

identify institutional structures and measures to achieve sustainable operation and maintenance of completed physical systems.

- Complete a statewide needs assessment for primary health care facilities and develop a system to establish priorities for completion of needed facilities.
- Collaborate with federal agencies and assist the State of Alaska as necessary in identifying gaps in funding for physical infrastructure that can be filled first by existing federal programs or, if necessary, by Denali Commission funding.
- Utilize the annual work plan development process to allocate funds to physical infrastructure categories. Allocation of funds to specific projects will generally be guided by statewide priority systems and comprehensive plans developed at the community and regional levels.

#### *Performance Indicators*

- Reduce the backlog of non-compliant bulk fuel storage facilities in rural Alaska in 6 communities annually.
- Increase the reliability, efficiency and sustainability of power generation and/or transmission in 6 communities annually.
- Complete construction or renovation of primary health care facilities for at least 5 communities is anticipated annually.
- Enter into formal agreements with State and Federal agencies and others as appropriate to ensure accomplishment of objectives 3–5.

#### *Goal # 2*

Local residents in Alaskan communities will have the opportunity to acquire skills and knowledge necessary to be employed on the construction, operation and management jobs created by publicly funded physical infrastructure in their communities.

#### *Objectives*

1. Local residents will have access to skills and knowledge training that is necessary for employment on publicly funded physical infrastructure in their communities.
2. The Denali Commission's investment in physical infrastructure will be protected by local residents trained to operate and maintain facilities.
3. Workers from outside a community will not need to be imported to fill construction, operations and maintenance jobs necessary for publicly funded physical infrastructure.
4. Communities will benefit from the increase in earnings from local residents

employed on publicly funded physical infrastructure.

#### *Key Activities To Achieve Goals and Objectives*

- Provide funding to a coordinated training system including, regional and local coordination, career pathway information, specific training courses, union apprenticeship-based training and non-union based training.
- Partner with the State of Alaska, Native Non-Profit Corporations, private sector, union-based training organizations, non-union based training organizations and other federal agencies to create a coordinated system to meet the training needs of local residents.
- Provide financial assistance to communities and organizations that will provide specific training to local residents to become employed on construction, operations and maintenance jobs created by publicly funded physical infrastructure projects.

#### *Performance Indicators*

- Increase the number of local area residents trained on construction, operations and maintenance of Denali Commission funded physical infrastructure in Alaska by 5% annually.
- Increase the local resident payroll on Denali Commission funded projects by 2% annually.
- Increase the annual earnings of each local resident that completes Denali Commission funded training by 5%.

#### *Goal # 3*

Rural Alaskans will have access to financial and technical resources necessary to build a cash economy to supplement the existing subsistence economy.

#### *Objectives*

1. All Alaskans will have access to programs that provide entrepreneurial education. Technical assistance and business services will be available to entrepreneurs and business owners.
2. Entrepreneurs will have access to capital resources appropriate for their circumstances including bank loans, micro loans, BIDCO loans, venture capital, SBA loans, USDA Rural Development loans, U.S. Department of Commerce EDA loans or grants.
3. Support access to partnership funding for community based utilities, infrastructure and health delivery projects.

#### *Key Activities To Achieve Goals and Objectives*

- Financial assistance will be provided through the State Department

of Community and Economic Development and the First Alaskans Foundation to assist entrepreneurs, communities and regional entities to develop economic capacity.

- Financial assistance will be provided to Alaska Growth Capital to enable that company to make loans and provide hands on technical assistance to entrepreneurs in economically distressed areas of Alaska.
- The Denali Commission will work with financial institutions, foundations and other entities as appropriate to create a revolving loan fund expressly for funding feasibility studies.
- A minimum of two partnerships will be facilitated annually leading to completed projects within 5 years.

#### *Performance Indicators*

- Minimum annual disbursement of financing by Alaska Growth Capital to business in communities defined as distressed by the Denali Commission will be \$275,000.
- Annual payroll of projects financed through Alaska Growth Capital will be at least \$90,000 and will increase annually by at least \$30,000.
- A minimum of 5 feasibility studies for new business startups in economically distressed areas of Alaska will be funded annually from the revolving loan fund.

#### *Goal # 4*

Federal and state agencies will simplify procedures, share information, and improve coordination to enhance and improve the efficiency of the delivery of services to Alaskans and the communities in which they reside.

#### *Objectives*

1. The Denali Commission will limit its own administrative expenses to no more than 5% of its total budget and will ensure that all Denali Commission partners are kept to the lowest possible overhead needed to complete a project.
2. The Denali Commission will work to gain acceptance of a single community developed comprehensive plan as the basis for all federal and state agency funding.
3. The Denali Commission will work to gain acceptance and utilization of a single comprehensive database for information (plans and project information) for rural Alaskan communities.

#### *Key Activities To Achieve Goals and Objectives*

- The Denali Commission will work with key state and federal agencies to complete and periodically update a memorandum of agreement that outlines