

**State of Alaska  
Department of Labor and Workforce Development  
Labor Standards and Safety Division**

**Alaska Occupational Safety and Health  
(AKOSH)**

**Fiscal Years 2009-2013**

**Strategic Plan**

**Click Bishop  
Commissioner  
Department of Labor  
And Workforce Development  
State of Alaska**

**Grey Mitchell  
Director  
Labor Standards and Safety**

## AKOSH Strategic Plan 2009-2013

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## **AKOSH Strategic Plan 2009-2013**

### **SECTION 1: MISSION AND VISION**

#### **I. Introduction:**

This document presents the Alaska Occupational Safety and Health (AKOSH) Strategic Plan for the period of October 1, 2008 through September 30, 2013. This plan defines AKOSH goals and objectives over the next five years and provides a means of measuring our performance. AKOSH, in cooperation with Region X of the Occupational Safety and Health Administration (OSHA), will perform the following activities:

- adjust the plan as circumstances dictate;
- use the plan to develop annual performance plans and budget submissions;
- file quarterly and annual reports on progress toward goals established by the plan; and,
- hold managers and staff accountable for achieving the goals and outcomes as stated in the strategic and annual plans.

It is expected, over the five year course covered by this plan, that AKOSH will successfully accomplish the plan objectives and goals to result in a safer and healthier work environment in Alaska.

#### **II. The Mission:**

AKOSH's mission is "to work in partnership with Alaskan employers and workers toward eliminating workplace injuries, illnesses and deaths and to assist employers in complying with state and federal regulations relating to occupational safety and health."

AKOSH achieves its mission through various means, including workplace enforcement of applicable laws and regulations, inspections, consultation services, promotion, education, partnerships, and cooperative programs. By accomplishing these tasks, AKOSH helps save lives, improves the quality of life for Alaska's working men and women, and contributes to the economic vitality of the State of Alaska.

AKOSH plays a critical role in achieving the overall mission for the Alaska Department of Labor and Workforce Development, which is to provide safe and legal working conditions and to advance opportunities for employment.

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### **III. History**

In 1970, Congress established OSHA. As defined in P.L. 91-596, The Occupational Safety and Health Act of 1970 (hereinafter "the Act"), OSHA's mission is to "Assure so far as possible every working man and woman in the nation, safe and healthy working conditions." This mandate involves OSHA's application of a set of tools, including standards development, enforcement, and compliance assistance, which enable employers to create and maintain safe and healthy workplaces. The tool set also includes the authority for a state to run its own occupational safety and health program as long as it meets, at a minimum, the same standards as the federal program and is approved by OSHA to operate as such.

Alaska's developmental state plan for industrial safety and health was submitted to the U.S. Secretary of Labor for approval on December 8, 1972. The Alaska Legislature enacted legislation in 1973 to change the existing state safety statutes and regulations to be in compliance with the Act. The Alaska Occupational Safety and Health statutes, AS 18.60.010 - 105, became effective on July 24, 1973. Alaska completed the development steps required under Section 18(b) of the Act on or before October 1, 1976, and received 18(e) certification on September 14, 1977. The State Plan received 18(e) final approval by the U.S. Department of Labor on September 26, 1984.

In 1997, AKOSH developed its "first" five-year plan in support of federal OSHA's five-year strategic plan. AKOSH's first strategic plan took effect on October 1, 1999 and was completed September 30, 2003. The "second" five-year plan took effect on October 1, 2003 and incorporated lessons learned during the first strategic plan. This "third" five-year strategic plan, which becomes effective October 1, 2008, will continue that effort.

### **IV. The Vision:**

To support the federal vision

- ◆ *Every employer and employee recognizes that occupational safety and health adds value to American businesses, workplaces, and worker's lives.*

In support of the Alaskan vision, to accomplish the following:

- ◆ *Achieve or exceed the occupational safety and health goals established in this plan;*
- ◆ *Improve awareness and utilization of the services provided by AKOSH among employers and employees in Alaska; and,*
- ◆ *Educate Alaska legislators, employers, and policy makers about the benefits of worker safety and health management systems to promote support for the AKOSH program.*

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### **SECTION 2: STRATEGIC CONTEXT (Impact Factors)**

#### **The Uniqueness of Alaska**

In order to understand the challenges that AKOSH faces every day to accomplish its mission, one must understand the unique character of the state of Alaska. This can be broken down into the three separate and distinct areas of geography, demography, and economy.

#### **I. Geography:**

The State of Alaska is the largest of the 50 United States with a land area of 570,374 square miles.<sup>1</sup> It is approximately one-fifth the size of the 48 contiguous states combined. However, it has a road system of only 16,403 miles including tribal land roads, federal reserve land roads (U.S Forest Service, National Park Service, U.S. Army Corps of Engineers, U.S. Department of Defense, U.S. Coast Guard and U.S. FWS), and 2,775 marine water miles.<sup>2</sup> This is approximately equal to the number of miles of the public access roads (20,578 miles) in Los Angeles, California.<sup>3</sup> The vast majority of Alaska and its communities are not accessible by road.

Travel in and around Alaska is primarily by air. The capitol of Alaska, Juneau, can be accessed only by air or water. Several small Alaska communities are only accessible by float plane or boat and some are not accessible by any commercial means during the winter months.

Outside of the Anchorage/Fairbanks metropolitan areas, travel times are stretched out to days instead of hours. Travel is restricted by limited airline schedules and harsh weather conditions. Most air travel is dependent upon a limited number of commuter lines. Unless the destination is one of the few major villages in Alaska, direct flights are uncommon. Multiple modes of travel, including small boat, float plane, helicopter, and snow machine can be required to get to a particular location.

#### **II. Demography:**

Approximately 686,931 people will be living in Alaska by the end of this plan.<sup>4</sup> There are 350 communities in the state with 311 of them home to less than 1,000

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<sup>1</sup> State of Alaska, Alaska Facts & Information (<http://www.state.ak.us/local/facts.html>).

<sup>2</sup> State of Alaska, Department of Transportation, Public Road Mileage Page, 2001 Certified Public Road Mileage Report.

<sup>3</sup> Roadway Miles by County (<http://www.chp.ca.gov/pdf/99-8b-8m.pdf>).

<sup>4</sup> 2005 American Community Survey (ACS) Profiles, General Demographics, (<http://almis.labor.state.ak.us/?PAGEID=67&SUBID=284>)

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residents. Only 100 of these communities are accessible by road. Many of the roads are unpaved.

The following is a table of the ten largest communities/boroughs in Alaska:

**Alaska's Ten Largest Communities/Boroughs<sup>5</sup>**  
**(July 1, 2007)**

Anchorage/MatSu Borough	359,987	Kodiak Island Borough	13,506
Fairbanks North Star Borough	96,888	Ketchikan Gateway Borough	13,174
Kenai Peninsula Borough	51,350	Nome Census Area	9,342
Juneau City & Borough	30,650	Sitka City & Borough	8,833
Bethel Census Area	16,484	Valdez/Cordova Census Area	3,540

As reflected in the chart, one-half of Alaska's population lives in the Anchorage/MatSu Borough area. The combined population of the next three largest communities is approximately one-half the Anchorage/Matsu population. Even the City and Borough of Sitka, with the ninth largest population, has fewer than 9,000 inhabitants.

### **III. Economy:**

The economies of urban and rural Alaska are at opposite ends of the scale. Urban areas such as Anchorage/Mat-Su, Fairbanks, Kenai, Soldotna, and Juneau offer year-round employment through private sector services (45%), public utilities (26%), and federal, state and local government (13.7%). Seasonal employment in the urban areas is generally limited to tourism and fisheries. Industries such as construction, once considered seasonal, have become year-round operations in urban areas. In rural Alaska, year-round employment is limited to either public service or service industry jobs that are often part-time. Rural areas depend heavily on seasonal industries such as tourism and fisheries or cyclical industries such as mining and logging.<sup>6</sup>

During the last five year strategic plan, construction increased dramatically. However, that trend is reversing and construction is in a decline. At the same time, logging continues to barely hang on in Alaska while seafood appears to have evened out and is showing signs of anticipated improvement over the next

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<sup>5</sup> DOL/Census Population Statistics.

<sup>6</sup> Workforce Investment Act Five-year Strategic Plan (Draft), March 2000 ([www.labor.state.ak.us/commish/ahric/forms/fnlplan.pdf](http://www.labor.state.ak.us/commish/ahric/forms/fnlplan.pdf)).

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several years. It still remains a main source of employment in Alaska and a significant source of workplace injuries.<sup>7</sup>

### Employment Statistics:

Employment numbers in Alaska have been gradually increasing. In CY 2005, there was an average of 307,757 workers in Alaska. In CY 2006, that number rose to 314,139.

### Occupational Fatality Rates:

Over the period of CY 2002 through CY 2006, there have been a total of 185 deaths attributed to work related activity. Only 21 of those fatal accidents fell under the direct jurisdiction of AKOSH. The remaining fatalities were caused by incidents outside AKOSH authority (aircraft, mining, watercraft, and vehicular accidents).<sup>8</sup>

The breakdown by calendar year is as follows:

<u>CY</u>	<u>AKOSH Jurisdiction</u>	<u>Other Jurisdiction</u>
2002	6	42
2003	2	28
2004	3	42
2005	3	29
2006	7	44

Although our ultimate goal is to eliminate workplace fatalities in Alaska, we recognize that accidents are going to happen and that a number of them may result in death. Therefore, we set a goal of a 10% overall reduction in the number of fatalities under AKOSH jurisdiction for the upcoming five year plan in comparison to the 21 fatalities from CY 2002-2006. To reasonably achieve this goal, the average annual number of fatalities must be maintained at four or less. Our goals will focus not only on reducing fatalities, but will also concentrate on reducing the rates of injuries and illnesses. These goals demonstrate AKOSH's commitment to the overall safety and health of the Alaskan worker and a commitment to helping employers meet their responsibilities.

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<sup>7</sup> "Alaska Economic Trends", State of Alaska, Alaska Department of Labor and Workforce Development, April 2008.

<sup>8</sup> <http://almis.labor.state.ak.us/?PAGEID=67&SUBID=210>, and AKOSH annual federal reports for FY2002 through FY 2007

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### **SECTION 3: STRATEGIC GOALS**

AKOSH will focus on the main causes of illnesses, injuries, and fatalities in the specified high hazard industries, while continuing to identify and correct other hazards in the workplace. In order to effect the needed changes in the number of illnesses, injuries, and fatalities, AKOSH will focus on three strategic goals using lost time injury and illness data and fatality data extracted from Alaska Workers' Compensation databases to measure performance.

#### **Strategic Goal 1:**

*Improve workplace safety and health in both the public and private sectors as evidenced by a reduction in the rate of injuries, illness, and fatalities.*

- |                   |     |   |
|-------------------|-----|---|
| Outcome Goal:     | 1.1 | Reduce the number of workplace fatalities (five-year total) caused by circumstances that are under AKOSH jurisdiction by 10% as compared to the total number of workplace fatalities from the previous five-year period           |
| Performance Goal: | 1.1 | Reduce the number of fatalities (five-year total) within AKOSH jurisdiction in the Alaskan workplace by 10%   |
| Outcome Goal:     | 1.2 | Reduce the number of worker injuries and illnesses in the construction industry by focusing compliance and consultation efforts on the causes of "struck by" and "falling" incidents  |
| Performance Goal: | 1.2 | Reduce the overall rate of injuries and illnesses in the construction industry as determined by the number of <i>lost time</i> injuries and illnesses per hundred employees by 10% over the course of this plan                   |
| Outcome Goal:     | 1.3 | Reduce the number of worker injuries and illnesses in the transportation and warehousing industry by focusing compliance and consultation efforts on the causes of "struck by", "falling", and "caught in or between" incidents   |
| Performance Goal: | 1.3 | Reduce the overall rate of injuries and illnesses in the transportation and warehousing industry as determined by the number of <i>lost time</i> injuries and illnesses per hundred employees by 10% over the course of this plan |

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Outcome Goal	1.4	Reduce the number of worker injuries and illness in the seafood processing industry by focusing compliance and consultation efforts on the causes of "caught in or between", and "pinch-point (amputation)" incidents
Performance Goal	1.4	Reduce the overall rate of injuries and illness in the seafood processing industry as determined by the number of <i>lost time</i> injuries and illnesses per hundred employees by 15% over the course of this plan
Outcome Goal	1.5	Respond effectively to legal mandates, so Alaskan workers are provided protection under the AKOSH Act
Performance Goal:	1.5.a	Initiate inspections of fatalities* and catastrophes* within one (1) working day and incidents of two or less hospitalizations* within seven (7) working days for 90% of occurrences
	1.5.b	Initiate investigations within one (1) working day or conduct inspections within seven (7) working days for 90% of worker complaints
	1.5.c	Resolve 75% of all discrimination cases within 90 Days

\*Definitions:

1. *Fatality – incident resulting in the death of a worker by a cause under the jurisdiction or sphere of influence of AKOSH*
2. *Catastrophe – incident resulting in the hospitalization of 3 or more workers*
3. *Hospitalization – incident requiring at least one overnight stay in the hospital*

*Note: Investigations will be initiated as soon as conditions permit; but, when necessarily delayed due to weather or other travel restrictions, they will be excluded from this measure.*

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### **Strategic Goal 2:**

*Promote a safety and health culture in the Alaskan workplace (both public and private sectors) through compliance assistance, cooperative programs, and consultation assistance.*

A critical part of a safe and healthy workplace is a knowledgeable employer and employee. Both employers and employees must be involved in workplace safety for the State of Alaska to realize its goal of a safe and healthy working environment. To that end, AKOSH will engage in the following activities.

- Outcome Goal: 2.1 Promote safety and health programs in the workplace
- Performance Goal: 2.1.a Develop and deliver training to workers and employers in the construction industry that target the most likely causes of injuries, illnesses, and fatalities
- Performance Goal: 2.1.b Develop and deliver training to workers and employers in the transportation and warehousing industry that targets the most likely causes of injuries, illnesses, and fatalities
- Performance Goal: 2.1.c Develop and deliver training to workers and employers in the seafood processing industry that targets the most likely causes of injuries, illnesses, and fatalities
- Outcome Goal: 2.2 Promote cooperative/partnership agreements and recognition programs as a means of lowering accident/fatality rates
- Performance Goal: 2.2.a While maintaining, at a minimum, a level of Voluntary Protection Program (VPP) sites in Alaska equal to that at the end of the FY 04-08 AKOSH Strategic Plan, increase this total by 10% over the course of this plan
- Performance Goal: 2.2.b While maintaining, at a minimum, a level of Safety and Health Achievement Recognition Program (SHARP) sites in Alaska equal to that at the end of the FY 04-08 AKOSH Strategic Plan, increase this total by 10% over the course of this plan

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### **Strategic Goal 3:**

*Secure public confidence through excellence in the development and delivery of AKOSH programs and services.*

As AKOSH refines its approach to service delivery and program development, staff training takes on a more important role. It also is important that AKOSH develop and implement the means to directly access the sources of data upon which this plan is dependent. To that end, AKOSH will engage in the following activities.

- Outcome Goal:      3.1     Ensure AKOSH staff is well trained and knowledgeable and is delivering services in a fair and consistent manner
- Performance Goal:    3.1.a   Work with OSHA Training Institute, Region X, and other sources to access training for compliance and consultation staff in basic and specialized subjects necessary to effectively carry out this plan
- Performance Goal:    3.1.b   In cooperation with Region X staff, conduct annual reviews of enforcement and consultation case files to evaluate the effectiveness and consistency of services

### Implementation Strategies for Strategic Goals 1, 2 & 3

- Maintain a strong enforcement presence for employers who do not meet their safety and health responsibilities (1.1, 1.2, 1.3, 1.4, 1.5 a-c)
  - ◆ Use the HHT and the AKCWST to target businesses with high injury/fatality rates
  - ◆ Concentrate efforts on the main causes of injuries and fatalities
- Target inspections using data-driven approaches to address hazards, industries, and occupations identified by AKOSH goals (1.1, 1.2, 1.3, 1.4, 1.5.a-c)
  - ◆ Use Workers' Compensation data and IMIS accident/fatality investigation data to direct resources where they will be most effective
- Coordinate AKOSH consultation and training strategies to impact the hazards and industries identified by our goals (2.1.a-c, 2.2.a-b)
  - ◆ Use the resources of the Consultation and Training section to target the high hazard industries and the main causes of injuries and fatalities; specifically the seafood processing specialist, VPP coordinator and the SHARP coordinator
  - ◆ Develop and deliver training specific to the construction industry and the major causes of injuries and fatalities
  - ◆ Develop public service announcements/training materials targeted against the same
- Initiate proactive approaches to address the hazards identified by the strategic planning process (1.1, 1.2, 1.3, 2.1.a-c, 2.2.a-b)
  - ◆ Use Workers' Compensation data and IMIS data to identify and target trends and changes in trends in injury/fatality statistics
  - ◆ Attempt to influence the direction that workplace safety and health takes in Alaska by using the tools available to Consultation and Training
- Develop partnerships and other cooperative agreements with the intent of involving employers and employees in creating and maintaining a safe and healthy workplace (1.1, 1.2, 2.1.a-c, 2.2.a-b)
  - ◆ Use cooperative agreements and partnerships where appropriate to impact injury/fatality rates
  - ◆ Strive to create new partnerships and cooperative agreements with other industries
  - ◆ Continue to place emphasis on participation in both the VPP and SHARP programs

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- Continue to develop AKOSH employees' skills to ensure that officers are well trained and knowledgeable, and are delivering services in a fair, equitable and consistent manner (1.1, 1.2, 2.1.a-c, 2.2.a-b, 3.1.a)
  - ◆ Continue to follow the TED 1.12a
  - ◆ Schedule at least two OTI training courses a year, one for delivery in Alaska and one for delivery in a Region X state
- Develop and provide in-house training designed to target the goals of this plan. Make safety and health information and materials easily accessible to employers and workers (2.1.a-c, 2.2.a-b)
- Continue to "sell" the VPP and SHARP programs to the Alaskan business community (2.2.a-b)
  - ◆ Participate in and maintain a booth at conferences and industry trade shows
  - ◆ Maintain emphasis on both programs in AKOSH Consultation and Training
  - ◆ Continue to work with existing members while promoting membership to other worksites
- Ensure worker participation in AKOSH on-site activities, including both inspections and consultation visits (2.1.a-c, 2.2.a-b)
  - ◆ Follow applicable regulations and directives
- Continue to develop and disseminate occupational safety and health training and reference materials that address the needs of small business employers and employees (2.1.a-c, 2.2.a-b)

Maintain the flexibility to recognize and react to changes that impact the safety and health of the Alaskan worker. (All Goals)

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### Appendix A

<b>Strategic Goal 1: Improve workplace safety and health in both the public and private sectors as evidenced by a reduction in the rate of injuries, illness, and fatalities.</b>				
<b>Outcome Goal</b>	<b>Performance Goal</b>	<b>Indicator</b>	<b>Data Source</b>	<b>Comments</b>
1.1 Reduce the number of workplace fatalities (five-year total) caused by circumstances that are under AKOSH jurisdiction by 10% as compared to the total number of workplace fatalities from the previous five-year period	1.1 Reduce the number of fatalities within AKOSH jurisdiction in the Alaskan workplace by 10% by the end of FFY 2013	Average number of fatalities in the work-place at the end of the five year period as compared to the average number of fatalities in the work-place for the previous 5-year period	IMIS fatality investigation counts  Baseline: (TBD) fatalities (five-year total)	The baseline for this goal will be determined by the overall number of fatalities from October 1, 2004 through September 30, 2008.
1.2 Reduce the number of worker injuries and illnesses in the construction industry by focusing compliance, consultation, and outreach efforts on the causes of "struck by" and "falling" incidents	1.2 Reduce the overall rate of lost time injuries and illness in construction as determined by the number of injuries and illnesses per hundred employees by 10%	Percent change in injuries and illnesses compared to number of workers in construction	Injury/illness data: Alaska State Workers Compensation loss time claims  Employment data: Alaska State Department of Labor and Workforce Development.	AKOSH will report the results of this goal in the annual report using data from Workers' Compensation for the industry as a whole.
1.3 Reduce the number of worker injuries and illnesses in the transportation and warehousing industry by focusing compliance, consultation, and promotional efforts on the causes of "struck by", "falling", and "caught in or between" incidents	1.3 Reduce the overall rate of lost time injuries and illnesses in the transportation and warehousing industry per hundred employees by 10%	Percent change in overall injury and illness rate in the transportation and warehousing industry	  Baseline: As reported on the final fourth quarter FY 2008 annual report as the overall rate of lost time injuries and illnesses in:  1.2 construction 1.3 transportation and warehousing 1.4 seafood processing	
1.4 Reduce the number of worker injuries and illnesses in the seafood processing industry by focusing compliance, consultation, and promotional efforts on the causes of "caught in or between", and "pinch-point (amputation)" incidents	1.4 Reduce the overall rate of lost time injuries and illnesses in the seafood processing industry per hundred employees by 15%	Percent change in overall injury and illness rate in the seafood processing industry		

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Outcome Goal	Performance Goal	Indicator	Data Source	Comments
1.5 Respond effectively to legal mandates, so Alaskan workers are provided protection under the AKOSH Act	<p>1.5.a Initiate inspections of fatalities and catastrophes within one (1) working day and other reportable incidents of two or less hospitalizations within seven (7) working days for 90% of occurrences.</p> <p>1.5.b Initiate investigations within one (1) working day or conduct inspections within seven (7) working days for 90% of worker complaints</p> <p>1.5.c Resolve 75% of all discrimination cases within 90 days</p>	<p>Percent of FAT/CAT with inspections initiated within 1 day for fatalities and incidents of 3 or more hospitalizations and within 7 working days for incidents of 2 or less hospitalizations</p> <p>Percent of worker complaint investigations initiated within 1 working day and inspections within 7 working days</p> <p>Percent of discrimination cases resolved within 90 days</p>	FAT/CAT reports from NCR  NCR/IMIS reports  NCR/IMIS reports	<p>NOTE: Inspections will be initiated as soon as conditions permit; but, when necessarily delayed due to weather or other travel restrictions, they will be excluded from this measure.</p>

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**Strategic Goal 2: Promote a safety and health culture in the Alaskan workplace through compliance assistance, cooperative programs, and consultation assistance.**

Outcome Goal	Performance Goal	Indicator	Data Source	Comments
2.1 Promote safety and health programs in the workplace	<p>2.1.a Develop and deliver training to workers and employers in the construction industry that target the most likely causes of injuries, illnesses, and fatalities</p> <p>2.1.b Develop and deliver training to workers and employers in the transportation and warehousing industry that targets the most likely causes of injuries, illnesses, and fatalities</p> <p>2.1.c Develop and deliver training to workers and employers in the seafood processing industry that target the most likely causes of injuries, illnesses, and fatalities</p>	<p>Number of outreach and training visits in the construction industry</p> <p>Number of outreach and training visits in the transportation and warehousing industry</p> <p>Number of outreach and training visits in the seafood production industry</p>	IMIS reports   IMIS reports  IMIS reports	<i>Annual goal for 2.1.a, 2.1.b, &amp; 2.1.c combined: <u>2000</u> employees from <u>all</u> NAICS trained per year</i>

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<b>Outcome Goal</b>	<b>Performance Goal</b>	<b>Indicator</b>	<b>Data Source</b>	<b>Comments</b>
<p>2.2 Promote cooperative/partnership agreements and recognition programs as a means of lowering accident/fatality rates</p>	<p>2.2.a While maintaining, at a minimum, a level of VPP sites in Alaska equal to that at the end of the FY 04-08 AKOSH Strategic Plan, increase participation by 10% over the course of this plan</p> <p>2.2.b While maintaining, at a minimum, a level of SHARP sites in Alaska equal to that at the end of the FY04-08 AKOSH Strategic Plan, increase participation by 10% over the course of this plan</p>	<p>Number of VPP site participants</p> <p>Number of SHARP site participants</p>	<p>Fourth quarter final report for FY08 report of final number of VPP sites. <i>Baseline: TBD</i></p> <p>Fourth quarter final report for FY08 report of final number of SHARP sites <i>Baseline: TBD</i></p>	

<b>Strategic Goal 3: Secure public confidence through excellence in the development and delivery of AKOSH programs and services.</b>				
<b>Outcome Goal</b>	<b>Performance Goal</b>	<b>Indicator</b>	<b>Data Source</b>	<b>Comments</b>
<p>3.1 Ensure AKOSH staff is well trained and knowledgeable and are delivering services in a fair and consistent manner</p>	<p>3.1.a Work with OSHA Training Institute and Region X to access training for compliance and consultation staffs in basic and specialized subjects necessary to effectively carry out this plan</p> <p>3.1.b In cooperation with Region X staff, conduct annual reviews of enforcement and consultation case files to evaluate the effectiveness and consistency of services</p>	<p>Number of staff trained and type of training received</p> <p>Annual review by Region X</p>	<p>AKOSH Training Officer report</p> <p>Region X visit</p>	

**AKOSH Strategic Plan 2009-2013**  
**ANNUAL MATRIX OF GOALS AND BASELINES**  
**Appendix B**

<b>Goal</b>	<b>By end of FFY 2009</b>	<b>By end of FFY 2010</b>	<b>By end of FFY 2011</b>	<b>By end of FFY 2012</b>	<b>By end of FFY 2013</b>
1.1	Goal is for entire five-year period	Target: 10% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.			
1.2	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.
1.3	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.	Target: A 2% reduction Baseline: Total from 4 <sup>th</sup> quarter FY08 final report.
1.4	Target: A 3% reduction Baseline: Lost time illness/injury rate averaged from FY07-08 Workers' Compensation data.	Target: A 3% reduction Baseline: Lost time illness/injury rate averaged from FY07-08 Workers' Compensation data.	Target: A 3% reduction Baseline: Lost time illness/injury rate averaged from FY07-08 Workers' Compensation data.	Target: A 3% reduction Baseline: Lost time illness/injury rate averaged from FY07-08 Workers' Compensation data.	Target: A 3% reduction Baseline: Lost time illness/injury rate averaged from FY07-08 Workers' Compensation data.
1.5.a	90% in 1 day for FAT/CAT 90% in 7 days for 2 or less	90% in 1 day for FAT/CAT 90% in 7 days for 2 or less	90% in 1 day for FAT/CAT 90% in 7 days for 2 or less	90% in 1 day for FAT/CAT 90% in 7 days for 2 or less	90% in 1 day for FAT/CAT 90% in 7 days for 2 or less
1.5.b	90% complaints inspected within 7 days investigated within 1 day	90% complaints inspected within 7 days investigated within 1 day	90% complaints inspected within 7 days investigated within 1 day	90% complaints inspected within 7 days investigated within 1 day	90% complaints inspected within 7 days investigated within 1 day
1.5.c	75% in 90 days				
2.1.a	Training developed and delivered according to specified target NAICS	Continuation of previous	Continuation of previous	Continuation of previous	Continuation of previous
2.1.b					
2.1.c					
2.2.a	Maintain Baseline: TBD	Maintain Baseline: TBD	Maintain Baseline: TBD	Maintain Baseline: TBD	Maintain Baseline: TBD Increase by 10% over the course of the plan
2.2.b	Maintain Baseline: TBD	Maintain Baseline: TBD	Maintain Baseline: TBD	Maintain Baseline: TBD	Maintain Baseline: TBD Increase by 10% over the course of the plan
3.1.a	Training for Enforcement Officers and Consultants in compliance with TED 1.12a	Training for Enforcement Officers and Consultants in compliance with TED 1.12a	Training for Enforcement Officers and Consultants in compliance with TED 1.12a	Training for Enforcement Officers and Consultants in compliance with TED 1.12a	Training for Enforcement Officers and Consultants in compliance with TED 1.12a
3.1.b	Annual review conducted				