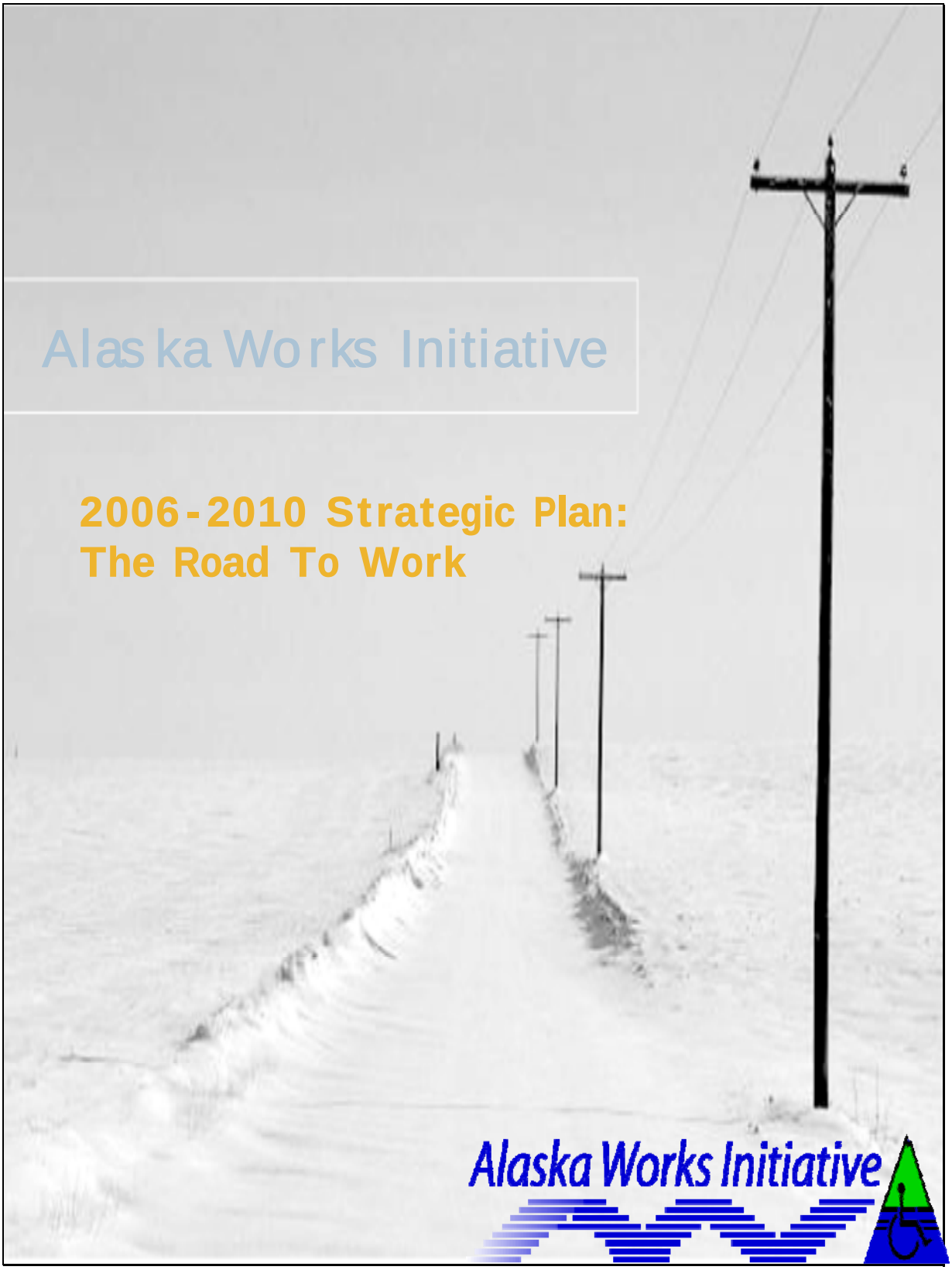

Alaska Works Initiative

2006-2010 Strategic Plan: The Road To Work

Alaska Works Initiative

ALASKA WORKS INITIATIVE
2006-2010 STRATEGIC PLAN

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ALASKA WORKS INITIATIVE
2006-2010 STRATEGIC PLAN NARRATIVE

Background

For the past eight years, the Governor's Council on Disabilities and Special Education (Council) has worked with individuals with disabilities, state agencies, advocacy organizations and service providers to implement the Alaska Works Initiative (AWI), which is designed to increase the employment rate of Alaskans with disabilities. Together, stakeholders are working to address the major barriers that keep people with disabilities from working, including: fear of losing health benefits; financial disincentives; fragmented systems; lack of comprehensive vocational services that include benefits counseling; general lack of knowledge or use of existing work incentive programs; and limited work opportunities.

This strategic plan complements existing AWI activities to 1) address these barriers; 2) enhance Alaska's Medicaid programs and existing employment infrastructures to better meet the needs of working people with disabilities; and 3) imbed what has been learned through the Alaska Works Initiative into a comprehensive employment system. The overall purpose of the Alaska Works Initiative is to ensure that ***"Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population."***

Process Used to Develop the Plan

Over 70 individuals representing 29 organizations helped develop priority strategies and activities during the March 30-31 Alaska Works Initiative Think Tank. The results of an environmental scan (see below) were presented to participants prior to their consideration of potential strategies for four focus areas, each of which had two associated goals (see below). Think Tank participants also identified indicators and potential data sources.

A smaller planning group comprised of individuals with disabilities, family members, state agency staff, consumer organizations, service providers and advocacy organizations met June 27-28, 2005 to further refine the activities, identify specific tasks to be undertaken over the next five years and identify potential resources and key champions. The AWI management team met several times to identify duplicative activities and tasks, consolidate activities and tasks and identify the responsible party or parties, resources and timeline.

A number of considerations were used to frame the plan itself; these considerations are described further in this document.

Environmental Scan

A preliminary environmental scan was completed when the Council submitted its application for funding from the Centers for Medicare & Medicaid Services; findings were shared with Think Tank participants. Participants were provided

with an overview of strategies, activities, outcomes and lessons learned not only for AWI itself but also for six associated initiatives: 1) Customized Employment Grant, 2) Youth in Transition Grant; 3) Micro-Enterprise Development; 4) Assets Building Initiative; 5) Governor's Alaska Hire Initiative; and 6) Mental Health Evidence-Based Supported Employment Grant.

The priorities and status of each of the action steps in the existing AWI five-year strategic plan were overviewed. And finally, the priorities and status of four related strategic plans were highlighted, including the: 1) Mental Health Employment Plan; 2) Youth in Transitioning Plan; 3) Unified Workforce Investment Plan; and 4) Disability Policy Summit. All of these plans were developed based on extensive public input and involvement.

An overview of the findings of the environmental scan can be found further in this document.

Focus Areas and Associated Goals

Based on the environmental scan, think tank participants developed and prioritized strategies and activities for the following four focus areas and eight goals:

1. Work as an Expectation

   Goal 1: Work expectations and incentives are built into programs and services for people with disabilities.
   Goal 2: Success in employment is regularly measured and analyzed.

2. Outreach and Training

   Goal 3: Awareness, understanding and use of employment-related resources by Alaskans with disabilities are increased.
   Goal 4: Service providers have the capacity to meet the employment-related needs of Alaskans with disabilities.

3. Resources and Funding

   Goal 5: Resources are blended and braided.
   Goal 6: A variety of funds including under-utilized and non-traditional resources, are being used to fund needed services.

4. Connectivity, Coordination and Workforce Investment

   Goal 7: Job seekers with disabilities are routinely connected to needed resources, including the workforce investment system.

Goal 8: Services and resources are coordinated as a part of everyday activities.

These goals also describe what Alaska's employment system will look like once Alaskans with disabilities are employed at a rate as close as possible to that of the general population.

Strategic Plan Components

The strategic plan itself is comprised of the following components:

Logic Model: The logic model presents a pictorial view of how CMS grant resources will be used (inputs), the activities that will be undertaken, the amount of work expected to be accomplished as a result of those activities (outputs), anticipated systems changes (system outcomes) and benefits to Alaskans with disabilities (individual outcomes).

Acronym List: The acronym list explains what the initials used to shorten the length of the strategic plan mean (e.g., AADD means Alaska Association on Developmental Disabilities).

Environmental Scan: The environmental scan describes the conditions currently in place that promote or impede the employment of Alaskans with disabilities. It overviews what is working well and what is not working well. The environmental scan provides the starting point for identifying and prioritizing strategies to increase the employment rate of Alaskans with disabilities.

Strategy Plan Summary: The strategic plan summary describes the overall considerations that went into putting the plan together. It describes the plan's vision and goals, results orientation and strategic funding. It also describes how broad-based support will be secured and key champions will be engaged to help implement the plan. And finally, it describes how the plan will be monitored to ensure adaptability as conditions change, the internal systems in place to ensure smooth implementation of the plan and how the outcomes achieved through plan implementation will be sustained.

Strategic Plan Overview: The strategic plan overview describes the vision and desired results (goals) for each of the four focus area, the current conditions and causes that need to be addressed in order to achieve the desired results, indicators of success and potential data sources and strategies for achieving the desired results. Each strategy also has a set of activities that will be undertaken over the next five years to increase the employment rate of Alaskans with disabilities.

Detailed Strategic Plan: The detailed strategic plan lists for each focus area, the strategies and associated activities and tasks that will be undertaken over the

next five years. It also lists the responsible party or parties, actual or potential resources and time line for completion of each task.

Outcome Measurement Framework: The outcome measurement framework illustrates the indicators and data sources that link to the individual-level outcomes outlined in the AWI logic model.

Management Checklist: The management checklist is a tool that the AWI management team will use to monitor implementation progress and refine the strategic plan as needed. The management team will meet quarterly to determine progress, discuss trends and issues impacting implementation, monitor changes in the external environment and identify opportunities for leveraging resources and funds.

Resource List: The resource list describes current and potential resources and key champions. It proves a starting point for identifying opportunities for leveraging funds and engaging key champions to help increase the employment rate of Alaskans with disabilities.

Sustainability Tool Kit: The sustainability tool kit will be used to identify specifically the activities, features and practices AWI partners want to sustain and current resources. The kit will also be used to prioritize potential resources and develop strategies for securing them and to prioritize potential key champions and identify strategies for cultivating and engaging them. And finally, it will be used to develop ways to sell the need for sustainability to targeted entities and individuals.

Plan Summary – Public Version: For the most part, members of the public will not want to review the AWI five-year strategic plan in detail. Therefore, a two-page summary has been prepared for distribution to the general public.

Implementation Responsibility

The Council has overall responsibility for the success of the strategic plan. The Alaska Workforce Investment Board is a key partner in overseeing successful implementation, particularly as it affects Alaska's workforce investment system. Other partners funded through the CMS grant include the Center for Human Development, Division of Public Assistance – Adult Public Assistance Program, and Division of Behavioral Health; these entities are responsible for specific tasks, which are outlined in the detailed strategic plan.

A number of partners were involved in developing the 2006-2010 strategic plan (see resource list for a listing of current partners); the majority of these partners were actively involved in implementing and evaluating the 2000-2005 AWI strategic plan. The new strategic plan will be "shopped" with state agency administrators to secure higher level support and with the legislature, business and industry, and targeted organizations and initiatives in order to secure

assistance in implementing the plan. Although the targeted audience has been expanded, this is a similar process to that used successfully to gain support for the 2000-2005 strategic plan.

Timeframe

The AWI strategic plan covers a five-year timeframe. It is anticipated that the activities listed can be accomplished within this period of time although the plan itself will be updated annually to reflect current environmental conditions. As a result, some activities may extend beyond the initial five-year timeframe.

Measurement

During the strategic planning process, participants identified indicators and data sources, all of which appear to be readily available. These indicators and data sources link to the individual-level outcomes overviewed in the AWI logic model:

- People get job/careers
- People increase earnings
- People reduce or get off benefits
- People accumulate resources

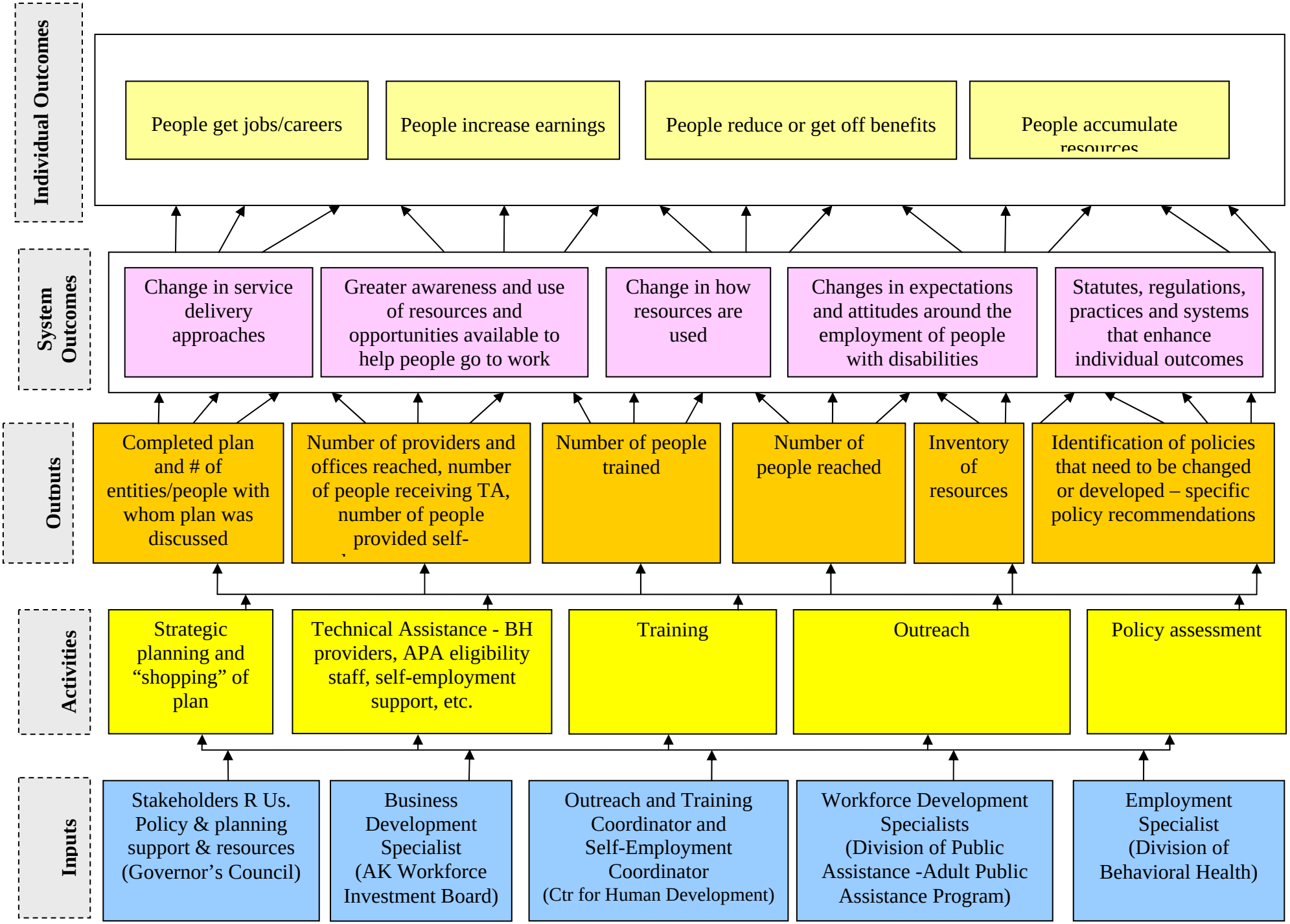
The outcome measurement framework illustrates the linkages among the indicators, data sources, and individual-level and systems-level outcomes.

Access to data will be discussed with agency directors and their management teams when the five-year strategic plan is presented to them. If the data are as readily available as anticipated, benchmarks, goals and performance measures to increase the employment rate of people with disabilities will then be set. Relevant data can then be tracked, analyzed, packaged and reported to each agency for use in decision-making and strategic planning. AWI staff will also work with other stakeholders (e.g., individuals with disabilities, employers) to determine what data is meaningful and how it can best be packaged for them.

Sustainability

Alaska has a long history of leveraging funds and sustaining grant-funded projects. *Resources and Funding* is one of the four strategic focus areas of the AWI strategic plan. It describes activities to sustain desired systems change without CMS grant funding. “Shopping” the plan will also help identify sustainability opportunities across all of the four focus areas. The sustainability tool kit will be used to prioritize activities, and identify strategies for engaging the community and cultivating key champions and selling sustainability to targeted stakeholder groups.

Alaska Works Initiative Program Logic Model



Acronym List

AADD	Alaska Association on Developmental Disabilities (provider trade association)
AARP	American Association of Retired Persons
ABE	Adult Basic Education
ABI	Asset Building Initiative
ABHA	Alaska Behavioral Health Association (provider trade association)
ADA	Americans with Disabilities Act
AHFC	Alaska Housing Finance Corporation
AJCN	Alaska Job Center Network (also known as Job Center, One Stop)
AKSPED	Alaska Special Education listserv
AMC	Alaska Mobility Coalition
AMHB	Alaska Mental Health Board
AMHTA	Alaska Mental Health Trust Authority
AMYA	Alaska Military Youth Academy
APA	Adult Public Assistance
ASCSC	Alaska State Community Service Commission
ASDN	Alaska Staff Development Network
ASEA	Alaska State Employees Association
ATBIAB	Alaska Traumatic Brain Injury Advisory Board
ATLA	Assistive Technology Library of Alaska
ATOP	Alaska Transition Outcomes Project
AWI	Alaska Works Initiative
AWIB	Alaska Workforce Investment Board

CCER	Center for Continuing Education in Rehabilitation
CDBG	Community Development Block Grants
CEG	Alaska Customized Employment Grant
CEO	Comprehensive Employment Opportunities Grant
CHD	Center for Human Development at the University of Alaska (Alaska's UCEDD)
CIFMP	Continuous Improvement Focused Monitoring Process (special education)
CMS	Centers for Medicare & Medicaid Services
CWD	Center for Workers with Disabilities
CYM	Community Youth Mapping
DBH	Division of Behavioral Health
DBP	Division of Business Partnerships
DBTAC	Disabilities & Business Technical Assistance Center
DHSS	Department of Health & Social Services
DOA	Department of Administration
DOC	Department of Corrections
DOLWD	Department of Labor & Workforce Development
DOT/PF	Department of Transportation & Public Facilities
DPA	Division of Public Assistance
DSDS	Division of Senior & Disabilities Services
DVR	Division of Vocational Rehabilitation
EED	Department of Education & Early Development
EITC	Earned Income Tax Credit
ESD	Employment Securities Division

ESL	English as a Second Language
ETA	Employment & Training Administration
GCDSE	Governor's Council on Disabilities & Special Education
GCERPD	Governor's Committee on Employment & Rehabilitation for People with Disabilities
GWU	George Washington University
HUD	Housing and Urban Development
ICI	Institute for Community Inclusion
IDA	Individual Development Accounts
IRS	Internal Revenue Service
JA	Junior Achievement
JAN	Job Accommodation Network
JEDC	Juneau Economic Development Corporation
MASST	Mature Alaska Seeking Skills Training
MOA	Municipality of Anchorage
ODEP	Office of Disability Employment Policy
OFBCI	Office of Faith-Based and Community Initiatives
NCHSD	National Consortium for Health Systems Development
NG	National Guard
RSVP	Retired Senior Volunteer Program
SAMHSA	Substance Abuse & Mental Health Services Administration
SBA	Small Business Administration
SBDC	Small Business Development Center

SCORE	Service Corps of Retired Executives
SERRC	Southeast Regional Resource Center
SESA	Special Education Service Agency
SILC	State Independent Living Council
SSA	Social Security Administration
STEP	Statewide Training and Employment Program
TANF	Temporary Aid for Needy Families
TVEP	Technical and Vocational Education Program
TVR	Tribal Vocational Rehabilitation
USDA	United States Department of Agriculture
WIA	Workforce Investment Act
WRRC	Western Regional Resource Center
YIT	Youth with disabilities In Transition grant
Youth Council	Alaska Workforce Investment Board's Youth Council
YWCA	Young Women's Christian Association

ENVIRONMENTAL SCAN – DEMOGRAPHICS

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ 2000 Census ▪ 2004 AWI Survey of PCA Recipients ▪ 2003 Braddock Report ▪ 2004 DSDS Waitlist Report ▪ DBH Report ▪ Nursing Facility Report ▪ Special Education Report	▪ 58% of Alaskans with a disability (age 21-64) are employed compared to 80% of the general population; only 30% of Alaskans with severe disabilities are employed. ▪ 10.1% of all youth ages 16-20 and 15.6% of all youth age 21-24 have a disability. ▪ Only 6% of PCA recipients were employed. ▪ 48% of persons receiving DD services were employed; the remaining 52% received services in sheltered employment, day activity or day habilitation programs. ▪ 75% of the 278 people (age 21-64) on the DD waitlist requested supported employment services. ▪ Only 5% of the 5,000 adults with severe and persistent mental illness served through the public MH system were working; 30% receive day treatment; and the remaining 35% receive no employment or day treatment services. ▪ Approximately 1,000 youth with disabilities graduate from high school each year; although hard data is not available, anecdotally, the majority does not leave with careers or post-secondary education plans in place and those who have jobs tend to end up in low-paying positions. ▪ The graduation rate of special education students is 40% compared to 93% of the general population. ▪ Of all students age 14-22 exiting special education in 2001-2002, 49% dropped out; of the total number of dropouts; almost half (49%) drop out age 16-17.	▪ Although there is a significant gap in the employment rate of Alaskans with disabilities compared to the general populations, the barriers impacting the employment of people with severe disabilities appear to be much more complex and may require more specialized approaches. ▪ The vast majority of PCA recipients and adults with severe and persistent mental illness are unemployed; particular emphasis will need to be paid to increasing their employment rate. ▪ The DD supported employment program provides a good foundation upon which to build and expand both in terms of 1) transitioning people from segregated or no employment and 2) moving people off the waitlist. ▪ Additional attention needs to be focused on youth with disabilities, particularly youth age 14-15 in order to encourage their continued participation in school.

ENVIRONMENTAL SCAN – HEALTH CARE INFRASTRUCTURE

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ 2002 DHSS Reorganization Plan ▪ DHCS Report ▪ Division of Insurance Report ▪ APA Report ▪ DPA Report ▪ DSDS Report ▪ DBH Report ▪ SSA Report ▪ Mental Health Employment Summit Action Plan	▪ Several agencies within DHSS were reorganized, including decentralization of some Medicaid programs, to reduce administrative overhead and better meet the needs of service recipients. ▪ Newly reorganized agencies affecting people with disabilities were focused on reorganization and therefore did not issue annual reports; in some cases, the most recent data available is for State FY02. ▪ In June 02, 12,162 Alaskans with disabilities received Medicaid. ▪ In February 05, 221 individuals participated in the Medicaid Buy-in for working people with disabilities. ▪ 465 persons were insured through the Alaska Comprehensive Health Insurance Association (high risk insurance pool). ▪ In June 04, the APA caseload included 78 blind persons and 9,672 individuals with disabilities. ▪ In FY04, approximately 3,006 individuals with disabilities received food stamps. ▪ In September 04, 997 individuals with DD and 590 adults with physical disabilities received home and community-based waiver services; although individuals with DD have access to supported employment services, people with physical disabilities do not. ▪ In FY03, DSDS awarded 52 grants to 35 organizations to provide some level of services for nearly 3,000 individuals with DD. ▪ In September 04, 3,700 persons received PCA services; of these approximately 75% receive consumer-directed services, with the remainder receiving agency-based services. ▪ In FY04, over 5,000 adults with severe mental	▪ With DHSS reorganization nearing its completion, access to needed data may become more readily available. ▪ Although the State of Alaska funds a variety of programs to support people with disabilities to live in the community, employment services tend to be underemphasized by these programs; policy change and/or incentives may be needed. ▪ Very few Alaskans with disabilities are using currently available federal and state work incentives; strategies need to be developed to increase the number of people taking advantage of these incentives. ▪ Particular attention needs to be paid to youth and new recipients of public benefits in order to increase the likelihood of them becoming employed. ▪ AWI strategic plan activities need to encompass the specific themes and strategies generated during the Mental Health Employment Summit.

	illness were served by the public MH system; 85% are between the ages of 21-64. ▪ Very few behavioral health providers offer employment services and supports. ▪ 8,110 Alaskans received SSI in March 02; of these, 6% were working. ▪ 8,090 Alaskans received SSDI in December 02. ▪ Medicare was provided to 8,711 Alaskans with disabilities in 2003. ▪ The Ticket to Work program was rolled out in Alaska November 03; as of August 04, only 85 tickets were being used. ▪ 122 benefits plans were completed on 2004; only 3 PASS plans were developed. ▪ Consistent with a 1994 SSA report, there is a significant increase in younger people coming onto the disability rolls; the earlier they become beneficiaries, the less likely they are to become employed. ▪ An action plan to increase the employment of people with severe mental illness was developed in August 2004; project staff are currently working with a variety of stakeholders to implement the action plan, which is focused on 5 themes: 1) work as an expectation; 2) commitment from top management, legislators and other stakeholders; 3) program structure and administration; 4) program services; and 5) funding.	

ENVIRONMENTAL SCAN – EMPLOYMENT INFRASTRUCTURE

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ DVR Report ▪ CEG Report ▪ AJCN Report ▪ YIT Grant Report ▪ Self-Employment/Micro-Enterprise Report	▪ In FY03, DVR served 4,180 people with disabilities, developed 2,311 new Individualized Plans for Employment and placed 517 people in employment earning an average of $22,889 annually. ▪ Alaska also has 12 Section 121 Native American VR programs for Alaska Natives and American Indians; there is a strong partnership in place between the public and tribal vocational rehabilitation programs. ▪ Youth with disabilities comprise 30% of vocational rehabilitation recipients. ▪ Over 54,500 people were served by Alaska's 22 1-stop job centers in 2003; although the percent of people with disabilities served is steadily increased, the majority of people with severe disabilities, with the exception of CEG participants, are still referred to DVR. ▪ In February 05, 76 individuals, of whom 18 were working, were enrolled in DVR's ODEP-funded CEG. ▪ CEG stakeholders are also working to expand job center and vendor capacity to deliver customized employment services; facilitate cross-agency information, sharing and employer interface; and re-design job center processes to make them more customer-friendly, particularly by people with disabilities and employers. ▪ A CEG sustainability workgroup has been established to sustain those service principles and practices that demonstrate remarkable impact on employment outcomes for people with severe disabilities and the complexity they present to the workforce investment system. ▪ DPA is piloting a Family-Centered Services	▪ DVR is the major resource for helping Alaskans with disabilities go to work; the strong partnership with the Section 121 programs helps ensure access to vocational rehabilitation services statewide. Continued collaboration and coordination with DVR and the 121 programs is essential. ▪ Although use of the 1-stop job centers by people with disabilities has increased, continued attention needs to be paid to ensuring they are user-friendly to all customers, including people with severe disabilities. ▪ The CEG project is proving be very successful; AWI should continue to work with DVR on sustainability and replication strategies. ▪ AWI should continue to work with DPA to implement the Family-Centered Services project to assess its effectiveness in serving people with "hidden" disabilities, diverting people from referral to the APA program and potential applicability to the APA program. ▪ AWI strategic plan activities need to encompass the objectives and strategies of the 5-year strategic plan to improve the transition of youth with disabilities to jobs and careers. ▪ The intermediary pilot projects should be carefully monitored to determine outcomes and potential for replication statewide. ▪ Many people with disabilities are interested in micro-enterprise employment; AWI should continue to work on sustainability and replication activities.

	model, similar to the CEG model, to serve long-term welfare recipients in Fairbanks and Mat-Su. ▪ Approximately 25% of youth who receive WIA-funded services have a disability. ▪ DBP received a 5-year ODEP-funded grant to develop a statewide infrastructure to increase meaningful employment opportunities for youth with disabilities. ▪ YIT stakeholders are developing a 5-year strategic plan to improve the transition of youth with disabilities to adult life. ▪ 4 communities received YIT intermediary funds to pilot approaches for connecting youth with disabilities to careers and post-secondary education. ▪ CHD is working with a variety of entities and individuals with disabilities to increase micro-enterprise and self-employment opportunities; to date, 35 people have started or are planning to start their own businesses.	

ENVIRONMENTAL SCAN – RELATED RESOURCES

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ ATLA Fact Sheet ▪ SILC Fact Sheet ▪ AHFC Fact Sheet ▪ AMC Fact Sheet ▪ AMHTA Fact Sheet ▪ ABI Fact Sheet ▪ November 2002 Disability Policy Summit Report	▪ ATLA assists individuals with assistive technology including device selection, training and third-party billing. ▪ 9 centers for independent living provide individual and systems advocacy, information referral, peer counseling and independent living skills training, statewide to a cross-disability population. ▪ Transportation systems for individuals with disabilities are available in larger communities that offer fixed-route and para-transit services. ▪ DTTPF funds grants to establish and operate accessible, coordinated transportation systems ▪ AMC is assisting rural communities to develop plans to finance and provide accessible, coordinated transportation services. ▪ AMHTA provides time-limited funding for innovative, systems change and capacity building projects for people with DD and SMI. ▪ ABI is implementing a number of strategies to increase the percentage of Alaska families and individuals who have the assets to be economically self-sufficient (e.g. IDAs, EITCs, Micro-Enterprise Loan Program). ▪ The 2004 Disability Policy Summit assembled representatives from statewide cross-disability groups; the top 5 employment priorities are: 1) state/federal regulatory change; 2) supported and customized employment; 3) new and increased funding initiatives; 4) public and governmental attitude change; and 5) help people with disabilities go into business.	▪ AWI should continue to work with ATLA, SILC, AHFC, AMC, AMHTA, ABI and other entities to increase the statewide availability of the related resources that people with disabilities need to work. ▪ Particular attention needs to be paid to the results of the November 2004 Disability Policy Summit since they reflect the priorities of people representing statewide cross-disability organizations.

ENVIRONMENTAL SCAN – ECONOMY

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ DOLWD – Research & Analysis Section ▪ 2003 Commonwealth North Report ▪ 1997 University of Alaska Report	▪ Alaska is essentially a service economy, with only 10% of employment in the "goods producing" sector; 90% are employed in government, "service producing" entities or non-profits. ▪ The number of jobs in Alaska is expected to grow to 335,500 by 2012, an increase of more than 43,000, with ½ expected within the next 5 years, particularly in the services, retail, transportation, communications and utilities sectors. ▪ Growth in the number of new jobs, coupled with normal turnover, will result in a wide variety of employment opportunities for the unemployed, under-employed and recent graduates of Alaska's schools. ▪ 30% of the market for private sector jobs are still going to non-residents even though Alaska's unemployment rate is significantly above the national average; as the baby boomer generation continues to age and retire, the highly educated, experienced professional workforce will continue to erode because there are not enough qualified younger workers to fill positions. ▪ Although the tide is turning, Alaska has the highest out-migration of young people seeking post-secondary education; not surprisingly, 50% of those who leave do not return. ▪ Small employers are a vital part of the economy	▪ The general outlook for employment is good; however, in order for people with disabilities to successfully compete, they may additional skills training or post-secondary education. ▪ The availability of customized employment services, which ft the strengths of the individual while still meeting the employer's needs, will be especially important for those individuals who are unable or uninterested in participating in job skills training programs or post-secondary education. ▪ AWI needs to develop cost-effective strategies for outreaching to small employers.

ENVIRONMENTAL SCAN – BUSINESS/ECONOMIC DEVELOPMENT

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ AWIB Report ▪ DBP Report	▪ AWIB focuses on training, employment assistance and providing the business community with a statewide venue for action related to business and economic development; primary customers include business and employers, dislocated workers, welfare recipients, persons with disabilities, college students, youth, and adults. ▪ In FY04, the Workforce Investment system has over $21.5 million in training funds and served over 4,000 people. ▪ AWIB analyzed and used supply and demand data to prioritize and direct resources to the high demand industries: health care, construction, information technology, seafood, processing, education, hospitality, resource development and transportation. ▪ There has been little concerted effort to serve people with disabilities on the part of AWIB. ▪ AWIB will be developing a new comprehensive unified plan, which includes vocational rehabilitation, over the next few years. ▪ Governor Murkowski launched the Alaska Hire Initiative, which is focused on 1) making sure Alaska businesses hire Alaskans (90% Hire Program) 2) aggressive outreach to employers and job seekers promoting the professional resources available at Alaska's 24 state job centers; and 3) job training for youth.	▪ AWI has the opportunity to align and imbed its strategies into AWIB's new comprehensive unified plan. ▪ Information about high demand industries and available training programs needs to be made available to youth and adults with disabilities and their families, school district staff, service providers and state agency staff. ▪ AWI needs to ensure that people with disabilities are included in the Alaska Hire Initiative.

ENVIRONMENTAL SCAN – COMPREHENSIVE EMPLOYMENT SYSTEM

DATA SOURCE(S)	CURRENT STATUS	IMPLICATIONS
▪ AWI Reports ▪ 2004 AWI Survey of Medicaid Recipients ▪ AWI Employer Surveys ▪ Service Provider Meetings ▪ Job Center Staff Interviews	▪ Over the past 7 years, a number of partners have worked together to address the major, interrelated barriers that keep people with disabilities from working. ▪ A variety of resources have been leveraged to increase the employment rate of Alaskans with disabilities, resulting numerous employment and employment-related projects and initiatives; with this rapid proliferation of activities, coordination has become difficult. ▪ Since the initiative began, the number of people on SSI who are working has increased from 2.8% to 9%; there has been an 89% increase in the number of people in 1619(b) status; and there has been a steady increase in the Medicaid Buy-in Program. ▪ A number of policy and program outcomes have also been achieved including but not limited to 1) the establishment of the Medicaid Buy-In Program, the Alaska Mobility Coalition, a statewide benefits counseling program, Alaska's first IDA program and the Assets Building Initiative program; 2) changes in DVR benefits counseling and self-employment policies; 3) DBH RFP for supported employment services; and 4) Division of Personnel training, technical assistance and outreach policies.. ▪ After "shopping" the 5-year strategic plan developed in 2000, a number of state agencies helped implement relevant sections of the plan (**Note:** a status report is available upon request). ▪ Despite these efforts, the vast majority of Alaskans with severe disabilities are unemployed or underemployed.	▪ AWI should continue to build on what has been working well and identify sustainability and expansions strategies. ▪ Work expectations and/or incentives needed to be built into existing programs and services (e.g. APA, DBH); desired changes should also be incorporated into job descriptions. ▪ State agencies need to set clearly defined employment goals and employment measures. ▪ Expanded, targeted outreach and training is critical; particular attention needs to be paid to individuals with disabilities, service providers and employers. ▪ Strategies are needed to blend and braid resources needed by people with disabilities to obtain and maintain employment. ▪ AWI should continue to identify opportunities to leverage resources but should also focus on better coordination among employment and employment-related projects and initiatives, particularly at the administrative level. ▪ Targeted, coordinated strategies are needed to better link people with disabilities to the workforce investment system. ▪ AWI should continue its efforts to ensure the availability of employment-related resources needed by people with disabilities to work (e.g., transportation, housing, assistive technology).

	▪ Once people enter the disability support system, there is little to no expectation of work; the longer people stay on benefits, the less likely they are to work. ▪ Services providers and state agency personnel often discourage people from working. ▪ Employers do not see people with severe disabilities as potential employees. ▪ Despite the availability of an array of work incentives and resources, many people with disabilities continue to fear the loss of their benefits. ▪ Many providers lack the knowledge and skills needed to assist individuals with severe disabilities to work. ▪ Although a number of resources are available to help people with disabilities work, many of them are unused, underutilized or uncoordinated. ▪ Funding is not always available for the long-term support services that many people with severe disabilities need in order to maintain their employment. ▪ Outreach/active involvement of people with disabilities in workforce investment activities and initiatives is limited. ▪ Linkages to the array of services and resources that people need are tenuous. ▪ Lack of reliable, affordable and accessible transportation and /housing are major barriers.	

Alaska Works Initiative Five-Year Strategic Plan Summary

Element	Overview
VISION AND GOALS	Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population. **Goal 1:** Work expectations and incentives are built into programs and services for people with disabilities. **Goal 2:** Success in employment is regularly measured and analyzed. **Goal 3:** Awareness, understanding and use of employment-related resources by Alaskans with disabilities are increased. **Goal 4:** Service providers have the capacity to meet the employment-related needs of Alaskans with disabilities **Goal 5:** Resources are blended and braided. **Goal 6:** A variety of funds including under-utilized and non-traditional resources, are being used to fund needed services. **Goal 7:** Job seekers with disabilities are routinely connected to needed resources, including the workforce investment system. **Goal 8:** Services and resources are coordinated as a part of everyday activities.
RESULTS ORIENTATION	▪ Indicators and potential data sources, all of which appear to be readily available, have been identified for each of the four focus areas. Access to data will be discussed with agency directors and their management teams when the five-year strategic plan (see detailed strategic plan) is presented to them. If the data are as readily available as anticipated, benchmarks, goals and performance measures to increase the employment rate of people with disabilities will then be set. ▪ Agencies will also be asked to report data at least annually if not quarterly or monthly. ▪ Quarterly management meetings will be held to review progress (see attached checklist).

Element	Overview
STRATEGIC FUNDING	▪ A list of potential resources has been identified (see detailed strategic plan and attached resource lists); opportunities to leverage these resources will be discussed when the plan is "shopped." ▪ ***Resources and Funding*** is one of the four focus areas. Broad strategies include: 1) Make better use of existing resources and funds; 2) Secure new sources of funding; 3) Develop and/or change policy to increase the availability of employment-related resources; and 4) Increase resources and support that encourage micro-enterprise development. ▪ The sustainability tool kit (see attached kit) will be used to identify priority resources and strategies for securing them.
BROAD-BASED SUPPORT	▪ ***Outreach and Training*** is one of the four focus areas. Broad strategies include: 1) Transform service provision to focus on employment; 2) Implement a coordinated outreach plan; and 3) Promote and foster the use of mentors. ▪ ***Work as an Expectation*** is one of the four focus areas. Broad strategies include: 1) Promote work as an expectation to individuals with disabilities, their families and service providers; 2) Develop policy that increases the expectation that people with disabilities can work and want to work; and 3) Promote work as an expectation to the public. ▪ ***Connectivity, Coordination and Workforce Investment*** is one of the four focus areas, Broad strategies include: 1) Establish connections among groups that don't typically intersect with the workforce investment system; and 2) Increase the availability of accessible, affordable transportation and housing. ▪ The sustainability tool kit will be used to develop a prioritized list of targeted organizations, groups and businesses.

Element	Overview
KEY CHAMPIONS	▪ A list of potential key champions has been identified (see attached resource list); opportunities to engage and cultivate them will be discussed when the plan is "shopped." ▪ The sustainability tool kit will also be used to develop strategies for cultivating and engaging targeted individuals
ADAPTABILITY TO CHANGING CONDITIONS	▪ A continuous environmental scan will be used to monitor changes in the external environment and identify opportunities for leveraging resources and funds. ▪ Trends and issues will be monitored during the quarterly management meetings. ▪ Trends and issues will also be identified and discussed during state-to-state technical assistance meetings and exchanges.

Element	Overview
INTERNAL SYSTEMS	▪ The Alaska Works Initiative is co-directed by the Governor's Council on Disabilities & Special Education and the Alaska Workforce Investment Board. Both entities inform the Governor and the legislature about the issues and solutions affecting the employment of Alaskans with disabilities. ▪ The management team includes Council and Board staff and key partners funded through the CEO grant (Center for Human Development, Division of Public Assistance – Adult Public Assistance Program, and Division of Behavioral Health). ▪ Over 70 individuals helped develop priority strategies for the Alaska Works Initiative. ▪ 29 organizations and agencies are involved in Alaska's strategic planning. ▪ The strategic plan will be "shopped" with state agency administrators, the legislature, business and industry, and targeted organizations and initiatives in order to secure assistance in implementing the plan.
SUSTAINABILITY	▪ Sustainability is imbedded throughout the strategic plan, which was developed with an eye toward sustainability. "Shopping" the plan will also help identify sustainability opportunities. ▪ The sustainability tool kit will be used to prioritize activities and identify strategies for engaging the community and cultivating key champions. ▪ The sustainability tool kit will also be used to identify strategies for selling sustainability to targeted stakeholder groups.

WORK AS AN EXPECTATION

VISION AND DESIRED RESULTS Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population. ▪ Work expectations and incentives are built into programs and services for people with disabilities ▪ Success in employment is regularly measured and analyzed	**INDICATORS AND DATA SOURCES** ▪ Increase in expectations for employment on the part of people with disabilities, family members, service providers and state agency staff (survey) ▪ Reduction in the use of benefits by people with disabilities (1619 ((b) increase - SSA) ▪ Increase in the number of people on APA who are employed (APA) ▪ Increase in the number of people on SSDI who are employed (DVR) ▪ Increase in the percent of working SSI recipients (SSA) ▪ Increase in the number of youth employed by transition intermediaries (DBP) ▪ Increase in earnings and hours worked by people with disabilities. (Match DBH, DSDS, APA, DVR, DBP to DOL unemployment insurance data) ▪ Increase in the employment rate of people with disabilities (baseline: DVR, APA, Job Centers, DBH, DSDS, DBP) ▪ Increase in the number of co-enrollments of people with disabilities in the WIA, STEP and TVEP programs (must serve from targeted groups) (Job Centers, DBP) ▪ Number of policies that create incentives for the employment of people with disabilities (state agency survey)
CONDITIONS AND CAUSES ▪ Once people enter the disability support system, there is little to no expectation of work ▪ The longer people stay on benefits, the less likely they are to work ▪ Services providers and state agency personnel often discourage people from working ▪ Internal oppression ▪ Employers' attitudes and perceptions	
STRATEGIES	**ACTIVITIES**
Promote work as an expectation to individuals with disabilities, their families and service providers	▪ Provide information to people with disabilities, family members, school staff, state agency staff and providers to encourage work as early as possible or as soon as possible after onset of disability ▪ Expose people with disabilities and family members to successful workers with disabilities
Develop policy that increases the expectation that people with disabilities can work and want to work	▪ Continue to identify barriers to employment and make recommendations for change ▪ Ensure benefits planning is available to all consumers receiving employment services funded by DBH and/or DSDS ▪ Strengthen transition plan expectations to include employment or postsecondary education as an outcome and ensure youth get work experience and career planning before they graduate from high school ▪ Ensure employment services are explicit as a service in regulations
Promote work as an expectation to the public	▪ Develop a comprehensive marketing plan

OUTREACH AND TRAINING

VISION AND DESIRED RESULTS Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population. ▪ Awareness, understanding and use of employment-related resources by Alaskans with disabilities are increased ▪ Service providers have the capacity to meet the employment-related needs of Alaskans with disabilities		**INDICATORS AND DATA SOURCES** ▪ Increase in the number of people receiving employment services funded by DSDS and DBH (MIS systems). ▪ Increase in the number of plans of care that include a vocational component (DSDS/DBH MIS systems) ▪ Increase in the number of people participating in the Medicaid Buy-In. (DHCS) ▪ Increase in the number of people using the Ticket to Work. (Maximus Data Set) ▪ Increase in the number of people who receive Benefits Planning and Assistance services (CHD) ▪ Increase in the number of employment-related service providers (DVR/TVR vendor list, Job Center Vendor List, DSDS and BH providers; survey)
CONDITIONS AND CAUSES ▪ Despite the availability of an array of work incentives and resources, many people with disabilities continue to fear the loss of their benefits ▪ Many providers lack the knowledge and skills needed to assist individuals with severe disabilities to work		
STRATEGIES	↔	**ACTIVITIES**
Transform service provision to focus on work as an expectation		▪ Educate and train service providers, state agency staff, school districts, people with disabilities and family members using a variety of venues and approaches that include but are not limited benefits counseling, business first language, person-centered planning, use of non-traditional resources for long-term employment supports and services, and Medicaid Buy-in ▪ Embed disability studies in university curriculums (e.g., social work, business/public administration, human services, public health, nursing) with employment, universal design and differentiated instruction as featured topics ▪ Provide information to providers on how to become a vendor of services to DVR, job centers, DBH and DSDS.
Implement a coordinated outreach plan		▪ Develop and provide tool kits ▪ Promote job fairs to people with disabilities ▪ Provide information on the use of technology, accommodations, universal design of training programs and differentiated instruction to businesses (using success stories) ▪ Develop a repository of information and resources
Promote and foster the use of mentors		▪ Develop strategies to link people with disabilities to mentors ▪ Support peer-to-peer and youth leadership activities

RESOURCES AND FUNDING

VISION AND DESIRED RESULTS Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population. ▪ Resources are blended and braided ▪ A variety of funds, including under-utilized and non-traditional resources, are being used to fund needed services	↔	**INDICATORS AND DATA SOURCES** ▪ Increase in the number of people with disabilities who are participating in: Individual Development programs.(ABI) Individual Training Accounts (Job Centers) PASS – (SSA) Assistive Technology Loan Fund – (DVR) Earned Income Tax Credits – (ABI) IRS Impairment-Related Work Expenses – (IRS) SS Impairment-Related Work Expenses – (SSA) Micro-Enterprise Loan Fund – (ABI) ▪ Increase use of Job Access and Reverse Commute (JARC) funds (DOTPF and AMC). ▪ Increase in employer use of Business Tax Credits, OJT (IRS,DVR, Job Centers) ▪ Increase in the number of people with disabilities who are self employed (DVR, Job Centers, CHD) ▪ Increase in the number of welfare recipients with multiple barriers who are employed (DPA) ▪ Percent of funded Trust Beneficiary Group Initiatives that focus on employment (Trust) ▪ Number of policies developed that increase funding for employment -dollars, number benefiting(state agency survey) ▪ Increase in the number of HUD and USDA grants that include employment of people with disabilities (HUD/USDA)
CONDITIONS AND CAUSES ▪ Although a number of resources are available to help people with disabilities work, many of them are unused, underutilized or uncoordinated ▪ Funding is not always available for the long-term support services that many people with severe disabilities need in order to maintain their employment		
▪ **STRATEGIES**	↔	**ACTIVITIES**
Make better use of existing resources and funds		▪ Increase awareness of underutilized resources (e.g. Individual Training Accounts for youth and adults, Individual Development Accounts, Tickets, PASS, OJT, IRWEs, Assistive Technology Loan Fund, Business Tax Credits, Earned Income Tax Credits, IRS impairment related work expenses, Job Access and Reverse Commute Funds) through outreach and training ▪ Coordinate with Tribal VR programs and family centered programs ▪ Coordinate with DPA Family Centered Service Providers to help welfare recipients with multiple barriers become employed ▪ Work with the Department of Labor & Workforce Development to sustain job center disability navigators
Secure new sources of funding		▪ Develop a coordinated congressional delegation request ▪ Develop program that encourages people to use their APA payments for training (i.e., more $ up front, increased resource limit) that will result in careers rather than jobs (similar to TANF and Welfare to Work diversion) ▪ Secure demonstration waivers. ▪ Increase awareness about funding opportunities for employment that are often overlooked (e.g. HUD, USDA)

Develop and/or change policy to increase the availability of employment-related resources		▪ Investigate the role of micro-boards in the delivery of employment services ▪ Investigate options for leveling job center negotiated performance standards. ▪ Ensure the specific inclusion of people with disabilities in the ***90% Hire Program*** ▪ Create system contingencies to re-direct resources toward employment as a goal ▪ Develop mechanisms so working people with disabilities can accumulate resources ▪ Create long-term, permanent customized employment/workforce development practices or positions within Adult Public Assistance ▪ Ensure the State of Alaska is a model employer of people with disabilities ▪ Analyze workforce investment policies to determine the extent of inclusion of people with disabilities and make changes as needed
Increase resources and support that encourages micro-enterprise development		▪ Ensure self-employment is one of the many career options that people consider when choosing a career goal ▪ Create a statewide self-employment/micro-enterprise association ▪ Help people set up small businesses that will meet secondary needs of exploding industries (e.g. gasline construction)

CONNECTIVITY, COORDINATION AND WORKFORCE INVESTMENT

VISION AND DESIRED RESULTS Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population. ▪ Job seekers with disabilities are routinely connected to needed resources, including the workforce investment system ▪ Services and resources are coordinated as a part of everyday activities	↔	**INDICATORS AND DATA SOURCES** ▪ Percentage of students who connect to job centers (Job Centers, youth grantees) ▪ Increased use of job center resources by people with disabilities (ICI database) ▪ Increase in number of new jobs created in rural areas (AWIB) ▪ Increase in number of new jobs created in urban areas (AWIB) ▪ Increase in number of people with disabilities employed in high demand industries and occupations (AWIB) ▪ Increase in number of people with disabilities employed in federal and state government (surveys)
CONDITIONS AND CAUSES ▪ Outreach/active involvement of people with disabilities in workforce investment activities and initiatives is limited ▪ Linkages to the array of services and resources that people need are tenuous ▪ Lack of reliable, affordable and accessible transportation and /housing are major barriers		
STRATEGIES	↔	**ACTIVITIES**
Establish connections among groups that don't typically intersect with the workforce investment system		▪ Develop and strengthen partnerships with new and non-mandated partners (e.g. Native organizations) ▪ Better align workforce investment and education systems.
Increase the availability of accessible, affordable transportation and housing		▪ Continue to work with a variety of stakeholders to increase the availability of accessible, affordable transportation ▪ Continue to work with stakeholders to increase the availability of accessible, affordable housing

ALASKA WORKS INITIATIVE 5-YEAR STRATEGIC PLAN

WORK AS AN EXPECTATION

Strategy One: Promote work as an expectation to individuals with disabilities, their families, and service providers.

(1) Activity	(2) Tasks	(3) Responsible Party	(4) Resources	(5) Time Line
Provide information for people with disabilities, family members, service providers, state agency staff, and school staff to encourage work as early as possible or as soon as possible after onset of disabilities.	1. Conduct an inventory of resources and gaps. 2. Use inventory to coordinate and develop a plan for information dissemination. 3. Develop partnerships with job centers, schools, faith based and civic groups, service providers, and other agencies to coordinate information dissemination.	GCDSE CHD DPA DBH	AKSPED list serve Anchorage School District Parent Training & Information Centers (Mat Su Links, Parents, Inc) OFBCI DVR AADD ABHA	Year 1 Ongoing Year 1
Expose people with disabilities, family members, service providers, state agency staff, and school staff to successful workers as role models	1. Conduct environmental scan to secure existing videos and identify youth and adults who can serve as models. 2. Participate in the National Disability Employment Awareness Month (October) activities. 3. Develop a broader marketing strategy and disseminate information on successful workers. 4. Showcase the four Division of Behavioral Health pilot sites.	GCDSE AWI Management Team AWIB GCDSE DPA DBH	DVR Anchorage Daily News National Disability Employment Awareness Month ICI National Chamber of Commerce NCHSD ODEP CEG Youth Intermediaries DBH (Minkoff) Family Centered Services	Year One and then ongoing

WORK AS AN EXPECTATION

Strategy Two: Develop policy that increases the expectation that people with disabilities can and want to work.

(1) Activity	(2) Tasks	(3) Responsible Party	(4) Resources	(5) Time Line
Continue to identify barriers to employment and make recommendations for change.	1. Review recent studies, needs assessment and data. 2. Conduct attitudinal surveys of individuals with disabilities, family members, service providers and state agency staff regarding employment. 3. Develop recommendations for strategy change.	CHD GCDSE GCSDE AWIB	NCHSD Consumer groups AADD ABHA SILC State agencies	Year 1
Ensure that benefits planning services are available to all consumers receiving employment services funded by the Division of Behavioral Health and/or Division of Senior and Disability Services.	4. Review DBH and DSDS regulations and identify needed changes. 5. Work with DSDS and DBH to Include benefits planning requirement in Request for Proposals (or Request for Grant Applications). 6. Inform providers about local benefits planning resources	DBH GCDSE CHD	DSDS DVR	Ongoing
Strengthen transition plan expectations to focus on employment or postsecondary education as an outcome and ensure youth get work experience and career planning before they graduate from high school.	1. Advocate with the State Board of Education & Early Development to mandate the use of employability standards statewide. 2. Develop strategies and coordinate with the State Special Education Office and the Youth in Transition Grant.	GCDSE	EED DBH ATOP DVR DBP	Ongoing Year 1
Ensure employment services are explicit as a service in regulations	1. Find out which, if any, employment related services are Medicaid reimbursable. 2. Make changes to regulations using evidence-based practices (e.g., rapid entry, consumer choice,	DBH GCDSE	DVR DBH CHD CCER AMHTA DSDS	Baby Steps in Year 1 but… Year 3 – Regulatory

	support). 3. Provide training to ensure DBH and DSDS providers understand requirements of "employment services." 4. Develop and promote a certification system.			change and evaluation.

WORK AS AN EXPECTATION:
Strategy Three: Promote work as an expectation to the public.

(1) Activity	(2) Tasks	(3) Responsible Party	(4) Resources	(5) Time Line
Develop a comprehensive marketing plan.	1. Partner with AMHTA and beneficiary boards on strategic communications plan. 2. Partner with Department of Labor & Workforce Development to implement the marketing plan for the Alaska Hire program. 3. Conduct focus groups to ensure the message and strategies are effective and make changes as needed. 4. Ensure broad dissemination to business and industries through conventions and meetings.	GCDSE AWIB	AMHTA DBH Industry Consortiums DOLWD AMHB ATBIAB OFBCI	Year 1

OUTREACH AND TRAINING
Strategy One: Transform service provision to focus on employment.

(1) **Activity**	(2) **Tasks**	(3) **Responsible Party**	(4) **Resources**	(5) **Time Line**
Educate and train people with disabilities, family members, service providers, state agency staff, and school staff using a variety of venues and approaches that include, but are not limited to:. Benefits counseling Business first language Person-centered planning Medicaid Buy-in	1. Establish regular meetings with partners to coordinate training activities. 2. Provide presentations and pre-service training on promising, evidence-based practices. 3. Develop workshops/booth presentation materials for a wide variety of conferences. 4. Conduct cross-training with AJCN. 5. Promote *Set for Life* a. Help people to use it. b. Link it to other websites. 6. Increase the number of trained benefits counselors. 7. Schedule and provide trainings on how to use non-traditional resources for long-term employment supports and services. 8. Create training and resources CDs.	CHD	CCER AJCN DBH DVR-CEG ASDN Stipends for Teacher Mentoring Programs EED DVR Set for Life Link to website CD of resources	Ongoing

Provide information to service providers on how to become a vendor or a grantee of services for DVR, job centers, DBH, and DSDS.	1. Include information about becoming a vendor in the Clearinghouse/Website. 2. Create a provider list at the state and/or regional level.	GCDSE CHD DBH	School Districts AMHTA – Rural TA DVR CCER DVR/TVR Consortium DSDS EED AJCN Foraker Group	Year 2

OUTREACH AND TRAINING
Strategy Two: Implement a coordinated outreach plan.

(1) **Activity**	(2) **Tasks**	(3) **Responsible Party**	(4) **Resources**	(5) **Time Line**
Develop and provide tool kits.	1. Using multiple sources, investigate other outreach toolkits from various sources. 2. Develop a generic tool kit of resources. 3. Tailor the generic tool kit for each targeted groups (e.g., for businesses owners, human resource professionals, general public).	GCDSE CHD AWIB	SAMHSA CWD DVR/CEG ODEP NCHSD National Chamber of Commerce ICI	Year 1 – gather Year 2 – develop and finalize
Promote job fairs to people with disabilities.	1. Create a friendly guide for people with disabilities to navigate job fairs. 2. Write and disseminate guidance on “dos and don’ts” for vendors participating in the job fairs. 3. Develop a list of job fairs statewide. 4. Provide advance notice to vendors about job fairs and encourage service providers to train applicants on résumé writing and interviewing skills. 5. Develop strategies to encourage	AWIB GCDSE DPA DBH	ADA Partners ESD DBTAC AJCN	Ongoing

	individuals with disabilities to participate in job fairs.			
Provide information on use of technology, accommodations, and universal design of training programs and differentiated instruction to businesses (using success stories).	1. Identify stories that illustrate the difference assistive technology and accommodations make on the job. 2. Incorporate material into tool kits. 3. Develop partnerships to promote assistive technology and accommodations to businesses.	GCDSE AWIB	ATLA DVR DBTAC GWU JAN National Chamber of Commerce CWD NCHSD Commonwealth North	Year 1 - gather Year 2 – develop and finalize
Develop a repository of information and resources.	1. Conduct an inventory of available resources and identify opportunities for partnerships. 2. Create a user-friendly tool to continuously update the clearinghouse.	GCDSE AWIB	Where To Turn Alexsys Youth in Transition grant AKInfo.org My Alaska Commonwealth North Rasmuson Foundation	Year 3

OUTREACH AND TRAINING
Strategy Three: Promote and foster the use of mentors.

(1) **Activity**	(2) **Tasks**	(3) **Responsible Party**	(4) **Resources**	(5) **Time Line**
Develop strategies to link people with disabilities to mentors.	1. Research mentor and coaching programs that work for people with disabilities. 2. Identify and assist existing mentorship programs to include people with disabilities. 3. If needed, facilitate the development of a mentor program specifically for people with disabilities.	GCDSE	Possible Mentors: State employees ASEA Retirement benefits quarterly newsletter People with disabilities Former homeless people Resources: AARP, RSVP, MASST, YIT, SCORE, EMentoring,	Year 1 Year 3

			Unions, 4-H, Compeer, Explorer posts. Girl Scouts, JA, Alliance for Full Participation, Big Brother/Big Sister Military/NG, AMYA, Reclaiming Futures ASCSC OFBCI	
Support peer to peer and youth leadership activities	1. Research programs and current activities in Alaska. 2. Compile inventory of activities. 3. Work with partners to ensure inclusion. 4. Create opportunities for advocacy and leadership training for people with disabilities.	GCDSE CHD DBH	Disability Summit Coalition DBP Trust beneficiary group initiatives WIA – youth grantees leadership component Intermediaries Youth Council Denali Commission Partners in Policy Making Boys State Girls State Points of Light Leadership Spirit of Youth EED Special Olympics ASCSC	Year 1 Year 3 Ongoing

RESOURCES AND FUNDING:
Strategy One: Make better use of existing resources and funds

(1) Activity	(2) Tasks	(3) Responsibility Party	(4) Resources	(5) Time Line
Increase awareness of underutilized resources through outreach and training. Examples: individual training accounts for youth and adults, individual development accounts, Tickets, PASS, OJT, IRWEs, Assistive Technology Loan Fund, Business Tax Credits, Earned Income Tax Credits, IRS impairment related work expenses, Job Access, and Reverse Commute Funds, Trust Beneficiary Group Initiative).	1. Inventory resources that are underutilized, identify barriers, and recommend solutions. 2. Create a matrix of barriers and solutions. 3. Develop Train the Trainer on accessing underutilized resources. 4. Develop partnerships to outreach to people with disabilities. 5. Broadcast information statewide	GCDSE CHD	Use other groups to increase awareness: *Asset Building *AMHTA *United Way *AMC *Foraker Group *Youth in Transition grant	Year 1 and then ongoing
Coordinate with Tribal VR programs and family centered programs.	1. Work with DVR and TVR to ensure resource information (e.g., assistive technology, benefits planning/counseling, transportation, etc) is widely available. 2. Meet regularly with TVR/DVR to ensure information is shared.	GCDSE AWIB CHD DPA	DVR/TVR consortium AJCN	Ongoing
Coordinate with Family Centered Services (DPA) providers to help welfare recipients with multiple barriers become employed. Note: This program targets people who have used 30 months or more of ATAP and have been unsuccessful at getting off assistance.	1. Work with DPA to determine how to include the APA/SSI individuals in the program recognizing the limitations of the expansion process. 2. Partner with DPA to pilot project that uses FCS template for APA/SSI individuals.	DPA GCDSE	AJCN	Ongoing
Work with the Department of Labor & Workforce Development to sustain job center navigators.	1. Evaluate the effectiveness and outcomes of job center navigators. 2. Incorporate applicable features into job center operations. 3. Develop a sustainability plan.	AWIB GCDSE	ESD DVR	Year 5

RESOURCES AND FUNDING
Strategy Two: Secure new sources of funding

(1) Activity	(2) Tasks	(3) Responsible Party	(4) Resources	(5) Time Line
Develop a coordinated congressional delegation request.	1. Identify priority areas for funding. 2. Work with Governor's office to ensure a coordinated request. 3. Create a unified voice to present ideas to congressional delegation.	GCDSE AWIB	Aging & Disability Policy Summit results AWIB State Plan and Strategic plan GCDSE Strategic Plan	Year 3
Develop program that encourages people to use their APA payments for training (e.g., more money up front, increased resource limit) that will result in careers rather than jobs (similar to TANF and Welfare to Work diversion).	1. Research other states to see how they have engineered programs. 2. Pilot a program to allow APA to increase the resource levels or find another way to disregard resource limits. 3. Provide rigorous "systems change" evaluation.	GCDSE DPA	SSA/CMS Waiver	Year 5
Secure demonstration waivers.	1. Conduct environmental scan to identify existing pilot programs (e.g., VRCs in schools, job center navigators, youth intermediaries, Youth First). 2. Approach SSA for funds to conduct rigorous evaluations of pilot programs. 3. Conduct evaluation to identify cost-benefits, effectiveness, and outcomes. 4. Identify strategies to sustain, expand and replicate successful programs.	GCDSE DPA AWIB	SSA CMS ETA	Year 5

Increase awareness about funding opportunities for employment that are often overlooked (e.g., HUD, USDA).	1. Research funding opportunities. 2. Conduct outreach to disability and non-disability groups. 3. Offer assistance to applicants for funding.	DBH GCDSE	Housing Plan (AHFC) AMHTA Focus areas USDA co-ops CDBG flexible funding MoA Native Housing Authorities Interagency Taskforce on Homelessness	Year 2

RESOURCES AND FUNDING

Strategy Three: Develop and/or change policy to increase the availability of employment-related resources

(1) **Activity**	(2) **Tasks**	(3) **Responsible Party**	(4) **Resources**	(5) **Time Line**
Investigate the role of micro-boards in the delivery of employment services.	1. Investigate what works and what does not work with micro-boards in other states. 2. Obtain funds to sponsor training on micro-boards. 3. If needed, advocate for changes to policy to promote micro-boards.	CHD GCDSE	CMS	Year 5
Investigate options for leveling job center negotiated performance standards.	1. Research what other states are doing. 2. Negotiate changes with the U.S. Department of Labor.	AWIB	DOLWD DVR ESD CEG (Joe Skiba) DBP	Year 3
Ensure people with disabilities are included in the ***90% Hire Program***.	1. Work with Governor's Office to promote the disability community as a viable labor pool. 2. Provide the Governor's Office with media tools specific to people with disabilities. 3. Develop policy that job training or apprenticeship programs ***Requests for Proposals*** include a section on how the applicant will	GCDSE AWIB	DVR GCERPD	Year 1

	include people with disabilities.			
Create system contingencies to re-direct resources toward employment as a goal.	1. Secure guidance from CMS on evidence-based practices related to supported employment. 2. Change Medicaid regulations as appropriate. 3. Work with state agencies and service providers to 1) set clearly defined goals and performance measures to increase the employment rate for people with disabilities and 2) report annually on outcomes.	GCDSE	DSDS ESD DVR AWIB DPA	Year 3-5
Develop mechanisms so working people with disabilities can accumulate resources.	1. Change resource limits for Working Disabled Medicaid Buy-In participants. 2. Increase the use of Individual Development Accounts, Earned Income Tax Credit, and other savings programs.	GCDSE DPA	DHSS ABI	Year 1
Create long-term permanent customized employment/workforce development practices or positions within Adult Public Assistance.	1. Showcase Alaska Works Initiative data on APA recipients. 2. Translate into a return on investment document. 3. Advocate for the use of TANF bonus money and /or policy changes to help people on APA go to work. 4. Work with DVR to sustain and expand customized employment services.	DPA CHD GCDSE	DVR-CEG	Year 1 Years 3-5
Ensure the State of Alaska is a Model Employer of people with disabilities.	1. Survey current state employees to determine extent of employment of people with disabilities. 2. Work with the Governor to issue an Administrative Order to	GCDSE AWIB	DOA DVR	Year 1 Year 5

	establish internships and public service aide positions for people with disabilities. 3. Advocate that the Administrative Order requires state agencies to report annually on efforts to recruit, employ, retain, and promote employees with disabilities.			
Analyze workforce investment policies to determine the extent of inclusion of people with disabilities and make changes as needed.	1. Conduct policy analysis. 2. Develop recommendations for change. 3. Advocate for needed change.	AWIB GCDSE	DVR AJCN CHD	Year 1

RESOURCES AND FUNDING

Strategy Four: Increase resources and support that encourages micro-enterprise development

(1) **Activity**	(2) **Tasks**	(3) **Responsible Party**	(4) **Resources**	(5) **Time Line**
Ensure self-employment is one of the many career options that people consider when choosing a career goal.	1. Identify policy barriers. 2. Showcase Alaska self-employment data. 3. Advocate for changes to policy. 4. Disseminate information about funds/services available to help people establish their own businesses (e.g., Trust micro-enterprise fund). 5. Work with the Small Business Administration to make its disability programs more prominent/user-friendly. 6. Co-locate self-employment/small business/micro-enterprise people (e.g., SBA, SBDC) at job centers.	CHD GCDSE	Micro-enterprise fund World Institute on Disabilities Rural Institute on Disabilities DVR AJCN ABI AMHTA SBA SBDCs YWCA	Years 1- 3 Ongoing Year 5 Year 5

Create a statewide self-employment /micro-enterprise association.	1. Determine extent of interest and potential partners. 2. If warranted, bring partners together to develop the framework.	CHD	JEDC ABI Arts co-op Silver Hand Made in Alaska DBH Tribal organizations	Years 3-5
Help people set up small businesses that will meet secondary needs of high growth industries (e.g., gas line construction).	1. Provide information on high growth industries and opportunities. 2. Coordinate with existing industry initiatives (e.g., Alaska Hire)	AWIB CHD	Industry consortia	Ongoing

CONNECTIVITY, COORDINATION AND WORKFORCE INVESTMENT
Strategy One: Establish connections among groups that don't typically intersect with the workforce investment system.

(1) Activity	(2) Tasks	(3) Responsible Party	(4) Resources	(4) Time Line
Develop and strengthen partnerships with new and non-mandated partners (e.g., Native organizations).	1. Develop Memorandums of Understanding. 2. Schedule semi-annual meeting to monitor and revise Memorandums of Understanding. 3. Inventory best practices and disseminate widely.	AWIB	ESD DPA DVR AJCN	Ongoing
Better align workforce investment and education systems.	1. Develop mechanisms to provide career guidance in schools and link youth to job centers. 2. Advocate for the use of employability standards and funding of vocational education in schools. 3. Conduct policy analysis to determine the extent of alignment with the workforce development system. 4. Develop recommendations for change and advocate as needed.	AWIB	Youth First Program Commonwealth North EED	Year 1 Year 2 Year 2 Year 3

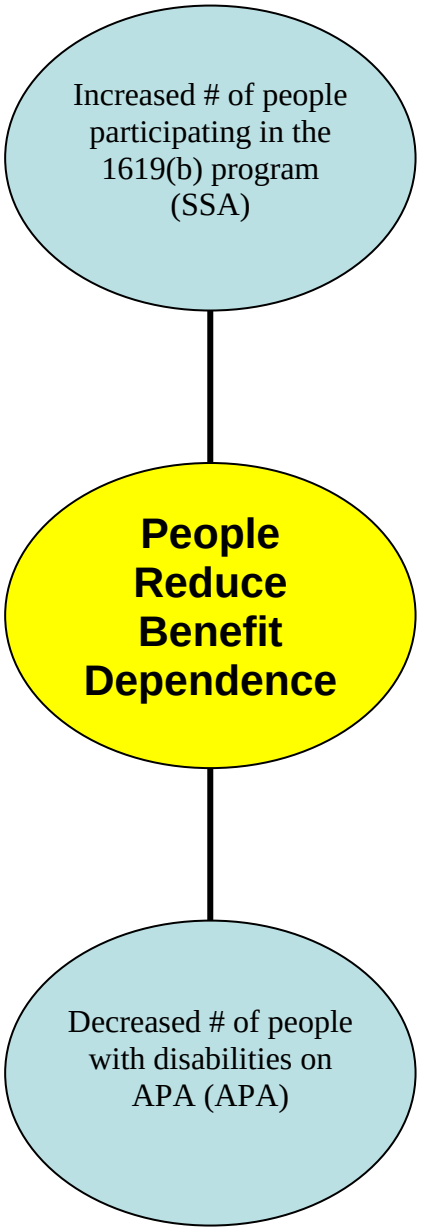
CONNECTIVITY, COORDINATION AND WORKFORCE INVESTMENT
Strategy Two: Increase the availability of accessible, affordable transportation and housing.

(1) Activity	(2) Tasks	(3) Responsible Party	(4) Resources	(5) Time Line
Continue to work with a variety of stakeholders to increase the availability of accessible, affordable transportation.	1. Leverage and coordinate existing resources. 2. Secure additional, stable capital and operating funding for existing community public transportation systems and services available to the public. 3. Ensure the availability of safe, cost-effective rides to meet local, regional, and state mobility needs. 4. Develop new sustainable, coordinated community transportation. 5. Make policy change (e.g., vehicle purchase program for work transportation). 6. Conduct outreach to people with disabilities.	GCDSE	AMC DOT/PF United We Ride State Plan Aging & Disabilities Policy Summit AMHTA	Ongoing
Increase the availability of accessible, affordable housing.	1. Leverage and coordinate existing resources. 2. Secure capital resources to implement, enhance or revise housing support models 3. Research and generate improvements or enhancements to models, programs and systems for housing development and service delivery 4. Implement, enhance or revise housing support models 5. Increase resource options for the	GCDSE DBH	AHFC AMHTA Governor's Interagency Task Force on Homelessness MoA	Ongoing

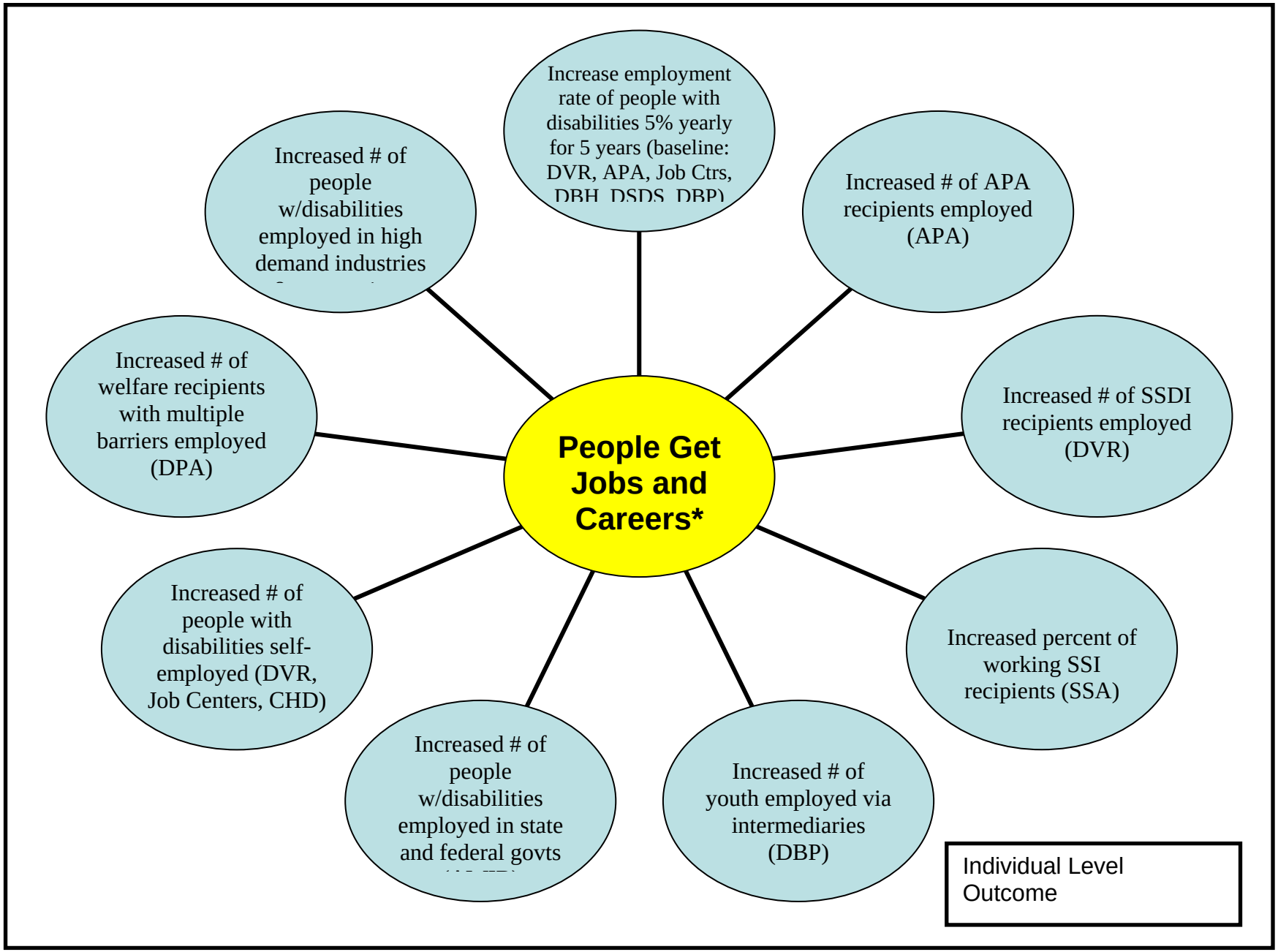
	continuum of home ownership/long-term leasing of housing to assist people with disabilities in asset acquisition and tenure in housing 6. Make policy changes (e.g., better discharge planning around employment and housing) and outreach. 7. Increase technical assistance and capacity development for housing needs and related service delivery			

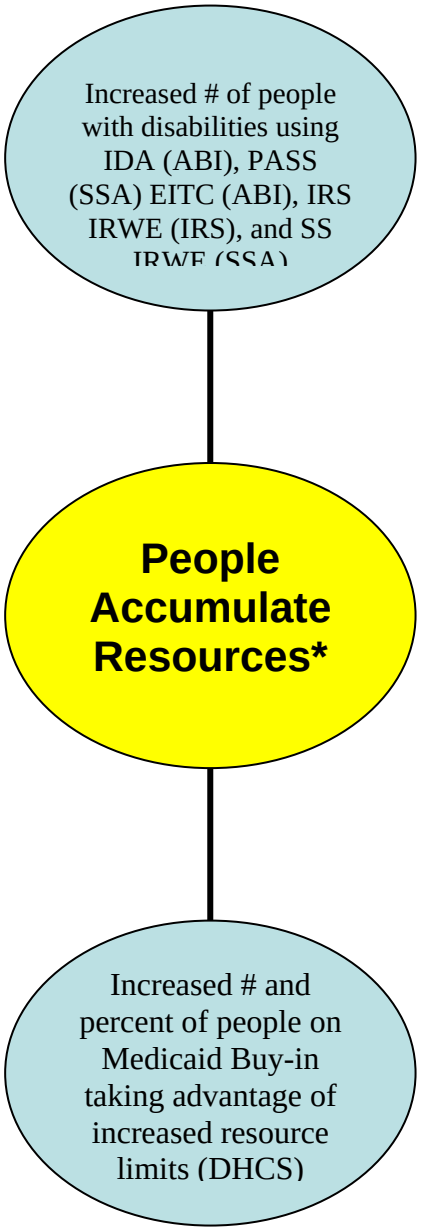
Individual Level Outcome

* Baseline data needed



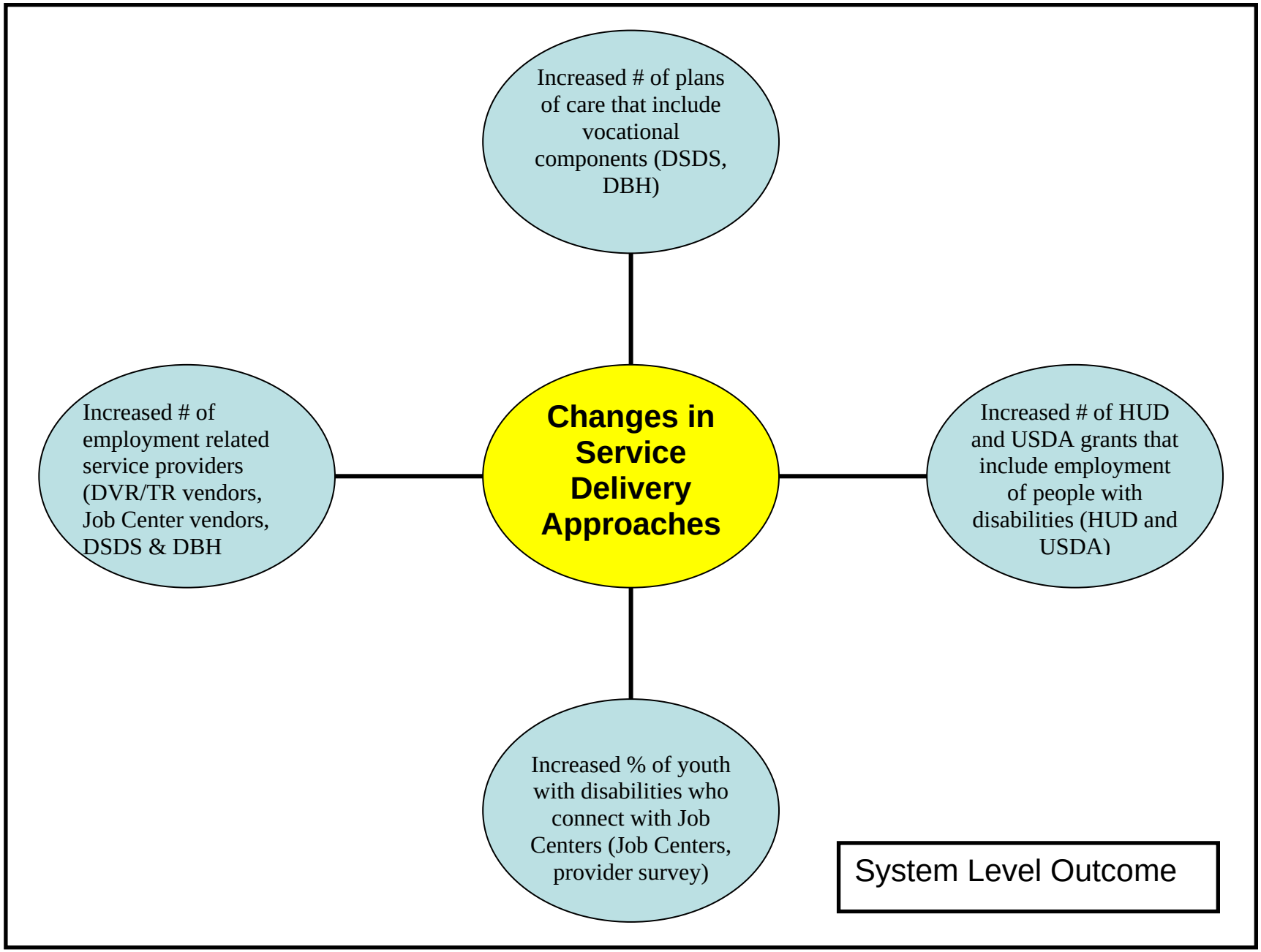
Individual Level Outcome

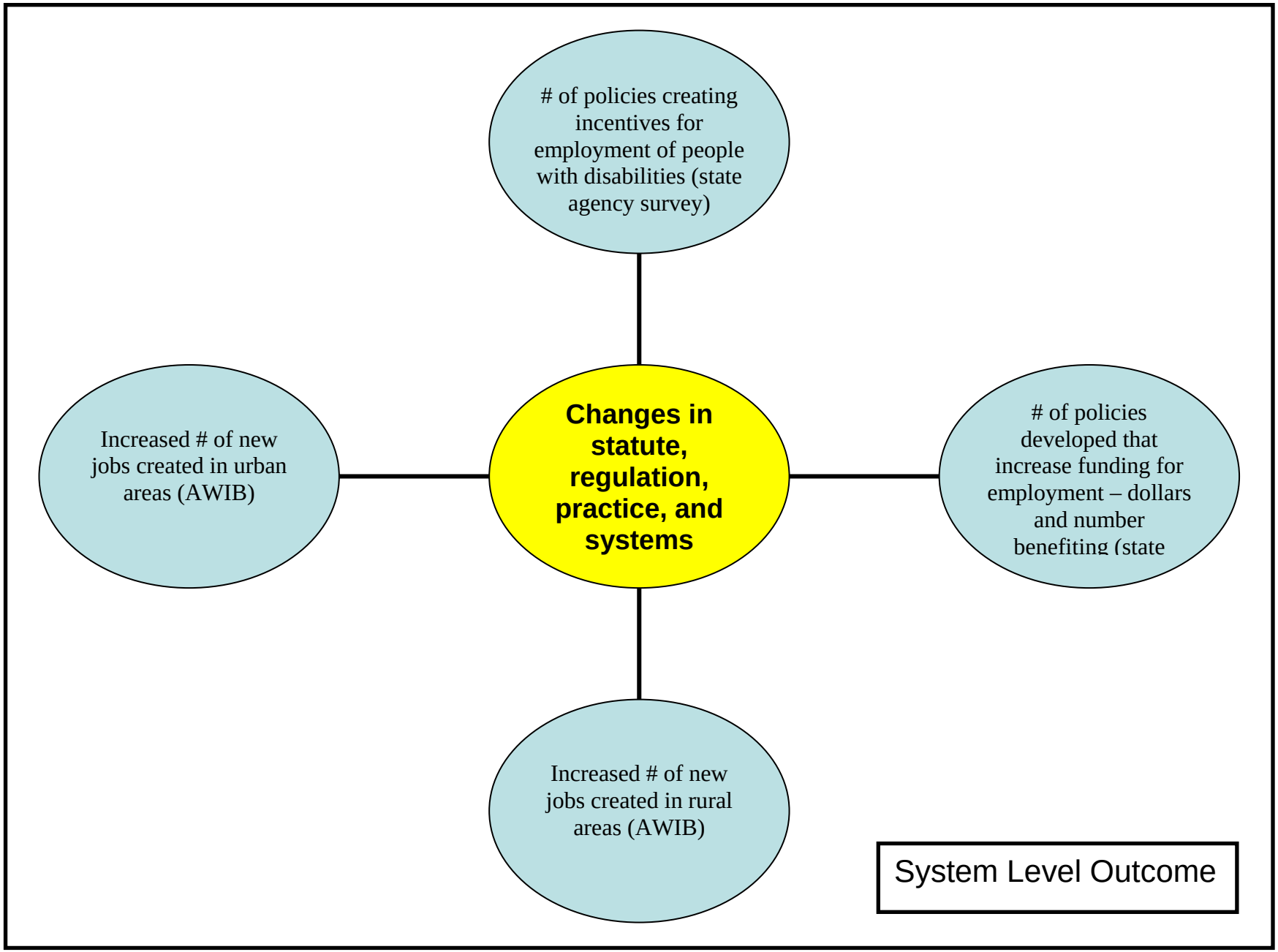

People Get Jobs and Careers*
Increase employment rate of people with disabilities 5% yearly for 5 years (baseline: DVR, APA, Job Ctrs, DBH, DSDS, DBP)
Increased # of APA recipients employed (APA)
Increased # of SSDI recipients employed (DVR)
Increased percent of working SSI recipients (SSA)
Increased # of youth employed via intermediaries (DBP)
Increased # of people w/disabilities employed in state and federal govts
Increased # of people with disabilities self-employed (DVR, Job Centers, CHD)
Increased # of welfare recipients with multiple barriers employed (DPA)
Increased # of people w/disabilities employed in high demand industries
Individual Level Outcome

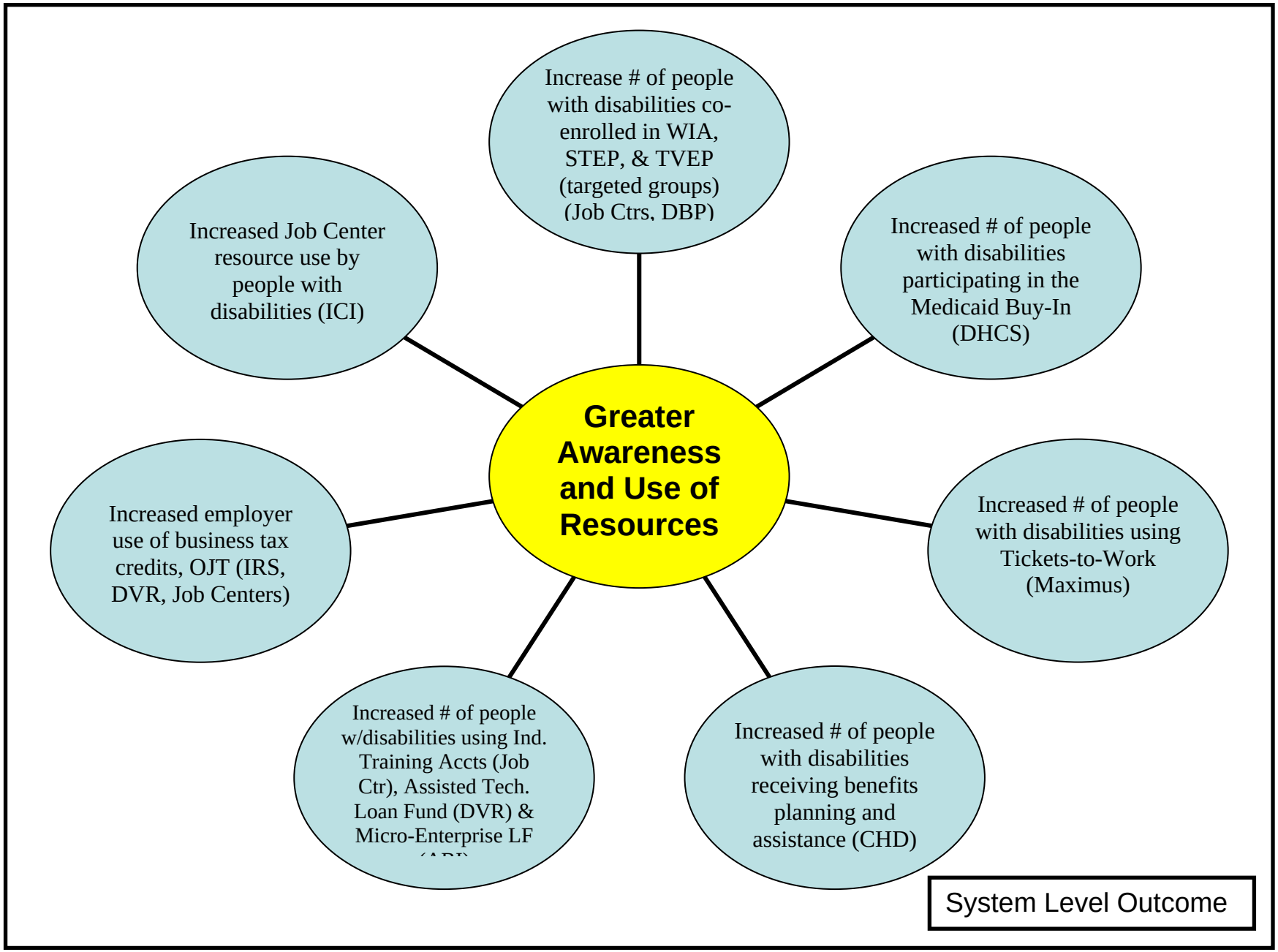


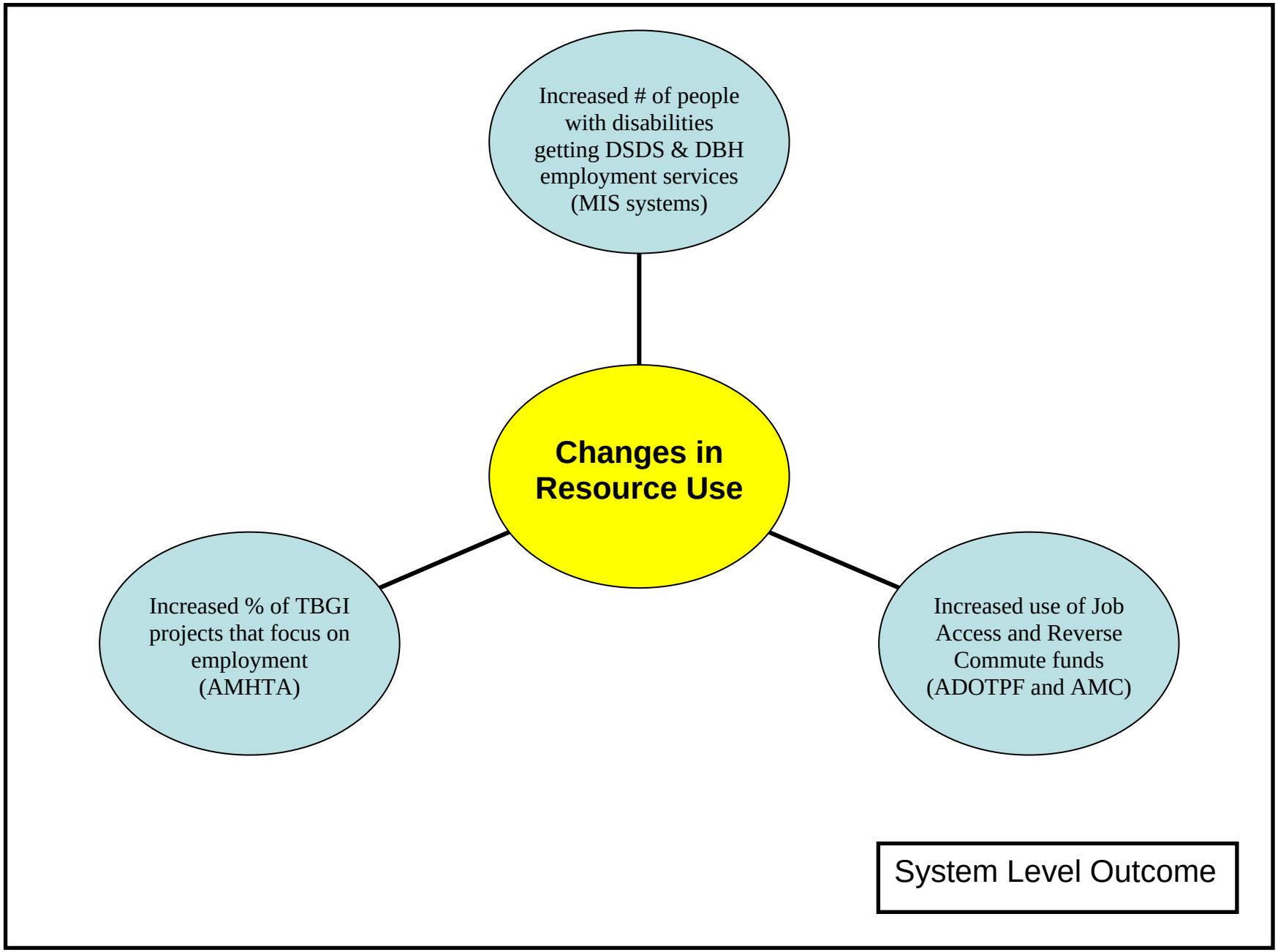
Individual Level Outcome

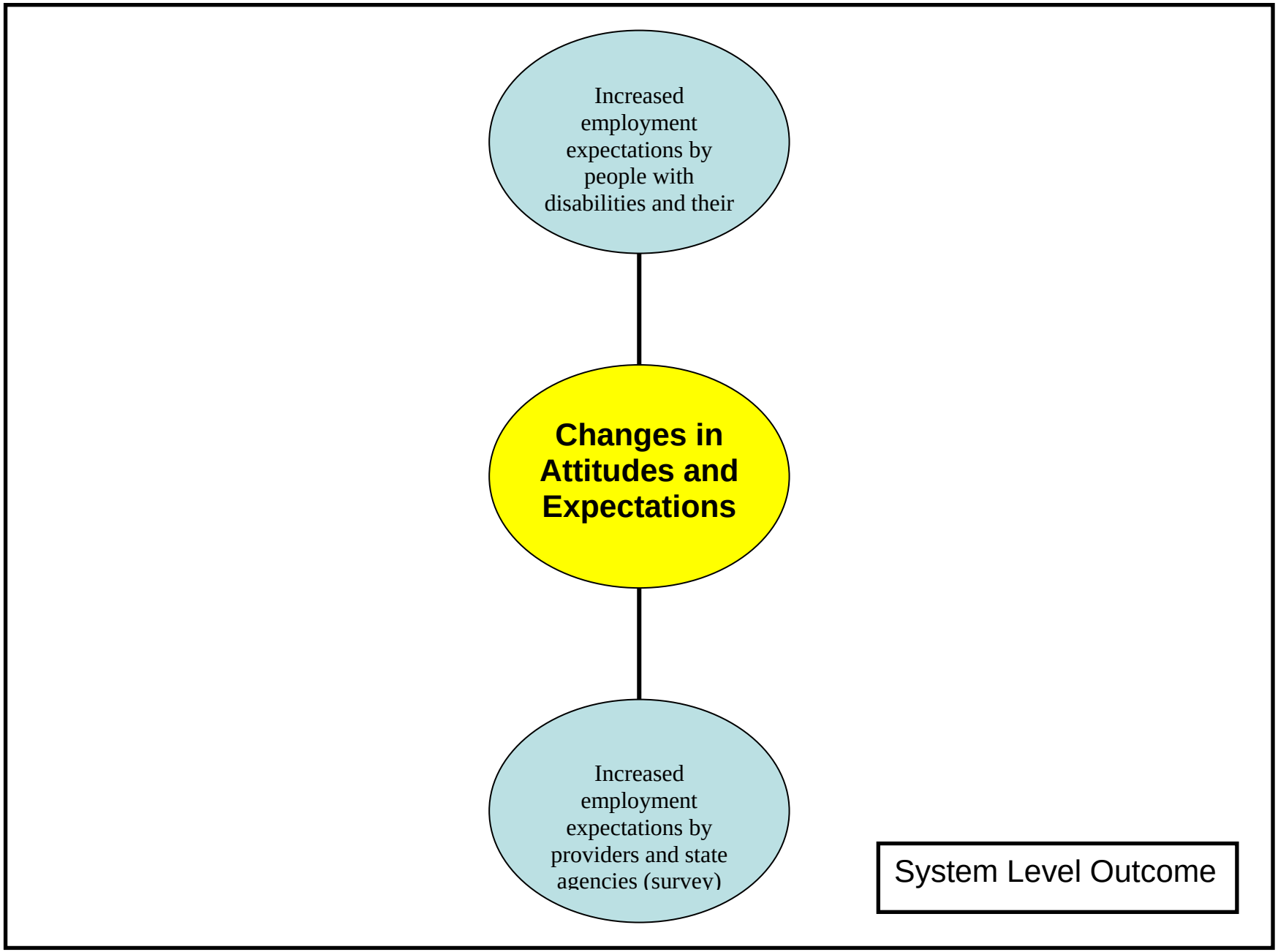
* Baseline data needed


Increased # of plans of care that include vocational components (DSDS, DBH)
Increased # of employment related service providers (DVR/TR vendors, Job Center vendors, DSDS & DBH
Changes in Service Delivery Approaches
Increased # of HUD and USDA grants that include employment of people with disabilities (HUD and USDA)
Increased % of youth with disabilities who connect with Job Centers (Job Centers, provider survey)
System Level Outcome


# of policies creating incentives for employment of people with disabilities (state agency survey)
Increased # of new jobs created in urban areas (AWIB)
Changes in statute, regulation, practice, and systems
# of policies developed that increase funding for employment – dollars and number benefiting (state
Increased # of new jobs created in rural areas (AWIB)
System Level Outcome


Increase # of people with disabilities co-enrolled in WIA, STEP, & TVEP (targeted groups) (Job Ctrs, DBP)
Increased Job Center resource use by people with disabilities (ICI)
Increased # of people with disabilities participating in the Medicaid Buy-In (DHCS)
Greater Awareness and Use of Resources
Increased employer use of business tax credits, OJT (IRS, DVR, Job Centers)
Increased # of people with disabilities using Tickets-to-Work (Maximus)
Increased # of people w/disabilities using Ind. Training Accts (Job Ctr), Assisted Tech. Loan Fund (DVR) &
Increased # of people with disabilities receiving benefits planning and assistance (CHD)
System Level Outcome


Increased # of people with disabilities getting DSDS & DBH employment services (MIS systems)
Changes in Resource Use
Increased % of TBGI projects that focus on employment (AMHTA)
Increased use of Job Access and Reverse Commute funds (ADOTPF and AMC)
System Level Outcome


Increased employment expectations by people with disabilities and their
Changes in Attitudes and Expectations
Increased employment expectations by providers and state agencies (survey)
System Level Outcome

Management Checklist

QUARTERLY REVIEW OF PROGRESS: ALASKA WORKS INITIATIVE **DATE: _____**

Eight elements of systems changey, along with tasks specific to each element, are described below. Rank progress on each of these tasks according to a five-point scale that assesses to what extent the Alaska Works Initiative has:

1 = Not started this task
2 = Started initial conceptual and planning work
3 = Begun to implement this task
4 = Made solid progress in implementing this task
5 = Made sufficient progress in completing this task

ELEMENT ONE: Vision and Goals						
We know what we want to sustain.						
	1	2	3	4	5	Comments
We have developed a clear vision for our work.						
We have developed a process to determine what is to be sustained, and by whom.						
We have decided what we want to sustain (for example, a formal entity, a process, a service, a particular practice, a method of operation).						
We have analyzed and can articulate how the initiative fits (or would like to fit) within the larger comprehensive employment structure.						

ELEMENT TWO: Results Orientation						
We incorporate processes to establish and track performance and process measures. We use that information to improve our work over time.						
	1	2	3	4	5	Comments
We have an annual workplan and can demonstrate how it fits into a range of state and community efforts to increase the employment rate of people with disabilities.						
We use indicators and performance measures to plan and evaluate our work and budget our resources.						
We examine data on these measures to find ideas for ways to improve service design and delivery.						

ELEMENT THREE: Strategic Funding						
We identify a variety of financing strategies that could support the Alaska Works Initiative. We have a plan to pursue those strategies and are following that plan.						
	1	2	3	4	5	Comments
We have identified and are pursuing ways to ensure the most efficient use of existing funds.						
We have identified and are pursuing ways to support the redirection or reallocation of funds (for example, using funds freed up through improved outcomes to finance more prevention activities).						
We have identified new funding sources and are taking steps to access these sources.						

ELEMENT FOUR: Broad-Based Support						
We actively involve the disability community and other stakeholders in our work and take steps to gain broad-based support.						
	1	2	3	4	5	Comments
In addition to service recipients, we involve a diverse set of stakeholders in our work (e.g. employers, a wide range of state government agencies, and disability organizations) to improve service design and delivery and to build ownership and support.						
We collect quantitative and qualitative data to show the value of our work.						
We package those data in user-friendly formats and communicate them regularly to the disability community, key stakeholders, media, potential funders and others.						

ELEMENT FIVE: Key Champions						
We identify potential champions we need to approach on an individual level and are following a plan to do so. These champions include participants in the program, executive branch staff, state legislators, employers, and other state agencies. We also pursue a variety of ways to communicate with stakeholders.						
	1	2	3	4	5	Comments
We have identified key senior decision makers who can influence the initiative's sustainability.						
We have designed and implemented a plan for tailored outreach to these key decision makers (including appropriate messengers and messages).						

ELEMENT SIX: Adaptability to Changing Conditions						
We seek new opportunities for resource development and support and are able to respond to new opportunities as they arise.						
	1	2	3	4	5	Comments
We monitor changes in the policy and program environment to see how the initiative could fit with new directives and agendas.						
We consider how our work can be framed or positioned to take advantage of new financing opportunities.						
We actively participate in decision-making processes about changes in policy and practice.						

ELEMENT SEVEN: Internal Systems						
We have strong internal processes that ensure a vibrant, durable, and continuously improving initiative.						
	1	2	3	4	5	Comments
We have a well-defined management team and partners needed to accomplish our vision and goals.						
We develop financing strategies to meet short- and long-term revenues and expenses and review and change financial strategies as needed.						
We have strong internal systems (for example, accounting, auditing, management information, procurement, personnel) to maintain quality control over our work.						
We have strong communication processes to ensure that all partners are kept informed.						

ELEMENT EIGHT: Sustainability						
We have a sustainability plan that enables the initiative to set priorities and take action.						
	1	2	3	4	5	Comments
We have a long-term plan for what we want to accomplish.						
We have identified challenges or obstacles to sustaining the initiative, including potential conflicts with alternative initiatives or agendas.						
We have developed strategies to garner needed resources and overcome identified barriers.						
We have a process to reassess and adjust the initiative's plan periodically.						
We have identified and communicated with other individuals who have a role in the sustainability plan.						

CURRENT ALASKA WORKS INITIATIVE PARTNERS AND RESOURCES

State Government Partners

1) The Governor's Office
2) Department of Health and Social Services
    a) Governor's Council on Disabilities & Special Education
    b) Alaska Mental Health Board
    c) Office of Faith Based & Community Initiatives
    d) Division of Behavioral Health
    e) Division of Health Care Services
    f) Division of Public Assistance
    g) Division of Senior & Disabilities Services
3) Department of Labor and Workforce Development
    a) Division of Business Partnerships
    b) Alaska Workforce Investment Board
    c) Alaska Workforce Investment Board – Youth Council
    d) Employment Security Division
    e) Alaska Job Center Networks
    f) Division of Vocational Rehabilitation
    g) Governor's Committee on Employment & Rehabilitation for People with Disabilities
    h) Research & Analysis
4) Department of Education and Early Development
    a) Office of Special Education
    b) Division of Teaching and Learning
5) Department of Administration
    a) Division of Personnel
6) Department of Corrections
    a) Division of Institutions
7) Department of Transportation and Public Facilities
8) Department of Commerce, Community & Economic Development
    a) Division of Insurance
    b) Alaska State Community Service Commission
9) Alaska Mental Health Trust Authority
10) Alaska Housing Finance Corporation
11) University of Alaska
    a) Individual Campuses (e.g. UAA, UAF, UAS)
    b) Center for Human Development
    c) Small Business Development Centers
    d) Board of Regents
    e) Disability Support Services

Federal Government Partners

12) Office of Disability Employment Policy
13) Employment & Training Administration
14) New Freedom Initiative
15) Social Security Administration
16) Centers for Medicare & Medicaid Services
17) Administration on Developmental Disabilities
18) Substance Abuse & Mental Health Services Administration

Local Government Partners

19) Schools and School Districts
20) Municipality of Anchorage

<u>Alaska Non-Profit Partners</u>
Youth and School Related
21) Parents, Inc
22) LINKS, Mat Su Parent Resource Center
23) Special Education Service Agency
24) SERRC – Alaska's Educational Resource Center
25) Alaska Transition Outcomes Project
26) Stone Soup Group
27) Reclaiming Futures
28) Alaska Statewide Special Education Conference
29) Alaska Special Education Directors Conference
30) Alaska's Society of Human Resource Management State Council's Workforce Development Committee
Legal and Law Related
31) Americans with Disabilities Act Partners Project
32) Disability Law Center of Alaska
Specific Disability and Health Organizations
33) Alaska Association on Developmental Disabilities
34) NAMI (National Alliance for the Mentally Ill)
35) Deaf and Hard of Hearing Center
36) Autism Resource Center
37) Alaska Center for Blind and Visually Impaired
38) Aging & Disabilities Resource Center
39) Family to Family Health Information Center
40) Alaska Behavioral Health Association
41) Consumer Consortium
42) Consumer Employment Leadership Netowrk
Recreation organizations for people with disabilities
43) Challenge Alaska
Independent Living
44) State Independent Living Council
45) Access Alaska
46) Independent Living Center (Kenai Peninsula)
47) Southeast Alaska Independent Living Center (SAIL)
Tribal and Native Organizations
48) Central Council Tlingit Haida Indian Tribes of Alaska
49) Tanana Chiefs Conference Tribal Vocational Rehabilitation
Service Providers
50) The Arc of Anchorage
51) Assets, Inc
52) REACH
53) Mat Su Services for Children and Adults
Community and Related Services
54) Alaska Mobility Coalition
55) People First
56) Commonwealth North
57) ATLA (assistive technology)
Industry Consortia, Unions, and Economic Development
58) Alaska Alliance for Direct Service Careers

59) Alaska Hospitality Alliance
60) Alaska State Hospital and Nursing Home Association, Workforce Development
61) Information Technologies Career Consortium
62) Alaska Process Industry Career Consortium
63) Associated General Contractors of Alaska, Workforce Development
64) Alaska State Chamber of Commerce
65) Local Chambers of Commerce
66) Juneau Economic Development Corporation

Disability Specific Grants and Initiatives

67) Partners in Policymaking
68) Cross-Disability Caucus
69) Asset Building Initiative
70) Alliance for Full Participation
71) Justice for Trust Beneficiaries
72) Bring the Kids Home Initiative
73) Assistive Technology Grant
74) Medicaid Infrastructure Grant
75) Customized Employment Grant
76) Mental Health Block Grant – Evidence-Based Supported Employment (Anchorage Community Mental Health Center)
77) Benefits Planning Assistance and Outreach
78) State Improvement Grant (special education)
79) Real Choice Systems Change Grant
80) Family Centered Services
81) Trust Beneficiary Group Initiative
82) Micro-Enterprise Grant/Loan Fund
83) Disability Navigator Grant (FY07)
84) Youth with Disabilities in Transition Grant
85) College Access Program for Rural Alaska

Business Partners

86) Providence Health Systems
87) Carrs/Safeway
88) Wells Fargo

Local Business/Community/Faith Leaders

89) Stephanie Wheeler
90) Sheila Finkenbinder
91) David Alexander
92) Jerry Jenkins
93) Diane Kaplan
94) Jim Gottstein
95) Don Brandon
96) Joel Pichler
97) John Pugh
98) Stephanie Rhodes
99) Patrick Reinhart
100) Aron Wolfe
101) Jackson Steele
102) Bonnie Toleman

103) Art Arnold
104) Karen Perdue
105) Jeff Jessee
106) Penny Beiler
107) Denny DeWitt
108) Bill Hogan
109) Commissioner Roger Sampson
110) Commissioner Greg O'Claray
111) Kitty Farnham
112) Colleen Patrick-Riley
113) Barb Murray
114) Representative Lesil McGuire – brother with head injury
115) Representative Reggie Joule
116) Representative Peggy Wilson
117) Representative Sharon Cissna
118) Senator Lyda Green
119) US Senator Ted Stevens
120) US Senator Lisa Murkowski
121) US Representative Don Young

Regional/National Organizations

122) National Collaborative on Workforce and Disability – Youth
123) Western Regional Resource Center
124) Northwest Disability Business Technical Assistance Center
125) National Post-School Outcomes Center
126) National Center on Secondary Education and Transition
127) George Washington University
128) Job Accommodation Network
129) World Institute on Disabilities
130) Center for Studies and Advancement of Disability Policy
131) National Organization on Disabilities
132) National Council on Disabilities
133) Center for Workers with Disabilities
134) U.S. Chamber of Commerce
135) National Consortium for Health Systems Development

Potential Resource List

Note: This list is <u>not</u> an all-inclusive list, but rather a starting point.

<u>State Government Partners</u>

136) Department of Health and Social Services
    a) Division of Juvenile Justice
    b) Division of Public Health
    c) Denali KidCare
    d) Governor's Advisory Board on Alcoholism & Drug Abuse
    e) Maternal and Family Health
    f) Office of Children's Services
    g) Office of Fetal Alcohol Syndrome
137) Department of Labor and Workforce Development
    a) Alaska Vocational Technical Center
138) Department of Education and Early Development
    a) State Board of Education
    b) Career and Technical Education
139) Department of Corrections
    a) Division of Probation & Parole
140) Department of Commerce, Community & Economic Development
    a) Division of Community Advocacy
    b) Division of Investments
    c) Office of Economic Development
141) Alaska Military Youth Academy
142) University of Alaska
    a) Board of Regents

<u>Federal Government Partners</u>

143) Office of Disability Employment Policy
144) Department of Agriculture
145) Housing and Urban Development
146) Indian Health Service
147) Small Business Administration
148) Denali Commission

<u>Local Government Partners</u>

149) Other local and regional government agencies

<u>Alaska Non-Profit Partners</u>

Youth and School Related

150) Students, Teachers and Parents Resource Center (STeP)
151) Spirit of Youth
152) Job Corps
153) Big Brothers, Big Sisters
154) Boys and Girls Clubs
155) Covenant House
156) Alaska Staff Development Network
157) Alaska Association of Secondary School Principals
158) Community In Schools
159) Alaska Youth and Family Network

160) Reclaiming Futures
161) Parent Teacher Association
162) America's Promise
163) Alaska Youth Initiative
164) Alaska Foster Training Center
165) Alaska Student Activities Association

Legal and Law Related

166) Alaska Legal Services

Specific Disability and Health Organizations

167) Learning Disabilities Association of Alaska
168) Alaska Speech-Language-Hearing Association
169) Alaska Chapter of National Down Syndrome Congress

Recreation organizations for people with disabilities

170) ORCA - Outdoor Recreation and Community Access
171) Alpine Alternatives

Independent Living

172) Arctic Access

Tribal and Native Organizations

173) Arctic Slope Vocational Rehabilitation
174) Aleutian Pribilof Islands Association
175) Association of Village Council Presidents Tribal Vocational Rehabilitation
176) Bristol Bay Native Association Tribal Vocational Rehabilitation
177) Cook Inlet Tribal Council, Inc Tribal Vocational Rehabilitation
178) Kawerak, Inc Tribal Vocational Rehabilitation
179) Kodiak Area Native Association Tribal Vocational Rehabilitation
180) Maniilaq Association Vocational Rehabilitation
181) First Alaskans Institute
182) Rural Cap
183) Homeward Bound

Service Providers

184) Alaska Center for Children and Adults
185) Center for Community
186) Hope Community Resources
187) Easter Seals of Alaska
188) Nine Star Enterprises
189) Adult Learning Programs Alaska
190) United Way
191) Sitka Works
192) Fairbanks Resource Agency
193) Behavioral Health Services of Mat Su
194) Denali Family Services
195) Alaska Children's Services

Community and Related Services

196) Arctic Alliance
197) Rasmuson Foundation
198) Foraker Group
199) Rotary Clubs
200) Lions Clubs
201) Elks Clubs
202) Soroptimist
203) Business and Professional Women – Alaska

204) Retired Senior Volunteer Program
205) Service Corps of Retired Executives

Faith Based Groups

206) The Glory Hole
207) Catholic Social Services
208) Love, Inc.
209) Salvation Army
210) Anchorage Rescue Mission
211) Family Promise
212) Valley Christian Conference
213) Change Point Church
214) Abbott Loop Christian Church

Industry Consortia, Unions, and Economic Development

215) Alaska Works Partnership
216) Operator's Union
217) Core Alaska (mining)
218) Alaska Fisheries Industry
219) Teamsters
220) Anchorage Economic Development Corporation
221) Southwest Alaska Municipal Conference
222) Fairbanks Economic Development Corporation
223) Mat Su Resource, Conservation & Development Council
224) Kenai Peninsula Economic Development District
225) Athena Society
226) Alaska Travel Industry Association

<u>Disability Related Grants and Initiatives</u>

227) Interagency Homelessness Task Force
228) Ann E Casey Foster Care Grant
229) Community Development Block Grants

<u>Business Partners</u>

230) Usibelli
231) New Kennington Mine
232) Red Dog Mine
233) BP
234) GCI
235) Marriott (and Marriott Foundation)
236) Wal-Mart
237) Fred Meyers
238) Alaska Commercial Company
239) First National Bank Alaska

<u>Local Business/Community/Faith Leaders</u>

240) Jetta Whitaker
241) Dr. William Green
242) Dr. Alonzo Patterson
243) Jerry Prevo
244) Father Oleska
245) Ivan Chase
246) Jim Malley

247) Susan Sullivan
248) Wally Hickel
249) Kathleen Gottleigh
250) David Gottstein
251) Mayor Mark Begich
252) Mary Jane Michael
253) Brenda Knapp
254) Andrew Halcro
255) Joann Henderson
256) Rick Halford
257) John Ferguson
258) Robin Taylor
259) May/Ross Shaffer
260) Jim Sampson
261) Carol Comeau
262) Mayfield Evans
263) Bryon Mallot
264) Julie Kitka
265) Sarah Palin
266) Sarah Scanoin
267) Greg Pease
268) Al Braumstead
269) Dick Cavanaugh
270) Mike Andrews
271) Mary Ann Pease
272) Pamela LaBeaul
273) Joan McCoy
274) Nancy Bear Usera
275) Mike Kenney
276) Jay Page
277) David Stone
278) Neil Foster
279) Sandra Firestack
280) Fred Esposito
281) Stephanie Hoyt
282) Bill Corbus
283) McHugh Pierre
284) Mark Hamilton
285) Elaine Maimon
286) Edgar Bladford
287) Grace Jackson
288) Patty Ware
289) Representative Kevin Meyer –youth
290) Representative Bill Stolze
291) House Speaker John Harris
292) Representative Mike Hawker
293) Representative Paul Seaton
294) Representative Peggy Wilson
295) Senator Con Bunde
296) Senator Ben Stevens
297) Senator Fred Dyson

298) Representative Jay Ramras
299) Representative Mark Neuman

Regional/National Organizations
300) National Youth Leadership Foundation
301) American Association of Retired Persons
302) Annie E Casey Foundation

Sustainability Tool Kit

WORKSHEET 1: What Do You Want to Sustain?

Activities, Features or Practices You want to Sustain	Resources required	Implications	Priority (1, 2, etc.)

WORKSHEET 2: What Are Your Current Resources?

Source of Funding or In-Kind Contribution	Amount	Restrictions on Use of Funding	Expected Timeframe Funding is Available	Underutilized (X)	Priority (X)	Sustainability Strategies

WORKSHEET 3: What Are Potential Resources?

Funding Source or Initiative	**Relevance to Sustainability Priorities (H-M-L)**	**Return on Investment** (e.g. resources needed for implementation, administrative burden, timeframe, portfolio diversity, political considerations, amount generated, ease of implementation, financial feasibility) **(H-M-L)**	**Priority Sources to Access (H-M-L)**	**Strategies**

WORKSHEET 4: What Are Your Strategies for Engaging the Community and Cultivating Key Champions?

Potential Resources	**Targeted Individuals or Organizations**	**Return on Investment** (e.g. resources needed for implementation, administrative burden, timeframe, portfolio diversity, political considerations, amount generated, ease of implementation, financial feasibility) **(H-M-L)**	**Priority (H-M-L)**	**Strategies**
Related community-based organizations and initiatives				
Community residents, parents, youth				
Business leaders				

Faith-based Organizations				
Influential community leaders				
Political leaders				
Foundations				
United Way leaders				
Other				

WORKSHEET 5: How Will You Sell the Need for Sustainability?

Stakeholder Group	**What Data is Meaningful and Relevant to this Stakeholder Group?**	**How will You Analyze and Present Data in a Way that Resonates with this Stakeholder Group?**	**What Strategies will You Use to Report to this Stakeholder Group?**
Individuals with disabilities and their families			
Funders and collaborators			
Advocates			
Service Providers			
Business leaders			

Public policymakers			
Related community-based organizations and initiatives			
Faith-based organizations			
General public			
Other			

Summary Plan – Public Version
ALASKA WORKS INITIATIVE
2006-2010 STRATEGIC PLAN

Background

Since 1997, the Governor's Council on Disabilities and Special Education has worked with individuals with disabilities, state agencies, and service providers to achieve goals identified and supported by the Alaska Works Initiative (AWI). The AWI promotes employment of Alaskans with disabilities. Together, stakeholders are tackling barriers that keep people with disabilities from working, such as:

- fear of losing health benefits;
- financial disincentives;
- fragmented systems;
- lack of comprehensive vocational services that include benefits counseling;
- general lack of knowledge or use of existing work incentives;
- limited work opportunities.

Alaska Works Mission

Alaskans who experience disabilities are employed at a rate as close as possible to that of the general population.

AWI can take at least partial credit for several changes and improvements that show that work is a more realistic option for Alaskans with disabilities and:

- more SSI recipients are working;
- more people have stayed eligible for Medicaid while boosting their income;
- the Medicaid Buy-in program was created and its use is increasing steadily;
- benefits counseling is available statewide;
- self-employment, Ticket-to-Work and assessment policies at the Division of Vocational Rehabilitation have changed;
- the Adult Public Assistance program focuses on work for clients; and
- Individual Development Accounts are now an option that permits people to amass resources for important goals.

The Plan

The AWI plan is a road map of strategies that will protect and build on AWI achievements thus far. The plan identifies what needs to be done, who will do it, and when they will do it. Stakeholders will continue to:

1) tackle remaining barriers to work;
2) improve Alaska's Medicaid programs and employment services to better meet the needs of working people with disabilities;
3) integrate the lessons learned through the Alaska Works Initiative into comprehensive employment services.

Over 70 people from 29 organizations helped develop priority strategies and activities during a March 2005 AWI Think Tank. With an environmental scan as background, participants considered potential strategies for four focus areas. They also identified indicators and potential data sources.

Environmental Scan

Think Tank participants tore into an environmental scan that provided an overview of strategies, activities, outcomes and lessons not only for AWI but for six associated initiatives:

- Customized Employment Grant
- Youth in Transition Grant; 3) Micro-Enterprise Development
- Assets Building Initiative
- Governor's Alaska Hire Initiative
- Evidence-Based Supported Employment Grant.

Think Tankers also reviewed priorities and activities or the first AWI five-year strategic plan and for four related plans:

- Mental Health Employment Plan
- Youth in Transition Plan
- Unified Workforce Investment Plan
- Disability Policy Summit.

Focus Areas and Goals

Think tank participants developed and prioritized strategies and activities for four focus areas and eight goals:

Work as an Expectation

Goal 1: Build work expectations and incentives programs and services.
Goal 2: Regularly measure and analyze success in employment

Outreach and Training

Goal 3: Increase awareness, understanding and use of employment-related resources.
Goal 4: Service providers have the capacity to meet the employment-related needs.

Resources and Funding

Goal 5: Blend and braid resources.
Goal 6: A variety of funds including under-utilized and non-traditional resources, are being used to fund needed services.

Connectivity, Coordination and Workforce Investment

Goal 7: Routinely connect job seekers to needed resources, including workforce investment system.
Goal 8: Coordinate services and resources are as a part of everyday activities.

A smaller planning group of individuals with disabilities, family members, state agency staff, consumer organizations, service providers. and advocates convened in June 2005 to refine and broaden the Think Tank's work. The AWI management team has met several times since then to purge duplication, consolidate related plan components, and identify responsible parties, resources, and timelines.

For further information on the Plan, contact the Governor's Council at 907/269-5703 or richard_rainery@health.state.ak.us.