

Final Report December 2023

Alaska Workforce Development Convening

Outcomes and Recommendations

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Executive Summary


Our goal for this work: Define and align on the next phase of Alaska’s workforce development system

Project objectives

 **Build** relationships between stakeholders and shared commitment to progress

 **Assess** current state of workforce development system to understand the gaps (e.g. “What’s missing?”) and identify assets the state can nurture and grow

 **Define** collective vision and support thinking around the change participants would like to see in Alaska’s workforce development system

 **Align** roles of stakeholders and set of next steps

 **Act** by developing short- and medium-term priorities and taking action to implement them



Convening Workplan

Goal: convene experts to establish priorities for workforce development in Alaska

Key questions the convening sought to answer:

- What does a successful workforce development system look like from employers' perspective?
- What do employers need from the workforce development system?
- What could employers contribute to the system galvanize success?
- What should the state of Alaska prioritize as strives to meet its workforce development needs for the next decade and beyond?
- What roles or systems are needed to achieve those priorities?

The convening took place over two days, October 30-31 in Anchorage and was facilitated by Kinetic West

100+ attendees from industry, government, education, nonprofits, and Alaska Native Corporations took part



Current state & “meta-analysis” (September)

- Build a shared “case for change.” Start with a meta-analysis of current industry / workforce plans and career connected learning efforts in Alaska.



Pre-retreat survey and attendee prep (September-October)

- Develop attendee survey to gather feedback / establish shared understanding of current state
- Survey analysis and final agenda planning
- Invite speakers



Convening and priority development (October)

- Facilitate convening that will result in shared work completed and duties going forward
- Get to your short to medium-term priorities or “workstreams”
- Summarize notes and gather artifacts throughout retreat



Post retreat and next steps (November)

- Summarize themes and takeaways
- Determine next steps aligned with priorities from retreat

Summary: Topline needs from industry and regions

Needs	Convening attendees suggested...
Help recruiting and retaining workers	<ul style="list-style-type: none">• Recruitment campaign to bring workers to Alaska• Lower barriers to professional licensing, speed up timelines• Eliminate out of state tuition, require post-training residency• Guarantee employer spots in training programs (AVTECH, etc.)• Alert employers about training cohorts that are soon to graduate• Help employers do outreach in rural Alaska
Help promoting industry to the next generation	<ul style="list-style-type: none">• Provide more work-based learning opportunities• Provide reliable industry-school liaisons• Support industry in creating school-friendly content (e.g. Alaska Resource Education)• Provide more reliable information about career pathways to schools• Give teachers opportunities to learn through externships
Expand apprenticeship system	<ul style="list-style-type: none">• Require apprentices on state and municipal construction projects• Expand the apprenticeship model to new industries (e.g. healthcare, government)

Across all of Alaska's regions, we need...

- An entity coordinate projects and support consistent follow-through
- Improved data analysis, forecasting, and visualization of workforce gaps
- Project management for statewide communications on workforce
- Cross-generational knowledge transfer
- Action-oriented workplan with shared fundraising

Overall Observations: Workforce System

Alaska has a lot of pockets of incredible workforce development projects, just a few examples cited at the convening

- Trident seafood partnership with AVTECH; NIT training programs
- Bristol Bay Native Corporation workforce innovation efforts like mobile drivers' license clinic
- Regular labor force data reporting from Department of Labor
- AWIB Board with industry, labor participation
- King Tech, ASD Academies coming online
- [Kenai Peninsula Economic Development](#) Career Pathways project

But statewide coordination, including coordinating the actions in each region, is a challenge

Alaska is also impacted by shortages in housing, childcare like many states, that can blunt the impact of workforce development investments – though these shortages also exist in other U.S. states, across the West

AWIB board has the desire, but maybe not the capacity or mandate to be the workforce development convenor

- Workforce providers and some industry partners are eager for a workforce coordinating entity outside of government
- Alaska will need to decide if they want to pursue a new coordinating entity or reform their existing one

While that decision is pending, there are some immediate steps around workforce marketing, data coordination, and reducing red tape around professional licensing that Alaska could tackle immediately

Overall Observations: Worker Needs

For Alaskans looking to transition to new industries/regions

- Reduce housing costs and childcare shortages, especially in rural areas, that depress Alaska's ability to recruit and retain workers
- Provide incentives and wrap around services from the state government for employed workers who've taken a leap into a new region or new career path
- Allow for greater flexibility of the work week to accommodate lifestyle and providing for a family (i.e. flex during hunting and fishing seasons, allow for longer shifts and few days for those who struggle with childcare availability)
- Support the mental health of workers and encourage employers to prioritize mental health

For young Alaskans, Alaskans returning to work

- Provide a longer safety net that protects workers with specific needs (e.g. formerly homeless, formerly incarcerated, people with disabilities, veterans transitioning to civilian work, etc.) with training and support for the first 1-2 years, while they work
- Ensure stable funding for K-12 schools and higher-education institutions to invest in workforce development programs. State budget uncertainty contributes to challenges building a sustainable system

For new Alaskans

- Provide state incentives to encourage people to move to Alaska and support transition/immigration costs for more than the first month, "consider the cost of getting settled and not simply arriving."
- Create consistent programs to turn Alaska's large volume of seasonal workers into year-round residents
- Support additional pathways to residency for Alaska's immigrant labor force. Immigrants are an important part of the Alaska workforce – as temporary workers, H2B visa holders, and long-term residents.

Suggested Next Steps

Stand up (or designate) workforce coordinating entity

- Create business plan and identify funding requirements for the new entity
- Determine if this will be an existing group with an expanded staff and mandate, or a new entity

Build immediate momentum on specific issues identified in the convening

- Set up taskforce to work on reducing licensure barriers, U of A credit requirement and transfer barriers
- Develop marketing plan to address immediate workforce shortages, promote Alaskan industries
- Stand up joint industry-education-DOL task force focused on designing expanded data pipeline
 - What is the most important data for industry, education to access (e.g. what jobs do we expect to need? How many graduates for these roles is AK currently producing and where in the state are they?)? How can DOL disseminate this better?
 - Develop database to track training cohort graduation and alert industry to upcoming trained talent

Evaluate Alaska's current state of federal workforce dollars

- Is the state maximizing everything that is available? What is needed to pull down additional grants?

What should the workforce coordinating entity do?: Advice from the convening

Manage statewide initiatives

- Focus solely on workforce development: Recruitment of new workers to Alaska, retention of existing workers, filling gaps in workforce system training programs, and development of future workforce pipeline
- Identify system barriers/duplication and pull teams together to work on system repairs (ex. credit requirements in college make it difficult to complete CTE programs and get to work quickly)
- Support statewide career coaches in their training to connect Alaskans to training and jobs

Coordinate a workforce system

- Create an infrastructure workforce plan and facilitate apprenticeship programs, coordinate execution
- Coordinate nationwide workforce recruitment plan to attract adult workers to Alaska
- Manage regional committees comprised of education, industry, government, AWIB to increase communication and awareness of workforce needs, resources by region
 - Note: Regional coordination is very important in Alaska, so the new entity must have a regional approach

Analyze and amplify

- Create inventory of jobs and skills that are needed in the future, jobs/skills currently trained for, and plan to fill the gaps
- Be a one stop shop for all training funding and resources
- Create statewide inventory of training space, equipment, and programs

What staffing does the entity need?: Advice from the convening

Statewide coordinator and champion (the conductors): Statewide economic development coordinator, supported by cultural coordinator, accessible data, and evaluation/research staff

Regional coordinator and program coordinators (the project owners): Contribute to user-friendly clearinghouse of available jobs, connect and advertise resources, provide career guidance and technical assistance, working with training and education providers, collaborate on reports and outcomes; market workforce plans

Marketing and communications (the promoters of today): Data driven campaigns with focused engagement of a target audience, equitable outreach, industry specific, partnered with existing marketing (e.g. cultural tourism)

Youth career navigation (the seed planters of tomorrow): Provide in-reach to our youth, Focus on exploration *and* launch, build strategic homegrown talent, recruitment to all postsecondary options; rebuild career ladder/career lattice tool and embed with schools to talk about career opportunities and industries by sector

Policy coordination and advocacy (the wonks): Provide policy research (in conjunction with ISER), Provide direct advocacy for workforce challenges – e.g., address licensure issues

Corporate and industry coordinators (the business translators): Analysts identifying the gaps in sectors, tracking industry standards, expectations; define career pathways; research funding and resources; Regular convening of industry for input and engagement; focus on regional implementation and ensure continuity/resiliency in turnover

Note: These could be new positions or roles spread out across willing and existing partners

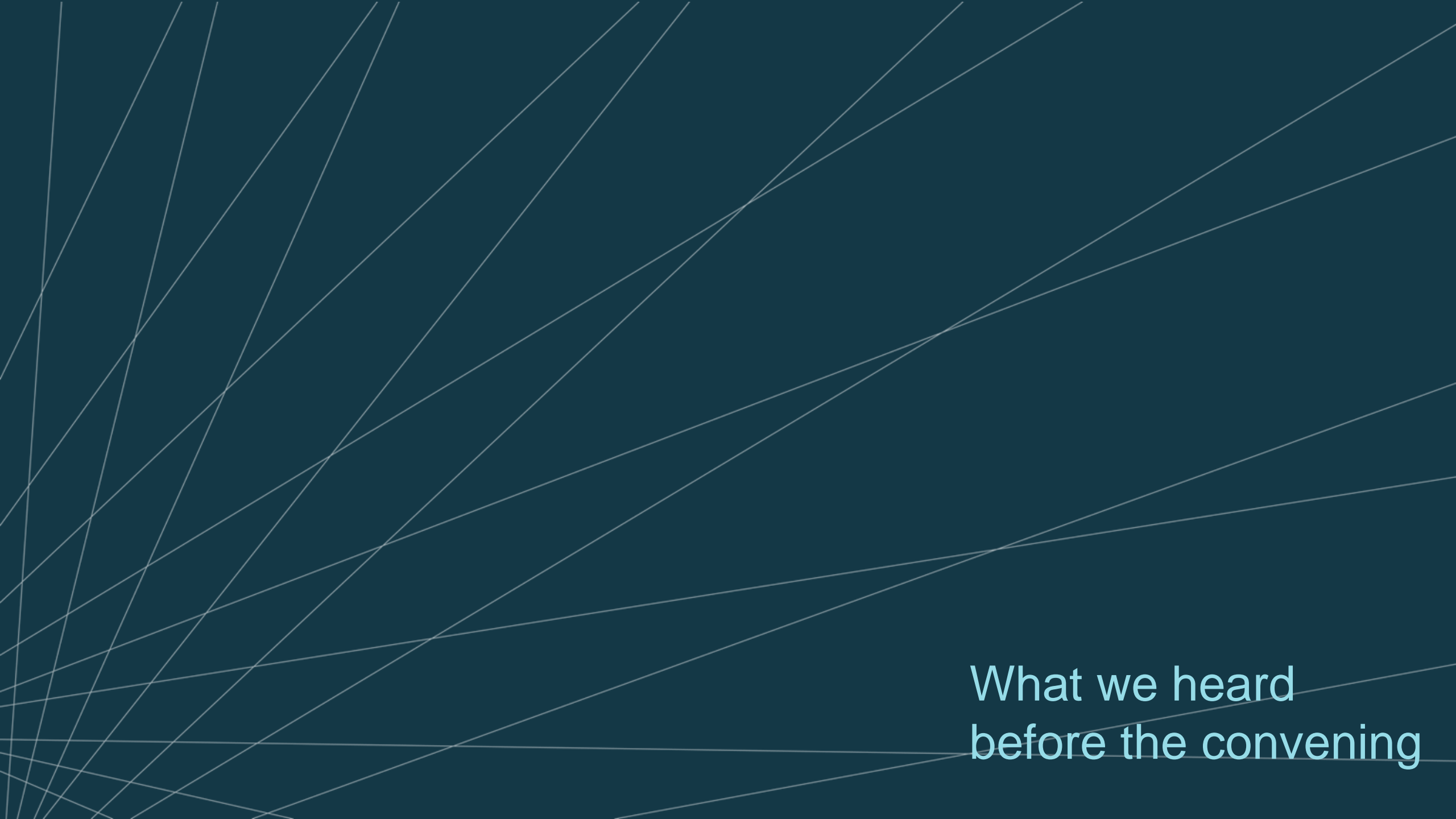
Prioritize actions that empower regional partners

Regional identity is important to each region in Alaska – A statewide coordinator needs to encourage and learn from unique regional solutions

Data and training program resources – Regional partners want to drive solutions but need more accessible local data to understand the problems

Rural outreach leads – To create a more coordinated system there are ways to empower and resource the regional experts that already exist to aid in this effort

Apprenticeship opportunities (with housing, travel) – Growing access to apprenticeships is key and addresses a desire for more on the job training, mentorship, career direction, and wage progression. Furthermore, apprenticeship participation are directly related to available housing and travel/relocation funds.



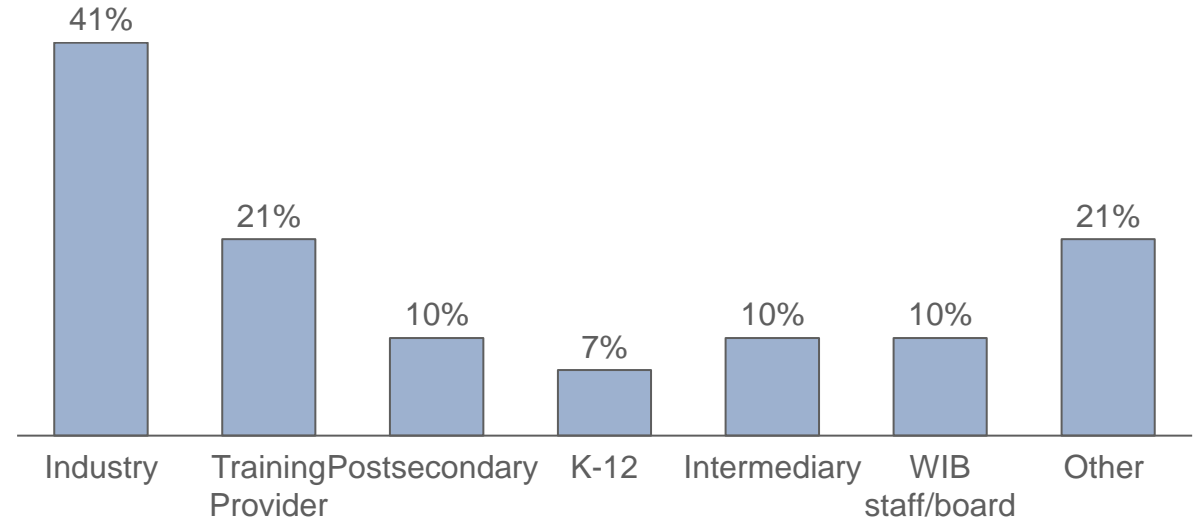
What we heard
before the convening

Pre-retreat survey results

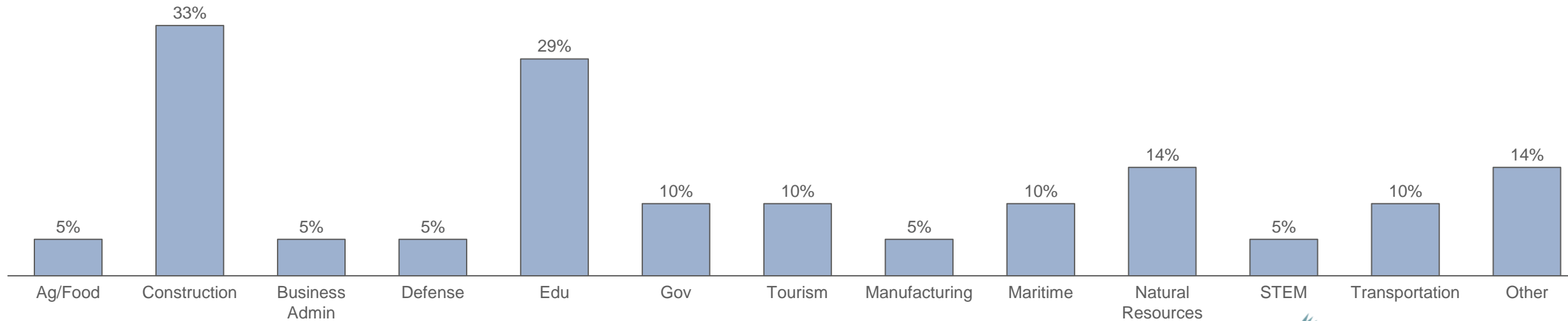
This survey came with the convening invitation

- 29 survey respondents from a variety of roles
- 12 employer responded from a range of industries

Survey Respondent By Role



Employer Respondents by Industry



What attendees said they wanted from this two-day convening...



Learn the problem

- Identify workforce issues, including how to fill workforce gaps and necessary support services
- Gather information about industry needs and how K-12 education can help address those needs
- Understand if the state has a role to play in the workforce shortage
- Learn more about what our state needs and how AWP can further help



Center equity



Deepen partnerships



Build a plan for change

- Identify the state strategies and possible actions
- Encourage industry participation; to listen and understand employer needs and struggles
- Highlight that we need improvements to our current systems and not new entities



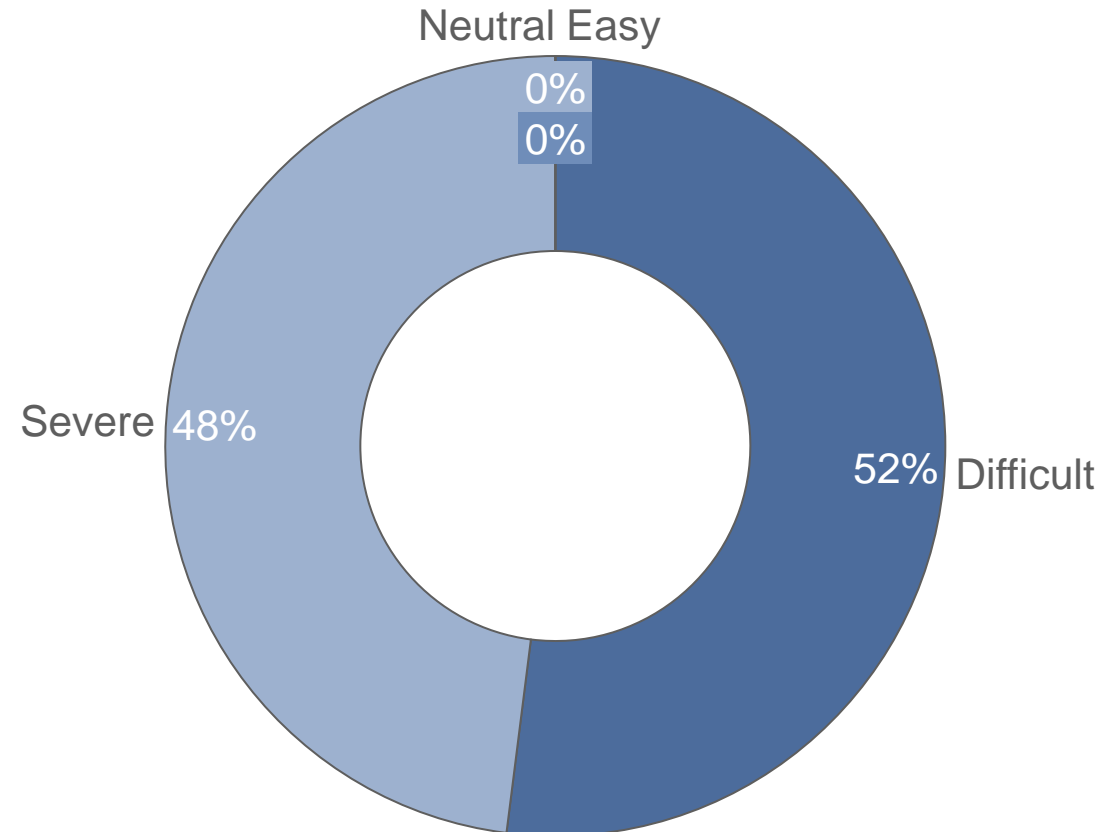
Make an impact

- Make a positive change
- Help make progress addressing these workforce issues for the entire state

Pre-retreat survey: 100% of employers and stakeholders agree challenges facing employers ability to fill their talent needs are difficult or severe

How would you describe the level of difficulty you have filling your talent needs?

Industry leaders repeated this message in the breakout groups on 10/31

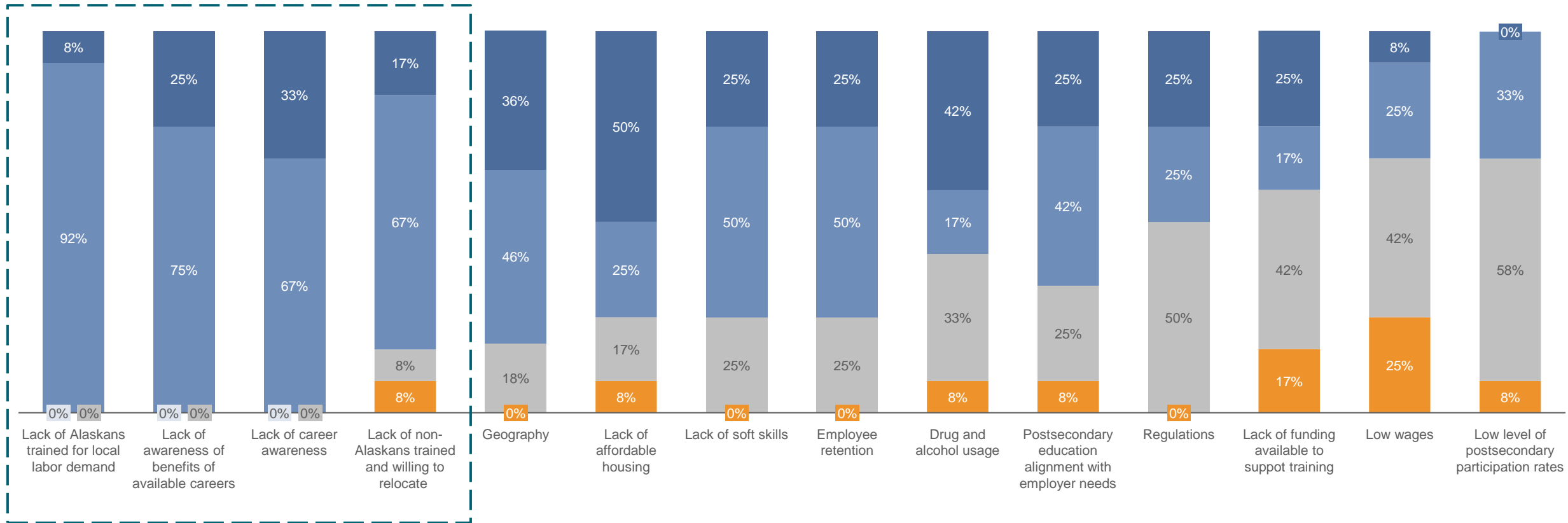


Not one survey respondents said they had an “easy” or even “neutral” time meeting their talent needs

Pre-retreat survey: Respondents said their biggest challenge is finding enough workers, as well as career awareness and relocation of talent

Please rate the extent to which you believe Alaska employers face these challenges?

Strongly agree
Agree
Neutral
Strongly disagree



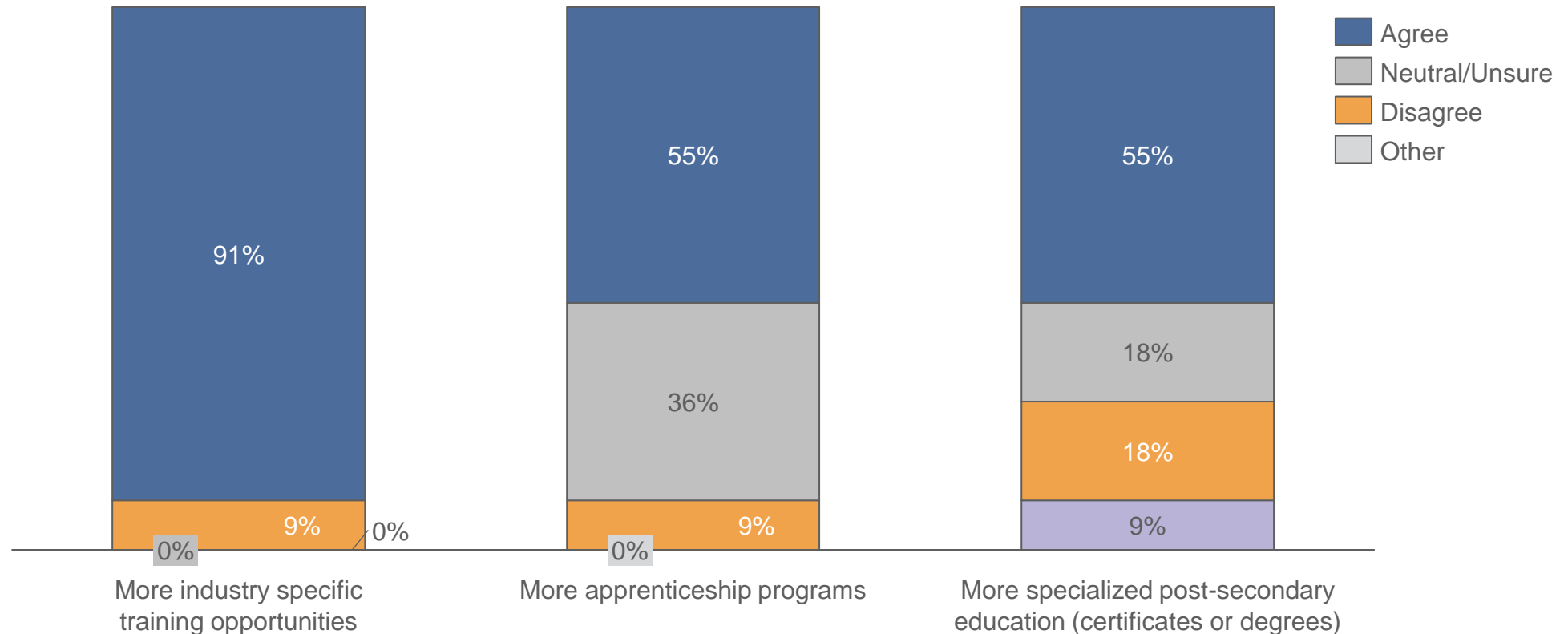
Pre-retreat survey: Employers need greater industry specific training opportunities and applied learning should center in-demand industries

What types of training would help employers fill talent needs?

Industry leaders repeated this message in the breakout groups on 10/31

Key insights:

- All industry specific trainings and applied learning are valuable
- Stakeholders agree Alaska most needs more industry specific training opportunities
- Respondents shared comments that the type of apprenticeships programs and specialized post-secondary need to align to in demand industries to be valuable

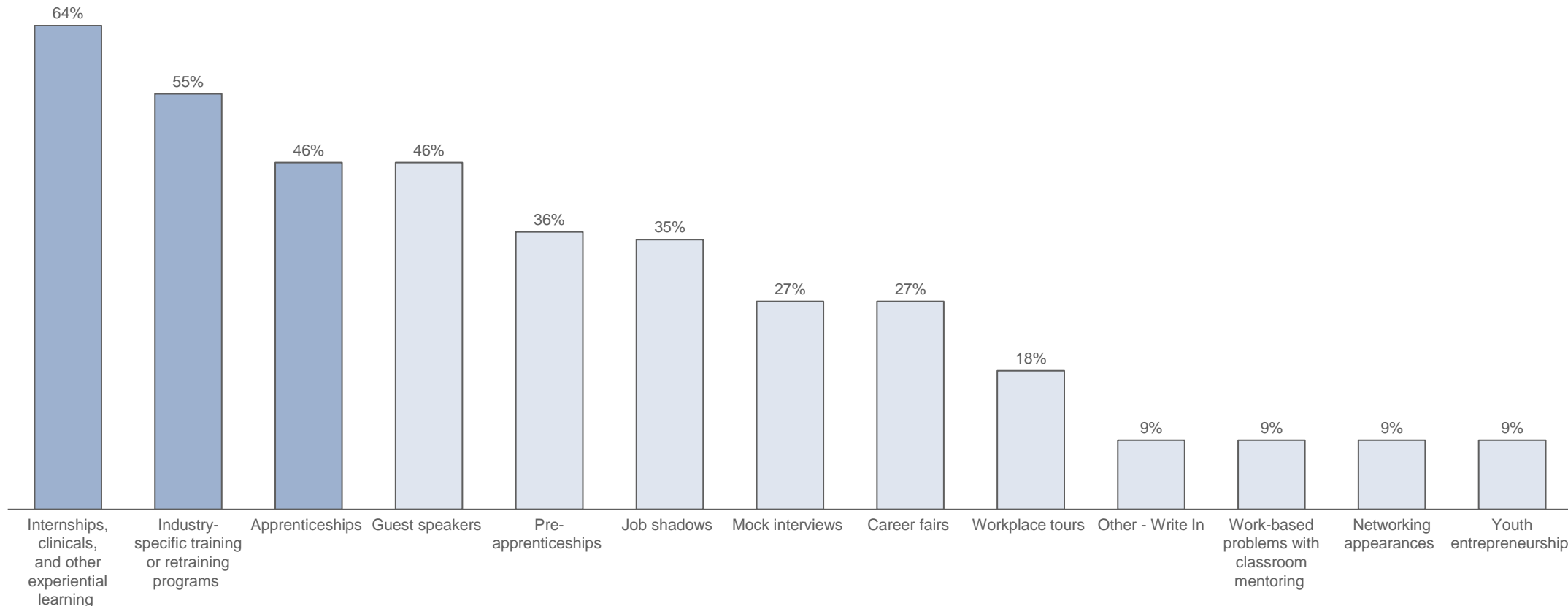


Pre-retreat survey: Employers want to be involved in creating and supporting applied work-based learning opportunities

What type(s) of career connected learning are you (employers) most interested in being a part of?

Opportunity for Strong Partnership

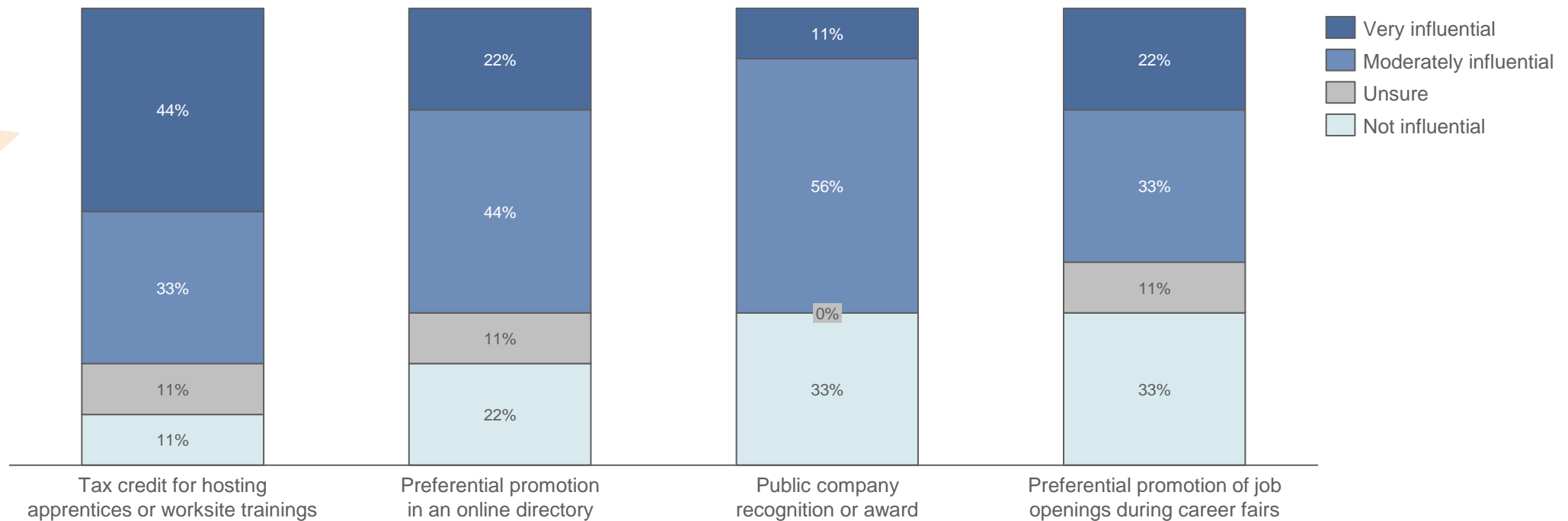
Applied work-based learning experiences are a top priority for workforce training - employers are willing and ready to participate



Pre-retreat survey: Employers want financial support to create more training opportunities over promoting jobs to the current pool of talent

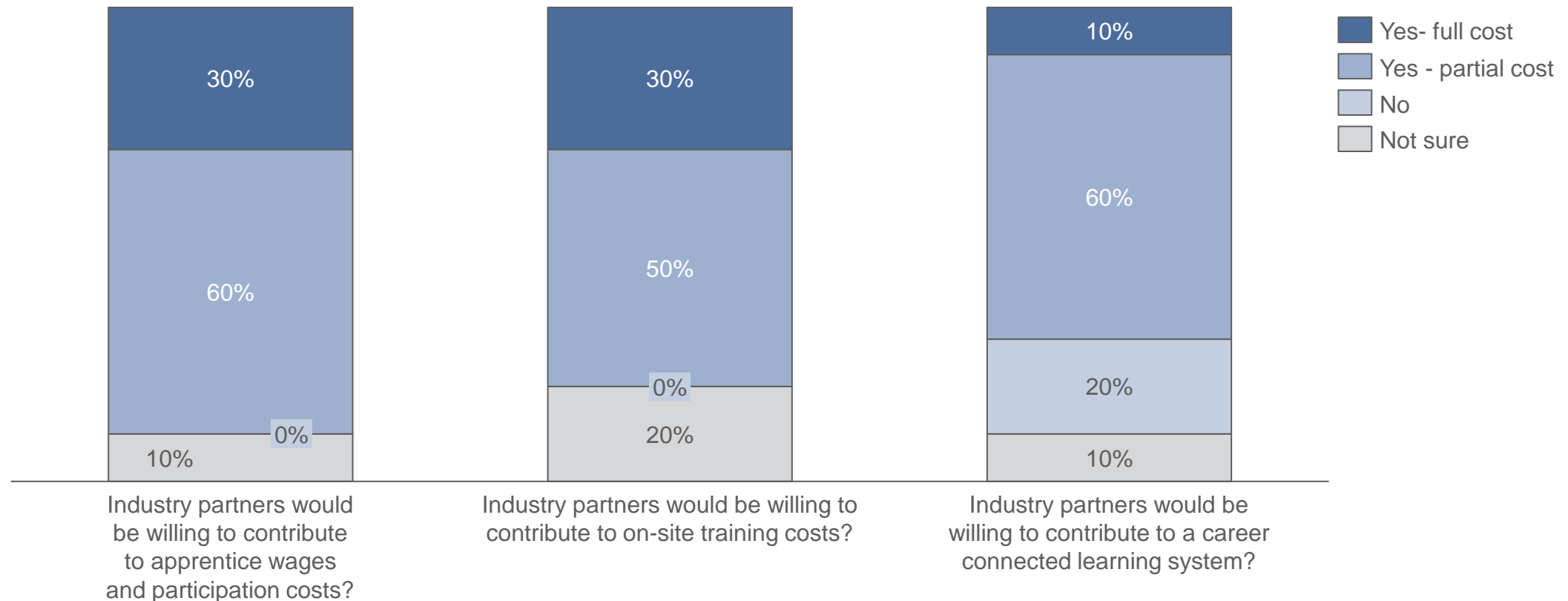
What incentives matter to employers?

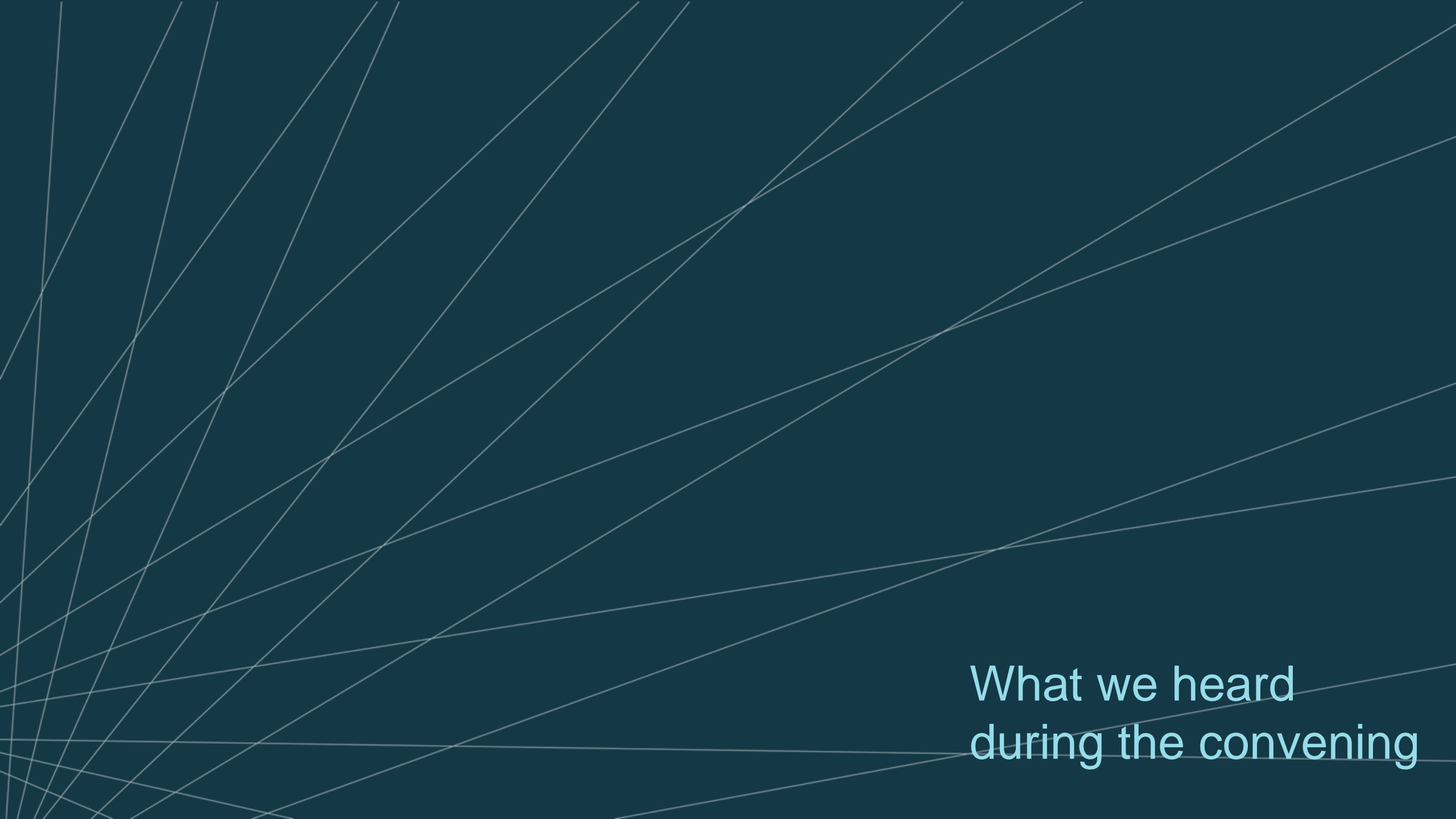
Top incentive for employers is a financial incentive or tax credit to offset costs for hosting apprentices and worksite trainings



Pre-retreat survey: Employers want a system leader and shared responsibility to improve Alaska's workforce readiness

If/how would industry partners be willing to financially support the workforce system and greater career connected learning





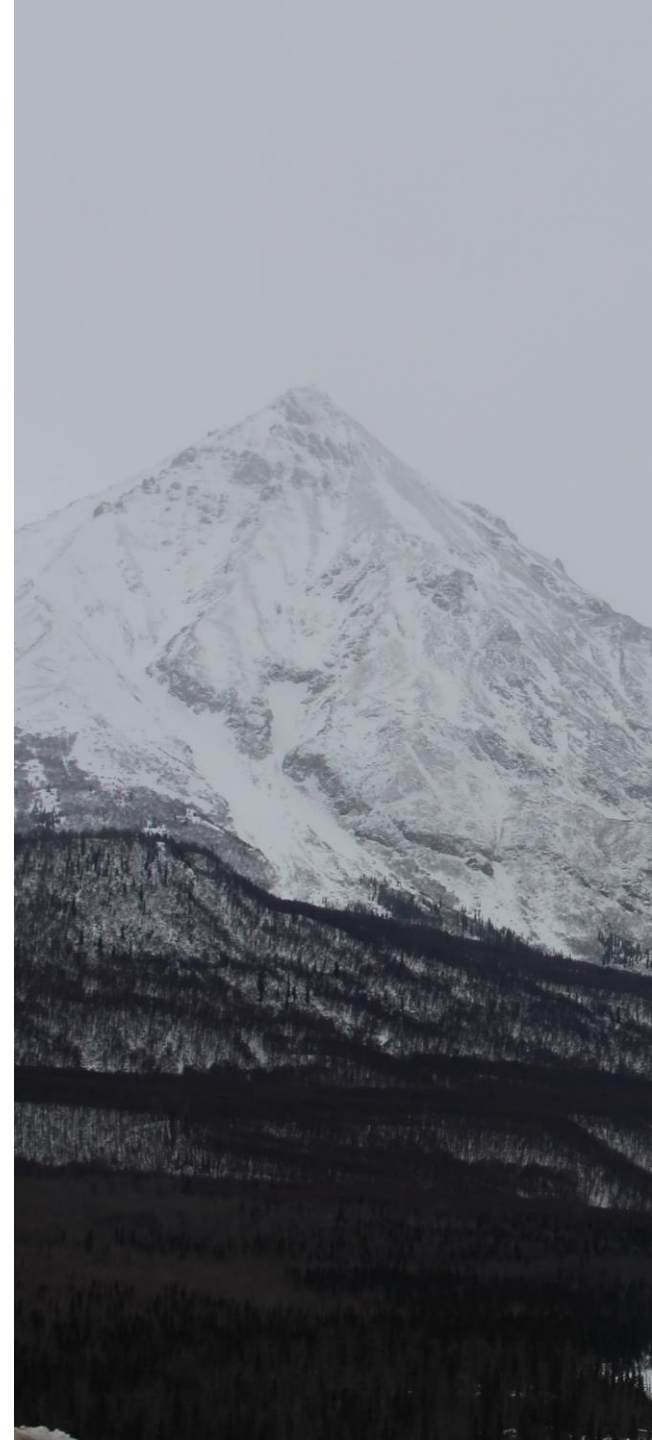
What we heard
during the convening

What we focused on: Day 1

Day 1: Learning from Industry

What does a successful workforce development system look like from the perspective of Alaska's industries and employers?

- What do industries and employers need to see from the workforce development system?
- What could industries and employers provide the workforce development system to galvanize success?
- What workforce development actions should the state, industry, and educators prioritize?

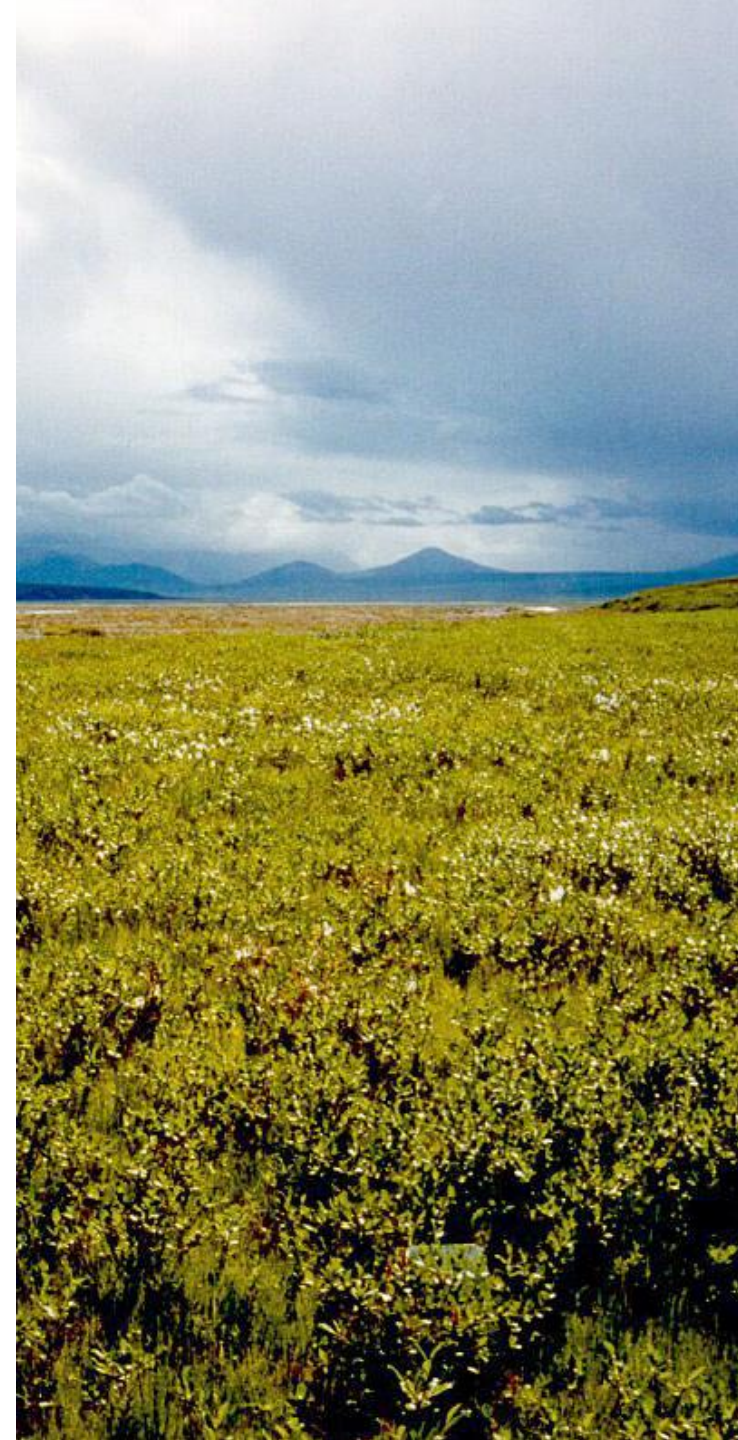


What we focused on: Day 2

Day 2: Today is about action – how can we take what we learned from industry yesterday and develop concrete actions

Key question: How can we operationalize what we learned and build momentum for greater connectivity to drive improvements to the workforce system

- What roles need to exist to meet these priorities?
- What short term and long-term actions do we need to operationalize priorities from day 1?



What does industry need from the workforce system?

Help recruiting and retaining workers: Developing new workers through the education system is important, but to meet the needs of Alaska's workforce system, Alaska will still need a steady flow of workers willing to move here and become new Alaskans

Suggestions we heard in the convening to address these issues:

- Recruitment campaign, co-funded by industry and government, to bring workers to Alaska (similar to Alaska Seafood Campaign; e.g. "Don't just get a job, have an adventure, in Alaska.")
- Remove barriers to reciprocal licensing in Alaska, which make it hard for trained professionals to relocate here (healthcare, education, etc.); join reciprocal licensing agreements; reduce bureaucracy around licensing
- Eliminate "out of state" tuition at Alaska universities and technical colleges, allow anyone to study at the same cost as in-state students; require post-graduation residency term in order to qualify/retain trained workforce
- Guarantee employers spots in AVTECH programs, other training programs: Employers want to get employees into training programs offered through AK education institutions, but need to guarantee spots will be available
- Provide employers with alerts when training cohorts are close to finishing, how many trained graduates will be coming available, and where to find them
- More outreach to rural Alaska, potential untapped resource of talent. Look at innovative programs like Bristol Bay Native Corporation driver's license program, providing work IDs

What does industry need from the workforce system?

Help promoting industry to the next generation: Many industries in Alaska suffer from a lack of awareness or a reputation (e.g. students thinking they're "dirty") that are turning off a new generation of Alaskans and driving a homegrown workforce shortage

Suggestions we heard in the convening to address these issues:

- **Provide more work-based learning opportunities in schools:** Give young people a chance for hands-on learning in key industries
- **Provide reliable industry-schools liaison:** Industry doesn't have the time or expertise to figure out how to engage with each school district individually. Schools don't have the contacts or bandwidth to build their own relationships with industry. Could liaison roles be created by district or region to support these relationships? Especially needed in rural areas where teachers may turn over every year without consistent knowledge transfer
- **Support more industries in creating school-friendly content:** How can programs like Alaska Resource Education be copied for other industries?
- **Give teachers opportunities to learn:** Example given, geometry teacher shadowing construction industry to learn about how to bring construction trade into geometry lessons
- **Provide more reliable information about Alaska career pathways in schools:** Alaska Studies classes can be great fits for this. Tools like the Kenai Peninsula Economic Development organization's website, but expanded and adapted for the entire state, can be useful. Industry-specific curriculum like that offered by Alaska Resource Education also is needed

What does industry need from the workforce system?

Expansion of the apprenticeship system: Both requiring the utilization of apprentices on all Alaska projects and helping new industries create apprenticeship systems of their own

Suggestions we heard in the convening to address these issues:

- **Require apprenticeship utilization on state and municipal construction projects**
- **Expand the apprenticeship models to industries where it's not commonly used:** Healthcare, government, oil and gas were all cited as places where new or expanded apprenticeship programs could be beneficial
 - Example: in Washington State, the [SEIU 1199NW Multi-Employer Healthcare Training Fund](#) brings together state and hospital funding to pay for training cohorts of healthcare workers looking to upskill for better jobs. Training happens on site at the hospital with community college instructor and wraparound supports provided by SEIU

What are common workforce needs across all of Alaska's regions?

An entity to do project coordination and an entity that will support consistency and follow through

- Single point of contact to convene all of the different workforce boards and volunteer led groups
- Technical assistance for academic policies and dual credit policies; Best practice sharing
- Connections and polices that encourage K-12 to postsecondary connection
- Potentially could do policy advocacy – help lower barriers to licensure, retention of contract workers, etc.

Improved data analysis, data visualization, sharing CTE/training gaps and economic forecasting

- Technical assistance for using data, provide industry contacts/directory, create a clearinghouse of careers and training
- Data visualization: Provide solid data that is easy to digest – what jobs are available, what is the pathway
- Aggregate accountability data – so the state can track how well its doing on workforce development in each region
- Better visibility into the “soon to be hired” cohorts – finding cohorts of trainees who are near graduation and connecting with employers

Action oriented workplan ready to be resourced; Shared fundraising for new state and federal resources

Project management for a statewide communications and recruitment efforts project management (both for current Alaskans and recruiting moving to Alaska for work)

- Internal communications across the state
- External communications to students, workers, and families about the opportunities that exist
- Communication and marketing campaign to bring new workers to Alaska

Cross-generational knowledge transfer – Helping older workers to learn from younger and younger to learn from older; sustaining knowledge through job transitions

Summary: Topline needs from industry and regions

Needs	Convening attendees suggested...
Help recruiting and retaining workers	<ul style="list-style-type: none">• Recruitment campaign to bring workers to Alaska• Lower barriers to professional licensing, speed up timelines• Eliminate out of state tuition, require post-training residency• Guarantee employer spots in training programs (AVTECH, etc.)• Alert employers about training cohorts that are soon to graduate• Help employers do outreach in rural Alaska
Help promoting industry to the next generation	<ul style="list-style-type: none">• Provide more work-based learning opportunities• Provide reliable industry-school liaisons• Support industry in creating school-friendly content (e.g. Alaska Resource Education)• Provide more reliable information about career pathways to schools• Give teachers opportunities to learn through externships
Expand apprenticeship system	<ul style="list-style-type: none">• Require apprentices on state and municipal construction projects• Expand the apprenticeship model to new industries (e.g. healthcare, government)

Across all of Alaska's regions, we need...

- An entity coordinate projects and support consistent follow-through
- Improved data analysis, forecasting, and visualization of workforce gaps
- Project management for statewide communications on workforce
- Cross-generational knowledge transfer
- Action-oriented workplan with shared fundraising

What roles are needed to serve the workforce system – and what they would do?

Statewide coordinator and champion (the conductors): Statewide economic development coordinator, supported by cultural coordinator, accessible data, and evaluation/research staff

Regional coordinator and program coordinators (the project owners): Contribute to user-friendly clearinghouse of available jobs, connect and advertise resources, provide career guidance and technical assistance, working with training and education providers, collaborate on reports and outcomes; market workforce plans

Marketing and communications (the promoters of today): Data driven campaigns with focused engagement of a target audience, equitable outreach, industry specific, partnered with existing marketing (e.g. cultural tourism)

Youth career navigation (the seed planters of tomorrow): Provide in-reach to our youth, Focus on exploration *and* launch, build strategic homegrown talent, recruitment to all postsecondary options; rebuild career ladder/career lattice tool and embed with schools to talk about career opportunities and industries by sector

Policy coordination and advocacy (the wonks): Provide policy research (in conjunction with ISER), Provide direct advocacy for workforce challenges – e.g., address licensure issues

Corporate and industry coordinators (the business translators): Analysts identifying the gaps in sectors, tracking industry standards, expectations; define career pathways; research funding and resources; Regular convening of industry for input and engagement; focus on regional implementation and ensure continuity/resiliency in turnover



What should Alaska partner with industry to accomplish in the next year? – Systemic Improvements

Create or designate an intermediary entity to coordinate workforce development efforts across industries statewide. The coordinating entity should:

- Focus solely on workforce development: Recruitment of new workers to Alaska, retention of existing workers, filling gaps in workforce system training programs, and development of future workforce pipeline
- Create inventory of jobs and skills that are needed in the future, jobs/skills currently trained for, and plan to fill the gaps;
- Be a one stop shop for all training funding and resources; Create statewide inventory of training space, equipment, and programs
- Create an infrastructure workforce plan and facilitate apprenticeship programs, coordinate execution
- Coordinate nationwide workforce recruitment plan to attract adult workers to Alaska
- Manage regional committees comprised of education, industry, government, AWIB to increase communication and awareness of workforce needs, resources by region
- Support statewide career coaches in their training to connect Alaskans to training and jobs

Place career guide/coach in each Alaska High School - These positions could report the coordinated workforce systems. The goal would be to help students explore career pathways and make seamless postsecondary transitions. The Alaska Studies Course that each high school takes could also be a time to help students find career direction.

What should Alaska partner with industry to accomplish in the next year? – Policy Changes

Potentially no legislative action required

- Make it easier for professionals to transfer licenses to Alaska (may require legislative action to change licensing requirements, join interstate licensure compacts)
- Expand mobile DMV program (Bristol Bay Native Corporation pilot) so more Alaskans can get ID needed to work
- Create database of training capabilities and capacity in the state that currently exist
- Build ad campaign to recruit new workers to Alaska, modeled after Alaska Seafood Marketing Campaign (e.g. “Don’t just have a job, have an adventure in Alaska”)

Likely requires legislative action

- Funding for 2-years of college or workforce training for Alaska High School graduates
- Tuition forgiveness and loan payback programs for new or returning students now entering the workforce; provide or partially paid training for workers who stay in the job for 3 years
- Increase STEP grant funding
- Require apprenticeship utilization on all state and municipal construction projects
- Create tax incentives for companies that are investing in workforce training programs
- More funding for K-12 schools, especially for work-based learning, career connected learning, career guides

What are some of the challenges or tensions that we need to be aware of as we do this work?

Without **help with high housing costs and childcare shortages**, especially in rural areas, it may be hard to supercharge workforce growth. Are there opportunities for the state to provide incentives or subsidies to employers to create on-site childcare, housing

There are different needs across rural, urban Alaska, and across regions – how will **resource allocation** be decided?

We want to invest in growing the workforce in Alaska, but even if we put every single graduate to work, we would still need more workers. How do we **balance investment in local workers with the need to recruit from out of state**?

Need to keep **communication flowing continuously across multiple stakeholders**, bureaucratic siloes, and through job turnovers, funding unpredictability – how will we manage that?

Industry input should be ongoing, how can we create more venues for feedback and input?

How will AWIB's role evolve?: AWIB could perform some of the roles needed, but they also have a full plate with their current work. Tasks like policy advocacy, which are envisioned in the AWIB statute, have not been an active part of AWIB's work. Should that change?

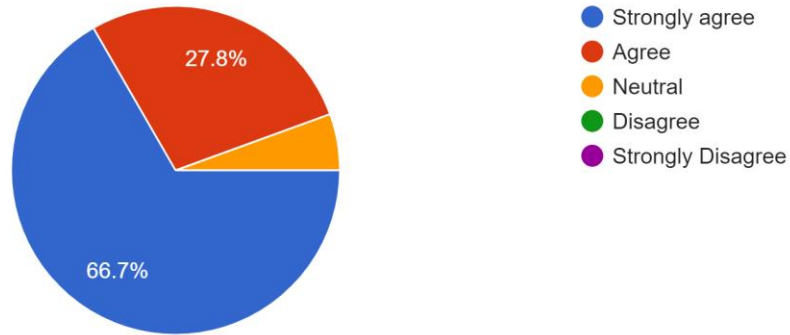


Post-Convening
Feedback

100% of respondents found the convening valuable, well facilitated, and good use of time

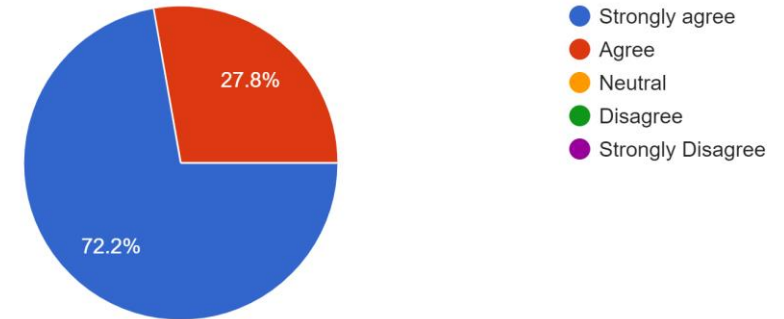
Do you feel content of the convening was valuable?

18 responses



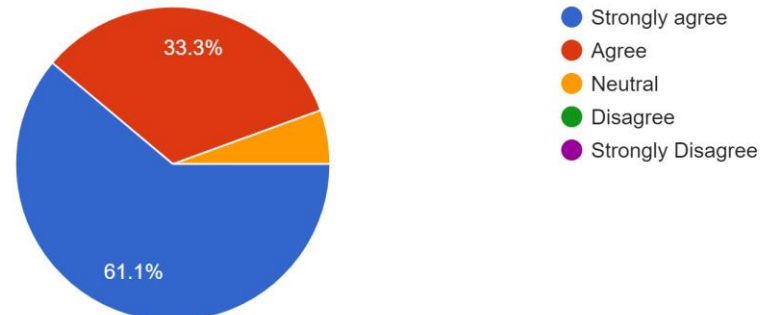
Do you feel the convening was well facilitated?

18 responses



Do you feel we made good use of your time?

18 responses



Suggestions for further engaging industry

- Reach out to **umbrella associations** with a survey
- Continue to include them [industry]!
- **Share outcomes from the retreat** in survey format and ask for feedback
- There still could have been more industry partners in the room, and I'm not sure what the answer is. It's a consistent challenge for them to make the time to participate in events like this. Hopefully, some of the industry partners who respond to this survey will be able to provide strategies to include them.
- **Cast a wider net** into the workforce training community
- I think we need to figure out a way to get better access, whether it be one on one or one to many at association meetings, to as many of the major employers as possible - there was representation but we were missing some folks. Although I feel like they would have had a different experience this time around so maybe as **momentum** moves this into action, they will hear about it and come to the next one. :)
- Get data from ISER and McKinley Research; **a lot of this data already exists**
- **Associations** could have brought a couple each. Also lining up one **heavy hitter to kick things off** may have drawn more. short confidential surveys prior to meeting may have helped a shared website or clearing house
- I'm from industry - so I came with and left with a clearer idea - but **it was also clear that the other participants weren't interested in industry's perspective** - so asking for feedback from industry and then ignoring it doesn't bode well for getting industry more involved.

Final comments from attendees

- **The situation is dire:** “I think I left feeling that the situation is more dire than what I had originally thought. There is a lot of work to be done, that is going to require partnerships, not just relying on government to solve the "problem." Connections made during the convening were probably the most valuable from my perspective. Learned a lot about what other folks are doing that we can replicate and spread the word about!”
- **Looking forward to what’s next:** “Looking forward to staying involved” AND “I am looking forward to seeing what, if any, roles are created within the department that could potentially connect ALL Alaskans with pathways into apprenticeships and other careers” AND “Stick with it”
- **More info on next steps is needed:** I think it is not clear what the next steps are because the information needs to be compiled and provided by AWIB, not because it was not a success. A lot of folks brought up issues or topics of things they think the AK DOL needs to do, or that no one is doing. Almost everything brought up is something they are doing or have granted or contracted someone to do. Things are being lost in translation. That is the fault of everyone. Additional coordination is key. Maybe through them, maybe not. If not them, I think it should be a new organization or division of DOL, not one that already exists. The AK DOL and its staff do so much for Alaska and more specifically, for almost everyone and their industry in that room and did not get any recognition for it. We should have done better at expressing appreciation. I did hear that not all AWIB members attend meetings, being a BOD member of AWIB should be considered a privilege and commitment, it surprised me to hear that.
 - I missed the last hour. I'm looking forward to next steps and hope to continue participating in the planning and work ahead
 - If the final product doesn't included anything beneficial for industry - don't ask for industry support
 - I am not sure if we could have gotten to a better conversation about next steps - it was discussed and decided to not go there, and I agree that was a good decision. My concern **there were so many pent up ideas and priorities in the weeds that people feel a sense of urgency to address and it is hard to winnow** and hone to just a few that can be easily completed to demonstrate implementation moving forward. I think there is more information to gather and some strategic action agenda development to happen, which is not a demonstration of action in the short term, but sets up the initiative for success in the long run so finding a balance between getting something done and continuing to lay a foundation for success will be important moving forward.
- “EXCELLENT facilitators – “The best I have seen for this type of event” AND “Thank you for facilitating a session that exceeded all expectations. I have hope for Alaska’s workforce future” AND “Absolutely stellar job! Julia and Emma exceeded expectations and even impressed those who had no prior knowledge of Kinetic West and/or who thought they wouldn’t understand Alaska specific issues. Thank you for helping Alaskans articulate what is needed and inspiring a desire to act!”

The background features a dark teal color with a complex pattern of thin, white, intersecting lines that create a sense of depth and movement. The lines vary in length and orientation, some appearing as straight paths while others form more intricate, overlapping structures.

Recommendations

Overall Observations: Workforce System

Alaska has a lot of pockets of incredible workforce development projects, just a few examples cited at the convening

- Trident seafood partnership with AVTECH; NIT training programs
- Bristol Bay Native Corporation workforce innovation efforts like mobile drivers' license clinic
- Regular labor force data reporting from Department of Labor
- AWIB Board with industry, labor participation
- King Tech, ASD Academies coming online
- [Kenai Peninsula Economic Development](#) Career Pathways project

But statewide coordination, including coordinating the actions in each region, is a challenge

Alaska is also impacted by shortages in housing, childcare like many states, that can blunt the impact of workforce development investments – though these shortages also exist in other U.S. states, across the West

AWIB board has the desire, but maybe not the capacity or mandate to be the workforce development convenor

- Workforce providers and some industry partners are eager for a workforce coordinating entity outside of government
- Alaska will need to decide if they want to pursue a new coordinating entity or reform their existing one

While that decision is pending, there are some immediate steps around workforce marketing, data coordination, and reducing red tape around professional licensing that Alaska could tackle immediately

Overall Observations: Worker Needs

For Alaskans looking to transition to new industries/regions

- Reduce housing costs and childcare shortages, especially in rural areas, that depress Alaska's ability to recruit and retain workers
- Provide incentives and wrap around services from the state government for employed workers who've taken a leap into a new region or new career path
- Allow for greater flexibility of the work week to accommodate lifestyle and providing for a family (i.e. flex during hunting and fishing seasons, allow for longer shifts and few days for those who struggle with childcare availability)
- Support the mental health of workers and encourage employers to prioritize mental health

For young Alaskans, Alaskans returning to work

- Provide a longer safety net that protects workers with specific needs (e.g. formerly homeless, formerly incarcerated, people with disabilities, veterans transitioning to civilian work, etc.) with training and support for the first 1-2 years, while they work
- Ensure stable funding for K-12 schools and higher-education institutions to invest in workforce development programs. State budget uncertainty contributes to challenges building a sustainable system

For new Alaskans

- Provide state incentives to encourage people to move to Alaska and support transition/immigration costs for more than the first month, "consider the cost of getting settled and not simply arriving."
- Create consistent programs to turn Alaska's large volume of seasonal workers into year-round residents
- Support additional pathways to residency for Alaska's immigrant labor force. Immigrants are an important part of the Alaska workforce – as temporary workers, H2B visa holders, and long-term residents.

Suggested Next Steps

Stand up (or designate) workforce coordinating entity

- Create business plan and identify funding requirements for the new entity
- Determine if this will be an existing group with an expanded staff and mandate, or a new entity

Build immediate momentum on specific issues identified in the convening

- Set up taskforce to work on reducing licensure barriers, U of A credit requirement and transfer barriers
- Develop marketing plan to address immediate workforce shortages, promote Alaskan industries
- Stand up joint industry-education-DOL task force focused on designing expanded data pipeline
 - What is the most important data for industry, education to access (e.g. what jobs do we expect to need? How many graduates for these roles is AK currently producing and where in the state are they?)? How can DOL disseminate this better?
 - Develop database to track training cohort graduation and alert industry to upcoming trained talent

Evaluate Alaska's current state of federal workforce dollars

- Is the state maximizing everything that is available? What is needed to pull down additional grants?

What should the workforce coordinating entity do?: Advice from the convening

Manage statewide initiatives

- Focus solely on workforce development: Recruitment of new workers to Alaska, retention of existing workers, filling gaps in workforce system training programs, and development of future workforce pipeline
- Identify system barriers/duplication and pull teams together to work on system repairs (ex. credit requirements in college make it difficult to complete CTE programs and get to work quickly)
- Support statewide career coaches in their training to connect Alaskans to training and jobs

Coordinate a workforce system

- Create an infrastructure workforce plan and facilitate apprenticeship programs, coordinate execution
- Coordinate nationwide workforce recruitment plan to attract adult workers to Alaska
- Manage regional committees comprised of education, industry, government, AWIB to increase communication and awareness of workforce needs, resources by region
 - Note: Regional coordination is very important in Alaska, so the new entity must have a regional approach

Analyze and amplify

- Create inventory of jobs and skills that are needed in the future, jobs/skills currently trained for, and plan to fill the gaps
- Be a one stop shop for all training funding and resources
- Create statewide inventory of training space, equipment, and programs

What staffing does the entity need?: Advice from the convening

Statewide coordinator and champion (the conductors): Statewide economic development coordinator, supported by cultural coordinator, accessible data, and evaluation/research staff

Regional coordinator and program coordinators (the project owners): Contribute to user-friendly clearinghouse of available jobs, connect and advertise resources, provide career guidance and technical assistance, working with training and education providers, collaborate on reports and outcomes; market workforce plans

Marketing and communications (the promoters of today): Data driven campaigns with focused engagement of a target audience, equitable outreach, industry specific, partnered with existing marketing (e.g. cultural tourism)

Youth career navigation (the seed planters of tomorrow): Provide in-reach to our youth, Focus on exploration *and* launch, build strategic homegrown talent, recruitment to all postsecondary options; rebuild career ladder/career lattice tool and embed with schools to talk about career opportunities and industries by sector

Policy coordination and advocacy (the wonks): Provide policy research (in conjunction with ISER), Provide direct advocacy for workforce challenges – e.g., address licensure issues

Corporate and industry coordinators (the business translators): Analysts identifying the gaps in sectors, tracking industry standards, expectations; define career pathways; research funding and resources; Regular convening of industry for input and engagement; focus on regional implementation and ensure continuity/resiliency in turnover

Note: These could be new positions or roles spread out across willing and existing partners

Prioritize actions that empower regional partners

Regional identity is important to each region in Alaska – A statewide coordinator needs to encourage and learn from unique regional solutions

Data and training program resources – Regional partners want to drive solutions but need more accessible local data to understand the problems

Rural outreach leads – To create a more coordinated system there are ways to empower and resource the regional experts that already exist to aid in this effort

Apprenticeship opportunities (with housing, travel) – Growing access to apprenticeships is key and addresses a desire for more on the job training, mentorship, career direction, and wage progression. Furthermore, apprenticeship participation are directly related to available housing and travel/relocation funds.



Appendix/Convening Notes

Attendee Question: What headline about the workforce development system would you be excited to read in 3 years?

More support for rural hire
Anchorage Daily News
More Alaskans in skilled positions in resource industries in AK
Hire local
Workers from lower 48 are driven to live and work in Alaska
Alaska employers are reporting workforce success
Trained workforce meeting industry needs
Cross-industry workforce through partnerships
The State of Alaska brings back defined benefits.
Alaska hold's opportunity for anyone looking for life long career opportunities on an unprecedented scale.
Migration to Alaska increases!
Unemployment down, Apprenticeship as successful vehicle to high employment
Alaska's robust economy
Future workforce trained in high school
Housing and broadband crisis solved! Local workforce opportunity drives rural population increases.
The data is in! Alaska attracted 25,000 prime age adults in 2025.
Alaska's state workforce development system responding to regional needs effectively
A Pipeline system that will setup younger generation to enter the work force when they graduate high school.
Local hire.
Long term training to keep people moving from low income capacity to economic self-reliant
More Alaskan workers being retained due to skilled training available
Alaska industry utilizing local workforce development programing
Apprenticeship successfully filling labor openings and closing industry gaps.
Alaska reverses it's trend and retains the old and young through the training and retirement improvements.
More local high school graduates opting to stay in Alaska and pursue apprenticeship opportunities in construction
Young rural Alaskans joining Building and Construction Trade Union Apprenticeships in record numbers.
New businesses locate in Alaska, established businesses grow due to strong Alaska workforce
Total collaborated effort between industry, training providers, government solve employment issues and increase workforce participation.
Alaska leads country, becomes destination for workforce training opportunities.
Young Alaskans are seeing the many opportunities in Alaska for future careers, education and success.
Young Alaskans sticking around—outmigration numbers down as workforce strengthens
The AK Workforce Development is the best in the nation and a true leader!
Alaska has closed the skills gap for trades.
Alaska came together and capitalized on the opportunities to create success that is having generational impacts.
Alaska finally coordinates a workforce system and prioritizes accountability and pathways while removing barriers that keep people out like license reciprocity and access to credentials.
Alaska finally coordinates a workforce system and prioritizes accountability and pathways while removing barriers that keep people out like license reciprocity and access to credentials.
Alaska youth have clear roadmap to post k-12 career opportunities
Alaska's Ready-to-Work Workforce has Doubled in the last 2 years!
Alaskan businesses receive tax breaks for training young adults through internships and apprenticeships.
Alaska putting people to work in high paying jobs through collaboration between educators, K-12, industry groups, housing authorities, and economic development groups.
AK workforce development system named promising practice recognized nationwide for turning around the economy.

Attendee question: What should Alaska's government prioritize working on with industry in the next year? (I/III)

Build a connected workforce system that serves 11th grade on up and into the workforce, to include multiple entry and exit points for training, education, advancement.

Affordable housing and childcare

An Alaskan grass roots impact - where the work starts simultaneously at the top and the bottom, then fills in the middle. No one is left out. ... industry, post secondary, and secondary are valued.

Recruiting new workers to the state of Alaska to fill thousands of jobs that can't be filled by Alaska residents

Increase step grant funding

Require apprenticeship utilization on all state and municipal construction projects

Identify sustainable funding for the work

Create tax incentives for companies that are investing in workforce training / grow your own type programs.

Create third party workforce development coordinator office to execute workforce development plan

Have health care field training as robust as oil field training opportunities.

Set up structured coordination.

The State should better fund K-12 schools.

Advocate for increased k-12 funding.

Create housing options need to be put forth. If we can get folks, they don't have a place to live. Problematic

Hire someone to focus on this solely.

Work with our legislators to find solutions for bringing in more day care providers

Tuition forgiveness/loan payback for new or returning students now entering workforce

Create a database of training capabilities and capacity that already exist

Add and retain working age people and their families.

Identify needs and resource people doing training.

Identify our current workforce capacity. Then identify the gap between now and tomorrow.

Statewide strategy to connect with high school students on high demand jobs and the career training required.

Funding increases for Dept of Labor

Develop in high school programs for post graduate jobs. Certified nursing assistant or medical assistant after graduation

apprenticeship utilization on publicly funded construction projects

A central private non-partisan, industry backed, nimble workforce organization that is a convener and coordinator for WFD projects and a clearing house for resources statewide.

Continue this conversation to fill the gap..

Attendee question: What should Alaska's government prioritize working on with industry in the next year? (II/III)

Facilitate apprenticeship programs

Filling vacant jobs in Alaska

Create a database of training opportunities from across the industries.

Change regulations that keep people from working

Fund career advisor positions in secondary schools

Clearly define employment opportunities and what unique training requirements are needed to grow that employee and fill the gaps.

Ad campaign to have an adventure: work and live in Alaska. Modeled after the Alaska Seafood Marketing Campaign.

Develop a cross industry workforce plan and convening office

Changes to reciprocal professional licensure agreements

Engage in dialogue with rural Alaska employers to assess ways to partner and support for training and employment.

Work with our legislators to create a more attractive retirement system for our employees

Collect data on planned work and workforce needs by location.

The State should pay for the first two years of college or post secondary education (until a workforce credential is earned) for every Alaska high school graduate.

Create an independent statewide organization devoted to workforce development that works with all entities (employers, trainers, schools).

Partner to improve child care availability and affordability

Recruit qualified workers to Alaska to fill jobs Alaskans cant

Priorities

1. Infrastructure workforce plan

2. Identify successes and failures

3. Do not create duplicated effort

4. Create targeted industries high need employment needs

Set up structured coordination.

Determine what our current capacity is right now

Align secondary & postsecondary education/training systems to reduce duplication of learning, reduce costs, & reduce time to attainment of educational credentials meaningful to industry.

Develop a core working group that works with the different stakeholders to support training opportunities for future employees

Develop career pathways for K-12 students

Attendee question: What should Alaska's government prioritize working on with industry in the next year? (III/III)

Create one stop shopping for all training and funding resources. Non biased third party funded by industry/grants and good ideas. 😊

Create an industry led workforce plan

Engage with housing authorities to move the needle on housing shortage issues esp in rural Alaska

For the public sector, restore defined benefit pensions and address the pay gap compared to private sector positions.

Work towards bringing back career guides in the schools

Bring back education repayment incentives for students who seek training...ie- stay for 3 years and get training paid or partially paid.

Make Alaska a more attractive (and affordable) place to raise a family.

Created a statewide WFD organization to provide technical assistance, support and structure to the various industry and education/training programs.

Mobile DMV for remote areas of Alaska. Having to-date identification is a barring issue.

Tax credits for industries that provide and share child care resources.

Create a universal communication pipeline (website) for all Alaskan Workforce Development groups to voice current/upcoming program description information.

Invest in career coaches statewide who are trained with a similar foundation to access to resources to connect Alaskans to training, funding, and jobs.

Identify or create an intermediary entity to manage the implementation of these priorities.

Align resources for HS graduates to make a seamless connection to post secondary or employment opps

Career navigators from industry connected to high school students. Increase knowledge of Alaska's top jobs.

Develop systems of collaboration between educators and industry

Get new immigrants into the workforce.

Support long-term increase to Base Student Allocation. Need to fund schools as foundation for all other workforce training.

Create a vision for Alaska as a great place to live and work - then get to work on making it real

Learn from models that work effectively like the Bristol Bay Career and Technical Education program to adapt and grow CTE offerings throughout the state.

Create regional committees made of secondary, postsecondary, industry, government, AWIB to increase communication and awareness of workforce needs.

Structured coordination across industry

Mandatory career-readiness/post-high school opportunities course(s) for high school students.

Create and fund an entity with up to five professional, full-time staff to coordinate ALL of this with an explicit instruction that it be industry-led and at least 50-percent industry funded.

Set up structured coordination.

Create statewide inventory on training space and equipment.

Coordinate with all industries to develop a national workforce attraction campaign to address the staggeringly huge gap in available skilled and semi skilled workers versus the demand for those worker.

Stand-up a neutral entity or leverage an existing neutral entity who can convene and lead the road map from this convening that produces and integrated and robust workforce system.

Pass a broad based (progressive) income tax.

Create a convener focused on policies for defining jobs needed for current infrastructure projects with a focus on cross industry skills

We will need to increase our impact to address and recruit the involvement of state boards that represent at least 1/3 of vulnerable Alaskans

Create an inventory of the jobs that will be needed in the future.

Look to coordinate workforce development processes already in place. May not be necessary to replace what's working with something new.

Industry Breakout Notes: Overall Takeaways from Attendees

- Rural Alaska remains an untapped source of workers and career opportunities
- Industries do invest in employee training. But once they're trained they're out the door for a higher wage or opportunity.
- Retention activities through partnerships with training providers
- Break the "same old same old" way of recruiting and retaining. The workforce is different and doesn't respond like prior years workforce.
- Investing in the personal growth of an employee makes them more likely to stay; even high pay elsewhere
- License processing slowing hiring in every industry
- Increase and embrace innovation.
- Alaska already has a group of amazing people passionately working in collaboration on workforce issues & to build a sustainable WFD system.
- ANSEP and ExcelAK are both good recruitment sources.
- A career map page similar to the one referenced by the Kenai Peninsula ED group is critical to an ideal Workforce Development system.
- Housing and childcare critical areas of concern.
- Kids need to know about all the jobs available to them. We have to be in the schools talking to them.
- How can we better engage with immigrant workforce and/or barriers reduced for foreign workers that come to AK to work and possibly stay in AK
- We should develop joint-labor management apprenticeships in new industries to build on current success of this model.
- Inventory of upcoming job openings. For example: How many welders are we going to need?
- Programs and data collection are priorities to bring rural together to know what is available for all job seekers
- Publish CTE data that shows an increase in high school graduation

Industry Breakout Notes: Mining

Speakers: Deantha Skibinski, Alaska Miners Association; Leila Kimbrell, Resource Development council for Alaska

- Time and again, we have critical positions in our industry with high vacancies, high demand
- Mining industry needs to continue to address quality of life and the need for greater flexibility
- As soon as you train someone, someone will pay more, that's their impact
- Aircraft mechanics at Merrell field, bringing them up on a 2 on, 2 off; have people aging out, no one aging in; not being seen as viable, sexy, not being marketed to younger people
- The training needs are less important than getting people marketed into the jobs — what skill level you're attracting, entry level positions are easy to fill, but can only have so many people in the pipeline
- Huge shortage of surveyors, couldn't get one in our new project, hired someone who had a degree in construction management out of UAF
- Show me someone who wants to work, doesn't have to have a background, but also have technical positions in your training
- All resource extractive industries facing challenge of perception, lowest # of petroleum engineers graduated
- Need to get the word out an attract younger generations to trade jobs that pay well

Industry Breakout Notes: Infrastructure and Construction

Speakers: Ruby Oatman, AGC; Kris Jensen, Quality Asphalt Paving

- Anytime we get anyone who is interested, we want to get them right out the door; they're being thrown in the deep end and we're just giving them straws
- Complexity of the work, long hours, it can be very daunting, don't invest in how they're feeling; getting them prepared will really help
- Mental Health is a big deal, huge problem in AK and in construction; AGC safety committee that been our focus
- Retiree rate is a huge concern
- Creating a safe space for new workforce to learn and get comfortable in their role before they engage directly in the work. Mentor workers more to retain them.
- Train ourselves to adapt to the changing needs of todays workforce.
- Job shadow opportunities for teachers. Example: Geometry teacher shadowed a construction employee for a day to better speak to the industry and promote to students.

Industry Breakout notes: Healthcare

Speakers: Jared Kosin, Alaska Hospital and Healthcare Association; Florian Borowski, Providence Health

- Healthcare roles are the top end of what we pay compared to other places in key positions;
- Compensation is not the driver, our industry with certain positions they want to move, travel, have smaller assignments
- Housing and childcare, those pieces are often the bigger wage
- We also don't have enough schools training needed specialties , laboratory care, respiratory care, not going to have enough graduates
- We have a 1500 nurse gap, but only graduating 323 per year
- At Providence, we're a nonprofit as part of a bigger system; one of the big questions it's reducing cost of healthcare for Alaskans, how do we retain our workforce, with it increasing cost for receiving care; have to operate as a business even though we operate as a nonprofit
- Challenge finding faculty members, trying to create a trained cadre of talented trainers

Industry Breakout Notes: Hospitality

Speakers: Julie Saupe, Visit Alaska; Steve Zadra, Holland America Princess

- Lots of our positions go beyond an 8 hour shift; hiring setting those expectations in advance, that becomes a reality, game for that lifestyle, and people have a lot of other opportunities
- Visit AK is busier in the winter than the summer; but for people serving our summer visitors, they'll hire someone but that person will miss out on AK summers, even if they love the work.
- Have businesses that are now doing more winter tourism, trying to hold on to people.
- If you're working a day cruise, flight tour, hospitality, you're probably not enjoying the summer, and if people leave their job partway through the summer, your ability to backfill those positions becomes harder as the summer goes on
- Alaska Host training still seen useful for credential, but fewer people who are applying are getting these credentials ahead of time. This also means fewer people are coming in with the customer service skills that these programs teach
- Cruises unable to go through Canada at different times
- 2020-2023 lots of issues with hiring seasonal workers and the pandemic
- The expectations for these hires are high – missing the summer for their enjoyment, long days, no remote work, hard to find skilled workers, lacking communications skills
- Need to find more content creators, video/graphic positions,
- The Alaska Host Program is a bright spot
- Employers hiring Jobs Corps direction is helpful
- Want to see more school/business partnerships

Industry Breakout Notes: Oil and Gas

Speakers: Kara Moriarty, Alaska Oil and Gas Association; Lisa Pekich, Conoco Phillips; Erin Orchard, Aleyeska Pipeline Services

- Ebbs and flows of the oil industry, not as consistent on apprenticeships, internships as we have been
- We go wherever we can find workers, including Peninsula college, AVTECH
- Aleyeska pipeline has to hire a certain percentage of Alaska Native partners, Really committed to partnerships, internship program, partnering with AK native partners; working with military on a DOD skills bridge program
- High retiree rate and low replacement rate is a big concern
- Trying to be more aware, more of a presence in community — participating in junior achievement days, involved in King Tech, etc

Industry Breakout Notes: Broadband

Speakers: Christine O'Connor Alaska Telecom; Larry Bell, Alaska NECA

- Great career opportunity in AK
- We need to put “sexy” in broadband
- You never get bored, tech is so tied to broadband, it’s also very welcoming, telecom will train you, barriers very low for many roles. Many members do apprenticeship programs, started working in telecom working in residential customer service
- Focusing on Alaskans, dispute the shallow roots idea, not what we’re experiencing,
- Story: Needed a telecom manager, found a great guy who wanted to have the Alaska adventure, couldn’t find housing, people scrambled, found an apartment to rent, but that’s rare, people WANT to come but can’t find a place to rent
- Broadband speaker from Hawaiian islands spoke to me at an ATA conference, and they had embraced broadband in rural areas, led to huge at home-based opportunities. Coming from vertical construction, where the workforce moves around chasing projects, it’s hard. Broadband deployment statewide, it flips that, you build it, build it up, and it comes with legacy opportunities after that
- What does the aptitude look like? Last disciplinary hearing I sat in, had an issue where people didn’t want to do 40 hours/week doing the same thing in and out; that person today wouldn’t have that hearing because they would be doing all different kinds of things — basic math or a skills test is aptitude, like to work with your hands, get involved, don’t have to be the strongest
- Marketing, all the business specialties, engineers we are desperate for could be any type of engineer, people may not know what being broadband tech is, but they game, do school and social media online
- Challenges expressed are – housing, waiting for the next project, construction culture
- Accounting/CFO, marketing, network engineers are position that are hard to fill
- Gaming torments as a recruitment tool have been successful and engaging for youth

Industry Breakout Notes: Government & Military

Speakers: Commissioner Heidi Hedberg, DOH; Shareen Crosby, Infrastructure and Investment Coordinator; Richard Toney, 673rd Support Wing

- Retraining as adult, education institutions changing the way it's delivered
- How do we increase apprenticeships, paid apprenticeships, how do we have tangible recommendations for each sector that will move the needle
- Lack of childcare is impacting every sector, meaningful actions take. Addressing childcare will increase access to the workforce
- Looking at workforce — do they have the resources to do their job, do they have a place they want to come, do they have benefits (childcare, healthcare, vision, dental etc)
- Career path ladder in DOT is broken
- Dept of administration is trying to change job classes
- DODSkillsbridge is a great option for recruiting transitioning military

Industry Breakout Notes: Fisheries

Speakers: Julie Decker, Pacific Seafood Processors Association; Stephanie Anderson, Trident Seafoods

- Very important to give them a proper orientation, or set them up to fail. People think it's about sportsfishing! Trying to get people to focus on their goal, making \$\$\$
- In some places, the min pay is \$5, but people want the job because you get over time and housing and meals are provided so you're able to save a lot.
- H2B Visa program is a great program, really helpful
- I know an auto technician who became a ladder tech, made six figures; refrigeration program, goes through six figures.
- Industry relies more and more on PLC — automated programming that has to be calibrated, we send all our employees out to Clover Park Tech College in WA to train; the refrigeration programs at Kodiak aren't there yet, so we send our employees to AVTECH for general refrigeration and then to another location to train in ammonia refrigeration. It would be helpful to have ammonia refrigeration program at AVTECH
- Harvesters — huge graying of the fleet; trying to attract younger people to come in; Alaska longline has a pilot program, provide opportunity for mentorship or people not as familiar with the industry; leverage those connections, secure other opportunities — some people go through the program, and go on to buy their own boats, helped us bring in people that aren't legacy fishermen
- Migrant ed program in Petersburg, found funding to teach skills to people in the migrant ed program — knots, net mending, Etc.
- Industry reliant on supportive services — diesel, refrigeration, etc — seeing fewer of those people coming back to AK and setting up shop
- Opportunity for employers to partner and work together; help sponsor
- Can't guarantee spots for specific employers in AVTECH programs, there are trident programs in the first year and we can get people on the wait list

Industry Breakout Notes: Transportation

Speakers: Katherine Keith, DOT; Art Dahlin, TOTE Maritime; Elizabeth Edge, Carlisle

- Top areas of concern: operators and pilot shortages, mariners, engineering school graduates are way low, not enough mechanics or cross discipline folks like mechatronics
- We need to be data driven, visualize the needed systems, training pathways with the largest vacancies and those with biggest impact, and have all our resources focused on those pathways
- \$24 mill for training potentially coming online, but do we know who is the go to person to access? Going to be another 45 days until we can start moving forward
- If there was a one stop shop, if we could get involved, three levels of work-based learning; looking at it through those levels was helpful;
- We have to focus on training to ensure employee and employer expectations are aligned. Evaluating work schedules to adapt to todays workforces needs for work life balance.
- Finding success looking forward to technology. Example: hiring workers that are skilled in programming and data science to balance workforce shortages. Work smarter not harder.

Top priorities as voted on by Day 2 attendees

Here are the roles and their top action for that role (this is an example of the type of activity by role, not an exhaustive list)

Coordination – Add/build on existing work (e.g. regional committees) to increase communication and awareness of workforce needs

Staffing- Invest in statewide career coaches

Data- Create database of training capabilities and capacity that already exists

Marketing – Ad campaign aimed at Alaska’s youth

Pathways - Strategy to connect high school students to high demand fields and training

Funding – A tax incentive for companies investing in all types of workforce training, example: bring back the education tax credit (note that only 20% of AK companies are c-corps, meet the threshold for taxes)

Accountability - Create one stop shop for training and funding resources (accessible by multiple sites statewide, urban AND rural)

Priority	“Vote count” from dot voting exercise
Coordination	30
Staffing	43
Data	31
Marketing	38
Pathways	44
Funding	44
Policy	44
Accountability	28

Priorities: Coordination

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project managemen t	Comms	Research
11	Coordinate workforce development processes already in place. May not be necessary to replace what's working with something new.				✓		
2	Coordinate projects like the Infrastructure workforce plan without duplicating existing efforts				✓		✓
17	Create regional committees made of secondary, postsecondary, industry, government, AWIB to increase communication and awareness of workforce needs.				✓		✓

Are these the right roles for each priority? Are there priorities missing in this category?

Priorities: Staffing

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project management	Comms	Research
21	Invest in career coaches statewide who are trained with a similar foundation to access to resources to connect Alaskans to training, funding, and jobs.		✓	✓	✓	✓	
14	Work towards bringing back career guides in the schools	✓					
8	Staff an independent workforce development entity (career coaches can work for this entity and get trained through this org)						

Priorities: Data

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project management	Comms	Research
14	Create a database of training capabilities and capacity that already exist			✓	✓		
3	Learn from models that work effectively like the Bristol Bay Career and Technical Education program to adapt and grow CTE offerings throughout the state. Create an inventory of the jobs that will be needed in the future.			✓	✓		✓
9	More one-on-one industry voice				✓		✓
5							

Priorities: Marketing

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project management	Comms	Research
6	Recruiting new workers to the state of Alaska to fill thousands of jobs that can't be filled by Alaska residents				✓	✓	
4	Ad campaign to have an adventure: work and live in Alaska. Modeled after the Alaska Seafood Marketing Campaign. Ad campaign directed towards Alaskan youth	✓	✓	✓	✓	✓	✓
23	Highlight jobs in rural Alaska						
5							

Priorities: Policy

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project management	Comms	Research
3	Tuition forgiveness/loan payback for new or returning students now entering workforce	✓			✓	✓	
19	Changes to reciprocal professional licensure agreements	✓			✓		
17	Require apprenticeship utilization on all state and municipal construction projects	✓			✓		✓
2	Make Alaska a more attractive (and affordable) place to raise a family (ex. Affordable housing and childcare)	✓		✓	✓	✓	✓
3	Make more on the job training available						

Priorities: Pathways

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project management	Comms	Research
26	Statewide strategy to connect with high school students on high demand jobs and the career training required			✓	✓		
6	Build a connected workforce system that serves 11th grade on up and into the workforce, to include multiple entry and exit points for training, education, advancement. Facilitate apprenticeship programs (including new industries like healthcare and early childhood)	✓			✓	✓	
10	Training dollars for under and unemployed job seekers and providing long term support			✓	✓		
2							

Priorities: Funding

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes		Priority	Roles					
			Advocacy/ Policy	\$\$/ Grants	Tech. Assistance	Project management	Comms	Research
19		Create a tax incentive for companies investing in workforce training, apprenticeships, etc.	✓		✓			
13		Increase STEP/TVEP grant funding	✓		✓	✓	✓	✓
12		Increase K-12 schools funding (specific to career awareness, CTE, WBL)	✓		✓		✓	✓

Priorities: Accountability

Roles are draft ideas of what may be needed to implement these priorities, still work in progress

Votes	Priority	Roles					
		Advocacy/Policy	\$\$/Grants	Tech. Assistance	Project management	Comms	Research
9	Create independent, nimble workforce development coordinator office to execute workforce development plan, provide technical assistance, and support training programs	✓	✓	✓	✓		
15	Create one stop shop for training and funding resources that is industry and grant funded, non-biased, focused on good ideas		✓	✓	✓		✓
4	Accountability for training dollars						