

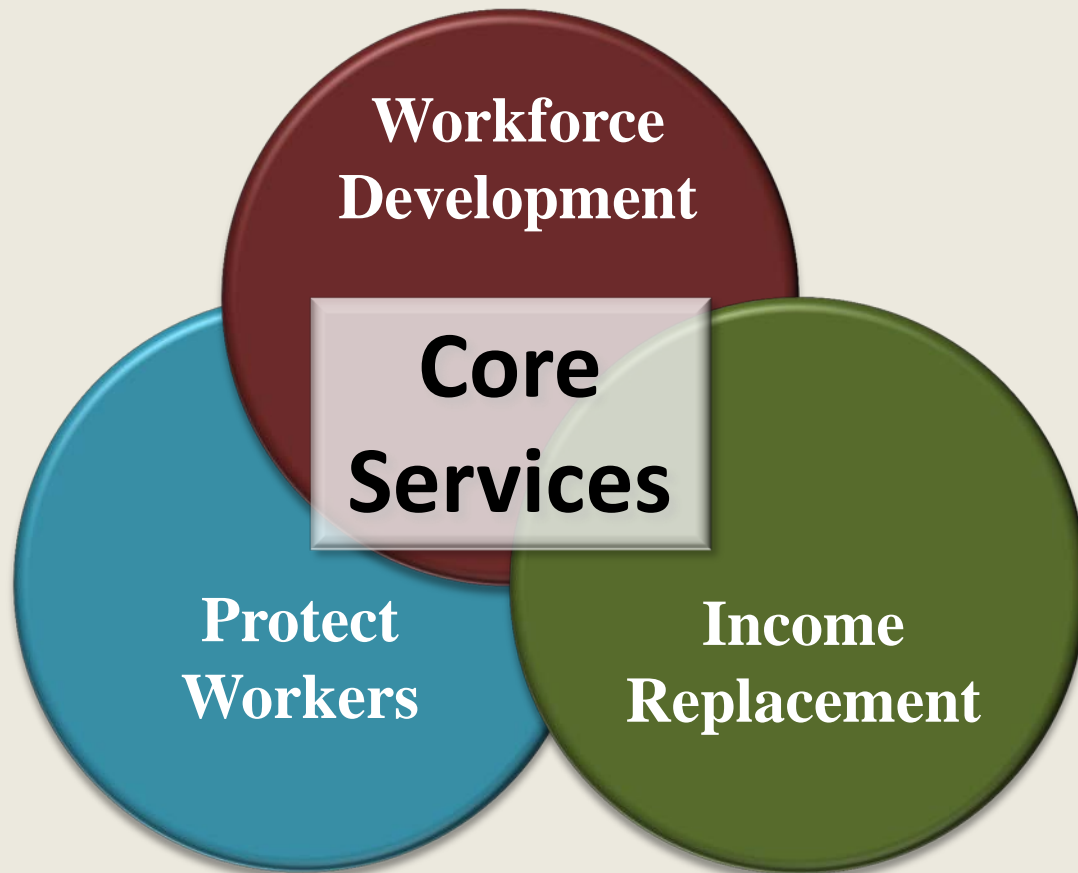
Alaska Department of Labor and Workforce Development

**House Finance Subcommittee
Training Program Outcomes
Commissioner Heidi Drygas
February 9, 2016**



Department of Labor and Workforce Development

**MISSION: Protect workers
and advance opportunities for employment.**



Workforce Development



Outcomes for Select Job Training Programs:

- **State Training and Employment Program (STEP)**
- **Technical and Vocational Education Program (TVEP)**
- **Alaska Vocational Technical Center (AVTEC)**
- **Alaska Technical Center (ATC)**
- **Northwestern Alaska Career and Technical Center (NACTEC)**
- **Southwest Alaska Vocational & Education Center (SAVEC)**
- **Alaska Construction Academy (ACA)**

Workforce Development

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State Training and Employment Program (STEP)

Purpose: to enhance the quality and accessibility of job training, and re-employment assistance to unemployed or underemployed workers

Funding Source: a diversion of 0.10% of UI taxable wage base, from employee contributions to the Alaska UI trust fund

FY2015 Funding: \$7,869,000

FY2014 Funding: \$7,074,000

FY2015 Participants: 3,235

FY2014 Participants: 2,540

FY2015 Cost per Participant: \$2,432

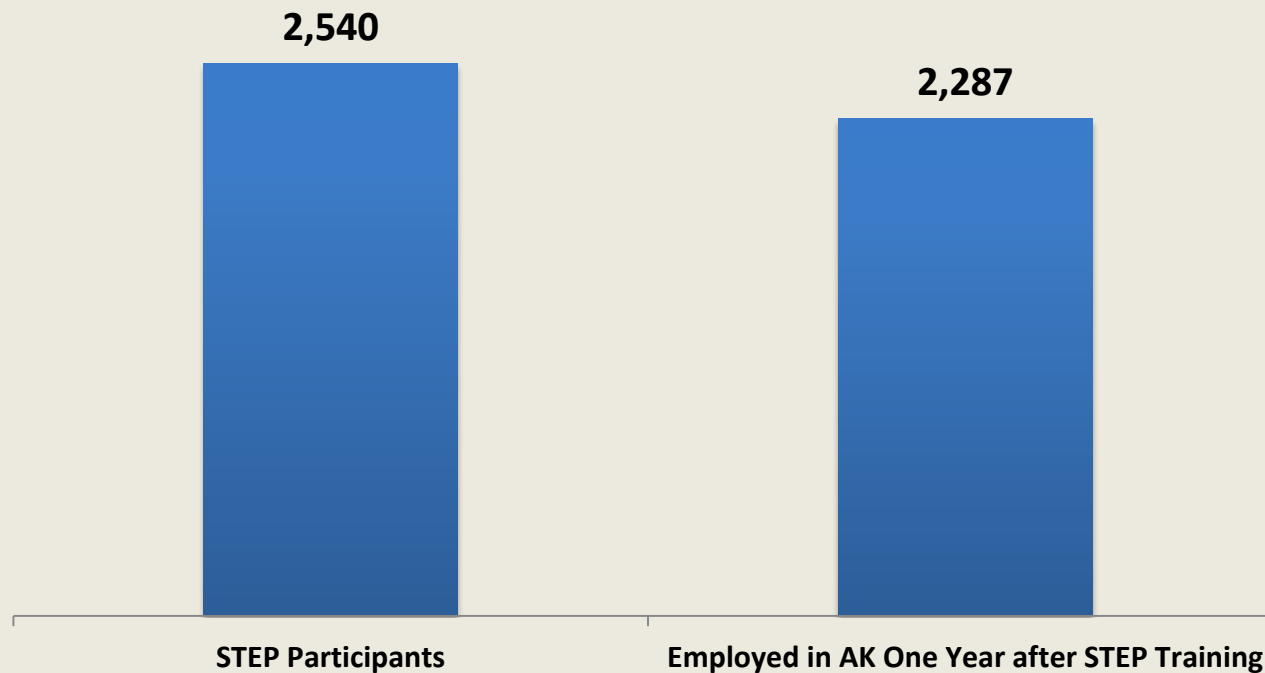
FY2014 Cost per Participant: \$2,785



Workforce Development



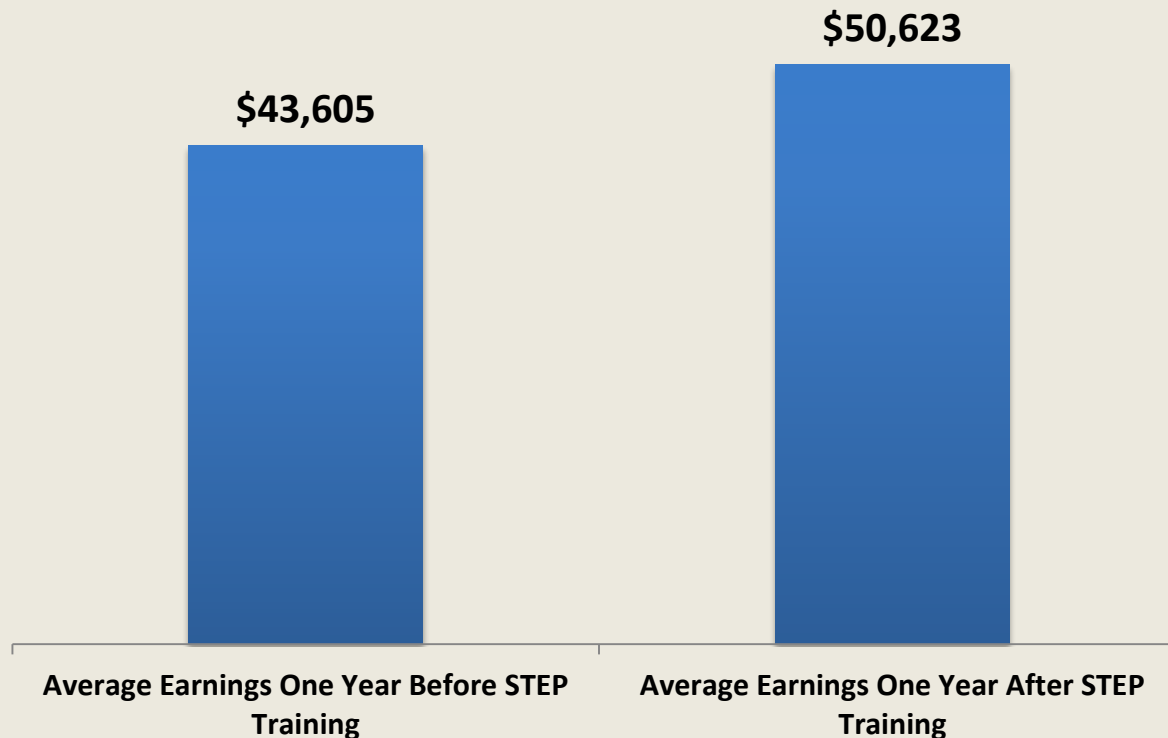
90% of STEP FY2014 Participants were Employed in Alaska One Year after Training



Workforce Development



STEP Participants Experience an Average Earnings Increase of 16%, \$7,018

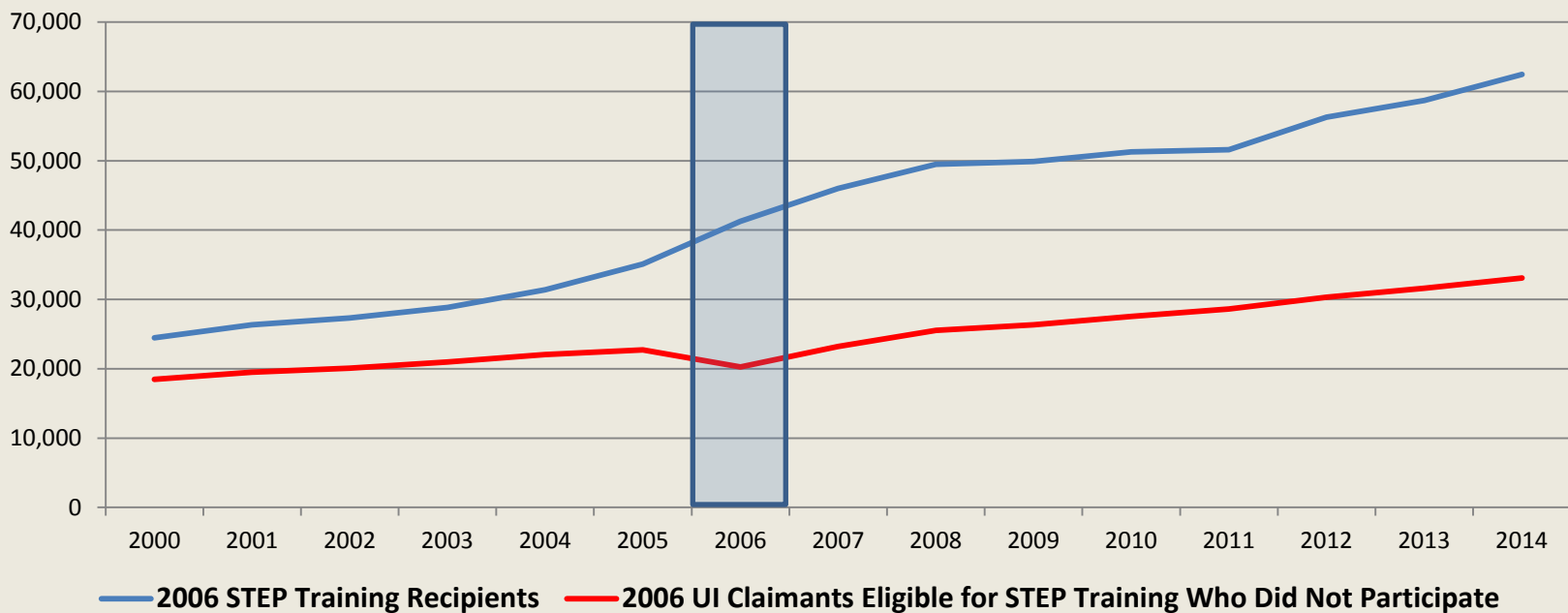


Workforce Development



FY2006 STEP Participants Earned \$30,000 More in FY2014 than FY2006 UI Claimants that did not Participate in STEP

Differences in Earnings between STEP Trainees and Non-Trainee Control Group



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Technical Vocational Education Program (TVEP)

Purpose: to enhance the quality and accessibility of job training across the state, and align training with regional workforce demands

Funding Source: a diversion of 0.16% of UI taxable wage base, from employee contributions to the Alaska UI trust fund

FY2014 Funding: \$10,760,000

FY2014 Participants: 7,881

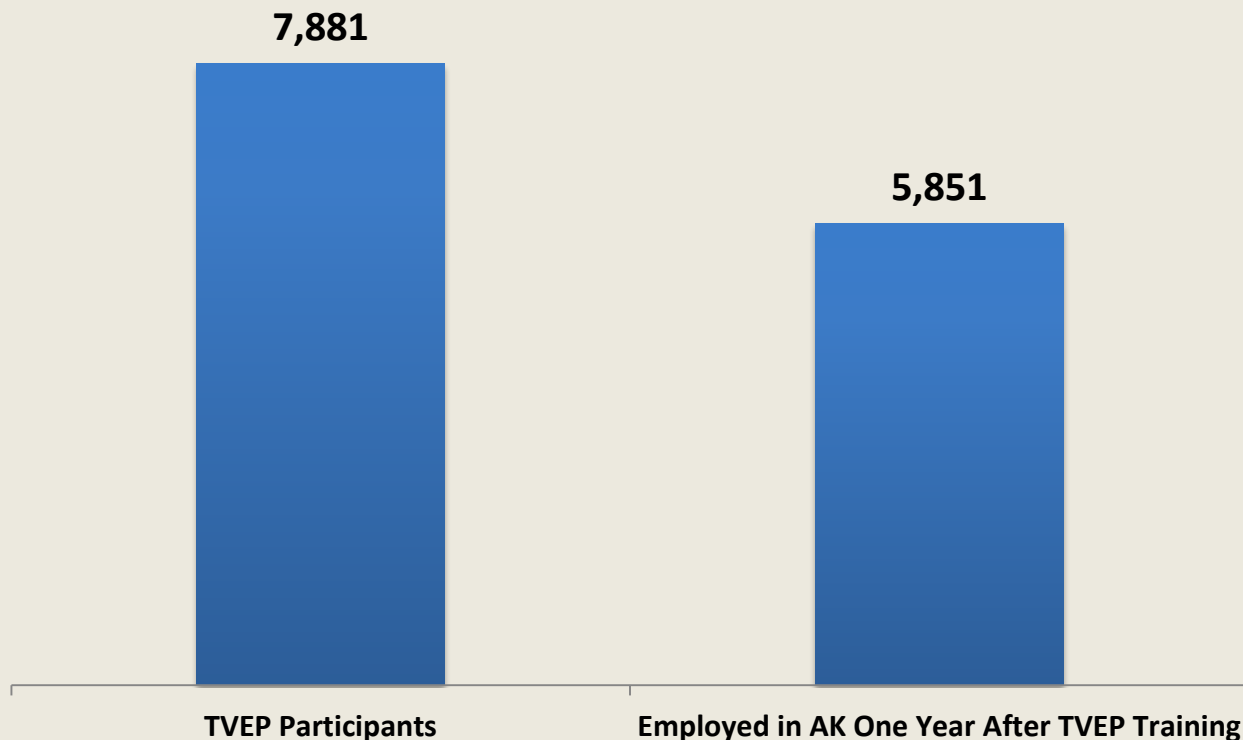
Cost per Participant: \$1,365



Workforce Development



74% of TVEP FY2014 Participants were Employed in Alaska One Year after Training



* TVEP participants are more likely to be continuing their education than going directly into employment

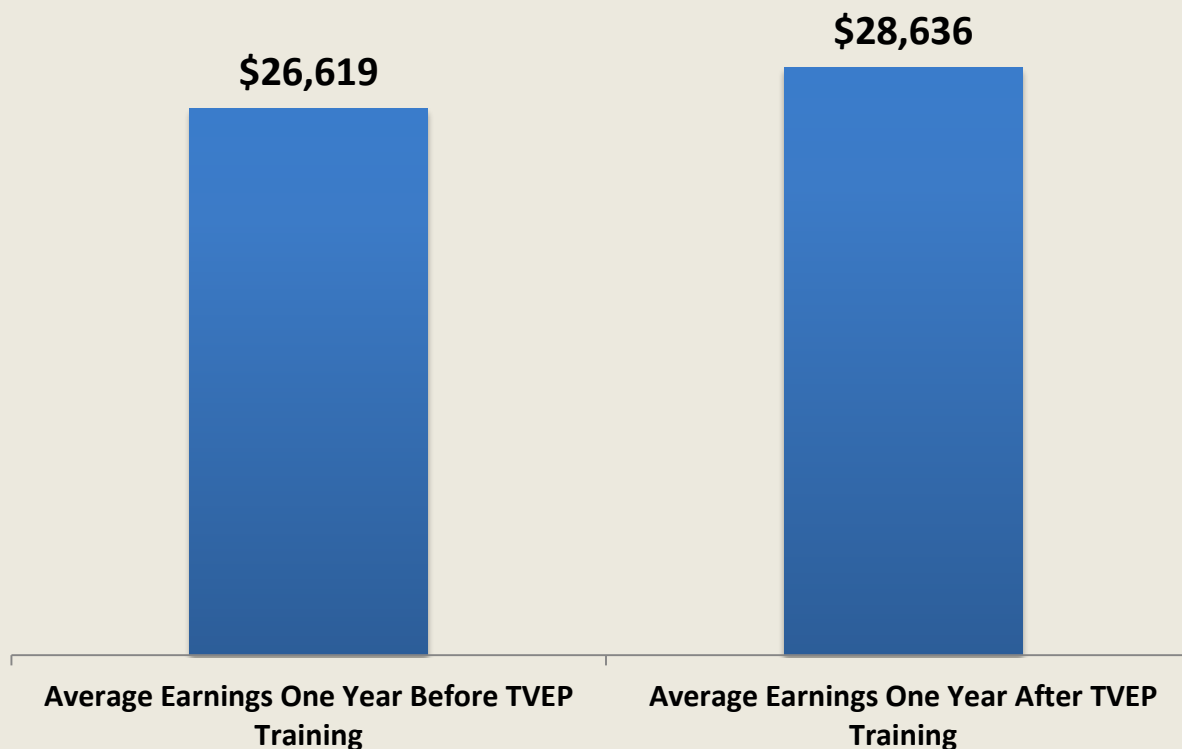
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TVEP Participants Experienced an Average Earnings Increase of 8%, \$2,017



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TVEP Distribution

Entity	FY2015 Distribution	FY2016 Distribution	FY2017 Distribution
University of Alaska	\$ 5,226.9	\$ 5,630.0	\$ 5,980.1
Galena Interior Learning Academy	\$ 464.6	\$ 500.4	\$ 531.6
Alaska Technical Center	\$ 1,045.4	\$ 1,126.0	\$ 1,196.0
Alaska Vocational Technical Center (AVTEC)	\$ 1,974.5	\$ 2,126.9	\$ 2,259.2
Northwestern Alaska Career and Technical Center (NACTEC)	\$ 348.5	\$ 375.3	\$ 398.7
Southwest Alaska Vocational and Education Center (SAVEC)	\$ 348.5	\$ 375.3	\$ 398.7
Yuut Elitnaurviat, Inc. People's Learning Center	\$ 1,045.4	\$ 1,126.0	\$ 1,196.0
Partners for Progress in Delta, Inc.	\$ 348.5	\$ 375.3	\$ 398.7
Amundsen Educational Center	\$ 232.3	\$ 250.2	\$ 265.8
Ilisagvik College	\$ 580.8	\$ 625.5	\$ 664.5
Total	\$ 11,615.4	\$ 12,510.9	\$ 13,289.3

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Alaska Vocational Technical Center - AVTEC

Purpose: AVTEC is a postsecondary vocational technical training institute whose mission is to train a diverse and effective workforce that supports the economic growth and stability of our state.

FY2014 Funding: UGF \$6,422,400
 TVEP \$1,852,900
 Total \$8,275,300

FY2014 Participants: 1,539 (long- and short-term programs)

Cost per Participant: \$5,377

FY2017 Funding: UGF & TVEP \$7,693,900



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AVTEC Long-Term Program Enrollment

Long-Term Programs by Program Area	Enrollment			FY15 Capacity	FY15 Enrollment as % of Capacity
	FY13	FY14	FY15		
Applied Technology	49	43	46	52	88.5%
Energy & Building Technology	61	90	96	159	60.4%
Information Technology	58	44	41	46	89.1%
Culinary Arts	23	27	26	34	76.5%
Allied Health	172	151	166	185	89.7%
Maritime	15	15	19	27	70.4%
Total:	378	370	394	503	78.3%



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AVTEC Short-Term Program Enrollment

Short-Term Programs by Program Area	Enrollment							
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Applied Technology	2	1	96	36	3	-	1	3
Energy and Building Technology	297	301	295	294	171	173	334	339
Information Technology	128	139	107	92	43	87	43	19
Culinary Arts	6	-	2	-	-	-	2	-
Allied Health	-	6	7	2	2	5	2	-
Maritime	249	315	537	550	392	478	516	784
TOTAL:	682	762	1,044	974	611	743	898	1,145



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AVTEC Completion and Placement Information

AVTEC	Allied Health (Anchorage)				Applied Technology		Culinary Arts	Energy & Building Technology					Information Technology		Maritime		Totals
Long Term Program Completion and Placement	Certified Nurses Assistant (CNA)	Licensed Practical Nurse (LPN)	Registered Nurse	Medical Coding & Billing	Diesel/Heavy Equipment	Combination Welding		Facilities Maintenance	Plumbing & Heating	Industrial Electricity	Power Plant Operator	Refrigeration	Business & Office Technology	Information Technology	Master / Mate Less Than 200 Tons	Qualified Member of the Engine Dept	
2008 Completion Rate	79%	88%			81%	100%	75%	86%		75%	90%		79%	93%	88%		84%
2008 Placement Rate	87%	100%			100%	90%	89%	80%		94%	100%		100%	86%	60%		90%
2009 Completion Rate	90%	92%			80%	85%	67%	79%		96%	70%		88%	85%	100%		85%
2009 Placement Rate	87%	82%			96%	60%	95%	91%		83%	100%		93%	64%	67%		85%
2010 Completion Rate	87%	95%			81%	100%	84%	64%	100%	88%	70%		89%	77%	70%		84%
2010 Placement Rate	79%	100%			92%	100%	88%	86%	100%	77%	100%		83%	90%	71%		91%
2011 Completion Rate	87%	95%			95%	100%	83%	80%	100%	93%	79%		88%	88%	100%	100%	89%
2011 Placement Rate	80%	94%			95%	100%	80%	100%	100%	85%	100%		89%	86%	86%	71%	87%
2012 Completion Rate	86%	90%		53%	74%	100%	71%	90%	100%	88%	100%	—	73%	81%	88%	100%	85%
2012 Placement Rate	92%	100%		100%	93%	92%	95%	75%	82%	95%	100%	—	93%	100%	100%	100%	93%
2013 Completion Rate	86%	100%	90%	56%	88%	96%	92%	100%	78%	95%	67%	—	96%	88%	100%	100%	84%
2013 Placement Rate	90%	100%	100%	71%	96%	96%	92%	100%	86%	82%	90%	N/A	88%	86%	100%	100%	89%
2014 Completion Rate	92%	94%	95%	69%	95%	96%	96%	100%	100%	88%	100%	92%	91%	100%	100%	100%	93%
2014 Placement Rate	81%	100%	100%	87%	83%	88%	88%	100%	70%	82%	100%	100%	80%	100%	100%	100%	88%
2015 Completion Rate	84%	85%	94%	77%	94%	89%	88%	100%	100%	87%	69%	100%	91%	100%	100%	100%	88%



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Alaska Technical Center (ATC)

Purpose: ATC is an adult vocational technical school supported by the Northwest Arctic Borough School District to meet the vocational and technical training needs in the northern region.

FY2014 Funding: UGF \$ 600,000
 TVEP \$ 968,400
 Total \$1,568,400

FY2014 Participants: 467 (long- and short-term programs)

Cost per Participant: \$3,358

FY2017 Funding: UGF & TVEP \$1,461,000



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ATC Revenue Generation Efforts

Funding/In-kind Partners FY-16		
Student Scholarships and Grants		Multiple Sources
ConocoPhillips	\$15,000	
Kikiktagruk Inupiat Corporation		Sponsored training
Kotzebue Electric	In-kind	Instruction, equipment
Maniilaq Health Center	In-kind	Work experience program Sponsored training
NANA Corporation	In-kind	Recruiting and distance instruction support
NANA WorleyParsons	In-kind	CAD Instruction
Nova Copper		Sponsored training
Shell Alaska Venture	\$100,000	
Teck Alaska/Red Dog Mine	In-kind	Instruction, materials, supplies
Tribal Organizations		Sponsored training
Tuuq Drilling		Sponsored training and instruction
University of Alaska, Anchorage		ATC/UAA Registered Nurse associate degree program
UAF Chukchi Campus	In-kind	Instruction



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ATC Tuition and Fees

Program	Duration	Tuition	ATC Fees	Test & Other Fees	Tools	Books & Supplies	Clinical Airfare	Total
CONSTRUCTION TECHNOLOGY								
NCCER Core	2 weeks (75 hrs.)	\$850	\$100			\$50		\$1,000
Construction Trades Technology Program (NCCER Core, NCEER Carpentry 1 & 2, Plumbing 1, Electrical 1)	14 weeks (490 hrs.)	\$4,450	\$685		\$300	\$250		\$5,765
INDUSTRIAL MINE TECHNOLOGY								
Millwright Maintenance (NCCER Level 1, 2, 3, and NCCER Core)	14 weeks (490 hrs.)	\$4,450	\$685			\$250		\$5,385
OFFICE OCCUPATIONS								
Clerk Receptionist	14 weeks (490 hrs.)	\$1,020	\$250	\$180		\$420		\$1,870
Accounting Clerk	32 weeks (1120 hrs)	\$2,050	\$250	\$225		\$559		\$3,084
Administrative Assistant	32 weeks (1120 hrs)	\$2,050	\$250	\$225		\$559		\$3,084
Accounting Skills	14 weeks (490 hrs.)	\$1,020	\$250	\$210		\$460		\$1,940
Workplace Basics	Varies	\$1,020	\$250	\$210		\$460		\$1,940



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ATC Tuition and Fees continued

HEALTH OCCUPATIONS								
Personal Care Attendant	10 weeks (420 hrs.)	\$720	\$290	\$190		\$100		\$1,300
Nurse's Aide Training	14 weeks (490 hrs.)	\$1,320	\$290	\$440		\$600	Est. \$700	\$3,350
Medical Terminology	12 weeks (42 hrs.)	\$220	\$180			\$145		\$545



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ATC Core Long-Term Programs	FY 2014	FY20 15	FY20 16*	Completion Rate FY2015
Millwright Maintenance and Welding	41	25	23*	95%
Process Technology	NA	9	23*	88%
Core Driller	20	17		100%
Construction Trades	17	14	18*	90%
Culinary Arts	NA	10	26*	91%
Certified Nursing Aide	26	23	14*	95% (combined)
Medical /Health Care	40	41	51*	
ATC/UAA Reg. Nursing	NA	NA	6*	NA
Office Occupations	63	NA	1*	NA
GED	101	56	47*	
Subtotal	308	195	209*	
Variable Length Training**	159	242	230*	
Total	467	437	439*	



*FY2016 data is through February 3, 2016.

**On-demand market driven courses scheduled to meet the needs of industry and business partners; resulting in industry certificates and/or job qualification credentials.
Examples include: safety, worksite urgent medical care, coach and instructor certification, driver training, hazardous materials handling., etc.

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ATC Employment Outcomes

- Placement rate for FY2014 graduates is 78%
- Placement rate for FY2010 through FY2013 averaged 70%
- For FY2016 ATC is refining and expanding transition services for trainees.
- ATC will implement an employer satisfaction survey requesting feedback from business partners, including those that employ our graduates.
- In addition, ATC is working with the Fairbanks regional Department of Labor office to develop a system for monthly post-graduation contacts with trainees to support their job search efforts and gather monthly placement data.



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Northwest Alaska Career and Technical Center (NACTEC)

Purpose: NACTEC is a joint venture between the Bering Strait School District and Nome Public Schools, dedicated to helping students prepare for the world beyond high school.

FY2014 Funding: UGF \$400,000
 TVEP \$322,100
 Total \$722,100

FY2014 Participants: 230

Cost per Participant: \$3,473

FY2017 Funding: UGF & TVEP \$571,700



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NACTEC Revenue Generation Efforts

Funding/In-kind Partners FY-16		
Student Scholarships and Grants		Multiple Sources
ConocoPhillips	\$15,000	
Kikiktagruk Inupiat Corporation		Sponsored training
Kotzebue Electric	In-kind	Instruction, equipment
Maniilaq Health Center	In-kind	Work experience program Sponsored training
NANA Corporation	In-kind	Recruiting and distance instruction support
NANA WorleyParsons	In-kind	CAD Instruction
Nova Copper		Sponsored training
Shell Alaska Venture	\$100,000	
Teck Alaska/Red Dog Mine	In-kind	Instruction, materials, supplies
Tribal Organizations		Sponsored training
Tuuq Drilling		Sponsored training and instruction
University of Alaska, Anchorage		ATC/UAA Registered Nurse associate degree program
UAF Chukchi Campus	In-kind	Instruction



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NACTEC Tuition and Fees

CTE Training Program:	Funding Partner	Tuition/Fees Supported
All H.S. CTE Programs	School Districts: BSSD/NPS (13)	\$500/student
All H.S. CTE Programs	Norton Sound Economic Development Corp.(5)	\$633/student
All H.S. CTE Programs	Bering Straits Native Corporation (7)	\$333/student
Fisheries/Seafood/Maritime	American Seafoods, Glacier Fish Company,	
Industries & Career Exploration	Starbound LLC, and Trident Seafoods (5)	\$333/student
Aviation-related Programs	Alaska Airlines (2)	\$500/student
Driver Educ./Heavy Equipment	Shell Exploration (3)	\$455/student
Native Arts/Business/Marketing	Wells Fargo (2)	\$600/student
NACTEC-AVTEC, ATC Transitions	Saltchuk (3)	\$1000/student
Healthcare Strand: Introduction to Health, ETT, Pre-session/ETT	Norton Sound Health Corporation (13)	In-kind: adjuncts lead courses
NOTE: # of years as partner support, or pledged, noted in ()		
\$3750 represents average cost per trainee across all training programs.		



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NACTEC Program Enrollment

Short Term Program Enrollments	Annual Enrollment					
	FY10	FY11	FY12	FY13	FY14	FY15
Allied Health	19	20	21	34	28	20
Construction	44	44	37	36	26	32
Transportation	44	44	47	52	58	77
Hospitality and Tourism	18	16	13	20	20	22
Fisheries/Seafood/Maritime	18	41	30	37	35	49
Other: Career Exploration	45	64	67	55	63	40
TOTAL:	188	229	215	234	230	240
Training Capacity:	74%	80%	75%	82%	81%	84%

NOTE: Capacity measure based on 26 total capacity in any 2-4 week training program. Extra program added in FY11.



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NACTEC Employment Information

Norton Sound Health Corporation Employment

HR Department: 2/2/16 review of NACTEC Certified Nurse Aide (CNA) trainees

19 of 43 (44%) of past CNA trainees currently employed at NSHC (FY05-FY15)

39 of 43 (91%) successfully completed CNA program through NACTEC

11 of 15 regional villages represented w/ NSHC employment via NACTEC

Longevity: 10+ years employment for Unalakleet Community Health Aide Practitioner

Current positions filled at NSHC by past NACTEC CNA trainees includes:

CNA, Registered Nurse (RN), Village Based Counselor, Community Health Aides (CHA):

CHA-T (trainee), CHA II, CHA III, CHA IV, CHAP (Practitioner), & Patient Hostel Att.

NOTE: 11 other current NSHC employees completed NACTEC Health training programs.



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NACTEC Return on Investment

DROPOUT Analysis	Pre-TVEP Years				TVEP (Recent Years)				
	FY07	FY08	Ave.		FY12	FY13	FY14	FY15	Average
Dropouts (Grade 9-12)	91	82	86.5		36	25	28	34	30.75
Dropouts 12th Grade	30	49	39.5		19	14	16	9	14.5

Bering Strait School District student population as dropout measure represents 89% of NACTEC enrollment

	FY07	FY08	TOTAL:		FY12	FY13	FY14	FY15	TOTAL:
NACTEC TVEP Allocation	0	0	0		\$303K	\$327K	\$323K	\$349K	\$1.3M
NACTEC UGF Allocation	\$400K	\$400K	\$800K		\$400K	\$400K	\$400K	\$400K	\$1.6M
NACTEC Total TVEP/GF	\$400K	\$400K	\$800K		\$703K	\$727K	\$723K	\$749K	\$2.9M
Return on Investment	Baseline data for comparison				\$6M	\$7.5M	\$6.9M	\$8.9M	\$29.3M

NOTE: \$292,000 as cost of a high school dropout, 2009 Northeastern University research study (Sum, Khatiwada, McLaughlin)

of Senior dropouts (FY12 thru FY15) subtracted from FY07-FY08 dropout average x \$292K, to determine annual ROI



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Southwest Alaska Vocational & Education Center - SAVEC

Purpose: SAVEC's mission is to promote, coordinate and provide high quality training and education to residents of Southwest Alaska.

FY2014 Funding: UGF \$195,000
 TVEP \$322,800
 Total \$517,800

FY2014 Participants: 333

Cost per Participant: \$1,555

FY2017 Funding: UGF & TVEP \$477,400



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SAVEC Revenue Generation Efforts

- Began 2016 with a grant from the Bristol Bay Economic Development Corporation CDQ group, for \$215,000 to replace the lost UGF funds from last year.
- Also a STEP-like grant from the Bristol Bay Native Corporation for a General Maintenance Technician class. BBNC will lodge at SAVEC for the whole month of March 2016, which is very new action from December, 2015.



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SAVEC Program Cost Details

Program Name	Total Clock or Credit Hrs	Credential Earned	Total Program Cost
HAZWOPER 40 Hour, more than one course	40	OSHA cert/UAFBBC credit	\$ 1,251.00
NCCO- Practical Exam Mobile Crane Operator	40	NCCO crane OP certificate	\$ 4,903.00
Medic First Aid/CPR AED	8	HSI cert. UAFBBC credit	\$ 75.00
Microsoft Publisher	14	UAFBBC credit	\$ 328.33
Burner Maintenance and Repair	14	UAFBBC credit	\$ 117.00
HAZWOPER 8 hour Refresher , more than 1 course	8	Recertification OSHA	\$ 300.00
Airline Safety Management System Basics	20	FAA cert.UAFBBC credit	\$ 290.00
Net Hanging/Mending, mpore than 1 class	14	UAFBBC credit	\$ 194.00
Traditional Skin Sewing-cultural	14	UAFBBC credit	\$ 194.00
Water treatment Distribution Operator	40	AK DEC cert UAFBBC credit	\$ 1,245.00
Marine Refrigeration-RSW	20	Certificate,UAFBBC credit	\$ 1,660.00
Basic Welding	40	UAFBBC credit	\$ 1,846.00
Refrigerant Recovery	20	AKDEC cert,UAFBBC credit	\$ 783.00
Marine Fiberglass Basics	20	UAFBBC credit	\$ 1,180.00
US Coast Guard Operator Uninspected Passenger Ves.	20	USCG cert,UAFBBC credit	\$ 545.00



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SAVEC Program Costs continued

Program Name	Total Clock or Credit Hrs	Credential Earned	Total Program Cost
US Coast Guard- Master 25/50/100 ton	40	USCG cert/UAFBBC credit	\$ 5,344.00
Hazard (HACCP) processor's required Process	30 hour	-FDA cert-UAFBBC credit	\$ 1,128.00
Basic Heavy Equipment Operations		UAFBBC credit	\$ 4,196.00
NCCO Rigger/Signal Class and Exam	30 hour	NCCO cert-UAFBBC credit	\$ 2,544.00
US Coast Guard- Fishing Vessel Drill conductor	13 hour	USCG certificate	\$ 178.00



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SAVEC Program Enrollment

Training January—December 2014

Class	Month	# Classes	Participants Completed
Driver's Education Preparation Online	January	1	3
SMART Board Training	February	1	6
Basic Plus CPR/AED First Aid	Feb/May/June	9	70
Microsoft EXCEL	February	1	7
E-Commerce	February	1	9
Driver's Education Preparation Online	March	1	1
Test of Adult Basic Education	March	1	1
Shipyard Health & Safety	March	1	9
Confined Space	March	1	3
HAZWOPER Refresher 8 Hour	Mar/Oct/Dec	3	34
HAZWOPER 40 Hour	March/July	2	14
American Traffic Safety Flagger	March	3	36
Leak Test, Don & Store Immersion Suit	April	1	24

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SAVEC Program Enrollment continued

Bristol Bay Fisheries	April	1	3
Nautical Skills—Fast Track	May	1	13
Heavy Equipment Exploration	May	1	12
Grant Writing	May	1	9
Fishing Vessel Drill Conductor	May/June	2	22
Mobile Crane Operator Written & Practical Exam Preparation	August	1	10
Microsoft Publisher	October	1	6
Burner Maintenance & Repair	November	1	11
Facility Maintenance & OSHA 10	November	1	11
Safety Management System Basics	December	1	6
TOTAL		38	333

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SAVEC Placement by Program

<u>Program</u>	<u>Students</u>	<u>Employed 1 Year After Exit</u>	<u>Employed Rate 1 Year After Exit</u>
Adobe Acrobat	11	6	54.5%
Behind The Wheel	6	3	50.0%
Confined Space	8	7	87.5%
CPR/1st Aid	38	31	81.6%
Driver Education	104	75	72.1%
Excel	11	6	54.5%
First Aid	15	7	46.7%
Hazwoper 40 Hour	29	28	96.6%
Hazwoper 8 hr refresher	30	26	86.7%
Hazwoper, 40 Hour	44	33	75.0%
Hazwoper, 8 Hour Refresher	115	92	80.0%
Heavy Equipment Operator Training	20	19	95.0%
Intro to Computers	9	7	77.8%
Job Readiness Skills	9	3	33.3%
Keyboarding	6	4	66.7%
Microsoft Excel 2007	9	7	77.8%
Microsoft PowerPoint 2007	6	2	33.3%
Microsoft Word 2007	15	9	60.0%



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SAVEC Placement by Program continued

<u>Program</u>	<u>Students</u>	<u>Employed 1 Year After Exit</u>	<u>Employed Rate 1 Year After Exit</u>
MSHA 48B	19	19	100.0%
N.Slope Training NSTC	79	75	94.9%
NCCER Core	80	77	96.3%
NCCER CORE	77	73	94.8%
NCCER Scaffolding	79	76	96.2%
NSTC	100	96	96.0%
Off System CDL (Commercial Drivers License)	20	19	95.0%
OSHA 10	19	19	100.0%
Personal Financial Mgmt	7	1	14.3%
Pipe Stripping & Buffing	118	114	96.6%
PowerPoint 2010	5	4	80.0%
Publisher 2010	11	6	54.5%
Rigging	58	54	93.1%
Scaffolding Training Inst	78	74	94.9%
TABE Testing	20	10	50.0%
Website Design	7	1	14.3%
Welding/Fabrications	3	1	33.3%
Word 2010	5	4	80.0%



Workforce Development

Workforce
Development

Protect
Workers

Income
Replacement

Alaska Construction Academy (ACA)

Purpose: promote an understanding of construction trades and develop a strong, flexible workforce for the varied industries that rely on construction

FY2014 Funding: \$3,250,000 UGF

Adult Training: \$1,513,305

Adult Participants: 424

Cost per Adult Participant: \$3,569

FY2017 Funding: \$1,964,200



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ACA Revenue Generation Efforts

- Most of the FY2016 cut was applied to the high school programs
- High schools increased their donation raising activities, a few examples include:
 - In Anchorage, partners loan and maintain simulators, advertising, travel to program sites, etc. valued at \$161,672; and the Ironworkers and IBEW provide space for classes valued at \$12,500 (23 days @ \$500 per day);
 - In Ketchikan, Vigor provides in-kind weld testing and instructor lab, class consumables, welding instructor and equipment valued at \$75,000; and the Ketchikan Indian Community provides in-kind fabrication instructors valued at \$25,000;
 - In Fairbanks, the Plumbers and Pipefitters contribute training space at no charge and provide some supplies valued at \$40,000.



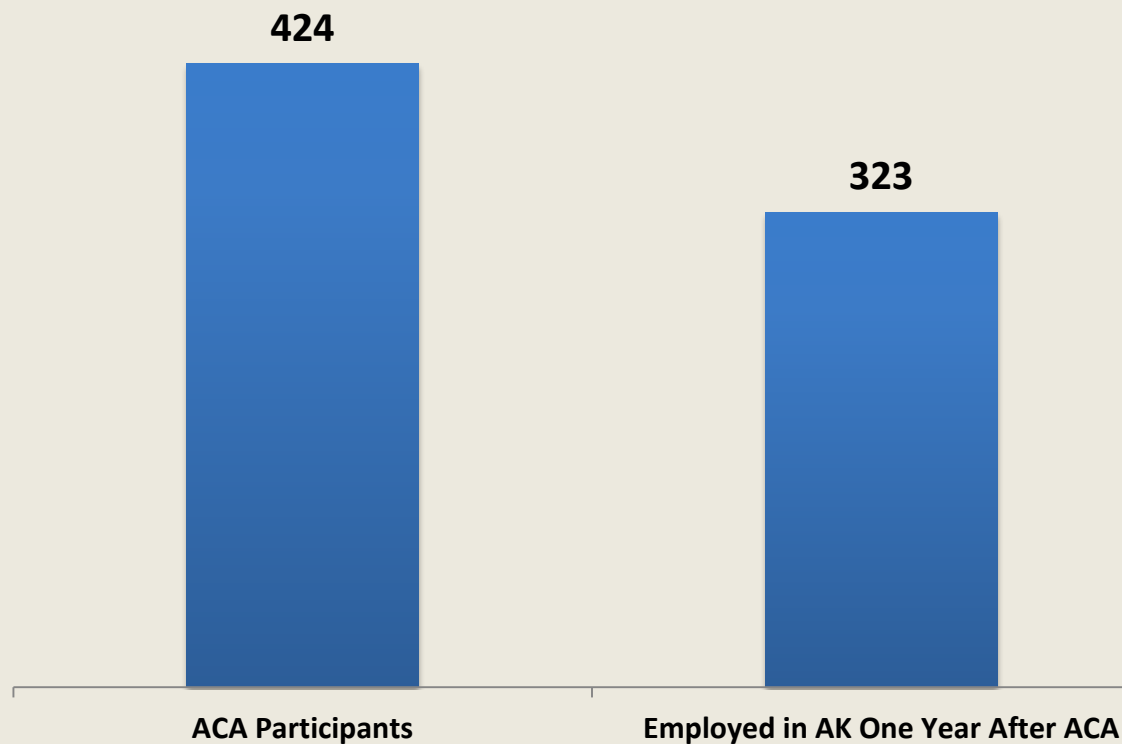
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76% of ACA FY2014 Adult Participants were Employed in Alaska One Year after Training



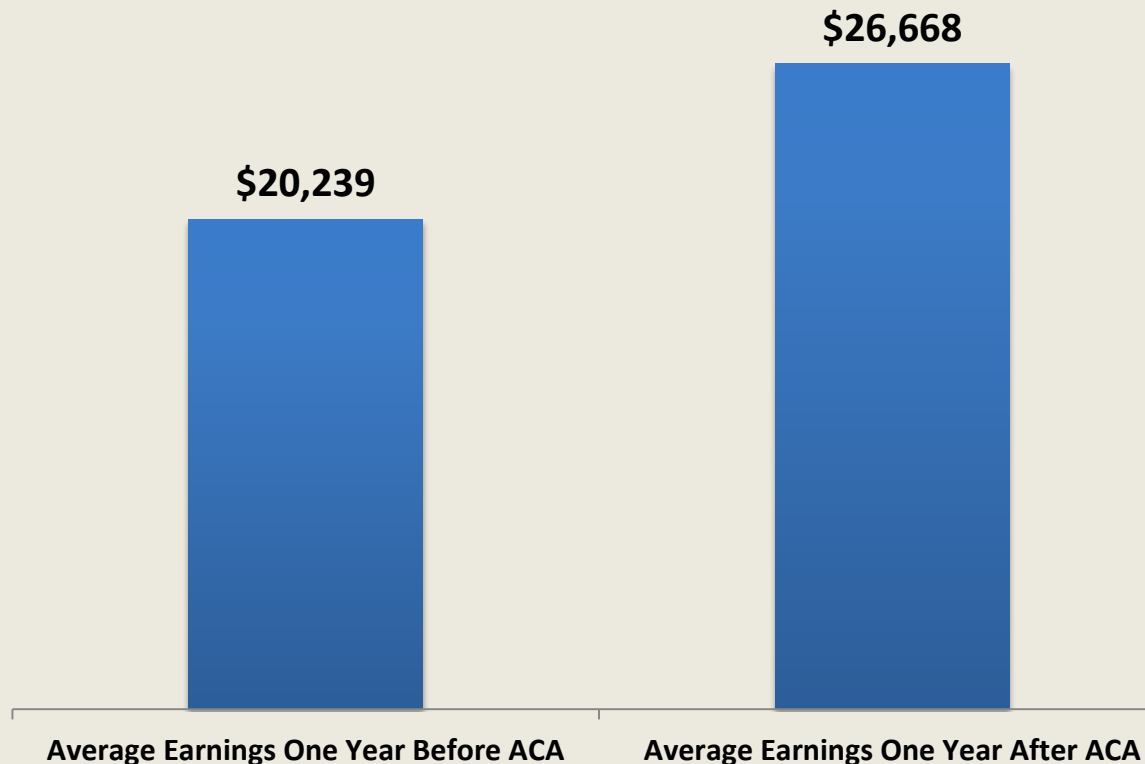
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ACA Participants Experienced an Average Earnings Increase of 32%, \$6,429





**We're preparing Alaskans for the
jobs of today-and tomorrow.**

**Alaska Department of Labor and
Workforce Development**

Commissioner Heidi Drygas

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