Employer	82%		0%	66%
Participant	82%		0%	66%
<b>Overall Achievement</b>			<b>0%</b>	

**D. Service Provision**

**1. Vendor Certification**

The Alaska Commission on Postsecondary Education currently authorizes post secondary education institutions to operate in the State of Alaska under Alaska Statute. The authorization process is comprehensive and thorough. Only those organizations exempt from authorization as defined in statute and regulation would be excluded from this review process. Under BOS vendor certification requirements, exempt organization will be required to provide information similar to that required in the authorization process.

The Authorization process includes:

1. Application for Institutional Authorization
  - Institutional Overview
  - Administration
  - Faculty/Staff
  - Facilities and Equipment

- Library and Learning Resources
- 2. Financial Reports
- 3. Statement of Assurances
- 4. Fire Safety Self Inspection
- 5. Certificate of Liability Insurance
- 6. Determination of Bonding Liability or
- 7. Assignment of Negotiable Instrument
- 8. Authorization for Release of Credit Report
- 9. Completion Worksheet (Standard rate of Student Completion)
- 10. Placement Worksheet (Standard rate of job placement)
- 11. Sources of Funding Worksheet
- 12. Site Visit
- 13. Fee for Service

The Exemption Criteria is as follows:

A postsecondary educational institution operating in the State of Alaska must be authorized to operate by the Alaska Commission on Postsecondary Education (ACPE) or specifically exempted from authorization. Some institutions may qualify for a statutory exemption from Authorization. These exemptions include:

Instruction provided at a level from preschool through grade 12 including preparation for general equivalency diploma examinations;

- A program operated by the United States;
- A program that does not offer educational credentials and is provided only to prepare individuals to take graduate examinations; and
- A program that does not offer educational credentials and is only avocational or recreational in nature.

Other types of exemptions may require further review by the Commission. Institutions seeking these exemptions must apply through the Commission. These exemptions are:

- A program operated by a state or a political subdivision of a state;
- Instruction sponsored by a bona fide trade, business, labor, professional, or fraternal association or organization, recognized by the commission, and conducted only for that association's or organization's membership;
- Nonprofit postsecondary educational institutions offering undergraduate or graduate educational programs, from a facility in this state, that are acceptable for credit toward an associate, bachelor's, or graduate degree. Non profit means an organization that is exempt under 26 USC 501(c)(3);
- A program that is provided without a fee, other than the actual cost of materials, to students;
- A program that does not offer education credentials;
- A short course of study that is no more than 10 days or 80 hours in duration;
- A program offered within the state by an out-of-state institution that is authorized to operate by the state in which it is located and is nationally or regionally accredited;

- A program or institution that is regulated by another agency or political subdivision of the state regarding the quality of course contents, facilities, and operation.

Following is the Vendor Certification Guideline

#### YEAR ONE

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Current vendors on the Approved Vendor list shall be grandfathered in to the new WIA Approved Vendor List for the first 12 months of service.

All vendors will be requested to immediately provide:

- Notice of authorization or exemption
- Performance Information
- Cost Information

#### YEAR TWO

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If the Vendor is authorized to operate by ACPE, the Vendor shall be automatically approved after supplying the following information:

- Notice of Authorization
- Copy of Authorization Packet
- Performance and Cost Information (Forms provided by AKDOL)

If the Vendor is exempt from Authorization as defined in statute, the Vendor shall provide the following:

- Letter of exemption from ACPE
- Performance Information
- Certification Packet containing:
  1. Administration
  2. Facilities and Equipment
  3. Evidence of liability insurance
  4. Admission policy and regulation
  5. Tuition, payment and refund policies and procedures
  6. Description of minimum entrance requirements
  7. Description of minimum requirements to enter field of employment
  8. Enrollment contract

#### Out of State

If the Vendor provides services outside the State of Alaska, the Vendor shall provide :

- Certification, accreditation or authorization from state of origin
- Performance and Cost Information (Forms provided by AKDOL)

or

- Certification Packet as described above
- Performance and Cost Information (Forms provided by AKDOL)

## **2. Vendor Lists**

The BOS intends to grandfather in those vendors currently operating in the State of Alaska for the fiscal year (FY) 2001. A list will be maintained in Department of Labor and Workforce Development Job Training for the initial year of WIA. During Year One, the above noted certification process will be implemented and a list of authorized and certified vendors will be distributed to One Stops Centers throughout the state at the start of year two (FY 2002). The Alaska Commission on Postsecondary Education currently maintains (as required by Alaska Statute), a comprehensive list of authorized institutions statewide. The Alaska Commission on Postsecondary Education authorized school list will be the primary vehicle for dissemination of information and a secondary list of certified vendors will also be maintained and provided to all One Stops annually.

## **3. Individual Training Accounts**

Informed customers are a hallmark of a customer-oriented model of service delivery. As a means of maximizing the effectiveness of our resources in the Balance of State, we will integrate a customer oriented, customer choice model with Individual Training Accounts (ITAs) for those customers who are most appropriate for services under an ITA.

Staff from the BOS Local Workforce Investment Boards (LWIB) and One-Stop Centers will assist eligible customers by coordinating with eligible training providers. Alaska, as a leader in customer choice, has several models established for Individual Training Accounts. Currently, a pilot project utilizing state funds (STEP) is being initiated in three locations (Kenai, Bethel and Juneau) to pilot ITA's in concert with a strong marketing effort towards employers.

The client must receive at least one "core service" and at least one "intensive service" before he or she may be considered eligible for training. When assessment indicates that training is appropriate, the case manager will provide the adult customer with a copy of the state's eligible vendor list of those providers who offer the approved training program and are approved to serve WIA clients. The customer also will receive vendor performance and cost information for each training provider on the list. The customer will select the vendor of his/her choice from the list and negotiate directly with the vendor of his or her choice. When the customer notifies the counselor of the cost of training, the counselor will issue a voucher in that amount to the customer. The customer will deliver the voucher to the selected vendor. Vouchers will to be issued at the job center office where the customer is being served.

In an effort to, again, maximize the leverage of similar benefits, a referral for Pell Grant benefits will occur. Also, the BOS LWIB will review various funding limits that have been established by individual agencies. These practices will guide the State in setting limits for ITAs. In the future, with additional experience in operation of a statewide ITA system, the State may choose to modify its position on funding limits for ITAs and require other policy decisions through plan modification.

The ITA must be used for the purchase of training services as a rule. Training may also be provided under contract for the following exceptions:

- there is insufficient training available in the area or
- a community based organization in the area offers a special and effective program targeting special populations with multiple barriers to employment
- On-The-Job training (OJT) or customized industry -specific training for a class of employees needing skill upgrades or new skills to retain employment or accomplish wage progression.

#### **4. Services for Adults and Dislocated Workers**

Core, intensive, and training services for **Adults and Dislocated Workers** will be available through the One Stop/Alaska Job Center service delivery system, and through sites that are not themselves one stops but that are electronically connected to the one-stop system. (See description of services in Section II General Plan Requirements, B. One Stops) In the case of the dislocated worker, close partnerships have been formed with the Trade Act Adjustment (TAA) Coordinator, Vocational Counselors, and Vocational Rehabilitation. Staff will also provide counseling services through correspondence and travel to clients in conjunction with electronic connectivity when viable.

Although adult customers of the workforce investment area may select appropriate training from any provider on the state's eligible vendor list (including training sites outside the workforce investment area and/or outside the State of Alaska), the local workforce investment board may limit the amount of travel expenses to and from the training. If a comparable course is available within the state and/or workforce investment area, travel expenses may be limited to the amount it would cost the adult customer to travel to the nearest comparable training site.

Each request for travel expenses to training outside the workforce investment area will be evaluated individually. Staff will make a recommendation to the Program Manager for additional travel expenses based upon:

- the needs of the customer,
- potential impacts on the customer's success because of cultural, family or other personal factors,
- potential cost savings in living expenses the customer may realize by attending training in a distant location, or,
- any other customer-related issues that would influence the travel expense decision.

At a minimum, payment of travel costs will be allowable to and from a non-workforce area training site if those costs are less than or equal to the amount required for the adult customer to travel to the nearest comparable training site. Travel costs are considered a supportive service and are subject to cost limits described below. The amount of travel allowed for an individual customer will be based upon the recommendation of the case manager. Any exceptions to travel cost limits will require a recommendation with justification from the case manager and must be approved by the program manager.

**State Training and Employment Program**

In addition to federal funding, adult program services will be provided to eligible unemployed adults through the State Training and Employment Program (STEP). STEP funds are acquired as a statutory contribution from employees through payroll deduction. These funds are sent to the Employment Security Division and comprise the unemployment insurance pool fund and the STEP fund. These funds traditionally have been allocated to and administered by the Service Delivery Areas and are used to supplement the federal contribution to employment and training services for the state's unemployed job seekers. The Local Board does not know the exact amount of funding that will be available for Program Year 2000, but expects an amount comparable to the funding it received in Program Years 1998 and 1999.

The BOS LWIB has a stellar performance history in getting STEP clients back to work. The BOS LWIB continues to believe that STEP employment and training funds are best spent at the local workforce investment area level and expects to continue its service to eligible unemployed job seekers with STEP funds. STEP funds are a vital component of the adult services funding package. With formula driven cutbacks in the allocation of WIA funds to the local area, the local program would be hard-pressed to meet the ever-growing demands of adult job seekers without the STEP allocation.

The training of incumbent workers is another program priority under the Workforce Investment Act. The BOS LWIB will focus STEP funding from the state for the services to incumbent workers.

**Senior Community Service Employment Program (SCSEP)**

SCSEP provides part time community service assignments for low-income individuals who are 55+. The SCSEP is in the process of working with the One-Stop job center staffs to provide services in all full service job centers. The SCSEP will coordinate services with workforce partners to provide direct services to mature job seekers, recruit for community service assignments, identify needed supportive services, and transition SCSEP enrollees into unsubsidized employment. The SCSEP will provide on-going training and information to One-Stop job center staff older workers issues and the Federal Discrimination in Employment Act.

**Alaska Division of Vocational Rehabilitation (DVR)**

Within the Alaska Department of Labor and Workforce Development, DVR is the designated state unit to administer the Vocational Rehabilitation services within the WIA system. DVR participates in the One-Stop Delivery system by assigning full-time Vocational Rehabilitation Counselors and support staff in several one-stop locations. In areas where Vocational Rehabilitation Counselors are not assigned full-time, the agency provides services by assigning counselors to travel to one-stop offices on a regular basis. Persons with disabilities are individuals with a documented physical or mental impairment that is a barrier to their ability to gain, train for, or retain employment. Persons with disabilities are presumed to benefit from services provided in a One-Stop service delivery system. All partners within the One-Stop Centers will provide employment-related services to applicants that are disabled. DVR will provide vocational rehabilitation services to individuals who need comprehensive rehabilitation planning and service delivery in order to reduce barriers to employment. Examples of DVR

services include but are not limited to work adjustment training, job coaching, restorative services, direct placement and guidance and counseling services.

### **Adult Basic Education Program**

The 13 Regional **Adult Basic Education Programs** in Alaska are located in each of the regions' most populated communities. The programs' integration with One-Stop job centers varies. The Human Resource Company in Wasilla administers the job center, JTPA, and Adult Education and is fully integrated, but some programs have only just begun to develop memoranda of understanding with job centers. In some areas, there is no job center. All ABE directors have some connection with job center staff and all programs encourage referrals.

### **Wagner-Peyser**

The **Wagner-Peyser programs (W-P)** are full partners in the Alaska One-Stop system. Through our offices, staff and Internet-based labor exchange (AJB and Alaska's Job Bank) core employment services, resource rooms, labor exchange activities and job training are provided. ESD is also prepared to provide appropriate intensive services to W-P targeted populations, such as veterans, UI claimants, dislocated workers, Welfare-to-Work (WtW) clients and job seekers with disabilities.

In addition to other assistance under Rapid Response and Dislocated Worker programs, the ESD operates the Re-employment Services component of the WPRS program for the state agency. Early identification and contact with dislocated and other unemployed workers provides an excellent opportunity to promote and facilitate the many benefits available to laid off workers.

## **5. Services for Incumbent Workers**

With the greater emphasis and allowances under WIA for services to participants while employed, there will be a wider variety and much greater focus for services to individuals currently in the workforce. This includes on-going access to core, intensive and training services so employees have attainable resources for continued professional development and increased earnings. One-stop centers will provide many of the core services on-site as previously listed. In addition, for those eligible clients needing more services, a variety of services such as skills upgrades and/or on-the-job training (OJT) options will be available. Staff will also work with clients individually to overcome obstacles that surface after employment placement is achieved such as day-care, transportation and/or resolving other issues that may affect job retention.

Staff will place a greater emphasis on directly partnering up with these employers and employee to identify what specific areas require services and address them on a case by case basis. In addition, where services are contracted, staff will work with vendors to insure the same emphasis to incumbent workers.

## **6. Services for Youth**

The newly formed Youth Council will be responsible for developing a BOS Youth Plan that will encompass planning activities within each region of the BOS service delivery

area. It is Alaska's intent to enhance and reinforce currently established local resources that will help Alaska's youth prepare for careers or further education. The Balance of State (BOS) Local WIB has focused considerable resources on rural service provision in the past. The programs have experienced significant success and can provide a foundation for growth for expanded programs under the WIA. Capacity building within individual communities is an initial step in developing youth potential for a future in the State and in the global economy. In the remote rural areas where electronic connection is not yet available, staff working in the region where the client resides will work directly with these clients, local community and vendors contacts to enhance services. This may include providing assistance through specific correspondence, on site visits and/or extra phone contact to address their needs. It may also involve helping to identify a local computer site where client access is viable so the electronic connections can eventually occur. The ultimate goal is to create and maintain a seamless continuum of educational and career development opportunities and incentives that would assist youth in selecting, pursuing and obtaining careers that result in self sufficiency.

The State of Alaska envisions an opportunity rich environment that provides ongoing support and resources to assist our youth in making life choices that maximize their options in the job market of today and the next century. Services will include academic, occupational, vocational, work readiness and life skills training to enable our youth to contribute effectively as productive members of Alaska's economy.

Resources available to help youth make positive life choices include parents and community based organizations, youth programs, schools and School to Work (STW) partnerships, civic activities, arts programs, apprenticeships and internships and entry level employment opportunities.

Continued commitments among partner agencies, including Alaska's local school districts and the Alaska Department of Education and Early Development, will enhance the expansion of programs that are working now. The School to Work (STW) program is part of the relatively new Career Pathway program in the schools. The program focus is to provide the knowledge and choices available to youth to increase their basic life skills. The Career Pathways initiative in schools provides more industry and career specific education and learning opportunities for students of all ages. The State Board, JTPO, and STW have partnered to initiate the Alaska Business Education Compact to provide employers, schools and students technical assistance to develop and sustain employer-education connections.

Recognizing the need to invest in our youth today for tomorrow's workforce has meant setting and improving academic standards in the schools. In 1997 the Alaska Legislature enacted a law that requires all Alaska high school students to pass an examination in reading, writing, and mathematics before they can receive a high school diploma. Students must pass the High School Qualifying Examination, in addition to completing all course requirements, to earn a high school diploma. Students who do not pass the examination will receive a certificate of attendance. High schools across the State will develop courses and alternate instructional programs for students who fail a portion of the examination. The courses will be designed to make sure students learn the essential knowledge measured on the examination. Rather than a short term

intervention, the WIA now provides the mechanism to afford youth the resources in their region, community, or neighborhood to access individualized services that meet their needs over a longer period of time. While the level of service throughout the State is dependent upon funding, BOS has the ability to expand on the current system and make all ten of the required program elements available in our workforce investment area. These ten elements include:

- Tutoring, study skills training and instruction leading to high school completion, including dropout strategies
- Alternative secondary school services
- Summer employment opportunities directly linked to academic and occupational learning
- Paid and unpaid work experiences, including internships and job shadowing
- Occupational skill training
- Leadership development opportunities
- Supportive services
- Adult mentoring for the period of participation
- Follow up services for not less than 12 months after the completion of the participant
- Comprehensive guidance and counseling

The BOS LWIB, through the Youth Council, will also be concentrating their efforts on addressing our "out of school" youth. Vendors statewide have previously experienced considerable success in serving this targeted population. This success rate should continue under WIA.

**7. Service Eligibility**



**8. State Definition of Low Income Eligibility**

The State established the following guidelines consistent with the proposed federal regulations when adult funds have been determined to be limited. Priority for intensive and training funds when limited will be given to recipients of public assistance and other low income individuals. In Alaska, low income individuals include all individuals whose

annual income is less than 200% of the poverty line and require assistance to achieve self sufficiency.

## **9. Priorities of Service**

Each individual found eligible for service will have equal consideration for funding. Levels of funding support may be adjusted based upon the assets of an individual's reserves and options.

## **10. Rapid Response Efforts**

Alaska continues the process of clarifying how the Rapid Response effort will be executed under WIA. A memorandum of understanding is currently being negotiated, that will clarify the roles of the various Rapid Response partners. The Alaska Workforce Investment Office (AWIO) will be responsible for coordinating and responding to layoffs of 35 or more in the Balance of State. Layoffs of less than 35 people will be responded to on a local level. Local response to layoffs will consist primarily of pre-layoff assistance and early intervention. Through One Stop offices, our staff are in an advantageous position to respond rapidly to needs throughout the SDA, and through this form of local presence, to learn about them in the first place.

AWIO is planning a training effort that will provide One Stop staff with an understanding of the circumstances of job loss, techniques and strategies for working with employers, labor organizations and the workers.

### **Local Response**

Response to layoffs will consist primarily of pre-layoff assistance and early intervention. Through One Stop offices, our staff are in an advantageous position to not only respond rapidly to needs throughout the SDA, but also through this form of local presence, to learn about them in the first place.

Delivery of widespread outreach - Such outreach is accomplished after initial contact with the employer from whom a list of affected employees is obtained. Each One Stop office contacts all affected employees in its respective region, to provide information about the program and available services.

On-site meetings will be arranged through the employer, union or labor management committee. All appropriate service agencies will be coordinated to provide pertinent information.

## **11. Customer Satisfaction Survey**

BOS LWIB is currently developing a Customer Satisfaction Survey that will be completed by July 1, 2000 that will embrace the required elements per the Federal guidelines and additional elements as required by the BOS LWIB.

## **E. Administrative Processes**

### **1. Fiscal Agent**

The Alaska Department of Labor and Workforce Development (AKDOL) shall be the fiscal agent for the Balance of State Local Workforce Investment Board. The AKDOL encompasses a majority of programs mandated to participate in the One Stop environment, including Title One programs, Employment Services (Wagner Peyser), Unemployment Insurance, Vocational Rehabilitation, Veteran's Services and Adult Basic Education. The AKDOL played a key role in the implementation of One Stops in Alaska.

The AKDOL Division of Administrative Services oversees all fiscal functions. Extensive policy and procedural guidance is provided by the Division for all administrative transactions and available upon request for review. As a state agency, the Budget is subject to review and approval by the Budget Section of the Office of Management and Budget, Office of the Governor, and then yearly submission to the Alaska State Legislature for their review and final appropriation. The internal or operational budget is established within the limits of authority by program and cost category. Funds cannot be expended under these categories until the funds are appropriated by the Legislature. The Governor approves and signs the appropriation bill, an Interagency Service Agreement is negotiated and signed between the BOS and JTPO (Grant Document) and the State Accounting System establishes authority and records the appropriate program accounts. Separate account and collocation codes for each title, cost category, line item category as well as regional office identifiers are built into the budget system.

In carrying out the intent of the plan, the administrative and program functions for the Balance of State are organized within the Division of Employment Security, Job Training. The core management structure is organized as a unit within this Division. There is a central planning and program management office located in Juneau. This is staffed by administrative and clerical staff who provide program management functions and board support.

Regional staff within One Stops are organized to provide certain direct services to clients and responsive program administration within each of their respective districts. Most of these regional offices are also involved in the administration of other human services/community development and technical assistance programs offered by the Department.

### **2. Competitive Process**

Policy of Competition - All grants and contracts shall be solicited and administered in compliance with AKDOL approved policy and procedure. All procurement transactions conducted by the AKDOL will be conducted in a manner providing maximum competition, while also maximizing responsiveness to the needs of program participants.

Selection procedures/method of evaluation - The AKDOL identifies and selects service providers in several ways. The primary method is a competitive solicitation process through issuance of Requests for Proposals (RFP). In addition, AKDOL selects service providers through its Industry Specific Initiative, Subgrant Renewals, Special Solicitations and Direct Acquisition of Services.

Code of Conduct - PIC/LWIB by laws and the State Ethics Code will be adhered to with regard to Conflict of Interest.

Request for Proposals (RFP) - Respondents to RFPs must provide in their proposal, information regarding their previous experience and performance in the operation of employment and training programs and a description of their fiscal and program management systems. This information, along with the proposed services, costs and proposer's potential to meet or exceed the required performance results, is evaluated and scored during the proposal review process.

#### Ensuring Direct/Equitable Access

AKDOL will require all eligible providers to use the same application process, which will be judged by the same review and scoring criteria.

#### Announcement of Availability of Funding

AKDOL will publish a notice of availability of funding in the major newspapers in the State and on the AKDOL Web site.

## **F. State Requirements**

The State Workforce Investment Board has issued an Appointment Criteria for Establishing a New Local Workforce Investment Board (available on the AHRIC Website). The former Statewide Service Delivery Area Private Industry Council (PIC) requested that the PIC be grandfathered as the new Local Workforce Investment Board. Nonetheless, there is a continuing effort to ensure that the PIC/LWIB meets the spirit of the Workforce Investment Act through expeditious appointments to the new board. These new appointments shall meet the requirements in the federal law, as well as the state requirements noted in the Appointment Criteria for Establishing a New Local Workforce Investment Board. The SWIB mandates that the LWIB meet the federal criteria, as well as ensuring the following membership:

### **1. ANCET Membership**

The Alaska Native Coalition of Employment and Training are key partners in the provision of services in Alaska. Innovative, culturally appropriate service provision by local entities is key to success particularly in rural Alaska. Additionally, ANCET organizations bring a local perspective, community commitment and additional funding to serve our mutual clients. Local board membership must include at least two representatives of locally operated Alaska Native Employment & Training Organizations who are supported by federal JTPA/WIA funding. ANCET nominations have been solicited and the Governor's Office of Boards and Commissions is currently processing the nominations that have been submitted.

Following are the organizations that comprise the Alaska Native Coalition of Employment and Training as of November 10, 1999:

- Aleutian/Pribilof Islands Association (APIA), serving the Aleut Region as defined by the Alaska Native Claims Settlement Act (ANCSA).
- Arctic Slope Native Association (ASNA), serving the ANCSA Arctic Slope Region outside of the community of Barrow.
- Association of Village Council Presidents (AVCP), serving the ANCSA Calista Region outside of the community of Bethel.
- Bristol Bay Native Association (BBNA), serving the ANCSA Bristol Bay Region.
- Chugachmiut, in a consortium with the Copper River Native Association (CRNA), serving the ANCSA Chugach and Ahtna Regions.
- Cook Inlet Tribal Council (CITC), serving selected communities in the portion of the ANCSA Cook Inlet Region within the geographic service area of the Statewide WIB.
- Kawerak, Inc., serving the ANCSA Bering Straits Region.
- Kenaitze Indian Tribe, serving the Kenai Peninsula outside of the communities served by CITC.
- Kodiak Area Native Association (KANA), serving the ANCSA Koniag Region.
- Maniilaq Manpower, Inc., serving the ANCSA NANA Region.
- Metlakatla Indian Community, serving the Annette Islands Reserve.
- Native Village of Barrow, serving the community of Barrow.
- Orutsararmuit Native Council (ONC), serving the community of Bethel.
- Tanana Chiefs Conference (TCC), serving the ANCSA Doyon Region.
- Tlingit Haida Central Council (CCTHITA), serving the ANCSA Sealaska Region.

## **2. Conflict of Interest Policy**

Following is the Conflict of Interest Policy currently contained in the Balance of State Local WIB By-Laws. The current By-Laws are under review by a By-Laws Committee of the Board and may be altered.

**BYLAWS**  
**ALASKA STATEWIDE PRIVATE INDUSTRY COUNCIL**  
**Approved April 7, 1988**  
**Last Amended August 31, 1998**

ARTICLE III. MEMBERSHIP

***N. CONFLICT OF INTEREST:***

1. Members or groups of members of the Council may from time to time have a direct or indirect interest in matters of funding, proposals, or other matters being considered by the Council. Any member or members with such direct or indirect interest shall make a disclosure to the Executive Committee prior to the meeting at which such matters will be discussed.

2. The Council shall make a determination as to the propriety of the member or members with such direct or indirect interest to make motions, participate in discussions, or vote on the matter involved.

3. None of the foregoing conflict of interest section removes the right of any Council member to participate in public discussion of the specific question involved.

4. The minutes of the Council shall indicate if any member or members have revealed a direct or indirect interest on matters being considered by the Council and what participation was determined to be appropriate.

5. If a PIC member (or any organization which that member directly represents) applies for funds from the Statewide Service Delivery Area (SDA), the SDA shall be notified of the potential conflict of interest. SDA staff will record this notice, along with reasons why the application is in the public's best interest. This notice and justification shall be presented to the PIC and recorded in the minutes.

### III. Assurances

1. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development 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. (§ I 12(b)(I 1).)
2. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures, to the extent feasible based on funding levels, that the adult and youth Funds received under the Workforce Investment Act will be distributed equitably throughout the Workforce Investment Area and that no areas will experience significant shifts in funding from year to year. (§ I 12(b)(I 2)(B).)
3. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, to the extent practicable. (§ I 12(b)(I 7)(B).)
4. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that it will comply with the confidentiality requirements of section 136(f)(3).
5. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§ 1 8 1 (b)(7).)
6. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development 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 ((§ 1 88.))
7. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§ 1 85.).
8. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which 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 Alaska Department of Labor and Workforce Development 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 Nonconstruction Programs
    - 29 CFR part 31, 32 --Nondiscrimination and Equal Opportunity Assurance (and regulation)
    - 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.
9. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
10. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development 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 I 00 1.
11. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees.
12. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.
13. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653.

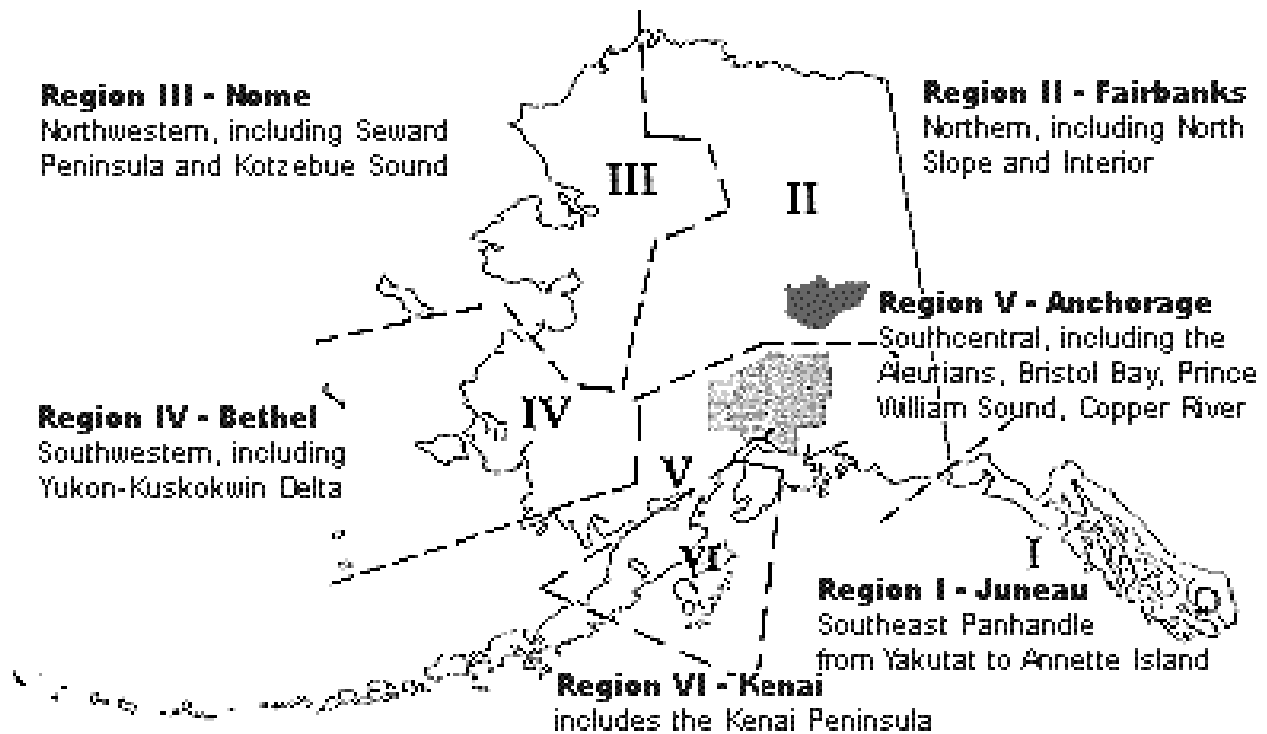
14. The Balance of State Local Workforce Investment Board has developed this Plan in consultation with the local elected official, Workforce Investment Act mandated partners, the business community, labor organizations and other partners.

15. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29USC794) and the American's with Disabilities Act of 1990 (42 USC 12 1 01 et seq).

16. The Balance of State Local Workforce Investment Board and the Alaska Department of Labor and Workforce Development assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

IV. REGIONAL PERSPECTIVES

**A. Map of Regions**



According to the Alaska Department of Labor Estimate, Alaska's population was approximately 622,000, with median age of 32. The largest population in Alaska is White (74%), with median age of 34. The Alaskan Native population in the same period approximately 17% of the total population, with median age of 23.2. The Alaskan Native is Indian, Eskimo, or Aleut. The remaining 9% represent other ethnic groups. 317 Alaskan communities were counted in the 1990 Census. 55% or 173 of these communities have more than a 50% majority of American Indian, Eskimo and/or Aleut population. Communities having a Native Alaskan majority and a population of more than 1,000 are Barrow, Bethel, Dillingham, Kotzebue, Metlakatla, and Nome.

## **B. Regional Planning and Coordination**

The Balance of State Local Workforce Investment Board (BOS LWIB) represents all of the State of Alaska, except for the Anchorage/Matanuska-Susitna boroughs. This translates in to a multi-region representation of areas that are diverse culturally and geographically. It was immediately evident that there was definitive need for regional input in the five-year strategic planning effort. Four of six regions have at least one full service One Stop Center (Alaska Job Center), supported by a Local Advisory Committee. Support staff of the BOS LWIB, working in concert with a member of each Alaska Job Center Local Advisory Committee, met with the Local Advisory Committee, Job Center staff, Chamber of Commerce and Rotary representatives, potential candidates for the Local Advisory Committee and interested employers. Meeting sites were identified as Job Centers in which a Local Advisory Committee was formed or in the process of formation and dates were as follows:

1/13/00	Juneau – Region I
1/14/00	Ketchikan - Region I
1/19/00	Fairbanks – Region III
1/20/00	Kenai – Region VI
1/21/00	Bethel – Region IV

Only two regions were not reached in that both are currently developing Local Advisory Committees. The BOS LWIB staff intends to meet with these two regions prior to implementation.

Each meeting included a presentation of the Workforce Investment Act and it's impact on a state, region and local level. Local Advisory Committees were encouraged to:

- Foster community dialog about jobs, job training and job placement
- Provide input from business and community leaders to enhance responsiveness to business needs
- Serve as a liaison for the Job Center to business
- Advise the Job Center on development and operations
- Assure satisfaction of employers and job seekers in the One Stop through use of Customer Satisfaction Surveys
- Provide recommendations to the BOS LWIB regarding employment and training needs in the local area

Participants in the presentations made recommendations to BOS LWIB staff regarding technical assistance that staff can provide over the first year of strategic planning.

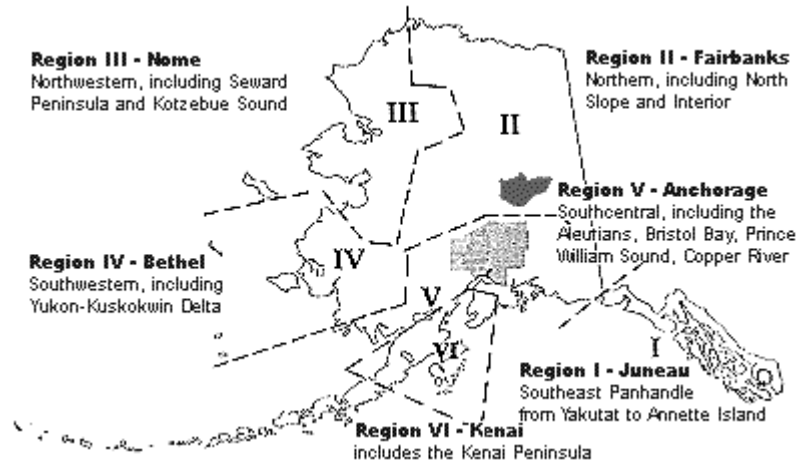
Recommendations included:

- Provide LAC's with demographic information specific to the local region or area
- Provide strategic planning assistance to LAC
- Provide additional training in WIA requirements and ramifications
- Assist in facilitating common applications and shared information systems
- Provide publicity on a statewide basis that supports local efforts
- Provide training materials to staff to provide more outreach

**Region I Southeast Alaska**

Communities Served

- Angoon
- Cape Pole
- Coffman Cove
- Craig
- Elfin Cove
- Game Creed
- Gustavus
- Haines
- Haines Borough
- Hoonah
- Hydaburg
- Hyder
- Juneau
- Kake
- Kasaan
- Ketchikan
- Ketchikan Gateway
- Klawock
- Klukwan
- Kupreanof
- Metlakatla
- Meyers Chuck
- Pelican
- Petersburg
- Point Baker
- Port Alexander
- Port Alice
- Port Protection
- Saxman
- Sitka
- Sitka Borough
- Skagway
- Tenakee Springs
- Thorne Bay
- Whale Pass
- Wrangell
- Yakutat



**ALASKA JOB CENTERS AND LOCAL ADVISORY COMMITTEES**

Both Juneau and Ketchikan have Job Centers that have been operating since 1997. Petersburg and Sitka have Satellite Job Centers.

**Juneau Job Center**  
**10002 Glacier Hwy, Suite 200**  
**Juneau, AK 99801-8569**  
**Phone: 465-4562 Fax: 465-2984**

**JUNEAU Local Advisory Committee**

Brakes, Eddie	Employment Training T & H
Craig, Chuck	UAS-Diesel Dept.
Dailey, Jackie	Goldbelt Inc.
Davidson, George	Juneau Chamber of Commerce
Decker, Joan	Glory Hole
Kinzie, Heather	Div. Of Personnel
Mosher, Mike	ABG Bus Lines
Paul, Robin	Juneau Empire
Stewart, Jackie	Juneau Small business Development Center
Wakefield, Jim-Chairman	Powell Realty
Weiland, Jim	JEDC
Young, Paul	SEARHC
Support Staff	
Charlotte Stanbery	DHSS-DPA-SRASMO (JJC staff)
Darlene Tyson	SERRC-work search
John Osborne	Voc Rehab. (JJC staff)
Joy Lyon	NAEYC - SEA
Mary Hymer	JTPA (JJC staff)
Michael Hutcherson	Department of Labor (JJC staff)

**Ketchikan Job Center**  
**2030 Sea Level Drive Suite 220**  
**Ketchikan, AK 99801-6073**  
**907-225-3181**

**Ketchikan AHRIC/advisory Board**

Vera Plumb	IBEW
John Harrington	Apartment Manager
Steve Kinney	University of Alaska Southeast
Donna Gellings	Plaza Management
Patty Barnes	Probation Officer .& School Board Member
Maggie Sarber	Ketchikan Gateway Borough Representative
Ketchikan Support Staff	
Joanna Hendricks	Ketchikan Employment Service Mgr.
Linda Dawson	Public Assistance Mgr.
Jane Pringle	Vocational Rehabilitation
Peri Shapansky	Career Transition Unit
Joan Knittle	Adult Education
Penelope Goforth	Ketchikan PIC member
Ralph Mirsky	School to Work Coordinator
Gwenda Stewart	Ketchikan General Hospital
Bess Clark	Community Connections

Sitka and Petersburg Job Centers are satellite centers that do not currently have Local Advisory Committees.

Petersburg  
 102 Haugen Drive  
 P.O. Box 389  
 Petersburg, AK 99833-0389  
 Phone: 772-3791 Fax: 772-3697  
[Petersburg\\_AES@labor.state.ak.us](mailto:Petersburg_AES@labor.state.ak.us)

Sitka  
 304 Lake Street - Room 101  
 Sitka, AK 99835-7563  
 Phone: 747-3423 Fax: 747-7579  
[Bonnie\\_Richards@labor.state.ak.us](mailto:Bonnie_Richards@labor.state.ak.us)

**Regional Information**

The population in Southeast is 75,287. There has been a loss of population in Sitka, Wrangell, Petersburg, Skagway, Hoonah and Angoon. The fastest growing population cohort is Senior Alaskans.

The Southeast region had an overall decline, with a natural increase of 595, and a net migration of -1,052. Population loss from the closure of the Ketchikan pulp mill, lower levels of timber harvesting and a contraction of the private sector contributed to the decline. Only Juneau and Haines grew, primarily due to natural increase.

<b>Area Name</b>	<b>July 1999</b>
Haines Borough;	2,475
Juneau City/Borough	30,189
Ketchikan Gateway Borough	13,961
Outer Ketchikan census subarea	166
Metlakatla Indian Community (MIC)census subarea	1,537
Sitka City/Borough	8,681
Prince of Wales-Outer Ketchikan Census Area	3,823
Wrangell-Petersburg Census Area	7,137
Yakutat City/Borough	729

**Unemployment Information:**

	<u>1998 Yearly</u>	<u>1999 approx</u>
Haines Borough	9.9	9.9 approx
Juneau Borough	5.2	4.8 approx
Ketchikan Gateway Borough	7.2	7.05
Prince of Wales/Outer Ketchikan	11.71	11.23
Sitka Borough	5.1	4.8
Skagway-Hoonah-Angoon	7.7	6.56
Wrangell-Petersburg	8.6	8.3
Yakutat	12.1	7.7

**Southeast Economic Forecast:**

Southeast employment is forecast to drop slightly. Although some industries are expected to post job gains, reduced timber harvests will continue to affect the economy in Southeast. Job losses are expected in the forest products, government and transportation sectors. Job gains will come from services, seafood processing and retail trade. Tourism will continue to be a significant boost to many sectors of Southeast's economy. However, public sector job losses and low timber harvest levels are likely to carry the region's job losses.

Services will continue to grow:

Growth in service employment is expected to continue. The additional jobs are likely to come from amusement and recreation services, health services and business services. Modest employment growth should take place in social services. Employment at hotels and motels should remain stable. Business services employment is likely to increase.

Retail should regain some lost ground

The Ketchikan Wal-Mart and the increase in Southeast tourists should bring some retail growth.

Mining will provide some job growth

Mining will continue to be a stable employer in Southeast. Incremental job gains from Greens Creek and the smaller mines are expected.

Construction could gain some jobs in 2000

Construction employment remained flat during 1999. Although residential construction continues to be strong, job losses in heavy and special trades construction will restrict growth in overall construction employment. The outlook for heavy construction employment could change if work begins on the Southeast Transportation Plan.

Positive signs for manufacturing in 1999

Manufacturing employment is expected to increase. Seafood processing will drive the increase.

The timber industry will continue to lose jobs in Southeast, largely due to residual effects from the closure of the Ketchikan Pulp Mill and the L-P Sawmills in Ketchikan and Metlakatla. Low prices for lumber and increased competition from Canada, Russia, and other countries will continue to pressure logging companies.

Transportation in for a rough ride

Transportation employment is expected to decline. The declines will come primarily from air transportation, but water transportation could lose jobs as marine cargo handling remains slow in response to reduced logging levels. The air transportation sector will lose jobs from the closure of AirOne and Taquan. Demand for flights has decreased, especially in rural areas. The service reduction in regional air carriers and reduced

logging levels are expected to cause a further decline in transportation employment in 2000.

#### Finance sector should hold steady

Employment in finance, insurance and real estate is expected to remain flat for the forecast period. Incremental job losses will come from bank closures and reductions in Native corporation employment, but overall employment levels should not vary significantly for the next two years.

#### Public sector employment will continue to decline

Government is projected to be the region's largest job loser during the forecast period. State government employment will begin to show the effects of recently implemented budget cuts. Reductions in state government spending will ripple into local governments that depend on state funding, and local government employment could see a drop as well. Federal government employment should also decrease as the Forest Service continues to downsize. Some of the job losses will be in response to reduced timber harvests.

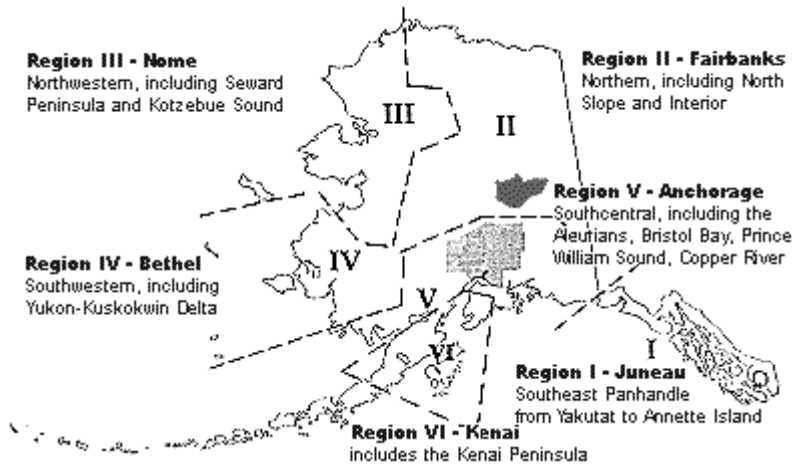
#### Summary

Southeast should experience small decreases in employment for the next two years. Government employment is likely to drive the decline as reductions in federal employment and potentially significant cuts in state government spending reduce the number of public sector jobs. Continued growth in services, positive signs in the retail market and solid tourist seasons should provide some employment gains for the Southeast economy.

**Region II North Slope, Interior Alaska and Fairbanks**

Communities Served

- Allakaket
- Anaktuvuk Pass
- Anderson
- Arctic Village
- Atkasuk
- Barrow
- Beaver
- Bettles
- Birch Creek
- Cantwell
- Central
- Chalkyitsik
- Chicken
- Circle
- Deadhorse
- Delta Junction
- Dot Lake
- Dry Creek
- Eagle City
- Eagle Village
- Evansville
- Fairbanks No. Star Borough
- Fort Yukon
- Galena
- Healy
- Healy Lake
- Hughes
- Huslia
- Kaktovik
- Kaltag
- Koyukuk
- Livengood
- Manley Hot Springs
- McKinley
- Mentasta
- Mentasta Lake Vil
- Minchumina
- Minto
- Nenana
- Northway
- Nuiqsut
- Nulato
- Paxson
- Prudhoe Bay
- Rampart
- Ruby
- Stevens Village
- Tanacross
- Tanana
- Tetlin
- Tok
- Venetie
- Wainwright



**ALASKA JOB CENTERS AND LOCAL ADVISORY COMMITTEES**

Fairbanks  
 675 Seventh Avenue, Station D  
 PO Box 71010  
 Fairbanks, AK 99707-1010  
 Phone: 451-5967 Fax: 451-2919  
[Fairbanks\\_AES@labor.state.ak.us](mailto:Fairbanks_AES@labor.state.ak.us)

Fairbanks previously comprised a Service Delivery Area, overseen by a Private Industry Council that continues to provide guidance and oversight until June 30, 2000. Concurrently, the Fairbanks Job Center is also served by a Local Advisory Committee that is working cooperatively with the Fairbanks PIC. Many of the Local Advisory Committee members are also members of the PIC.

**Fairbanks North Star Borough Local Advisory Committee**

Dunham, Maria	Team Cutters
Davies, Stuart	Division of Vocational Rehabilitation
Dean, David	Utility Services of Alaska
Dokken, Donald	Fairbanks Building & Construction Trade
Hoch, Kay	Matrix Jewelers
Hulbert, Linda	New York Life Insurance Co.
Knabe, John	Plumbers & Pipefitters JATC
Stuhr, Jaqueline	Division of Public Assistance
Vaupel, Kathy	Unemployment Insurance
Smith, Linda	Fairbanks Memorial Hospital, Human Resources
Hayes, Chris	ACS/PTI, Human Resources

Tok  
 State Office Building  
 PO Box 440  
 Tok, AK 99780-0440  
 Phone: 883-5629 Fax: 883-5628  
 Toll Free: 1-800-478-5629  
[Tok\\_AES@labor.state.ak.us](mailto:Tok_AES@labor.state.ak.us)

**Regional Information****Fairbanks Area Population and Ethnicity**

Total Population (1990)*:	77,720
American Indian:	3,663
Male: 41,506	Eskimo: 1,547
Female: 36,214	Aleut: 120
Native: 5,330	Caucasian: 63,751
% Native: 6.9%	African American: 5,553
Non-Native: 72,390	Asian/Pacific Islands: 1,998
	Other Ethnic: 1,088

\*Current Population, Certified December 1999 by DCRA, is 83,773

**General Description of the Local Economy**

City, Borough, State and federal government agencies, including the military, provide nearly half of the employment in the Borough. Eielson Air Force Base, the Borough School District and the University of Alaska Fairbanks are the primary public employers. Retail services, tourism, transportation, medical, and other services are the primary private sector activities. 151 borough residents hold commercial fishing permits.

**Household Income and Community Poverty Levels**

**Families with Household Income:**

Less than \$10,000: 1,031	\$60,000 - \$74,999: 2,435
\$10,000 - \$19,999: 2,694	\$75,000 - \$99,999: 2,102
\$20,000 - \$29,999: 2,715	\$100,000 - \$125,000: 653
\$30,000 - \$39,999: 2,850	\$125,000 - \$149,000: 225
\$40,000 - \$49,999: 2,221	Over \$150,000: 270
\$50,000 - \$59,999: 2,092	

Median Household Income: \$ 37,468 Percent below Poverty: 7.5%

Median Family Income: \$ 41,729 Persons in Poverty: 5,574

**Employment -----**

Total Potential Workers (16+): 55,433	Private Sector: 21,131
Total Employment: 39,160	self Employed: 2,260
Armed Forces Employment: 7,781	Local Government: 2,885
Unemployed (And Seeking Work): 3,569	State Government: 3,940
Percent Unemployed: 10.2%	Federal Government: 3,423
Adults Not in Labor Force: 12,704	
% Adults Not in Labor Force: 29.4%	

**Employment by Occupation and Industry**

<u>OCCUPATION</u>	<u>INDUSTRY</u>
Executive/Administrator: 4,126	Forestry/Fishing/Farming: 285
Professional Specialty: 5,528	Mining: 322
Technician: 1,458	Construction: 2,733
Sales: 3,281	Non-Dur. Manufacturing: 509
Administrative Support: 4,967	Durable Manufacturing: 546
Private Household: 98	Transportation: 2,115
Protective Service: 515	Communications/Utilities: 935
Other Professional Service: 4,126	Wholesale Trade: 695
Forestry/Fishing/Farming: 212	Retail Trade: 5,820
Precision Craft or Repair: 3,757	Fin./Insur./Real Estate: 1,338
Machine Operators: 689	Business & Repair Service: 1,238
Transportation or Materials: 1,363	Personal Services: 968
Handler/Equipment/Labor: 1,259	Entertainment/Recreation: 514
Other Prof. Services: 3,093	Health Services: 2,014
	Education Services: 4,463
	Public Admin.: 3,791

**FAIRBANKS NORTH STAR BOROUGH LABOR FORCE 1999**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Labor Force	41,641	41,674	41,999	42,817	44,399	45,234	45,506	44,323	43,377	42,960	42,453	41,907
Employment	38,486	38,262	39,085	40,440	41,832	42,709	43,428	42,448	41,660	40,789	40,229	39,607
Unemployment	3,155	3,412	2,914	2,377	2,567	2,525	2,078	1,875	1,717	2,171	2,224	2,300
Rate	7.6	8.2	6.9	5.6	5.8	5.6	4.6	4.2	4.0			

**OUTLOOK- Forecast through 2000**

Fairbanks economy will move ahead at a slower rate than in the past. Construction will be strong through 2000. Service will continue to move ahead to create new jobs. Transportation will hold its level with only minor changes. Oil industry-related employment will suffer losses which will affect Fairbanks' North Slope workers as well as businesses with close ties to the oil industry. Gold mining will slow a bit because of low gold prices. Among government employers, the state will suffer most from the bleak outlook for oil revenues, and job losses are predicated. School employment will go up, however, and mask the downsizing efforts of other local government entities. Federal government will be flat except during the Census 2000 surveys. Overall, changes in employment will be small and its economy will remain on firm ground.

**Interior and North Slope**

The Interior and North Slope regions of Alaska are served by both the Fairbanks Job Center and the Region II office of Department of Labor and Workforce Development. The Region II office serves the largest geographic area in the state, encompassing fifty rural communities and overlapping into the North Slope Borough and the Denali Borough, the Interior Region and the Northern Region, and as well as the Yukon-Koyukuk Census area. The region ranges from Barrow and Wainwright to the north to Nulato and Kaltag to the west, Ft. Yukon and Chalkyitsik to the east, and Northway and Eagle near the Canadian border. Typical interior road communities include Central and Delta Junction.

Although some communities are accessible by road from Fairbanks, such as Central and Delta Junction, most are accessible only by plane. Communities are diverse and range from very large, such as Barrow, population 9,632, to very small, such as Bettles, with a population of twenty six. Ethnicity covers the gamut of Eskimo, Athabaskan, and Crow, as well as non-natives and a growing Russian/Ukrainian immigrant population.

**General Description of the Local Economy**

City, borough, state, and federal government agencies provide the majority of full time, year round jobs. Ft. Greely is in the process of downsizing and realignment. It is anticipated that the downsizing will indirectly affect the economy of Delta Junction, including the school district and local businesses. Employment opportunities in the Region II area include private sector employers, with a large number of small, family operated businesses. Many jobs are

part-time, temporary, or seasonal, such as fire fighting. In the majority of communities residents rely, at least in part, on a subsistence lifestyle. A limited number of residents hold commercial fishing permits.

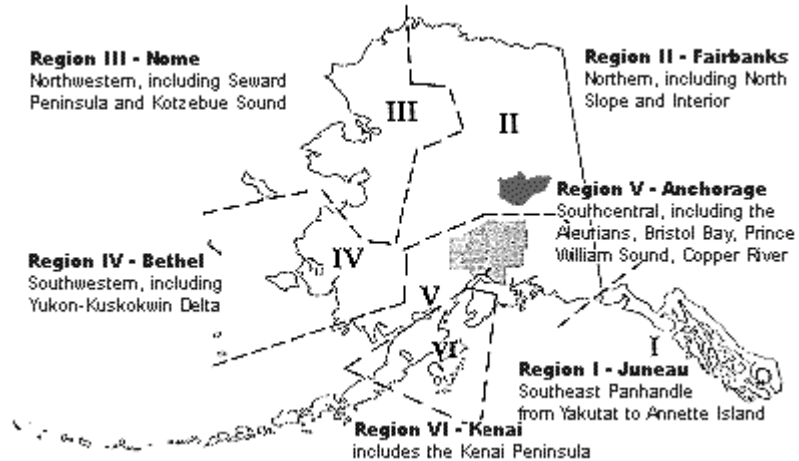
### **Outlook – forecast through 2000**

The rural economy and job development in many communities is stagnant, with a few notable exceptions, such as Barrow. Small construction projects, such as airport runway construction, and the development of small, private sector businesses will likely create some limited job opportunities. Oil industry-related employment continues to fluctuate. Expectations for continued low minerals prices, particularly gold, means a low profile for this industry. Although there are a large number of exploratory operations currently being conducted in the Delta Junction area, most notably Pogo Mine, it will be some time before these operations develop into large-scale job opportunities. A missile site is currently under discussion, with possible sites in the Interior among those under consideration. If one of these sites is selected, as many as 200 local jobs may be developed, although this would be a gradual process and the location of the missile site is far from certain.

**Region III Northwestern Alaska**

Communities Served

Ambler  
 Brevig Mission  
 Buckland  
 Chuloonawick  
 Council  
 Deering  
 Diomede  
 Elim  
 Gambell  
 Golovin  
 Hamilton  
 Kiana  
 King Island  
 Kivalina  
 Kobuk  
 Kotzebue  
 Koyuk  
 Mary's Igloo  
 Noatak  
 Nome  
 Noorvik  
 NW Arcite Bor.  
 Point Hope  
 Point Lay  
 Savoonga  
 Selawik  
 Shaktoolik  
 Shishmaref  
 Shungnak  
 Solomon  
 St. Michael  
 Stebbins  
 Teller  
 Unalakleet  
 Wales  
 White Mountain



**ALASKA JOB CENTERS AND LOCAL ADVISORY COMMITTEES**

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 20 Front Street  
 PO Box 161  
 Nome, AK 99762-0161  
 Phone:443-2626/2460 Fax:443-2810  
 Toll Free: 1-800-478-2626  
[John\\_Merkouris@labor.state.ak.us](mailto:John_Merkouris@labor.state.ak.us)

Nome is in the process of developing a Local Advisory Committee (LAC).

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#### Regional Information

The Northwest Region is one of the most economically and culturally unified political subdivisions in the state. The majority of its residents are Inupiat Eskimo, sharing a common language and similar customs. Subsistence remains a powerful unifying force. This is also one of the most remote and sparsely populated areas of Alaska. During the warmer months when rivers are navigable, boats are the main transportation link among the villages. In the winter, some (MOST) of the communities are linked by snow machine or dog team routes. The region's communities range in size from 3,595 in Nome to 2,964 in Kotzebue to 102 in Kobuk.

In many ways, the economy of Nome, the largest community in the area, mirrors that of other western Alaska coastal areas. Economic activity is concentrated in the regional hub. The City of Nome, therefore, benefits not only from providing services and trade to its own population, but also to residents in outlying communities. Over 1,400 wage and salary jobs (nearly 40 percent) in the Nome Census Area are connected with either the services or retail industry. Among services, health care dominates. The Norton Sound Health Corporation is the second largest employer in the region, averaging over 400 employees. This organization is the primary health care provider for the area's Alaska Natives as well as for the rest of the area's population. Though headquartered in Nome, many of the corporation's employees work in the smaller communities. State, federal and local government comprise approximately 40% of Nome's local employment. The visitor industry has spurred retail, services and transportation employment. Unlike most other areas in Alaska, Nome has a popular and busy winter visitor season and the number of independent travelers is rising. Current plans to begin construction of a \$23 million dollar deep water port in Nome in the spring of 2000 should significantly increase the visitor travel to Nome during the ice free months. The city's coffers have benefited from increased visitor spending. A sales tax (currently at 4%) has become an important source of public revenue. Regional and local Native corporations have created many jobs. Three of these corporations, or their affiliates, are among the area's largest employers.

The Northwest Arctic Borough is Alaska's second largest borough. Only the North Slope Borough is larger. Although the Northwest Arctic Borough was not formed until 1986, it comprises 11 communities spread out over nearly 36,000 square miles. Most of the borough's communities can be found along one of four major rivers, the Noatak, the Kobuk, the Selawik and the Buckland. These four rivers converge on the coast near Kotzebue, which has developed into a regional hub. Nearly all goods and services pass through Kotzebue on their way to the borough's 10 other communities. A reflection of the area's tight economic and social integration is the fact that all of its key institutions-including the borough; the Northwest Arctic Native Association (NANA), the area's regional for profit Native corporation; the Northwest Inupiat Housing Authority; the Northwest Arctic Borough School District; and

Maniilaq, a health and social service provider- share virtually identical geographical boundaries with one another.

**NORTHERN, ALASKA LABOR MARKET AREA 1999**

	Jan (r)	Feb (r)	Mar (r)	Apr (r)	May (r)	Jun (r)	Jul (r)	Aug (r)	Sep (r)	Oct (p)	Nov	Dec
Labor Force	8,580	8,694	8,607	8,386	8,331	8,450	8,349	8,149	8,065	8,263	8,258	8,225
Employment	7,737	7,793	7,776	7,602	7,375	7,410	7,411	7,352	7,339	7,509	7,496	7,538
Unemployment	843	901	831	784	956	1,040	938	797	726	754	762	687
Rate	9.8	10.4	9.7	9.3	11.5	12.3	11.2	9.8	9.0	9.1	9.2	8.4

**NOME CENSUS AREA 1999**

	Jan (r)	Feb (r)	Mar (r)	Apr (r)	May (r)	Jun (r)	Jul (r)	Aug (r)	Sep (r)	Oct (p)	Nov	Dec
Labor Force	3,271	3,314	3,268	3,188	3,165	3,215	3,171	3,055	2,983	3,072	3,076	3,087
Employment	2,892	2,913	2,907	2,842	2,757	2,770	2,770	2,748	2,743	2,807	2,802	2,818
Unemployment	379	401	361	346	408	445	401	307	240	265	274	269
Rate	11.6	12.1	11.0	10.9	12.9	13.8	12.6	10.0	8.0	8.6	8.9	8.7

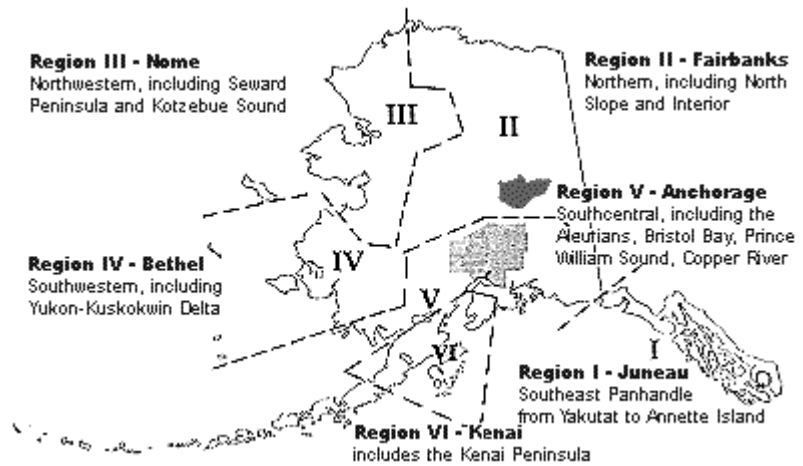
**NORTH SLOPE BOROUGH 1999**

	Jan (r)	Feb (r)	Mar (r)	Apr (r)	May (r)	Jun (r)	Jul (r)	Aug (r)	Sep (r)	Oct (p)	Nov	Dec
Labor Force	3,228	3,256	3,260	3,175	3,134	3,187	3,145	3,112	3,111	3,182	3,174	3,144
Employment	3,027	3,049	3,042	2,974	2,885	2,899	2,899	2,876	2,871	2,938	2,932	2,949
Unemployment	201	207	218	201	249	288	246	236	240	244	242	195
Rate	6.2	6.4	6.7	6.3	7.9	9.0	7.8	7.6	7.7	7.7	7.6	6.2

**Region IV Yukon-Kuskokwim Delta**

Communities Served

- Akiachak
- Akiak
- Alakanuk
- Aniak
- Anvik
- Atmautluak
- Bethel
- Chefornak
- Chevak
- Chuathbaluk
- Crooked Creek
- Eek
- Emmonak
- Goodnews Bay
- Grayling
- Holy Cross
- Hooper Bay
- Kasigluk
- Kipnuk
- Kongiganak
- Kotlik
- Kwethluk
- Kwigillingok
- Lime Village
- Lower Kalskag
- Marshall
- Mekoryuk
- Mt. Village
- Napakiak
- Napaskiak
- Newtok
- Nightmute
- Nunapitchuk
- Oscarville
- Pilot Station
- Pitka's Point
- Platinum
- Quinhagak
- Red Devil
- Russian Mission
- Scammon Bay
- Shageluk
- Sheldon Point
- Sleetmute
- St. Mary's
- Stony River
- Toksook Bay
- Tuluksak
- Tuntutuliak
- Tununak
- Upper Kalskag



**ALASKA JOB CENTERS AND LOCAL ADVISORY COMMITTEES**

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 Phone: 543-2210 Fax: 543-2099  
 Toll Free: 1-800-478-2210 (statewide)  
 Bethel AES@ajcn.state.ak.us

**Yukon Kuskokwim Delta Local Advisory Committee**

Vivian Johnson, local PIC Rep	YKHC
Mary Oslin	Coastal Villages Region Fund
Ross Boring,	Lower-Kuskokwim School District
Carl Berger	Lower-Kuskokwim Economic Development Council and local RDOR;
Carrie Sessarego	Tundra Women's Coalition
Elaine Tompkins	City of Bethel; and AVCP Regional Housing Authority

**Regional Information**

The Region IV Job Training and Work Readiness service area population is 22,753 (Source: AK Dept. of Labor, 1998) and encompasses parts of three census districts (Bethel, Wade Hampton and Yukon-Koyukuk).

The Yukon-Kuskokwim Delta is located in Southwestern Alaska, approximately 400 air miles from Anchorage. Encompassing 75,000 square miles of coastal wetlands, tundra, and mountains, the Y-K Delta Service Area is about the size of South Dakota. The service area consists of 58 tribes living in 51 Eskimo and Indian villages along the Yukon and Kuskokwim rivers and their tributaries. On the Yukon, the service area boundary begins at the village of Grayling and follows the River to Kotlik where it empties into the Bering Sea. The Kuskokwim River boundary begins at the community of Lime Village and follows the river down the coast to Platinum. The boundary includes most Bering Sea coastal villages, as well as the communities on Nunivak and Nelson Islands.

The regional Alaska Job Center is located in Bethel, 60 miles from the mouth of the Kuskokwim River. Bethel serves as the commercial center for the Y-K Delta region and supports daily one-hour flights to Anchorage. Aniak serves as the upper port for ocean-going vessels on the Kuskokwim River during the summer.

**Local Agencies and Services:**

Many federal and state agencies operate out of Bethel, including the U.S. Fish & Wildlife Service, Federal Aviation Administration, U.S. Postal Service, National Weather Service, U.S. Dept. of Agriculture, Alaska Dept. of Fish and Game, Alaska Dept. of Corrections, District Attorney's Office, Alaska State Troopers, Alaska National Guard, Alaska Dept. of Labor and Workforce Development, Alaska Depart. of Commerce and Economic Development, and a variety of other public service offices.

Some of the Native regional, non-profit organizations servicing the Y-K Delta include the Association of Village Council Presidents, Orutsarmiut Native Council, Kuskokwim Native Association, Association of Village Council Presidents Regional Housing Authority, Kuigpagmiut Inc., and the Yukon Kuskokwim Health Corporation. Other places of employment consist of private retail shops, banks, seasonal construction, and commercial fishing and fish-processing firms.

The communication system in Bethel and surrounding communities include telephone services that link "Bush" Alaska with the larger cities in the State. All Alaska communities, including those in the Y-K Delta, receive television programming via the Alaska Rural Communications Services (ARCS) by satellite. Two newspapers are based in Bethel. For state and Daily news, Anchorage and Fairbanks newspapers are also available.

In the Region IV service area, K-12 education is provided by seven school districts. In October 1997, total enrollment for the school districts was 6,188 students. The Lower Kuskokwim School District headquartered in Bethel, Alaska, is the sixth largest school district in Alaska. In higher education, the University of Alaska-Fairbanks operates the Kuskokwim Campus where a limited variety of Associate of Arts and Bachelor Degree programs are available. (Source: Alaska Department of Education, October 1, 1997.)

According to the Alaska Department of Labor in 1998, Bethel has experienced tremendous growth over the past two decades. The U.S. Bureau of Census and Alaska Department of Labor figures show Bethel's population in 1960 at 1,258; the estimated 1997 population was 5,200. At the same time, the Alaska Department of Labor approximates that 68 percent of the population in Bethel is Yup'ik Eskimo. Local, state and federal government employment accounts for 50.2 percent of the jobs in Bethel with private industry close at 49.8 percent of the full-time work force. Almost 30 percent of the population are high school graduates with an additional 10.5 percent having 1-4 years of college education. Many Bethel residents supplement their income with subsistence hunting, fishing and berry picking activities.

### **Environmental Factors**

The subarctic climate of the Y-K Delta hosts short, cool summers and long, cold winters, which are affected by both the continental and transitional climatic zones. The continental zone is characteristic of warm summers and very cold, dry winters. The transitional zone encompasses the coastal communities and exhibits generally milder temperatures than the interior with comparable precipitation levels (approximately 20 inches per year). High average wind speeds are present in both zones creating snowdrift barriers for ground transportation and high wind chill factors on cold days.

The geography and the climate of the Y-K Delta region pose severe transportation limitations. There are no existing road systems linking the 50 villages within the Region IV service area with the exception of a gravel road between St. Mary's, Pitka's Point and Mt. Village. The Kuskokwim and Yukon River systems and a network of lakes provide linkage between the villages by boat in summer and by snowmachine and truck/car or all terrain vehicle along the Rivers and their tributaries after freeze up.

Lack of water and sanitation infrastructure is a major public health and community development problem encountered throughout the Delta.

**Cultural Perspective**

The Region IV service area's population is in transition from a traditional subsistence-based lifestyle to a blended subsistence and cash economy. This fundamental change is occurring rapidly and affects every facet of life in the Delta region including the growth of communities, population patterns, the environment, education, communications, transportation, and employment.

Both the Yup'ik and Athabascan cultures are centered around subsistence activities. Traditional values continue to stem from the relationship that the people have with the land and traditionally utilized resources. Native spirituality is rooted in the understanding and knowledge of how the people can maintain proper balance within their environment through efficient utilization of their resources (i.e., fish, game, birds and plants). Property is largely related to the successful quest for and management of traditional natural resources. Traditional education emphasized the development of a personal awareness of the cycle of nature, having a reverence for subsistence resources and encouraged the widest possible distribution of resources for community benefit. These values bonded the social network of the community, strengthening cultural philosophies that promoted healthy family and kinship systems, and encouraged the sharing of food, working together and celebration of life. Traditional values are so important that a museum in the early 1990s was constructed in Bethel, called the "Yup'it Piciryarait" (The ways of the Yup'ik peoples) Cultural Center to help preserve the traditions and lifestyles of the local indigenous peoples in the Y-K Delta region.

**Demographics**

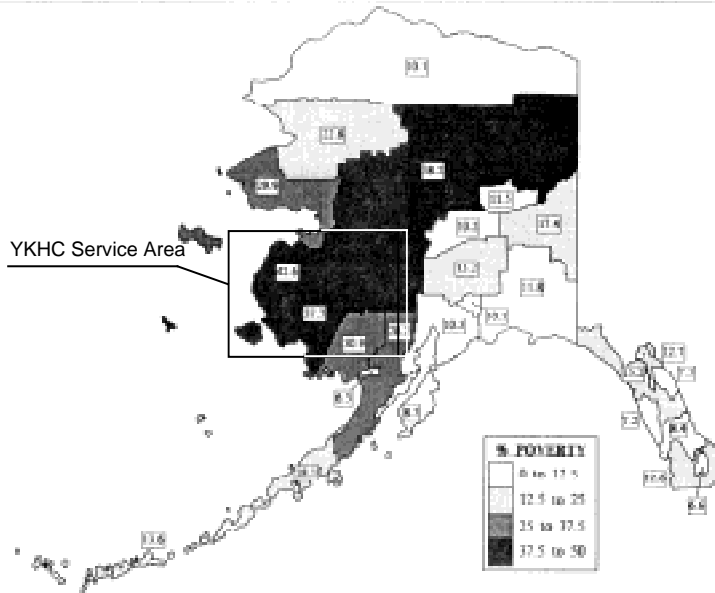
The population of the Y-K Delta is 89% Alaskan Native, primarily Yup'ik and Cup'ik Eskimo and Athabascan Indian. Region IV serves a population of 22,735 persons living in parts of three census areas. The census area includes all of Wade Hampton, Bethel, and four villages in the Yukon-Koyukuk census area. Excluding Bethel, approximately 94% of the population is Native Alaskan (Yup'ik and Cup'ik Eskimo, and Athabascan Indian). Of the 50 service villages, 44 have a Yup'ik or Cup'ik majority, 5 have an Athabascan majority, and 1 village has a high percentage of non-Natives. The non-Native population is concentrated primarily in the City of Bethel.

A 1987 study, conducted by Gary Zaret, MD, estimated that at current birth rates, the Delta population will double in the next 30 years. The Y-K Delta population is extremely young. Infants and children, from birth to 10 years of age comprise 27% of the total population. Excluding Bethel, 48% of the total population is under 20 years of age. Less than 5% of the total population is 65 years of age or older. The median age, which is gradually increasing, is 23.5 years of age. (1991 estimates from the AKDOL, Research and Analysis)  
The Y-K Delta is home to the world's largest concentration of indigenous Eskimo people.

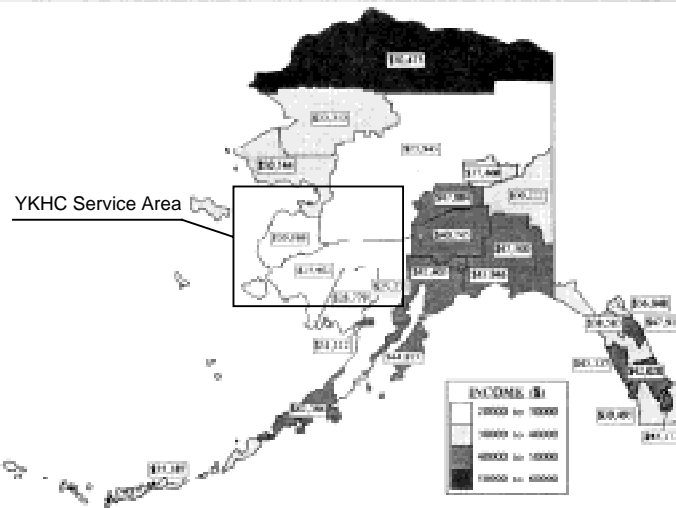
**Economic Condition**

Of those persons over 25 years of age, less than 56% are in the labor force. Unemployment often exceeds 80-90% in Y-K Delta villages. More than 40% of the region's families have incomes below the Federal Poverty Line (figure A). This compares to the statewide figure of 12%, and ranks the highest in Alaska. The household median income in the Y-K Delta, \$20,524, less than one-half that of the state average of \$41,408 (figure B). Y-K Delta per capita income is \$7,121, compared with the State of Alaska per capita income of \$17,610. In addition to having less income than other Alaskans, families living in this area must contend

with a higher cost of living, spending 62% more per week on food, 165% more on electricity and 46% more on a barrel of heating oil than does a family of 4 living in Anchorage.  
 [Source: The AFN Report of the Status of Alaska Natives, A Call For Action, 1988.]



**FIGURE A - PERCENT OF PERSONS IN POVERTY: (Source: Alaska Area Profile, 1997)**



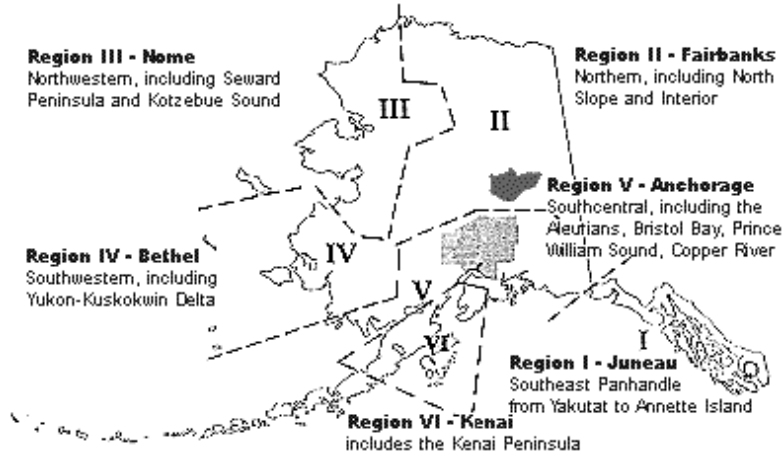
**FIGURE B- MEDIAN HOUSEHOLD INCOME: (Source: Alaska Area Profile, 1997)**

\*\*\*THE ABOVE INFORMATION WAS GENEROUSLY CONTRIBUTED BY THE TRIBAL & PROGRAM SUPPORT SERVICES DIVISION STAFF OF THE YUKON-KUSKOKWIM HEALTH CORPORATION. SOME OF THE INFORMATION WAS CHANGED TO REFLECT THE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT, JOB TRAINING AND WORK READINESS REGION IV SERVICE AREA.

SPECIAL THANKS TO ALLEN JOSEPH, DIRECTOR OF TRIBAL & PROGRAM SUPPORT SERVICES FOR SHARING THIS VALUABLE AND WELL-WRITTEN MATERIAL.

**Region V Southcentral Alaska**

Adak  
 Afognak  
 Akhiok  
 Akutan  
 Aleknagik  
 Atka  
 Attu  
 Belkofski  
 Chenega  
 Chignik  
 Chignik  
 Lagoon  
 Chignik Lake  
 Chiniak  
 Chistochina  
 Chitina  
 Clark's Point  
 Cold Bay  
 Copper Center  
 Cordova  
 Dillingham  
 Dutch Harbor  
 Egegik  
 Ekuk  
 Ekwok  
 False Pass  
 Gakona  
 Glennallen  
 Gulkana  
 Igiugig  
 Iliamna  
 Ivanof Bay  
 Karluk  
 Kennicott  
 Kenny Lake  
 King Cove  
 King Salmon  
 Kodiak  
 Kokhanak  
 Koliganek  
 Larsen Bay  
 Levelock  
 Manokotak



McCarthy  
 McGrath  
 Mendeltna  
 Nelson Lagoon  
 Newhalen  
 New Stuyahok  
 Nikolai  
 Nikolski  
 Nondalton  
 Old Harbor  
 Quzinkie  
 Pedro Bay  
 Perryville  
 Pilot Point  
 Port Heiden  
 Port Lions  
 Port Moller  
 Portage Creek  
 Sanak  
 Sand Point  
 Slana  
 South naknek  
 Squaw Harbor  
 St. George Island  
 St. Paul Island  
 Takotna  
 Tatitlek  
 Tazlina  
 Telida  
 Togiak  
 Tonsina  
 Twin Hills  
 Uganik  
 Ugashik  
 Unalaska  
 Unga  
 Valdez  
 Whittier

**ALASKA JOB CENTERS AND LOCAL ADVISORY COMMITTEES**

Region V covers a large area of Alaska and is based out of Anchorage. Staff are co-located with the Anchorage Matanuska-Susitna service delivery staff. From this office, staff provide services to a large region that does not contain an Alaska Job Center that has a fully developed Local Advisory Committee (LAC).

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#### Regional Information

### **Southwest/Gulf Coast (Region 5) Overview:**

The following sub-regions are part of Southwest/Gulf Coast Region (Region 5):

- Aleutians East Borough
- Aleutians West Census Area
- Bristol Bay Borough
- Dillingham Census Area
- Lake & Peninsula Borough
- Kodiak Island Borough
- Valdez-Cordova Census Area

Copper River Census Subarea  
Yukon-Koyukuk Census Area

### Aleutians East Borough

The economies of the small communities that comprise the Aleutians East Borough are dominated by commercial fishing and fish processing almost year-round. Subsistence harvests are an integral part of local economies. 246 borough residents hold commercial fishing permits. Sand Point is home to the largest fishing fleet in the Aleutian Chain. Salmon and bottom fish processing occur at canneries and offshore processors. Transportation and support services also provide employment. 42.3 % of the population are Alaska Natives. The area's rich resources have led to a diverse population of non-Natives and Asians. The construction of the road between King Cove and Cold Bay should provide employment for local residents.

There have been recent discussions among regulatory agencies concerning changes in Area M fishery regulations. If these changes were to be implemented, dislocations of commercial fishers could occur.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
Aleutians East Borough	2,151	2,145	3.0	3.3
Akutan city *	408	406		
Belkofski *	0	0		
Cold Bay city	71	77		
False Pass city *	48	58		
King Cove city *	691	692		
Nelson Lagoon CDP *	87	78		
Sand Point city *	842	817		
Remainder of Aleutians East census area	4	17		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

### Aleutians West Census Area

The hub of the western Aleutians is **Unalaska/Dutch Harbor**. Unalaska's economy is dominated by commercial fishing, fish processing and fleet services such as fuel, repairs, maintenance, trade and transportation. The community enjoys a strategic position as the center of a rich fishing area, and for transshipment of cargo between Pacific Rim trading partners. The Great Circle shipping route from major west coast ports to the Pacific Rim passes within 50 miles of Unalaska, and Dutch Harbor provides a natural protection for fishing vessels. The harbor has ranked as the number one port in the nation for seafood volume and value for the past 11 years. In 1998, 597 million pounds of fish were landed in Unalaska, worth \$110 million. 55 residents hold commercial fishing permits. Onshore and offshore processors provide some local employment. However, non-resident workers are usually brought in during the peak season. Rapid growth occurred between 1988 and 1992 as the pollock fishery developed; the economy has now stabilized. Unalaska has a budding tourist industry, a new museum and a new Convention and Visitor's Bureau. 8.4 % of the population are Alaska Natives. Unalaska is primarily non-Native, although the community is

culturally diverse due to fish processing activities. Subsistence activities remain important to the Aleut community and many long-term non-Native residents as well.

The southern most community in Alaska, **Adak**, is growing. The Aleut Corporation is now the owner of the former naval facility on Adak. The remainder of the island is a national wildlife refuge. Larger plans are in the works, but currently Adak provides a fueling port and crew transfer facility for the foreign fishing fleet - the airport, docks, housing facilities and food services are also available for their use. About 30 families with children relocated to the former base in September 1998, most of them Aleut Corporation shareholders that now call Adak home.

Smaller communities in the western Aleutians, such as **Atka**, are primarily populated by Alaska Natives. The economy is based on subsistence harvesting and wages from the halibut fishery. A small local fish processing plant operates seasonally. Ten residents hold commercial fishing permits. Year-round income opportunities in the village are limited to education and government related work.

Proposed changes in regulations for the crab fishery may result in dislocations for processors and independent fishers in the western Aleutians, including the Pribilof Islands.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
Aleutians West Census Area	5,285	5,346	5.5	5.6
Adak Station CDP	106	7		
Amchitka CDP	0	0		
Atka city *	105	115		
Eareckson AFS	0	0		
Nikolski CDP *	39	35		
St. George city *	143	143		
St. Paul city *	673	736		
Unalaska city *	4,178	4,270		
Remainder of Aleutians West census area	41	40		
Attu CG Station	24	22		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

### **Bristol Bay Borough, Dillingham Census Area, Lake and Peninsula Borough**

Fishing, commercial and subsistence, dominate the economy of this area, which surrounds the richest salmon fishing grounds in the world.

#### **Bristol Bay Borough**

Commercial fishing, fish processing, tourism, and sport fishing are the mainstays of the economy. Naknek and South Naknek are dependent on fishing and processing. Subsistence harvests are important to local residents. Some King Salmon residents work for the government and air taxi operations. There are plans to convert the closed military base at King Salmon into a vocational training center. 218 borough residents hold commercial fishing permits. 32.3% of the population are Alaska Natives. The area is predominantly non-

Native due to the outstanding commercial fishing opportunities. The borough population grows to several thousand during the red salmon season.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
<b>Bristol Bay Borough</b>	<b>1,258</b>	<b>1,291</b>	<b>6.9</b>	<b>7.4</b>
King Salmon CDP *	499	479		
Naknek CDP *	624	662		
South Naknek CDP *	132	147		
Remainder of Bristol Bay census subarea	3	3		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

### Dillingham Census Area

Dillingham is the economic, transportation, and public service center for western Bristol Bay. Commercial fishing, fish processing, cold storage, and support of the fishing industry are the primary economic activities. The Bristol Bay Area Health Corporation is the largest single employer. Bristol Bay Native Association is also a large employer in the area (region). 280 residents hold commercial fishing permits. During spring and summer the population doubles. The city's role as the regional center for government and services helps to stabilize seasonal employment. Many residents depend on subsistence activities. 55.8% of the population are Alaska Natives.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
<b>Dillingham Census Area</b>	<b>4,731</b>	<b>4,686</b>	<b>6.7</b>	<b>7.4</b>
Aleknagik city *	187	202		
Clarks Point city *	68	64		
Dillingham city *	2,302	2,318		
Ekuk *	2	2		
Ekwok city *	125	121		
Kolinganeek CDP *	205	201		
Manokotak city (* pt)	399	396		
New Stuyahok city *	475	457		
Portage Creek *	18	14		
Togiak city *	841	799		
Twin Hills CDP *	76	79		
Remainder of Dillingham census subarea	33	33		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

Lake and Peninsula Borough

Commercial fishing, fish processing, tourism, and sport fishing are the mainstays of the economy. 241 residents hold commercial fishing permits and government services also provide employment. Subsistence fishing and hunting is important to year-round residents. During the peak commercial fishing season, the Lake and Peninsula borough population increases sharply. 75.6% of the Lake and Peninsula Borough population are Alaska Natives.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
Lake and Peninsula Borough	1,791	1,842	7.4	7.3
Chignik city *	103	114		
Chignik Lagoon CDP *	68	72		
Chignik Lake CDP *	136	136		
Egegik city *	117	130		
Igiugig CDP *	62	54		
Iliamna CDP *	93	102		
Ivanof Bay CDP *	29	32		
Kokahonak CDP *	163	175		
Levelock CDP *	131	130		
Newhalen city *	178	191		
Nondalton city *	224	221		
Pedro Bay CDP *	36	41		
Perryville CDP *	102	108		
Pilot Point city *	77	87		
Port Alsworth CDP	88	69		
Port Heiden city *	125	125		
Ugashik *	8	2		
Remainder of Lake and Peninsula census subarea	51	53		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

**Effects of the 1997 and 1998 Bristol Bay Fishery Disasters**

(This section is quoted from *Impacts of the 1997-1998 Bristol Bay Fishing Disasters* [March 1999] and *Economic Recovery Plan for the Lake and Peninsula and Bristol Bay Boroughs* [June 1999] prepared by Northern Economics, Inc. in association with KEA Environmental.)

In 1997 and 1998, fishery disasters were declared for western Alaska by Governor Tony Knowles. Although 1999 was not declared a disaster year for Bristol Bay, the effects of the '97 and '98 disasters are still being felt. The 1997 and 1998 fishing seasons resulted in significant declines in incomes for area fishers, revenue losses for the Lake and Peninsula and Bristol Bay Boroughs as well as the local communities, businesses, and residents. Losses to the boroughs have required them to make program cuts and request new city taxes. Losses to area businesses have resulted in reduced staffing levels, reduced inventories, and reduced credit to customers. In addition, losses to individual residents have

caused significant personal difficulties in paying for basic services, controlling debt loads, and maintaining a sense of dignity or pride. State and federal assistance has been helpful and has allowed many residents to pay for food and utilities but has not been sufficient to maintain or improve the local infrastructure or to keep residents from selling assets or increasing their debt load.

The origins of the economic difficulties run much deeper than the fishery disaster and are symptomatic of the merging of two very dissimilar cultures and economies—the traditional subsistence economy of Alaska Natives and the market-based economy in which the commercial fishing and fish processing industries operate.

The two economies have formed an incomplete union in Western Alaska, and residents who have ties to both economies have been left more susceptible to disappointing seasons that result from the cyclical nature of the salmon abundance level. Exacerbating this vulnerability is the regional market economy's nearly total economic reliance on a single target fishery—sockeye salmon. This fishery is dominated by nonresidents who typically have much greater access to operating and investment capital as well as reliable, year-round income sources that support their ability to absorb losses in seasons with poor runs. For local residents involved in the market economy, on the other hand, a lack of diversity in opportunities has resulted in a high level of economic risk. At the same time, disruption of the traditional economy by the encroaching market economy has eroded the sharing ethic, the built in safety net, and the ability of residents to return to their traditional way of life.

Residents of the region believe that continued involvement in the market economy is inevitable. The degree and desirability of interaction between the traditional subsistence and market economies will remain a challenging issue at both the regional level and the level of individual communities. But regardless of the specific combinations that might evolve, the need for a more robust, market-based economy that can withstand the cyclical nature of the resource base is widely recognized. In order for local involvement in the market economy to result in increased economic stability, the region must address the fundamental structural weaknesses of its current economic situation.

### **Kodiak Island Borough**

Fisheries dominate Kodiak's economy. Kodiak has the most diversified fishery in the state including harvests of salmon, King Crab, ground fish, and shrimp. Fish, fish processing, the Coast Guard, Kodiak Area Native Association, retail, services, and the health care industries are the key employers. The City, Borough, State, and federal agencies also provide employment. Kodiak is the third highest port in the nation for seafood volume and value. 773 borough residents hold commercial fishing permits. Subsistence activities are prevalent. A 27 acre low-earth orbit launch complex, Kodiak Launch Facility, was recently completed. The island culture is grounded in commercial and subsistence fishing activities and is primarily non-Native. 16% of the population are Alaska Natives.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
<b>Kodiak Island Borough</b>	<b>13,989</b>	<b>13,716</b>	<b>7.0</b>	<b>6.5</b>
Kodiak Island census subarea	12,158	12,030		
Akhiok city *	101	110		
Chiniak CDP	75	74		
Karluk CDP *	41	47		
Kodiak city	6,893	6,790		
Larsen Bay city *	137	132		
Old Harbor city *	276	296		
Ouzinkie city *	256	245		
Port Lions city *	243	242		
Womens Bay CDP	675	667		
Remainder of Kodiak Island census subarea	3,461	3,427		
Kodiak Station census subarea	1,831	1,686		
Kodiak Station CDP	1,831	1,686		
CDP-Census Designated Place *Alaska Native Village Statistical Area				

### **Valdez/Cordova Census Area**

This region represents not a single economy but five distinct communities that usually operate independently. These include the two medium sized economies of Cordova and Valdez and the three smaller communities of Tatitlek, Chenega Bay and Whittier.

**Valdez** has the largest and most diversified economy on the Sound. Valdez is the largest crude oil port in North America. As a result, it has one of the highest municipal tax bases in Alaska as the southern terminus and loading point of oil extracted from Prudhoe Bay on the North slope. Four of the top ten employers in Valdez are directly connected to the oil terminus. Valdez is a major seaport, with a \$48 million cargo and container facility. City, state, and federal agencies combined provide significant employment. Seasonal commercial fishing and tourism have spurred the retail and services sectors. 49 residents hold commercial fishing permits and three fish processing plants operate in Valdez. 5.9% of the Valdez population are Alaska Natives, Valdez is primarily non-Native.

**Cordova's** economy depends on commercial fishing. Cordova supports a large fishing fleet for Prince William Sound fisheries as well as several fish processing plants. 393 residents hold commercial fishing permits, and nearly half of all households have someone working in commercial harvesting or processing. Tourism is also on the increase. The largest employers are fish processors, the school district, hospital, the City, and the State Department of Transportation. The U.S. Forest Service and the U.S. Coast Guard maintain personnel in Cordova. Cordova's population is primarily non-Native, 11.2% of the Cordova population are Alaska Natives. An active Native Village Council, commercial fishing, and subsistence are central to the community's culture.

The populations of **Tatitlek** and **Chenega Bay** are predominantly Alaska Native. These communities rely primarily on subsistence harvests and some cash income from commercial fishing. The economy of **Whittier**, primarily non-Native, is expected to grow as this community will soon become road accessible.

Area Name	Pop.	Pop.	Unemployment rate	
	1998	1999	1998	1999
	<b>July 1, 1998</b>	<b>July 1, 1999</b>		
<b>Valdez-Cordova Census Area</b>	<b>10,333</b>	<b>10,274</b>	<b>8.1</b>	<b>8.3</b>
Cordova census subarea	2,447	2,547		
Cordova city /9	2,435	2,534		
Eyak CDP *	162	167		
Eyak CDP*	0	0		
Remainder of Cordova census subarea /10	12	13		
Prince William Sound census subarea	4,706	4,658		
Chenega CDP *	69	35		
Tatitlek CDP *	105	111		
Valdez city	4,164	4,123		
Whittier city	280	298		
Remainder of Prince William Sound census subarea	88	91		
CDP-Census Designated Place *Alaska Native Village Statistical Area 9/ Cordova made a major annexation, including Eyak and most of the population in the balance of the census subarea 3/30/93. 10/ Yakutat Borough annexed 2,878 sq. mi. from Cordova census subarea 3/8/97.				

**Copper River census subarea of the Valdez-Cordova Census Area**

Eighteen small communities make up the Copper River census subarea. These communities are widely diverse demographically and economically.

Glennallen is the business hub of the Copper River region, the population is primarily non-Native. Local businesses, tourism, and government agencies are the biggest employers in the area. Copper Center also relies heavily on local businesses, tourism, and government agencies for employment. Many residents rely on subsistence harvests. Eleven residents hold commercial fishing permits. Copper Center is a blended community of Alaska Natives and non-Native residents. Some of the smaller surrounding communities are primarily populated by non-Natives and some are primarily populated by Alaska Natives. These smaller communities also rely to varying degrees on local businesses, tourism, government agencies (including Tribal entities) for employment. Many of these villages rely heavily on subsistence harvests. Kenny Lake is an agricultural settlement in the area that is primarily non-Native.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
<b>Valdez-Cordova Census Area</b>	<b>10,333</b>	<b>10,274</b>	<b>8.1</b>	<b>8.3</b>
Copper River census subarea	3,180	3,069		
Chistochina CDP *	52	55		
Chitina CDP *	94	86		
Copper Center CDP *	553	520		
Tazlina *	294	283		
Copperville CDP (Tazlina * pt.)	194	187		
Gakona * /8	82	86		
Gakona CDP (* pt.)	22	23		
Glennallen CDP	494	485		
Gulkana CDP *	90	94		
Kenny Lake CDP	507	487		
McCarthy CDP	37	35		
Mendeltna CDP	80	66		
Mentasta Lake CDP *	125	101		
Paxson CDP	30	33		
Slana CDP *	55	57		
Tonsina CDP	47	44		
Remainder of Copper River census subarea	640	637		
Chisana	17	13		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

### **Yukon-Koyukuk Census Area**

*(McGrath and Nikolai only)*

McGrath functions as a transportation, communications, and supply center in Interior Alaska. It has a diverse cash economy, and many families rely upon subsistence. The Nixon Fork Gold Mine located 30 miles northeast of McGrath ceased operations in May 1999 due to low gold prices. 45 year-round employees were laid off. As a regional center, McGrath offers a variety of employment opportunities, but subsistence remains an important part of the local culture. 47% of the population are Alaska Natives.

In Nikolai, employment peaks during the summer when construction gets under way. Government provides the primary year-round employment. Residents rely heavily on subsistence harvests. 89% of the population are Alaska Natives.

Area Name	Pop. 1998	Pop. 1999	Unemployment rate	
	July 1, 1998	July 1, 1999	1998	1999
<b>Yukon-Koyukuk Census Area</b>	<b>6,372</b>	<b>6,411</b>	<b>12.7</b>	<b>13.5</b>
McGrath-Holy Cross census subarea	528	541		
McGrath city *	423	440		
Nikolai city *	105	101		
CDP-Census Designated Place * Alaska Native Village Statistical Area				

The population in Southwest/Gulf Coast (Region 5) was about 46,691 in 1998 and 46,505 in 1999.

Sources include:

*Alaska Economic Trends*, Alaska Department of Labor, July 1997, March 1999, May 1999, September 1999.

*Community Information Summaries*, Alaska Department of Community and Economic Development, [www.dced.state.ak.us](http://www.dced.state.ak.us), use Community Profiles link

Research and Analysis web site, Alaska Department of Labor, [www.labor.state.ak.us](http://www.labor.state.ak.us)  
Use Economic/Occupation link

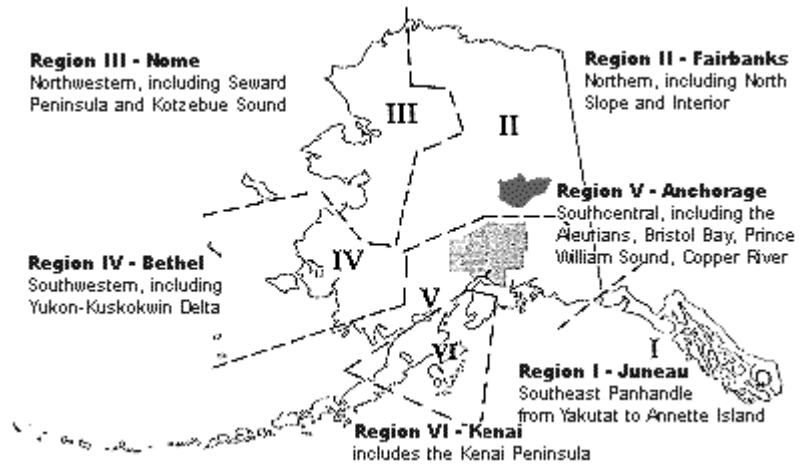
Neal Fried, personal communication, Alaska Department of Labor, Research and Analysis, February 1999.

*Impacts of the 1997-98 Bristol Bay Fishing Disasters* (March 1999) and *Economic Recovery Plan for the Lake and Peninsula and Bristol Bay Boroughs* (June 1999). Prepared by Northern Economics in association with KEA Environmental.

**Region VI Kenai Peninsula**

Communities Served

- Anchor Point
- Clam Gulch
- Cooper Landing
- Homer
- Hope
- Kachemak
- Kasilof
- Kenai
- Moose Pass
- Nanwalek
- Nikishka
- Nikiski
- Nikolaevsk
- Ninilchik
- North Kenai
- Port Graham
- Portlock
- Salamatof
- Seldovia
- Seward
- Soldotna
- Sterling
- Tyonek



**ALASKA JOB CENTERS AND LOCAL ADVISORY COMMITTEES**

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**Peninsula Local Advisory Committee**

- |                 |                     |
|-----------------|---------------------|
| Judy Walgenback | New Frontier        |
| Fred Esposito   | Vocational Tech     |
| Ben Eveland     | KPBSD-Voc Ed Coord. |
| Bob Watts       | Counseling Service  |
| Heather Arnett  | WRCC                |
| Diane Taylor    | KPC                 |
| Linda Schirmers | Fred Meyers         |
| Kathy Gensel    | NBA                 |
| Lori Evans      | Peninsula Clarion   |
| Sammy Crawford  | PIC                 |
| Kristin Lambert | CPCS/COP            |

Amy Tavretto  
Wini Crosley  
Mary Ann Tweedy  
Walt Ward

Kenai Chamber  
Frontier Com. Service  
Kenaitze Indian Tribe  
KPB School District

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#### Regional Information

The Kenai Peninsula Borough (KPB) is comprised of the Kenai Peninsula, Cook Inlet and a large unpopulated area northeast of the Alaska Peninsula. The area encompasses 16,079 miles of land and 5,585 sq. miles of water.

PopulationThe population on the Peninsula is 48,952. Modest growth migration to the region was positive, but natural increase was the main growth factor. A relatively stable economy helped sustain growth.In the next eighteen years the population is projected to increase by approximately 15%. This will consist of older Alaskans by +6,089, the fourth to the largest increase in the State. And children ages five through 17 by +2,913, the second to the largest increase in the State.

#### Unemployment Information:

**Against the backdrop of statewide unemployment rate for 1998 and 1999 @ 5.9% the yearly unemployment rates for the KPB were 10.7% as of Dec 1998 and 11.1% as of Dec 1999.**

#### Kenai Peninsula Economic Forecast:

The Kenai Peninsula Borough economic outlook remains positive with unemployment at all-time lows. Though the geographical area is limited, the Alaska Department of Labor and Workforce Development tracks ten industry categories within the KPB. Activities include

Government, Trade, Services, Manufacturing, Transportation, Communication & Utilities, Mining, Construction, Finance, Insurance & Real Estate, Agriculture, Forestry & Fishing.

#### Employment

Figures are available through 1998 with most industries reporting gains. Employment within the KPB increased 2.2% over 1997 figures. Of the nine main industrial categories, only three reported employment declines, Agriculture, Forestry & Fishing, Mining, and Manufacturing.

#### To Remain Strong

Performance of major industries including commercial fishing, and tourism remains strong. The Construction activity is above average and has been steady over the past several years.

#### 1/3 of the Labor Force

The oil and gas industry is composed of exploration, extraction, storage, processing/manufacturing, and transportation accounts for approximately one-third of the labor force.

Growth in tourism is expected to continue and is estimated to be a \$95 million per year industry on the Peninsula and is the fastest growing industry in the borough. The timber industry is an emerging part of the local economy with an automated lumber mill on the eastern peninsula and a large chipping operation located on the southern peninsula. Many resources used in production are renewable, providing long-term use through proper management. New markets are presenting themselves in farmed oysters, mussels, seaweed, sea urchin, sea anemone, and various other seafood products.

#### Remain Stable

Employment at commercial fishing and fish processing should remain stable. Commercial harvest and processing of fish in the borough traditionally includes: five species of salmon, halibut, three species of crab, shrimp, clams, scallops, herring, and various groundfish.

#### Sales

Gross sales for the first six months of 1999 are 9% lower than they were a year ago. The decrease occurred in non-taxable Sales. As reported taxable sales are higher than 1998 levels. Industries reporting gains in gross sales include travel, communications, public utilities, wholesale trade, services and government. Declines occurred in agriculture, forestry and fishing, mining, construction, manufacturing, retail trade, and government. Utility service providers have experienced consistent growth over the period presented. Percentage gains in account totals meet or exceed population growth percentage gains.

#### Public sector employment will continue to decline

Government is projected to see the region's largest job reduction during the forecast period. State government employment will begin to show the effects of recently implemented budget cuts. Reductions in state government spending will ripple into local governments that depend on state funding, and local government employment could see a drop as well.

#### Summary:

Strengths of the KPB economy include its diversity and the entrepreneurial spirit of residents. Positive signs for the year 2000 are the expansion of tourism to include year around activities; increased use of timber to include value-added products; expansion of commercial

fishing products to include shellfish production; development of deep water freight docking facilities and to creatively use the Internet to develop markets for products and information marketed by residents.

Weaknesses may include weather conditions, which with proper planning can be minimized. Location is another issue, yet the KPB is better located for economic growth than much of Alaska. In addition, technological advances have decreased travel requirements as workers complete employment tasks through Internet use.

Planning and innovation, wise resource management, and the entrepreneurial spirit of residents will determine the economic course of the Kenai Peninsula Borough.

## V. Public Comment

In an effort to elicit public comment on the Balance of State Local Workforce Investment Board Five Year Strategic Plan, an invitation to comment was advertised for three days each in the Anchorage, Fairbanks and Juneau newspapers. Invitations to respond were also issued to all mandated partners and encouraged partnerships. Letters of invitation to comment were sent to various unions, chambers of commerce and school districts. Several comments by partner agencies were submitted clarifying aspects of their program provision. All of these comments were incorporated in to the plan. Only two other comments were received as follows:

1. The **Bethel Local Advisory Committee** corrected the plan and provided information that there are two newspapers in Bethel and two items were misspelled. One of the misspelled items was corrected, the other will be corrected in later versions due to the technical aspect of the correction.

2. The **AFL-CIO** submitted the following comments:

Page 28, Alaska Job Center Standards:

1. Sec.1.3The Alaska AFL-CIO strongly feels that the word shall needs to replace the word may to indicate the organizations to be represented on the Local Advisory Committees. This is pursuant to the federal requirements for State Boards Sec.111(b)(1) and Local Boards Sec. 117(b)(2)(A) where the word shall is used. We feel the entire Alaska State workforce development system should reflect the same standards from the SWIB through the LAC level. This should also apply to the board and committee nomination and appointment process by soliciting nominations from the organizations to be represented.

Page 46, Rapid Response:

1. There needs to be a more comprehensive description of Rapid Response activities as per 20 CFR 665.300, 665.310 and 665.320.

2. We would like to point out that a financial evaluation for eligibility is not required for a dislocated worker as per WIA Sec. 101(9) and 20 CFR 663.115.

3. If the laid off employees are represented by a labor union, the union shall be included along with the employer in the initial contact. It is often easier to get a list of laid off workers from their union than their employer.

4. Find out if there are any contractual negotiations ongoing that are related to the layoff. The union may wish to hold off any rapid response activities until these matters are settled.

5. If the laid off employees are represented by a labor union, the union must have a right to review and agree to any services to

be provided to their members that are funded under the Act.

STEP and WIA Title I dislocated worker funds should be used to support BOS WIB partnering with organized labor to deliver incumbent worker training.

*Note: These comments are appreciated and under consideration by the BOS LWIB and the Alaska Workforce Investment Office.*

VI. APPENDIX

**A. Local WIB Certification Packet**

**Certification Application Packet  
of Existing Local Private Industry Council  
(Statewide Service Delivery Area/  
Balance of State Workforce Investment Area)**

**For Appointment to  
Workforce Investment Board  
(Balance of State Workforce Investment Area)**

Contents

- Request for Certification  
Matrix of  
1) Current Membership,  
2) Areas of Representation and  
3) Eventual Representation  
Form #1

**Individuals Appointed To  
The Local Workforce Investment Board**

Following is a matrix providing a comparison of the current Private Industry Council composition with the board membership as required by the WIA of 1998. The current board has substantially met the requirements of a Local WIB except for representation of labor organizations and ANCET nominated organizations. Thus, the highest priority is to solicit nominations for these requirements. Additionally, membership from the business community will be sought to ensure a majority representation of the business sector. Currently, business representation is at almost 50% and will be maintained, as required, at over 50%. Fulfillment of representation from labor organization, Native organizations, education and WIA Title funding would result in additional seats needed in the business category.

In that the current PIC membership closely resembles the requirements of a Local WIB, it is entirely reasonable to assume a full complement of the required membership is possible by July 1, 2000. A timeline for accomplishing this task would encompass the following tasks:

November 1999 - January 2000: Solicitation of nominations

March - June 2000: Selection process and appointment to the WIB by the Local CEO.

<b>LWIB Membership Categories and Appointment Criteria (Including Required Number of Members)</b>	<b>Current PIC Member's Name, Title, and Address</b>	<b>Name of Business or Agency and Representation Category</b>	<b>WIB Membership Goals by 7/1/00</b>
Business (Must constitute a majority of members appointed) At least three from business with substantial employment optys. At least three from small businesses employing < 50 employees.	James Barron 3176 Pioneer Ave Juneau AK 99801  Jack Carpenter PO Box 1106 Nome AK 99762  Lisa Fellows PO Box 1065	Barron School of Driving (Small Business)  Bering Straits Native Corp. (Large (checking) Business)  PAWS IV Publishing (Small Business)	Nominations for additional members from both large and small businesses will be sought to ensure compliance with the business majority mandate.

<p>One must represent an economic development organization.</p>	<p>Homer AK 99603</p> <p>Penelope Goforth PO Box 23034 Ketchikan AK 99901</p> <p>Vivien Johnson PO Box 2236 Bethel AK 99559</p> <p>Peter Larson, Jr PO Box 1603 Nome AK 99762</p> <p>Cole Schaeffer PO Box 105 Kiana AK 99749</p> <p>Pinkie Thompson PO Box 210474 Anchorage AK 99521</p> <p>James Wakefield 17235 Lena Loop Road Juneau AK 99801</p>	<p>CybrCat Productions (Small Business)</p> <p>YK Health Corporation (Large Business)</p> <p>Norton Sound Economic Development Council</p> <p>Cominco (Large Business)</p> <p>BP Exploration (Large Business)</p> <p>Powell Realty (Small Business)</p>	
<p>Alaska Native E&amp;T Orgs Two or more</p>			<p>Nominations from ANCET for two representatives of Alaska Native E&amp;T organizations will be sought. (1)</p>

<p>Labor (At least three - nominated by central labor councils.)</p>			<p>Nominations for three representatives of Labor organizations will be sought.</p>
<p>Education At least two from postsecondary ed. At least two from K-12.</p>	<p>Wendy Redman UA-Statewide PO Box 755200 Fairbanks AK 9755</p>	<p>University of Alaska</p>	<p>Nominations from private and public schools and related organizations shall be sought to fill the three mandated education seats. (3)</p>
<p>One Stop Partners: WIA Title Services (Labor) Wagner Peyser (Labor) Vocational Rehabilitation (Labor) Public Assistance</p> <p>Community Based Orgs</p> <p>Community Based Orgs</p>	<p>Rudder Hulce HC 30 Box 536C Wasilla AK 99687</p> <p>Arve Soloman 6938 Fairweather Drive Anchorage AK 99518</p> <p>Donene Tweeten PO Box 853 Kodiak AK 99615</p> <p>Lorraine Crawford 36615 Chinulna Drive Kenai, AK 99611</p> <p><i>Vivian Johnson PO Box 2236 Bethel AK 99559 (Also noted in Business Section)</i></p>	<p>Public Assistance</p> <p>Vocational Rehabilitation</p> <p>Employment Service</p> <p><i>YK Health Corporation</i></p>	<p>Representation of WIA Title Services will be sought. (1)</p>

**Form No. 1**

If a pre-existing "alternative entity" was chosen to function as the local Workforce Investment Board, the Chief Local Elected Official is asked to attach to the Board Certification Application a written description of how the Chief Local Elected Official plans to work with the local Workforce Investment Boards to:

- Ensure an ongoing role in the Board's local area Strategic Plan and local WIA planning processes for One-Stop partner organizations as listed in WIA Sec.121(b), community-based organizations, private vocational schools, and other interested community groups.

*The current PIC has already begun the process of identifying the necessary steps to assist in developing the Strategic Plan and local WIA planning processes required of One-Stop partner organizations, community based organizations, private vocational schools and other interested community groups. A memorandum of understanding has already been adopted and signed with the Divisions of Public Assistance, Vocational Rehabilitation, Employment Security and the AHRIC (State Board) to formalize a commitment to collaboration, cooperation and collaboration through key State agencies in the One Stop. Additional and appropriate partners will be added to these agreements through on-going outreach and negotiations.*

- Provide appropriate attention and focus on area-wide workforce development planning for youth, including the coordination and oversight of WIA Title I-B youth activities.

*Development of a Youth Committee has already been initiated by the PIC in anticipation of participating in the early planning process for coordination and oversight of JTPA and WIA youth activities and funds. Members of the current committee have been involved in grant reviews for summer youth programs and are familiar with issues in the Statewide SDA/BOS WIA. The current chair of the Youth Committee has been nominated to the State WIB Youth Opportunities Subcommittee.*

- Ensure an ongoing role of youth service provider agencies and others as listed in WIA Sec.117(h)(2) in the Board's local Strategic Plan and local WIA planning processes.

*The Youth Committee is, again, already involved in WIA required planning processes and aware of membership requirements for the Youth Council as outlined in Section 117(h) of the WIA of 1998. An effort to recruit appropriate membership shall commence upon certification of the PIC as the LWIB.*

## **Local Workforce Investment Boards**

### **A Request For Certification**

As the designated Chief Local Elected Official for purposes of the Workforce Investment Act of 1998, I am submitting this Request for local Workforce Investment Boards Certification to the Alaska Human Resource Investment Council (State Workforce Investment Board). I understand that the State Board will review this application and, if determined complete, will recommend its approval to the Governor. Our Workforce Investment Area comprises the following geographic area: Statewide Balance of State as designated by Administrative Order Number 182.

I offer my assurance that the community leaders appointed as members to our area's Workforce Investment Boards were selected:

With the Governor's appointment considerations in mind, we believe that the members selected will be capable of leading the Board's work to inform broad-based needs assessment, strategic planning, and program outcome analysis for our area's workforce development system as a whole.

Following federal and state membership criteria instructions as provided by the state Board on behalf of the Governor.

Using the nomination processes required by federal law as included in the state Boards' instructions.

I have attached a chart that identifies my appointments to the local Workforce Investment Board and Form No. 1.

---

James Wakefield, Chair  
Statewide Service Delivery Area/Balance of State Workforce Investment Area  
Private Industry Council

October 15, 1999

Mail to:  
Alaska Human Resource Investment Council  
3601 C Street, Suite 380  
Anchorage, Alaska 99503

**B. BOS LWIB Nomination Packet**

**STATE OF ALASKA**

**BALANCE OF STATE  
LOCAL WORKFORCE  
INVESTMENT  
BOARD**

**APPLICATION  
PACKET**

State of Alaska Letterhead

Balance of State Private Industry Council  
***P.O. Box 25509***  
***Juneau, Alaska 99081-5509***

Dear Applicant,

Thank you for your interest in applying to the Balance of State Private Industry Council (BOS PIC). Please review the enclosed information that highlights the appointment process, an overview of the BOS PIC and an introduction to the responsibilities of the new Local Workforce Investment Boards. I have also included an organizational chart to assist applicants in understanding the general structure of the Workforce Investment System in the state of Alaska.

As evidenced by the outline of the required membership of the board (mandated by law and state policy), the board must meet stringent membership criteria. Nominations will be sought that will accomplish the dual goals of meeting membership criteria and inclusion of members with a sincere dedication to workforce investment issues.

Our board meets three to four times a year for one to two days. Board meetings occur statewide in an effort to provide board members with a personal understanding of the communities governed by the board. Each board member is further expected to participate in committee membership within the board. Time dedicated to committees will generally encompass monthly meetings, as well as the time necessary to work on committee business outside of the formal meeting structure.

Thank you, again, for your interest and effort. You will be notified by phone or mail of the Governor's selection.

Sincerely,

Jim Wakefield, Chair

## ***Questions and Answers About Appointments to Boards and Commissions***

### **1. How do I apply for a position on a board or commission?**

The process starts with you. Send a letter to the Office of the Governor expressing your desire to serve, along with a brief resume. Many boards have similar names, so be sure to state the full and correct name of your board preference, or give us a call at 465-3500. We also have blank resume forms you may use in place of an original resume.

Please send information to:

Office of the Governor

***Boards & Commissions***

***P.O. Box 11000,***

***Juneau, Alaska 99811-0001***

***Phone: 907-465-3500, fax: 907-465-3532.***

Your letter should include your name, address, and telephone number(s). You should specify the board or commission in which you are interested and explain why you are qualified or experienced in the area of the board's activity.

After the appointment process for each board is completed, the resumes are purged from the file. Therefore, it is necessary to resubmit a copy of your resume for each new application.

### **2. Do I need to have other people recommend me?**

It is not necessary. If there are people who would like to express their confidence in you, ask them to send letters of endorsement to the Office of the Governor.

### **3. What happens after I submit my name to the Governor's Office?**

Your letter will be acknowledged, letting you know that it has been received.

The staff reads your letter and places it in a folder with other candidates for the same board. Any additional correspondence we receive from you or on your behalf is also kept in the folder. If we need more information we will call you. Resumes and letters of endorsement/recommendation are public record.

When it is time for the Governor to make an appointment to that board, the staff provides geographic, ethnic, and gender composition, as well as statutory restrictions of the current board. We also provide information on professional or personal experience either necessary or preferable to the board's function.

The Governor reviews this information as well as a summary of the correspondence received on each applicant, and makes his selections. All candidates and endorsers are notified by phone or mail of the Governor's decision.

#### **4. How do I know if I am eligible to be appointed?**

Most of the seats on boards and commissions are restricted by law. Reading the fact sheet on a specific board will give you an idea if you are eligible for a particular position.

In addition to specific seat restrictions, you must be a registered voter prior to the last general election.

Fact Sheets are linked at the bottom of this page, and can be obtained by "clicking" on any of the boards listed below. In addition, fact sheets on each board or commission are compiled in our annual Boards and Commissions Book. This book is available for review by the public in any of the Governor's offices and at each Legislative Information Office. Fact sheets are also available by contacting Gina Spartz in the Governor's office at 465-3500.

#### **5. How do I find out about vacancies on boards and Commissions?**

Information on upcoming vacancies can be obtained by contacting Gina Spartz at the Office of Boards and Commissions in the Governor's Office, or by calling (907)465-3500

6. Do I have to disclose my personal finances if I am appointed to a state board or commission?

A small number of boards require that appointees comply with state financial disclosure laws. The fact sheets identify which boards have this requirement by noting "Financial Disclosure" under "Requirements."

7. What is "legislative confirmation"?

The Constitution identifies certain boards and commissions which require that the Governor's appointment be approved by the Legislature. In this case, the Governor makes an appointment to be confirmed by a majority vote of the Legislature. Confirmation is generally an easy process and is accomplished during a special joint session between the Alaska Senate and the House of Representatives near the end of each year's legislative session.

The fact sheets identify which boards require this confirmation process. Resumes must be submitted for these positions and are forwarded to both the Senate and the House of Representatives.

**8. Do I need to be a registered voter?**

YES! All appointees must be registered voters prior to the last general election.

**9. Can state employees be appointed to boards and commissions?**

Yes. Statutes provide for many state employees to be designated appointees to boards and commissions. It is important for state employees to note AS 39.20.185, which states that members of boards and commissions who are state employees are not entitled to per diem when the meeting or other business takes place in the community of which the member is a resident.

**10. Does a member of a board or commission receive any compensation?**

As a general rule, members are volunteers, but most are entitled to standard travel expenses and/or per diem (AS 39.20.180). For compensation information on a particular board or commission, refer to the appropriate fact sheet.

The state issues 1099s to report certain reimbursements made directly to the member for expenses incurred as a board or commission member. These include such costs as airline fares, mileage and supplies. Per diem is not reported, nor is the cost of airline tickets if the state purchased the ticket on behalf of a member.

**11. Can I apply for more than one board?**

Yes. It is suggested, however, that you prioritize your choices. Additionally, in most cases an individual may only serve on one board at any given time.

**12. Who do I contact for further information?**

The fact sheets (mentioned in No. 4 above), most likely will supply basic information, and are "linked" to each of the boards listed below. A more detailed description of the composition, function, and duties of specific boards can be obtained by contacting the board contact whose name and phone number is listed below, or by e-mailing the contact directly by accessing the fact sheet, and following the link at the bottom of the page (wherever possible.) For more general information about the board process, please contact Gina Spartz at 465-3500.

**PL 105-220 Workforce Investment Act**

Title I, Chapter 2, Section 117

**LOCAL WORKFORCE INVESTMENT BOARDS.**

(a) Establishment.--There shall be established in each local area of a State, and certified by the Governor of the State, a local workforce investment board, to set policy for the portion of the statewide workforce investment system within the local area (referred to in this title as a "local workforce investment system").

(b) Membership.--

(1) State criteria.--The Governor of the State, in partnership with the State board, shall establish criteria for use by chief elected officials in the local areas for appointment of members of the local boards in such local areas in accordance with the requirements of paragraph (2).

(2) Composition.--Such criteria shall require, at a minimum, that the membership of each local board--

(A) shall include--

(i) representatives of business in the local area, who--

(I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority;

(II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and

(III) are appointed from among individuals nominated by local business organizations and business trade associations;

(ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;

(iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees;

(iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present);

(v) representatives of economic development agencies, including private sector economic development entities; and

(vi) representatives of each of the one-stop partners; and

(B) may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

(3) Authority of board members.--Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities.

(4) Majority.--A majority of the members of the local board shall be representatives described in paragraph (2)(A)(i).

(5) Chairperson.--The local board shall elect a chairperson for the local board from among the representatives described in paragraph (2)(A)(i).

(c) Appointment and Certification of Board.--

(1) Appointment of board members and assignment of responsibilities.--

(A) In general.--The chief elected official in a local area is authorized to appoint the members of the local board for such area, in accordance with the State criteria established under subsection (b).

(B) Multiple units of local government in area.--

(i) In general.--In a case in which a local area includes more than 1 unit of general local government, the chief elected officials of such units may execute an agreement that specifies the respective roles of the individual chief elected officials--

(I) in the appointment of the members of the local board from the individuals nominated or recommended to be such members in accordance with the criteria established under subsection (b); and

(II) in carrying out any other responsibilities assigned to such officials under this subtitle.

(ii) Lack of agreement.--If, after a reasonable effort, the chief elected officials are unable to reach agreement as provided under clause (i), the Governor may appoint the members of the local board from individuals so nominated or recommended.

(C) Concentrated employment programs.--In the case of a local area designated in accordance with section 116(a)(2)(B), the governing body of the concentrated employment program involved shall act in consultation with the chief elected official in the local area to appoint members of the local board, in accordance with the State criteria established under subsection (b), and to carry out any other responsibility relating to workforce investment activities assigned to such

official under this Act.

(2) Certification.--

(A) In general.--The Governor shall, once every 2 years, certify 1 local board for each local area in the State.

(B) Criteria.--Such certification shall be based on criteria established under subsection (b) and, for a second or subsequent certification, the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to meet the local performance measures.

(C) Failure to achieve certification.--Failure of a local board to achieve certification shall result in reappointment and certification of another local board for the local area pursuant to the process described in paragraph (1) and this paragraph.

(3) Decertification.--

(A) Fraud, abuse, failure to carry out functions.--Notwithstanding paragraph (2), the Governor may decertify a local board, at any time after providing notice and an opportunity for comment, for--

(i) fraud or abuse; or

(ii) failure to carry out the functions specified for the local board in any of paragraphs (1) through (7) of subsection (d).

(B) Nonperformance.--Notwithstanding paragraph (2), the Governor may decertify a local board if a local area fails to meet the local performance measures for such local area for 2 consecutive program years (in accordance with section 136(h)).

(C) Plan.--If the Governor decertifies a local board for a local area under subparagraph (A) or (B), the Governor may require that a new local board be appointed and certified for the local area pursuant to a reorganization plan developed by the Governor, in consultation with the chief elected official in the local area, and in accordance with the criteria established under subsection (b).

(4) Single state area.--Notwithstanding subsection (b) and paragraphs (1) and (2), if a State described in section 116(b) indicates in the State plan that the State will be treated as a local area for purposes of the application of this title, the Governor may designate the State board to carry out any of the functions described in subsection (d).

**STATE OF ALASKA  
OFFICE OF BOARDS AND COMMISSIONS**

PRIVATE INDUSTRY COUNCIL

BOARD: Alaska Private Industry Council

BOARD IDENTIFICATION NUMBER: 084

DEPARTMENT: DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS

AUTHORITY: PL 97-300

STATUS: Active **\*until June 30, 2000 or Certification as the Balance of State Local Workforce Investment Board. Please see information related to the Local Workforce Investment Board included in this packet.**

TERM: 3 years

DESCRIPTION: 17 members appointed by the Governor: 9 members representing the private sector with half of that from small business; 8 members, selected from individuals recommended by interested organizations, representing each of the following: education agencies, community-based organizations (CBOs), economic development agencies, public employment services, public assistance agencies, vocational rehabilitation agencies, and organized labor; CBOs and organized labor must have at least three representatives between them; separate councils exist for each of Alaska's sub-State Service Delivery Areas (Fairbanks, Anchorage, and statewide). All applicants require nominations or recommendations from interested organizations, per federal law. Private sector representatives on the council shall be selected from among individuals nominated by general purpose business organizations after consulting with, and receiving recommendations from, other business organizations in the service delivery area. (See PL 97-300 for more details).

FUNCTION: Works with local elected officials sharing the responsibility for employment and training programs.

CHAIR: Council selects.

SPECIAL FACTS: The chair shall be selected from among members of the Council who are representatives of the private sector.

COMPENSATION: Standard Travel and Per Diem.

MEETINGS: 4 times per year; 8 days maximum.

FOR FURTHER INFORMATION CONTACT:

**Sean O'Brien, Program Coordinator, Job Training  
Department of Labor and Workforce Development  
907-465-4890**

**C. BOS LWIB By-Laws****BYLAWS****ALASKA STATEWIDE PRIVATE INDUSTRY COUNCIL**

**Approved April 7, 1988  
Last Amended August 31, 1998**

**ARTICLE I. NAME AND OFFICE**

A. **NAME:** The name of the Council shall be the Alaska Statewide Private Industry Council. The Council may be commonly referred to as the ASPIC or Alaska Statewide PIC. The ASPIC is a service delivery council representing the State of Alaska minus the Municipality of Anchorage, Matanuska-Susitna Borough, and the Fairbanks North Star Borough. The ASPIC will abide by all pertinent federal and state laws and, specifically, those guidelines and regulations established under the Job Training Partnership Act, PL 97-300.

B. **OFFICE:** The principal office of the ASPIC shall be located at Room 106, Community and Regional Affairs Building, 150 Third Street, Juneau, Alaska. The mailing address shall be P.O. Box 112100, Juneau, Alaska 99811-2100.

**ARTICLE II. PURPOSE AND POWER**

A. **PLANS:** A Job Training Plan shall be developed in partnership with the Alaska Statewide Service Delivery Area, for approval by the ASPIC. It shall be the responsibility of the ASPIC to provide policy guidance for and exercise oversight with respect to activities under the Job Training Plan for the Statewide Service Delivery Area.

B. **PROGRAMS:** The Alaska Statewide PIC has selected the Department of Community and Regional Affairs, Community and Rural Development Division, to serve as its administrator and grant recipient to implement a Job Training Program in accordance with the Job Training Plan.

C. **REVIEW AND MONITOR:** The Alaska Statewide PIC will review and monitor the performance of the Statewide programs to determine whether or not they meet standards of the Job Training Plan.

D. **COORDINATION:** The Alaska Statewide PIC will enlist the support of private employers and employer groups and private service agencies, educators, and governmental bodies for the programs being sponsored to advance the economic development and social well-being of all Alaskans in our Service Delivery Area.

E. **MODIFICATION:** The purpose of the Alaska Statewide PIC may be modified, as a result of changes to the statement of goals and objectives for job training and placement programs for the State from the Governor's office, or for federal regulations or guidelines, or new knowledge of job training needs, through action of the Council.

F. **EVALUATION OF PURPOSE:** A systematic evaluation of the purpose of the ASPIC will be conducted annually.

### ARTICLE III. MEMBERSHIP

#### A. **COMPOSITION:**

In accordance with section 102 of the Job Training Partnership Act, the Alaska Statewide PIC is to be composed of:

1. Representatives of the private sector, who shall constitute a majority of the membership of the Council and who shall be owners of business concerns, chief executives or chief operating officers of nongovernmental employers, or other private sector executives who have substantial management or policy responsibility; and

2. Representatives of organized labor and community-based organizations, who shall constitute not less than 15% of the membership of the Council; and

3. Representatives of educational agencies, vocational rehabilitation agencies, public assistance agencies, economic development agencies, and public employment service. Members are appointed by the Governor and will serve at the Governor's pleasure.

**NOMINATION OF MEMBERS:** Private sector representatives on the Council shall be selected from among individuals nominated by general purpose business organizations in the service delivery area (SDA). Education representatives shall be selected from among individuals nominated by regional or local educational agencies/institutions, or general organizations of institutions, within the SDA. Labor representatives on the Council shall be selected from individuals recommended by recognized State and local labor federations within the SDA. The remaining members of the Council shall be selected from individuals recommended by interested organizations within the SDA.

**CHANGES IN MEMBER DESIGNATION:** A member nominated and appointed under one designation (private industry, education, etc.) who no longer qualifies for or represents that designation, shall provide written notification of such change to the Governor, and to the Chair of the Council, within 30 days. If a member requests a change in their designation (from CBO to private industry, etc.), they must be nominated for the new designation in accordance with this section and section 102 of the Job Training Partnership Act.

**CHANGES IN MEMBER RESIDENCY STATUS:** If any member relocates to an area outside the SDA, written notification shall be provided to the Governor, and to the Chair of the Council, within 30 days. The Chair may provide recommendations to the Governor concerning changes to member representation.

B. **NUMBER:** The authorized number of members shall be seventeen (17) including the Chair.

C. **TERM:** Members shall be appointed for fixed and staggered terms and may serve until their successors are appointed.

D. **RESIGNATION:** Any Council member may resign by giving written notice to the Governor of the State and the Chair of the Council.

E. **VACANCY:** Any vacancy in the membership of the Council shall be filled in the same manner as the original appointment and in accordance with the Job Training Partnership Act, federal and state regulations.

F. **VOTING:** Each Council member present at the meeting, including the Chair, shall be allowed one (1) vote.

G. **ATTENDANCE:** Attendance shall be the responsibility of each member. Members shall contact the Chair of the Council (through SDA staff if necessary) if an absence is anticipated. The Chair of the Council shall determine if an absence is excused or unexcused. Should any member of the Council be unexcused for absences from two (2) successive meetings or any three (3) meetings during one term of appointment, the Chair shall recommend removal. It is the responsibility of the Chair of the Council to determine a member's interest and commitment before making such a recommendation.

H. **REMOVAL:** The Council may recommend removal of a member by two-thirds (2/3) majority vote of a quorum.

I. **QUORUM:** A quorum is defined as a simple majority of the currently seated membership.

J. **REGULAR AND SPECIAL MEETINGS:**

1. All meetings of the Council and its Committees shall be open and public. Council meetings shall follow protocol as set forth in the statutes establishing the Council and in the most recent edition of Robert's Rules of Order.

2. The Council will hold regular scheduled meetings as necessary, the approximate time and place to be determined by the Council and announced at the meeting in progress.

3. Special meetings of the Council for any purpose may be called by the Chair or by a majority of the existing membership of the Council. Each member shall be given at least seven (7) days of notice of such meetings.

K. **RECORDS:** Staff members shall maintain minutes of all Council meetings and records of all transactions and other documents that pertain to the Council business. Minutes of all Council meetings shall be provided to Council members within four (4) weeks following each Council meeting.

L. **VOTE RECORDS:** Except where action is taken by unanimous vote of all Council members present and voting, the Yays, Nays, and abstentions, if any, upon the passage of all resolutions or motions, shall be entered in the minutes of the Council.

M. **PER DIEM:** All members of the Council will be paid per diem as set forth in Alaska Statute 39.20.180, governing such payments to appointed boards and commissions. A Council member can waive any per diem payment for any meeting.

N. **CONFLICT OF INTEREST:**

1. Members or groups of members of the Council may from time to time have a direct or indirect interest in matters of funding, proposals, or other matters being considered by the Council. Any member or members with such direct or indirect interest shall make a disclosure to the Executive Committee prior to the meeting at which such matters will be discussed.

2. The Council shall make a determination as to the propriety of the member or members with such direct or indirect interest to make motions, participate in discussions, or vote on the matter involved.

3. None of the foregoing conflict of interest section removes the right of any Council member to participate in public discussion of the specific question involved.

4. The minutes of the Council shall indicate if any member or members have revealed a direct or indirect interest on matters being considered by the Council and what participation was determined to be appropriate.

5. If a PIC member (or any organization which that member directly represents) applies for funds from the Statewide Service Delivery Area (SDA), the SDA shall be notified of the potential conflict of interest. SDA staff will record this notice, along with reasons why the application is in the public's best interest. This notice and justification shall be presented to the PIC and recorded in the minutes.

ARTICLE IV. OFFICERS AND EXECUTIVE COMMITTEE

A. **CHAIR:** The Chair of the Alaska Statewide PIC shall be selected from any member of the Council who is a representative of the private sector. The Chair shall serve as Principal Officer from the Council. The Chair shall sign all documents of the Council. The Chair shall preside over all regular and special meetings of the Council. The Chair shall have such other duties as assigned by the Council.

B. **VICE CHAIR:** The Alaska Statewide PIC shall have one (1) Vice Chair. The Vice Chair shall assume the responsibility and authority of the Chair in his or her absence. The Vice Chair shall have such other duties as assigned by the Council.

C. **EXECUTIVE COMMITTEE:**

1. The Executive Committee shall consist of the Chair, the Vice Chair, and three (3) Council members. The terms shall continue until the elections as defined in Article V, Section A of these Bylaws. The immediate past chairperson may serve as an ex-officio member of the executive committee.

2. The Executive Committee shall have full powers and duties to act on behalf of the Council subject to ratification of the Council. It shall report to the Council, in a timely manner, all actions taken on behalf of the Council. It shall develop and recommend policy to the Council and implement that policy once adopted. It shall plan and coordinate with other relevant agencies and provide guidance to the staff. It shall act as a Budget Review and Program Oversight Committee.

ARTICLE V. ELECTIONS AND REMOVAL

A. **ELECTION:** The Chair and Vice Chair shall be elected by a majority of the quorum of the Council for a two (2) year term to coincide with the two year period covered by the approved Job Training Plan. The Chair, Vice Chair, and Executive Committee members shall not serve more than two consecutive terms in the same office. Elections shall be held at the first meeting following the start of the period covered by the Job Training Plan.

B. **OFFICER VACANCIES: Chair:** If the Chair is unable to complete the full term, the Vice Chair will serve as the interim Chair until the next regular election. The interim Chair shall select a member of the Executive Committee to serve out the term of the Vice Chair.

**Vice Chair:** If the Vice Chair is unable to complete the full term, a replacement shall be elected from among members of the executive committee by a majority of the quorum of the Council, at a regularly schedule meeting.

**Executive Committee:** Vacancies on the Executive Committee may be filled by the Chair or interim Chair with concurrence of the Council.

C. **REMOVAL:** The Chair, Vice Chair or Executive Committee Member(s) may be removed from office by a two-third (2/3) majority vote of a quorum of the Council at a regularly scheduled meeting, provided that thirty (30) days notice of the pending action has been provided to the Council.

## ARTICLE VI. STAFF

A. **SUPPORT:** The Department of Community and Regional Affairs, Community and Rural Development Division, shall provide staff support to the Council, including but not limited to professional, technical, and clerical assistance to the Council, Standing Committees, and Temporary Committees.

## ARTICLE VII. COMMITTEES

A. **ESTABLISHMENT AND APPOINTMENT:** The establishment and abolition of committees will be conducted by a vote of the Council. The Chair of the Council shall appoint members and designate chairs of the Standing Committees and any temporary committees established by the Council.

B. **STANDING COMMITTEES:** Standing Committees of the Council and their roles are as follows:

**Executive Committee** - (See Article IV.C of these Bylaws).

**Bylaws Committee** - On an annual basis, and as directed by the Council when needed, meet to review, develop and recommend changes to the bylaws.

**Youth Committee** - Review, monitor, and recommend changes to youth programs delivered by the Council.

**Planning Committee** - Review, develop and recommend Council job training plans and modifications.

**Marketing Committee** - Develop and recommend for implementation, strategies to market the services provided by the Council.

**Nominating Committee** - Meet on a yearly basis, or as directed by the Council, to review Council composition. Solicit and forward names of persons eligible and willing to serve as members of the Council as vacancies occur.

**Legislative Committee** - Track legislation and make and/or solicit appropriate responses to legislation that affects the Council.

C. **MEMBERSHIP:** Persons who are not members of the Council may be appointed to serve as members of a committee or as ad hoc members as needed. Committees shall have a minimum membership of three Council members.

D. **COMMITTEE MEETINGS:**

1. All Committee meetings shall follow the guidelines on conflict of interest as outlined in Article III, Section N.

2. All meetings of committees incurring expenses shall be approved by the Chair in advance.

ARTICLE VIII. OFFICIAL REPRESENTATION

A. **REPRESENTATION:** A member may speak for the Alaska Statewide PIC only when he or she represents positions officially adopted by the Council.

ARTICLE IX. AMENDMENTS

A. **AMENDMENTS OF BYLAWS:** These Bylaws may be amended by a two-thirds (2/3) vote of a quorum at a regularly scheduled meeting, provided that notice of the amendment was provided at the previous meeting and that amendments do not conflict with pertinent federal and state laws, guidelines, and regulations.

Amendments of 02/15/89:

ARTICLE V. ELECTIONS AND REMOVAL

Section A. Election

Amendments of 11/08/90:

ARTICLE IV. OFFICERS & EXECUTIVE COMMITTEE

Section C.1. Executive Committee

Amendments of 09/17/92:

ARTICLE I. NAME AND OFFICE

Section B. Mailing Address

ARTICLE III. MEMBERSHIP

Section N.5. Conflict of Interest

ARTICLE V. ELECTIONS AND REMOVAL

Section B. Officer Vacancies

Amendments of 04/02/93:

ARTICLE III. MEMBERSHIP

Section A. Composition

Section B. Number

Section E. Vacancy

ARTICLE V. ELECTIONS AND REMOVAL

Section B. Officer Vacancies

Section C. Removal

ARTICLE VII. COMMITTEES

Section B. Standing Committees

Section C. Membership

Amendments of 04/05/94:

ARTICLE III. MEMBERSHIP

Section G. Attendance

Section H. Removal

Amendments of 08/31/98:

ARTICLE III. MEMBERSHIP

Section I. Quorum

ARTICLE IX. AMENDMENTS

Section A. Amendments of Bylaws

**D. Mandated Partner MOU**

Each Local Workforce Investment Board is required to enter in to a Memorandum of Understanding with the twelve partner agencies named in the Workforce Investment Act (Section 121). Following is the current draft Memorandum of Understanding that is being reviewed by our partner agencies. After review by the partner agencies and the public, this document is subject to change. It is anticipated that the document and accompanying appendices shall be completed by July 1, 2000.

**Balance of State Local Workforce Investment Board  
Memorandum of Understanding  
Pursuant to the Workforce Investment Act of 1998 (WIA)**

**Section I. Parties**

The parties to this Memorandum of Understanding are:

Ed Flanagan, Commissioner  
Department of Labor and Workforce Development  
Local Chief Elected Official  
PO Box 25509  
Juneau, AK 99802-5509

Balance of State Workforce Investment Board  
Contact for review period: Deborah Craig, AKDOL, ES, Job Training  
Phone: 465-5074  
FAX: 465-3212  
[deborah\\_craig@labor.state.ak.us](mailto:deborah_craig@labor.state.ak.us)

Alaska Job Center Network Partner  
Organization Name:  
Contact Person:  
Fax and Email Address:

Alaska Job Center Network Partner  
Organization Name:  
Contact Person:  
Fax and Email Address:

Alaska Job Center Network Partner  
Organization Name:  
Contact Person:  
Fax and Email Address:

Insert additional partners in final document.

## **Section II. Duration (Required)**

This MOU shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section.

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 180 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties at the addresses shown in Section I of this MOU, and to the contact persons listed, considering any information updates received by the parties pursuant to Section I. Should any Alaska Job Center Network Partner withdraw, this MOU shall remain in effect with respect to other remaining Alaska Job Center Network Partners.

Should a mandatory partner not conclude this MOU with the Balance of State Local Workforce Investment Board (BOS LWIB) as required in the Workforce Investment Act, the LWIB must document the negotiations and efforts that have taken place. Any failure to execute an MOU with a required partner must be reported by the LWIB to the Governor, and by the Governor to the Secretary of Labor and to any other head of a Federal agency with responsibility for oversight of a partner's program. However, LWIB's that have demonstrated a good faith effort to enter into a partnership but have failed to reach agreement will not be found to be out of compliance with the Act because of such failures.

## **Section III. Modification and Assignment**

This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties.

## **Section IV. Purpose**

### *Introduction*

The purpose of this Memorandum of Understanding (MOU) is to provide and improve employment and training services to Alaskans, and defines our interaction and collaboration with service partners. This MOU between the Balance of State Local Workforce Investment Board (BOS LWIB) and WIA One Stop / Alaska Job Center Network Partners is a requirement of the Workforce Investment Act of 1998. This MOU will establish guidelines for creating and maintaining cooperative working relationships.

In 1995 the Alaska Legislature created the Alaska Human Resource Investment Council (AHRIC) and in doing so, consolidated three employment and training councils in order to develop a more efficient and cost-effective employment and training system for Alaska's employers and job seekers. In 1998 Governor Tony Knowles signed SB 334, state legislation amending the Act that created the Alaska Human Resource Investment Council (AHRIC). In 1999 the Legislature passed HB 40, a major restructuring of several

state departments. Programs related to workforce development were consolidated in the Department of Labor. The department changed its name accordingly to the "Department of Labor and Workforce Development." Also in 1999, Governor Knowles issued Administrative Order 182, directing the AHRIC be designated the State Workforce Investment Board (SWIB) as required by the Workforce Investment Act of 1998. The Anchorage/Mat-Su Service Delivery Area (SDA) and its administrative body were designated as the Anchorage/Mat-Su Workforce Investment Area and the Anchorage/Mat-Su Workforce Investment Board. The Statewide SDA and its administrative body were designated as the Balance of State Workforce Investment Area and Balance of State Workforce Investment Board. Governor Knowles directed all state agencies that are mandated One-Stop / Alaska Job Center Network partners to develop agreements and understandings necessary to meet WIA requirements, including the participation of mandated and volunteer WIA One-Stop partners.

The result of the legislation, departmental restructuring and the Governor's administrative order is to bring human resource investment issues to the fore in public policy. These combined efforts have concentrated efforts of building Alaskan's job skills and knowledge to ensure a strong state economy in the years ahead. The Balance of State Local Workforce Investment Board is committed to ensuring equitable representation and access to resources to all of the regions encompassed in the BOS Workforce Investment Area.

#### B. Vision

It is the vision of the BOS LWIB to render comprehensive employment and training services to Alaskan's throughout our diverse state to ensure Alaska employers have a skilled workforce and Alaska's workers have employment choices. Additionally, we strive:

- to eliminate duplication of services
- enhance participation and performance of customers served through the system
- improve customer service

Alaska's workforce development structure is built upon the core federal employment education and job training programs developed by Congress and administered by state agencies. These programs are authorized under several federal acts, including: the Workforce Investment Act (WIA), Wagner-Peyser Act, Adult Basic Education Act (ABE), Carl D. Perkins Vocational Education and Applied Technology Act, Vocational Rehabilitation, and federal block grants to states under the Temporary Assistance for Needy Families Act (TANF). Alaska also supports the State Employment Training Program (STEP), which assists Alaska's workers in obtaining skills, knowledge, work experience, and support services to aid in re-employment or continuing employment.

### **Section V. Provision of Customer Services**

#### **Introduction**

The Alaska Job Center Network (AJCN) is our state's version of the national "One Stop" career center systems. Its goal was to bring together services for jobs, job training and human services with an eye toward increasing cost effectiveness and improving customer satisfaction. Since 1995, Alaska has been moving to co-locate these services and to facilitate the partnerships that make them successful.

The AJCN began as a collaborative effort of the Employment Security, Community and Regional Development, Vocational Rehabilitation, and Public Assistance Divisions; the Private Industry Councils (the future Local Workforce Investment Boards) and the Alaska Human Resource Investment Council (the State Workforce Investment Board). Coordination of AJCN activities was accomplished through an AJCN Project Manager. Data processing, marketing, training, performance measures and other operational issues and policy decisions were made through the efforts of standing and ad hoc committees, with members representing all of the partner agencies.

The Alaska Job Center Network brings together employment and training oriented local, state, and federal service providers, community groups, native organizations, organized labor, educational institutions, and the business community in order to foster and promote workforce development. The Network includes Full Service and Satellite, as well as designated Affiliate Sites. It also includes "virtual service delivery" through time and distance spanning technologies including the Internet and telephone.

#### B. Guiding Principles

Service delivery throughout the Alaska Job Center Network system is guided by the commitment to these foundational principles:

*Customer Service Focus* - Alaska Job Center Network s will respond to the needs of their customers - both job seekers and employers - and pursue continuous improvement based on customer feedback.

*Universality* - All Alaskans will have access to a full array of job seeking and employment development services.

*Customer Choice* - 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.

*Integration* - Services, programs, and fiscal commitments currently administered by separate federal, state, and local governments will be integrated for maximum efficiency and customer responsiveness.

*Performance Driven* - Success will be evaluated on clearly measurable outcomes in meeting the needs and expectations of their customers.

#### C. WIA MANDATED ONE STOP / ALASKA JOB CENTER NETWORK PARTNERS

##### 1. Title I Programs

- Workforce Investment Act Title I Training Programs Adult
- Workforce Investment Act Title I Training Programs Dislocated Worker
- Workforce Investment Act Title I Training Programs Youth
- Workforce Investment Act Title I Job Corps
- Workforce Investment Act Title I Migrant and Seasonal Farm Workers

##### 2. Wagner Peyser Act

3. Unemployment Insurance
4. Veterans Services
5. Employment Security - NAFTA/TAA
6. Vocational Rehabilitation
7. Adult Basic Education
8. Welfare to Work
  
9. Carl Perkins and Applied Technology Act
  
10. Senior Employment Programs
  
11. HUD Employment and Training
12. Community Service Block Grant Employment and Training

### ***13. Workforce Investment Act Title I Native Grantees***

While not mandated, lother partners in some sites include:

- Adult Public Assistance Program
- Child Care Resources and Referral Services
- Child Support Enforcement (CSED)
- English Literacy
- Small business information and assistance
- State Training and Employment Program
- Transportation Services
- Tribal and Native Association Services

#### *D. ALASKA JOB CENTER NETWORK Site Designation*

A **Full Service** Alaska Job Center is a collocation from which a majority of WIA partner programs deliver the full range of core services to a universal population, along with intensive and training services based on eligibility. Participation of some partners may be electronic, but every effort shall be made to physically co-locate partners.

A **Satellite** Alaska Job Center is a collocation from which one or more WIA partner programs deliver the core services to a universal population, along with as many intensive and training services as feasible. The Satellite Alaska Job Center Network will have an electronic link to all WIA partner programs.

An **Affiliate** Alaska Job Center Site is a location from which a single partner agency delivers services - typically their own office and typically as a base of operations in cooperation with the AJCN system.

#### E. Services

**Core Services** - Core services are those universally available activities identified in WIA. In Core Services there will be an emphasis on self-service. Where self-service cannot be obtained, staff must be in place to provide assistance.

*Careers, Jobs, and Labor Markets* - Up-to date information is available that will help job seekers make realistic decisions about careers and occupations, including job information on nontraditional occupations. This includes information on future employment opportunities, qualifications for specific careers and occupations, and sources of additional assistance in preparing for these lines of work. A variety of tools must be available including printed materials, automated career information systems, books, videos, etc.

*Education and Training Programs* - Information is available about education, employment and training services that are provided at the Alaska Job Center Network, in the community, or within the region. It should include up-to date information on the placement-related performance of service providers.

*Support Services* - Information is provided about pre- and post- employment support services such as job counseling, transportation, financial planning, child care, housing assistance, personal counseling, accessibility accommodations assistance.

*Unemployment Insurance* - Access is provided to a dedicated phone line connected to the state's call-in Unemployment Insurance system.

*Eligibility Screening and Referral Process* - Information about intake procedures for all Alaska Job Center Network Intensive Services is available so customers can identify for themselves or have staff assist them in identifying the services for which they are likely to be eligible, and which are appropriate to their needs and circumstances. Referral to these services is available on site.

**Intensive Services** - With an emphasis on eligibility, intensive services will be available to those whose needs have not been met in Core Services.

*Intake* - The common entry area provides the preliminary information for a simplified shared intake, so that no customer has to know which program they need before they receive services. Service begins at this entry point.

*Testing & Assessment* - An assessment of basic skills, aptitudes, abilities and career interests as well as employment readiness will be available on site. The character of these may vary, depending upon the customers' needs and eligibility for specific programs. A variety of tools are available which include: printed materials, books, videos and computer based self service systems to determine grade-level equivalents in reading, math and language, as well as job readiness.

*Development of Individual Employment Plans* - Assistance is available for identifying employment goals, appropriate achievement objectives and the appropriate combination of services to be able to reach those goals.

*Employment Counseling* - As appropriate, individual or group counseling or case management is available.

*Short-term Pre-vocational Service* - Workshops or skills training such as communication, interviewing skills, professional conduct or personal maintenance training are available.

**Training Services** - Training is available to eligible individuals who have been unable to obtain employment, have an assessed, verified need for training, and when there is related employment available in the community or the job seeker is willing relocate. The training may be available at the Alaska Job Center Network or by referral in another location.

*Training* will include occupational skills training or upgrading, on-the-job training, entrepreneurial training, or job readiness training.

*Adult education and literacy* activities will be available, as appropriate.

#### Eligibility Criteria

Eligibility for mandated programs is identified in statute, regulation or policy for each individual program. Eligibility criteria for Workforce Investment Act Title I Training Programs (Adult, Dislocated Worker, Youth, Job Corps, Migrant and Seasonal Farm Workers), Veterans Services, NAFTA/TA, Vocational Rehabilitation, Adult Basic Education, Welfare to Work, Carl Perkins and Applied Technology Act, Senior Employment Programs, HUD Employment and Training, Community Service Block Grant Employment and Training, Workforce Investment Act Title I Native Grantees are maintained by the agency administering the program.

#### G. Services to Employers

*Menu of Employer Services* - Employers who contact, or are contacted by any of the partner agencies are provided with a common menu of employer services.

*Marketing* - Participating local programs and agencies must jointly market to employers, a multi-program/multi-agency package of the employment and training services they offer.

*Single Point of Contact* - Employer outreach will be coordinated so employers are not confused or inconvenienced. There is a process to ensure that employer contacts are coordinated and non-duplicative and that partners share information on employer contacts.

*Coordination with Economic Development Efforts* - The Alaska Job Center Network Workgroup and Local Advisory Committee coordinate efforts with local economic development organizations.

*Workforce Information* - A process exists to assure that all employers can obtain up-to-date, easy-to-understand information tailored to their needs on current and projected local work force availability and characteristics.

## H. Operations

All Alaska Alaska Job Center Network s - Full Service and Satellite - must operate based on the Guiding Principles outlined above and the standards outlined below. They are expected to pursue continuous improvement toward excellence, assuring that all Alaskan job seekers and employers receive conveniently available, high quality customer service to the fullest extent feasible. The standards are described in three categories: Management and Planning, Facilities and Service Delivery.

### STANDARDS FOR MANAGEMENT & PLANNING

**Programs** - Alaska Job Center Network s will deliver programs as follows:

*Full Service Alaska Job Center Network s* will include a majority of WIA partner programs delivering the full range of core services to a universal population along with intensive and training services based on eligibility. Participation of some partners may be electronic, but every effort shall be made to physically co-locate partners. Additional programs will be optional and at the discretion of the Alaska Job Center Network Workgroup and Advisory Committee.

*Satellite Alaska Job Center Network s* will include one or more WIA partner programs delivering the core services to a universal population along with as many intensive and training services as feasible. The Satellite Alaska Job Center Network will have an electronic link to all WIA partner programs. Any mix of additional programs will be optional.

**Leadership** - All Alaska Job Center Network s will establish a Workgroup or Management Team to work in concert with the Alaska Job Center Network Operator.

The Workgroup or management team will include members from all of the partner programs or agencies.

The management team will employ a collaborative approach, which will be documented in their Site Working Agreement.

**Local Advisory Committees** - Each Alaska Job Center Network will have a Local Advisory Committee (LAC). It will have a minimum of five members, including one cross-member to their Local Workforce Investment Board and a majority of private sector employers. The remaining members will be recruited by the Workgroup and may represent the following:

- Advocacy groups including those for the disabled
- Educators: K-12, Postsecondary, "School to Work"
- Employer organizations (i.e. Chamber of Commerce or ARDOR)
- Organized labor
- Tribal or Native non-profit organizations

The role of the Local Advisory Committee will be to:

Foster a community level dialog about jobs, job training and job placement;  
Provide input from business and community leaders to the Alaska Job Center Network ,  
so training and services will better respond to a changing economic landscape;  
Serve as a liaison for the Alaska Job Center Network to business, organized labor and  
local government;  
Advise on development and operations of the Alaska Job Center Network ;  
Assure the satisfaction of employers and job seekers with Alaska Job Center Network  
programs and operations;  
Provide recommendations to the Local Workforce Investment Board regarding the  
employment and training needs of the community.

**Planning** All Alaska Job Center Network s will demonstrate sound planning practices  
through the development and implementation of these specific plans:

*Site Working Agreement* - This document will include: identification of the Alaska Job  
Center Network partners, management team members (Workgroup), meeting practices  
(frequency of meeting, roles and responsibilities of team members, decision making  
approach, record keeping practices, relationships with others), a plan for shared service  
delivery, and shared resources. The Site Working Agreement will be reviewed at least  
annually.

*Cost Allocation Plan* - This fiscal document will reflect the program decisions in the  
SWA, above, and will include a fiscal commitment from all partners.

*Plan for Continuous Improvement* - The Workgroup and the Local Advisory Committee  
will produce a plan for continuous improvement of service delivery that is based on  
customer feedback. This may be based on the Baldrige Principles or similar customer  
feedback mechanisms.

## **Human Resources**

*Staff Development* - Employees will have opportunities to develop knowledge and skills  
based on accepted models of human service delivery and which specifically addresses:  
the Guiding Principles, continuous improvement techniques and principles of quality,  
problem solving, decision making, and ethics.

*Teamwork* - Work is designed, organized and managed to promote team based decision  
making and problem solving across agency lines and to empower Alaska Job Center  
Network staff.

*Respect* - Employees demonstrate respect and value of each other's professional  
knowledge and skills within and across agencies.

*Commitment to Principles* - The Alaska Job Center Network mission and Guiding  
Principles are reflected in the daily work of all staff.

## 2. STANDARDS FOR FACILITIES

**Alaska Job Center Network Name & Signage** - Each certified Alaska Job Center Network 's name will conform to the state naming convention by including the name of the community or service area followed by the words "Alaska Job Center Network ." (For example: Juneau Alaska Job Center Network or Yukon Kuskokwim Alaska Job Center Network .) Signs will include the AJCN logo and the words, "*Where People and Jobs Connect*" and the name of the Alaska Job Center Network .

**Common Entry** - All Full Service Alaska Job Center Network s will have a common entry in order to minimize confusion to the public and promote seamless service delivery. This area should be welcoming and friendly and should feature a "Work First" environment where job searching can begin immediately, either by self-service or with minimal staff assistance. Satellite Alaska Job Center Network s are not required to have a common entry for the onset partners, though they are encouraged to move in this direction.

**Resource Room** - All Full Service Alaska Job Center Network s will feature at least one public access Resource Room with a variety of tools available to job seekers and employers. Full Service Alaska Job Center Network Resource rooms will include at a minimum, for public access:

- telephones
- fax machine
- photocopier
- TV/VCR (booth or headphones)
- TTY
- Internet linked computers
- laser printer
- scanner
- typewriter
- customer use tables and/or desks
- reference materials on jobs, training, etc.
- Reader and/or interpreter servic

Satellite Alaska Job Center Network s are required to have a Resource Room or an area with as many of the above features as possible and appropriate to the community.

**Accessibility Assessment and Plan of Correction** - Every Alaska Job Center Network will meet the standards of the Americans with Disabilities Act. The AJCN Accessibility Assessment will be performed by the Division of Vocational Rehabilitation or another appropriately qualified ADA specialist. This assessment will be attached to the application, along with a plan for correction of any identified weaknesses.

## 3. STANDARDS FOR SERVICE DELIVERY

Services will be customer focused and delivered at three levels: core, intensive, and training. Customers include both job seekers and employers. Self-service will be promoted to correspond to the needs of customers, allowing those who can serve

themselves to do so, while staff resources are focused on the customers who need more assistance.

### **Customer Focus**

*No "wrong door"* - The Alaska Job Center Network has a tangible customer service focus. Customers are provided assistance on site. When that is not possible they will be referred knowledgeable and with accuracy the first time.

*Reduced Data Collection* - The Alaska Job Center Network has systems and plans in place to minimize redundant data collection from customers.

*Customer Friendly Promotions* - Promotional materials about the Alaska Job Center Network and its services are presented in non-bureaucratic, easily understandable formats whether signs, brochures, public service announcements, orientation videos, etc. As much as possible staff shall communicate in plain language and avoid jargon.

*Ease of Access* - Customer access to Alaska Job Center Network services is enhanced by addressing:

*Needs for language translation services*

*Convenient transportation*

*Accessible parking*

*Convenient operating hours*

*Childcare services, as needed*

*Customer Input* - The Alaska Job Center Network determines customer requirements, expectations, and preferences through a variety of feedback collection mechanisms.

## **Section VI. Organizational Requirements**

Describe local chief elected official, Local Workforce Investment Board (LWIB)

A Local Workforce Investment Board has been established in each local area of the State, and certified by the Governor, with the intent that this entity will set policy for the portion of the statewide workforce investment system within that local area. The Governor, in partnership with the State board, established criteria for use by chief local elected officials for appointment of members on the LWIBs in accordance with the requirements of the WIA, the State Board and the Governor. (See Appendix \_\_\_\_ - LWIB Certification Packet)

The designated Chief Local Elected Official, Commissioner Ed Flanagan of the Department of Labor and Workforce Development, is responsible for seeking nominations and the Governor is responsible for appointing local Workforce Investment Board members. Board Composition Requirements are as follows:

1. A majority of board members must be business representatives appointed to the LWIB who are owners of businesses, chief executives or operating officers of

businesses, and other private sector executives (including business associations) with maximum "within region" policymaking or hiring authority. Additionally, Chief Local Elected Officials are encouraged to select representatives from key economic sectors in the area and employers with highly regarded human resource practices. Business appointments/re-appointments must include:

At least three representatives of small businesses that employ fewer than 50 employees. At least three representatives of businesses with substantial employment opportunities in the local area and individuals nominated by local business organizations and business trade associations.

2. Alaska Native Employment & Training Organizations must have at least two representatives appointed from among individuals nominated by the local ANCET for the workforce investment area.

3. LWIB membership must include at least three labor representatives who are nominated by central labor councils.

4. Education representation on the LWIB must include at least two representatives of postsecondary education and at least two representatives of K-12.

Appointments may include representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions including community and technical colleges. Educational representatives must be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.

5. Membership on the LWIB must include at least one representative of each of the following:

State vocational rehabilitation agencies

Public assistance agencies

Economic development agencies

Community-based organizations

Wagner-Peyser Employment Services

The Governor shall, once every two years, certify LWIBs for each local area in the State. Such certification shall be based on criteria established under subsection (b) and, for a second or subsequent certification, the extent to which the LWIB has ensured that workforce investment activities carried out in the local area have enabled the local area to meet the local performance measures. Failure of a LWIB to achieve certification shall result in reappointment and certification of another LWIB for the local area pursuant to the process described in WIA.

## 3. Current Workforce Investment Board

#	WIA Criteria	Member, Organization	Region
1	Labor	Curtis Hall Operating Eng. Training Trust Anchorage	Statewide (Region V)
B 1	Large Business	Pinkie Thompson BP Exploration Anchorage	Statewide (Region V)
B 2	Business	James Barron Barron Driving School - Juneau	Region I - Southeast
B 3	Business	Penelope Goforth Cybercat - Ketchikan	Region I - Southeast
B 4	Business	James Wakefield Powell Realty - Juneau	Region I - Southeast
2	Education Postsec	Wendy Redman UA-Statewide Fairbanks	Region II - Northern/Interior
		<i>Ex Officio - Maria Dunham</i>	<i>Region II - Northern/Interior</i>
B 5	Large Business	Jack Carpenter Bering Straits Native Corp. Nome	Region II - Northwest
B 6	Large Business	Cole Schaeffer Cominco - Kiana	Region II - Northwest
B 7	Community Org	Peter Larson, Jr Norton Sound Economic Development Council	Region II - Northwest
B 8	Large Business Comm Org	Vivian Johnson YK Health Corporation Bethel	Region IV - Yukon Delta Southwest
3	Alaska Job Center Network Partners	Rudder Hulce Public Assistance	Region IV - Yukon Delta Southwest
4	Alaska Job Center Network Partner	Donene Tweeten Employment Service - Kodiak	Region IV - Southcentral
5	Alaska Job Center Network Partner	Arve Soloman - DVR	Region IV - Southcentral
6	Community Org	Lorraine Crawford Kenai	Region VI - Peninsula
B 9	Business	Lisa Fellows Homer,AK	Region VI - Peninsula

SSList staffing of the local workforce board.

Program Coordinator - This professional staff position serves as Director of the Balance of State PIC and is responsible for the planning, implementation, review and oversight of programs within the SDA. This position directs the monitoring of performance and expenditures by the regional offices and provides for technical assistance and corrective action as necessary. The position develops the annual state budget component and organizes and implements staff training and development, prepares and negotiates cooperative agreements with other public and private agencies, oversees the

preparation of the subrecipient audit plans and implements the audit requirements and makes public presentations regarding the program.

WIA Liaison - This professional staff position provides additional support to the Balance of State PIC. This position has primary responsibility in researching and writing the Five-Year Strategic Plan and any necessary modifications. This position analyzes state and federal rules and regulations, and implements necessary actions in the form of direct technical assistance and training to regional staff or in writing a series of policy and procedure issuances. The position monitors regional offices and makes recommendations for corrective action when necessary. The position also develops special reports, Requests for Proposals (RFP) and works on other projects necessary to improve program delivery and efficiency.

## Section VII. ATTACHMENTS

*Confidentiality* - The parties agree to honor the attached Information Release form. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

As necessary, partner agencies will enter in to separate, formal agreements to define parameters for sharing information. Partner agencies may require employees of another agency to sign confidentiality agreements.

*Cross Referral* - The parties agree that each Alaska Job Center Network shall develop, as a portion of the Alaska Job Center Network Certification, a cross referral mechanism for each local Alaska Job Center Network partnership.

*Resource Sharing* - The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a financial commitment, but rather an intent to commit specific resources in the future as the parties' allocation and budgets are known and the Alaska Job Center Network evolves. The Alaska Job Center Network system is a work in progress and it's costs and the partners resource contributions will not remain static from year to year.

### *Required Resource Sharing / Funding Elements*

A. Explain partner program funds (funding sources; target groups; grant recipients (which organizations have fiscal responsibility); services provided; and if through one-stop, partner agency or both; restrictions)

B. Shared Operating Costs (Direct, Indirect. and who pays)

C. Cost Allocation (Methodology, Approval and Modification process, Accounting, and Reporting)

D. List any "purchase of services" from One-stop partners

*Additional Attachments* - More specific Resource Sharing Agreements, financial or service provision agreements may be executed in the future. If those additional agreements reference this MOU, they shall be considered additional attachments.

Section VIII. DISPUTE RESOLUTION

The parties shall first attempt to resolve all disputes locally and informally. Any party may call a meeting of all parties to discuss and resolve disputes. If Alaska Job Center Network partners are unable to resolve issues within the Workgroup or local management structure, the dispute will be referred to the Chair of the Local Advisory Committee. The Chair of the Local Advisory Committee will attempt to resolve the issue locally.

Should local resolution efforts fail, the dispute shall be referred, in writing, to the Chair of the Balance of State Local Workforce Investment Board. The dispute shall be placed on the agenda of the next regularly scheduled meeting or a special meeting of the Balance of State Local Workforce Investment Board's Executive Committee. The full Board or the Executive Committee shall mediate and submit a resolution to all parties within 30 days of the meeting of the whole or the Executive Committee. The decision of the BOS LWIB is final.

**Section IX. LIST OF APPENDICES**

- A. Provide a glossary of terms
- B. Create a matrix of services by partner(s)
- C. Attach Independent Center Agreements

Section X. SIGNATURES

The individuals signing below have the authority to commit the party they represent to the terms of this MOU, and in doing so commit by signing.

For the Balance of State Local Workforce Investment Board

\_\_\_\_\_  
Signature and Date

\_\_\_\_\_  
Name and Title for the Chief Elected Official