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The Village Resume Project: Market Assessment

Summary Report of Key Findings of Market Assessment

Submitted to:

STATE OF ALASKA
Department of Commerce, Community and Economic Development
Division of Economic Development
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Overview

Three Star Enterprises LLC (Consultant) was contracted by the State of Alaska, Division of Economic Development (DED) to determine market interest in Village Resume, a proposed web portal that would provide a single site to extensively profile the human resource, local business, and other community assets and resources that might be available in rural Alaska villages to support rural development projects. Challenging economic conditions in rural Alaska and high unemployment in rural Alaska are the two primary drivers fueling interest in exploring new strategies and tools such as Village Resume to reverse these negative trends. The Village Resume, if fully implemented, would coordinate, combine, and expand existing community, employment, and local resource information across various public agency datasets and websites for the purpose of increasing:

- Local Employment
- Leasing of local equipment
- Sourcing of other local resources for rural development projects

Funding for the market assessment was provided by the Denali Commission, and administered by the Department of Commerce, Community, and Economic Development (DCCED), Division of Economic Development (DED). An Internal Review Committee (IRC) with representation from state and federal agencies, including the Denali Commission, was convened to assist in the project oversight, review, and guidance.

Purpose and Goals

The primary purpose of the Village Resume Market Assessment was to determine the demand for Village Resume among targeted users and beneficiaries, construction contractors, targeted community stakeholders, and state and federal agencies responsible for developing rural Alaska infrastructure. The Village Resume Market Assessment aimed to:

- Gauge interest in the Village Resume concept
- Ascertain whether various stakeholder groups believed the Village Resume tool would be helpful for promoting the village workforce and community assets
- Determine whether businesses would use the tool and whether villages would help populate the tool with relevant data
- Gauge whether the tool is in fact needed, and lastly
- Determine whether villages would benefit

Methodology

The Village Resume Market Assessment consisted of key informant interviews utilizing both qualitative, open-ended questions and some quantitative questions with the option to provide additional open-ended feedback. The Consultant worked with the DED Project Manager, Nicole

Grewe, and the IRC to identify key informants to interview from a list of Denali Commission partner agencies, contractors who had been awarded substantial amounts of work funded by the Denali Commission, and three pre-selected villages. With the exception of village job seekers that were interviewed, all key informants chosen were key decision makers, managers, and/or owners. Three different but similar interview scripts were developed, one for agencies, contractors, and villages. Individuals interviewed were asked to speak from a community-wide, agency-wide, or business-wide perspective whenever possible. There were 21 thematic questions across six difference assessment categories. The assessment categories included:

1. Local Hire and Business Development Challenges
2. Existing Job Search and Recruitment Methods and Tools
3. Existing Public Employment Services and Tools
4. Village and Worker Profiles
5. Village Internet Access
6. Overall Value, Use, Need, and Benefit

In total, 48 individuals participated in the interview process representing 16 different state, city, tribal, and community development agencies, 11 different contractors, and residents from the villages of Igiugig, Kipnuk, and Emmonak. In general, there was very little opposition to the interviews, and only one interview was declined, due to an apparent conflict of interest. All interviews were transcribed and a thematic analysis done of the qualitative responses to identify recurring themes. Quantitative responses were recorded in Microsoft Excel spreadsheets and the data subsequently graphed.

Key Informant Interview Findings

Questions asked during the interviews were both qualitative and quantitative, and included both questions pertaining to Village Resume, as well as broader questions dealing with local hire and economic development challenges in general. The *Village Resume Project: Market Assessment* report includes a detailed review of all qualitative questions asked. The essential questions DED was primarily concerned about were quantitative in nature, the results of which were generally favorable and in support of implementing the Village Resume concept. The following table summarizes whether interviewees thought Village Resume would be helpful, whether their company would use the tool, whether the tool is needed, and whether villages would benefit from the tool.

VILLAGE RESUME ESSENTIAL QUESTIONS*			
Will Village Resume be Helpful?			
GROUP	**Somewhat Helpful**	**Very Helpful**	**Combined**
Agencies	31%	56%	88%
Contractors	37%	55%	92%
Villages	31%	56%	87%
Will Your Company Use Village Resume?			
GROUP	**% Responding Very Likely**		
Contractors	82%		
Is Village Resume Needed?			
GROUP	**Moderate Need**	**Significant Need**	**Combined**
Agencies	32%	50%	82%
Contractors	18%	64%	82%
Villages	44%	50%	94%
Will Villages Benefit from Village Resume?			
GROUP	**Somewhat Likely**	**Very Likely**	**Combined**
Agencies	50%	25%	75%
Contractors	27%	64%	91%
Villages	56%	38%	94%
*all percentages have been rounded			

Study Limitations

Challenges discovered during and after the interview sessions included that:

- Village samplings were limited to three villages, with one village having only 60 residents
- Language difficulties with questionnaire
- Difficulty conveying Village Resume concept without an actual model
- Lack of emphasis on technical feasibility
- Participants provided input without regard to any financial or technical limitations or constraints to implementing Village Resume

Project Recommendations

To ensure that participants had the opportunity to suggest strategies to improving the local economy without regard to Village Resume, key informants were asked several open-ended questions regarding how to improve local economic development. Key informant recommendations unrelated to Village Resume, but offered in the larger context of challenges to local hire and rural economic development included the following needs:

- Improve inter-agency communication
- Implement a rural Alaska local hire policy
- Support force account construction where possible and feasible
- Expand training programs and funding for construction trades for rural Alaska
- Provide business support and technical assistance to ANCSA village corporations and village entrepreneurs
- Continue to expand Internet access and connectivity, including providing for public Internet access points in villages
- Invest in village-based construction resources

Key informant recommendations related specifically to Village Resume indicated strong support for implementing the Village Resume project, assuming the project implementation plan addresses remote data entry and the ability for regional organizations to customize the database to meet local data collection priorities that might not be priorities in other regions. In addition, key informants stressed the need to ensure that Village Resume is user friendly and is developed by stakeholder groups who would have some responsibility for collecting and maintaining Village Resume data.

Next Step Recommendations

Village information management systems currently in use around the state are not designed to leverage the rapidly expanding access to broadband Internet in rural Alaska. It is the Consultant's recommendation, based on feedback from around the state and numerous villages, that the state of Alaska begin to take incremental steps to move towards development of collaborative web-based village information management systems. A village information management strategic plan needs to be developed. That plan might consist of the following components:

- An inventory of existing public and private community, workforce, and business profile databases
- Development of a vision for what core village data and additional rich data sets should be maintained in the future as well as potential stakeholders
- Details regarding the software standards and information sharing protocols needed to enable the migration of Alaska's village information management system to an online, collaborative, real time network
- Functional requirements for the village information management platform, including addressing the need for customization on a regional basis based on differing information priorities and needs of the stakeholder
- Model information sharing agreements and data collection and maintenance agreements with stakeholders
- A funding strategy for phased implementation

A key strategy to consider when implementing this plan would be for the state of Alaska to continue to focus on the core data it currently maintains (i.e., DCCED Community Profiles, DOLWD ALEXsys workforce data, DCCED business license data, etc.), while incrementally adding access to additional rich data through data maintenance agreements with regional and statewide partners. Hence, a decision to implement Village Resume is not an all or nothing choice. Just as the Internet was not built over night, neither will Village Resume. In fact, it is probably best to frame the discussion about Village Resume as a policy matter: will it be the policy of the State of Alaska to take concerted steps to migrate village information management to a real time collaborative information management system, or maintain the status quo where current systems simply are not set-up to support multi-agency information sharing?

Acronyms

Acronym	Description
AEA	Alaska Energy Authority
ANCSA	Alaska Native Claims Settlement Act
ANTHC	Alaska Native Tribal Health Consortium
ARDOR	Alaska Regional Development Organization
AVCP	Association of Village Council Presidents, Inc.
AVCPRHA	Association of Village Council Presidents Regional Housing Authority
AVEC	Alaska Village Electric Cooperative
CDQ	Community Development Quota
Consultant	Three Star Enterprises LLC
CVRF	Coastal Villages Region Fund
DCCED	Department of Commerce, Community, and Economic Development
DCRA	Division of Community and Regional Affairs
DED	Division of Economic Development
DEHE	Division of Environmental Health and Engineering
DOLWD	Department of Labor and Workforce Development
EDA	Economic Development Administration
IRC	Internal Review Committee
LKEDC	Lower Kuskokwim Economic Development Council
OSHA	Occupational Safety and Health Administration
RUBA	Rural Utility Business Advisor
UAF	University of Alaska Fairbanks
VHF	Very High Frequency
VR	Village Resume
VSW	Village Safe Water
YDFDA	Yukon Delta Fisheries Development Association
YK Delta	Yukon Kuskokwim Delta

1. Introduction

1.1. Background

Rural Alaska is characterized by the vast, largely roadless distances between settlements, substantial infrastructure needs, challenging logistics, high unemployment and persistent poverty, as well as a complex organizational and political landscape. In any given village, one may find state and federal agencies, local municipal and tribal governments, community development corporations and a plethora of local, regional, and statewide non-profit organizations, not to mention local village and regional Alaska Native Claims Settlement Act (ANCSA) corporations. The advent of satellite communications and more recently the expansion of cellular service to most rural Alaskan villages has vastly improved the communications network, but in general, knowledge about rural Alaska, its resources, and its people, is sequestered in a bewildering array of "silos," some electronic, some connected to the world wide web, but a large percentage of which remains inaccessible to the general public.

The following figure highlights the large number of players involved in various aspects of collecting and maintaining community, business, and workforce data for the Yukon-Kuskokwim Delta alone. Because much of the data collection is uncoordinated, there is significant duplication of effort.

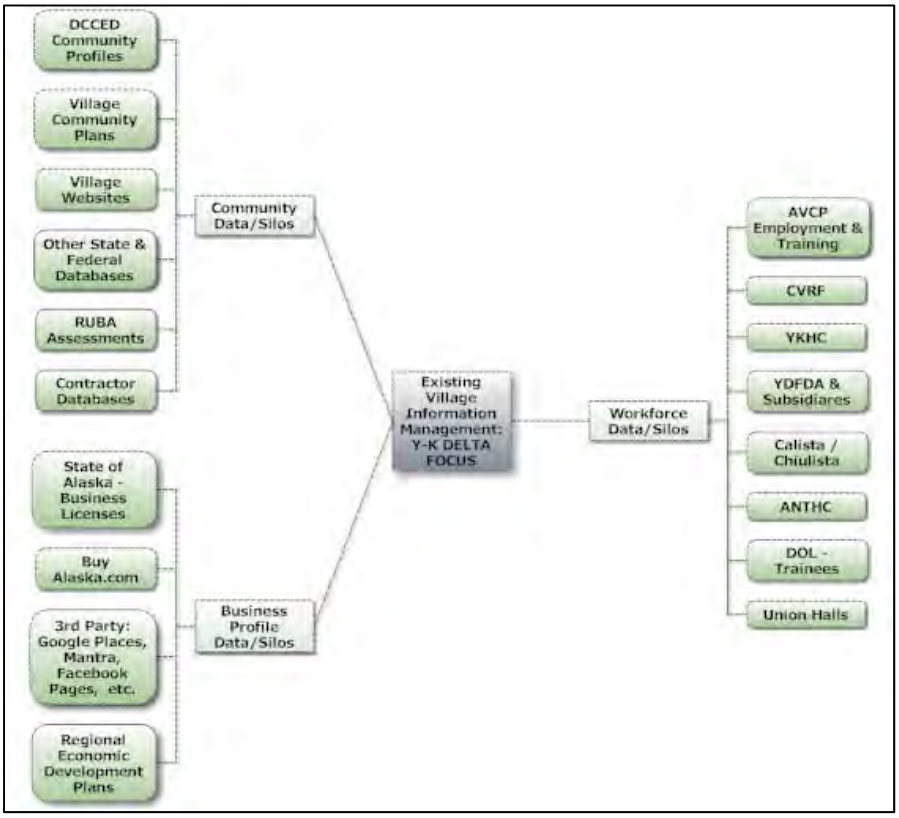

Figure 1: Community, Business, and Workforce Data Silos, Y-K Delta

Understanding the "lay of the land" is, for some corporations and private firms, considered a proprietary advantage over competitors, but the lack of readily-available information about village Alaska compromises the ability of villages, their local businesses, and their local workforce, to make meaningful and economic connections to the outside business community. In recent years, the economic opportunities have been substantial, as more than one billion dollars in state and federal funding has been invested in rural Alaska infrastructure development, the majority of which has been contracted out to typically urban-based contractors.

The belief that providing the broader business community more accurate, timely, and convenient access to data about village Alaska (and improving and coordinating data collection efforts) has been shared by a number of rural development proponents. The Village Resume Market Assessment is the first attempt to assess whether that belief is in fact widely shared, whether villages support the concept of making available more information about themselves, and whether contractors and agencies (the targeted consumers of that data) really believe improved access to data is both needed and potentially economically beneficial to rural Alaska.

The idea of creating a central web portal to extensively profile each village and its available assets is not a new one. According to members of the Village Resume Market Assessment's Internal Review Committee (IRC), the Village Resume concept has been discussed for nearly two decades. Since the concept's inception though, technology has advanced considerably, ushering in a new age of so-called real-time collaborative online applications, social media, and the expansion of broadband access in rural Alaska.

1.2. Village Resume Concept

As used in this report, the "Village Resume" concept is a tool for increasing local hire and business utilization in rural Alaska. It would be a conduit for providing businesses working in rural Alaska with timely and relevant information to facilitate local hire, sub-contracting, provisioning, and sourcing of materials for rural development projects. It is envisioned as a one-stop shop, web-based portal that will provide businesses and public agencies with comprehensive information about locally-available resources. The Village Resume would provide maximum benefit to local residents and businesses by facilitating the utilization of local labor, material, and other resources as infrastructure projects are constructed across Alaska.

As an Internet resource, the Village Resume would provide user-friendly access to village-level information for the purpose of increasing local employment, leasing of equipment, and sourcing of additional resources for rural development projects. In concept, the Village Resume would identify the following local resources:

- Labor for local job opportunities
- Businesses as sub-contractors and vendors providing supplies, lodging, and other services

- Construction resources including heavy equipment, vehicles, and permitted sources of sand and gravel
- Logistics information including transportation and shipping options
- Community information including government, key contacts, and other local information

The goal, if Village Resume is fully implemented, would be to coordinate, combine, and expand existing community, employment, and local resource information across various public agency datasets and websites for the purpose of increasing:

- Local Employment
- Leasing of local equipment
- Sourcing of other local resources for rural development projects

Whereas significant amounts of data are already accessible online, a key assumption regarding the architecture of Village Resume would be that Village Resume data is housed in a collaborative online portal linking likely multiple databases across the Internet. The portal would allow for remote data entry and information would be updated in real time by distributed stakeholders rather than a single agency or office in a single geographic location.

1.3 Study and Contract Purpose

The scope of work for the Village Resume Market Assessment consisted of a market assessment to determine if the users and beneficiaries of Village Resume will realize the perceived benefits and values, participate in its development and maintenance, and ensure the success of the project. The official scope of work included the following:

- Developing interview questions to determine the feasibility of the project concept
- Conducting face-to-face and telephone interviews with construction contractors, state and federal agency representatives, and other stakeholders
- Conducting face-to-face interviews with community stakeholders in the villages of Emmonak, Igiugig and Kipnuk
- Writing a report summarizing key findings with regard to the project's feasibility
- Presenting the findings to project stakeholders, including state and federal agency representatives, contractors, and rural community leaders

Note that after award of the contract, it was mutually agreed upon between Three Star Enterprises LLC (Consultant) and the State of Alaska, Division of Economic Development's Project Manager Nicole Grewe that a more technically accurate description of the project title was "The Village Resume Project: Market Assessment" rather than "Village Resume Project: Feasibility Study" as the primary intent of the key informant interviews was not so much to address the technical feasibility of the web-portal, but rather, gauge stakeholder interest and commitment to the concept. In short, the project title was amended to better reflect the project's purpose, objectives, and scope of work as outlined in DED's request for proposals. The

primary emphasis throughout the assessment was to determine whether key informants interviewed were supportive of the concept, committed to implementing and/or using the tool, and further whether they thought the villages would actually benefit from development of the Village Resume tool.

The Village Resume Market Assessment did not address the technical feasibility of developing and deploying any type of web-based portal capable of correlating data across multiple state and federal databases. It was generally assumed that the technology and expertise exists in Alaska to implement the type of web-portal envisioned with Village Resume, although without a technical investigation of the existing databases to determine the nature of those databases and without a well-defined requirements statement, cost could become an issue. At the same time, even with the recent improvements in broadband infrastructure, it was not assumed that access to the Internet (a key factor in Village Resume's potential success) was or is ubiquitous, and connectivity issues were included in the Village Resume interview scripts.

1.4 Project Leadership

The Village Resume Market Assessment is a collaboration between the Alaska Department of Commerce, Community, and Economic Development (DCCED) and the Denali Commission, a federal agency. Funding for the project was provided by the Denali Commission, with DCCED providing in-kind project management and administration. As a result of a competitive procurement process, DCCED's Division of Economic Development (DED) contracted with Three Star Enterprises LLC to conduct the market assessment. Nicole Grewe, Economic Analyst, was appointed the Project Manager for DED.

In order to gain the input of a broad spectrum of state and federal agencies, DED formed an Internal Review Committee (IRC) to review the key informant findings and render an opinion as to whether the State of Alaska and federal governments should further invest in developing and possibly deploying Village Resume. The IRC was developed to represent diverse public sector perspectives and ensure no singular opinion or perspective dominated the future of the IRC or of IRC initiatives such as Village Resume. This was a built-in check and balance to protect the integrity of the project. The IRC consisted of the following individuals:

- Wanetta Ayers, Director, State of Alaska, Division of Economic Development (DED).
- Nicole Grewe, Economic Analyst, State of Alaska, Division of Economic Development (DED)
- Jimmy Smith, Local Government Specialist, State of Alaska, Division of Community and Regional Affairs (DCCED)
- Corine Geldhof, Director, State of Alaska, Division of Business Partnerships (DOLWD)
- Karen Johnson, Training Program Manager, Denali Commission (a federal agency)
- Shirley Kelly, Alaska Region, US Economic Development Administration (EDA)

The IRC held its first meeting on May 13th, 2011 to assist with project scoping and to provide input on key informants to interview. A second meeting with the IRC was held on September 30th, 2011 to review the Consultant's draft *Summary Report of Key Findings*.

2. Methodology

2.1 Overview

The Village Resume Market Assessment consisted of key informant interviews utilizing both qualitative, open-ended questions, and some quantitative questions with the option to provide additional open-ended feedback. In all, 48 individuals participated in the interview process. All interviews were transcribed and a thematic analysis done of the qualitative responses to identify recurring themes, which are summarized in the key informant findings sections that follow. Quantitative responses were recorded in Microsoft Excel spreadsheets and the data subsequently graphed. More detailed notes regarding the project's methodology are provided in the Methodology section that follows.

2.2 Methodology

Three different types of stakeholder groups were identified for purposes of interviewing key informants: agencies, contractors, and villages. An initial list of suggested key informants was provided by the Consultant, while IRC members were also requested to provide names of key individuals to be interviewed, with an eye towards selecting individuals from the Denali Commission Partner Programs.

For contractors, a term loosely used to refer to businesses operating in rural Alaska with a majority being construction firms, the Consultant attempted to balance the interests of firms specializing in "force-account" construction with traditional "hard-dollar" general contractors by suggesting names from both sub-groups. IRC members suggested names of contractors that have participated in significant levels of rural Alaska infrastructure development and construction, particularly those projects funded with Denali Commission dollars.

Figure 2: Project Map Showing Participating Villages

To ensure a broad range of perspectives during the on-site

village interviews, it was mutually agreed upon that the Consultant would seek out local perspectives from the local worker or job seeker's perspective, from the local business management's perspective, and lastly, from the local leadership's perspective. In some cases, local leaders wore more than one hat, and may also have been speaking from a business perspective. In all, three villages were selected prior to the award of the Consultant's contract. The villages were: Emmonak, Igiugig, and Kipnuk, all in southwest Alaska. Consultant's employees traveled to each village during the summer of 2011 to conduct the key informant interviews. Whereas with the contractors and agencies it was easier to identify specific individuals to interview up front, several key informants in the villages were selected based on last-minute suggestions from local leaders. This was particularly the case when trying to interview village workers, as their availability for an interview could not be confirmed until actually being on the ground in the village.

For agencies, key informants were also selected from the Denali Commission partner lists, which are available in Appendix B. Those agencies with active discretionary community development programs directly benefiting rural Alaska were selected. Because two of the three villages interviewed are located in the Y-K Delta region, a wide cross-section of active community development agencies was selected from the Y-K Delta region, including the regional tribal non-profit Association of Village Council Presidents (AVCP), both Community Development Quota (CDQ) groups from the region (Coastal Villages Region Fund and the Yukon Delta Fisheries Development Association), the Lower Kuskokwim Economic Development Council (LKEDC), the Association of Village Council Presidents Regional Housing Authority (AVCPRHA), the Yukon Kuskokwim Health Corporation (YKHC), as well as several statewide agencies that are active in the region, including the Alaska Native Tribal Health Consortium (ANTHC), the Alaska Village Electric Cooperative (AVEC), Village Safe Water (VSW), and the Alaska Energy Authority (AEA). Nearly all of the aforementioned agencies are involved in some rural Alaskan infrastructure development and some have active construction divisions.

The following tables summarize each of the individuals and entities interviewed. In some instances, multiple individuals from the same organization or company participated in the interview. In general, most people interviewed were cooperative and very few people declined an interview. This was either because of an apparent conflict of interest or because the entity to be interviewed had not recently been involved in any rural infrastructure development.

As par the Village Resume Market Assessment, interviews with the following agencies were completed as part of this assessment:

AGENCY INTERVIEWS				
Name of the Organization	**Position Held**	**First and Last Name of Interviewees**	**Place of Interview**	**Date of Interview**
Alaska Energy Authority (AEA)	Executive Director; Deputy Director Rural Energy Group	Sara Fisher-Goad and Sandra Moller	Anchorage	08/12/2011
Alaska Native Tribal Health Consortium (ANTHC/DEHE)	Director of Construction, Senior Director	JW Graves and Steve Weaver	Anchorage	07/27/2011
Alaska Village Electric Cooperative (AVEC)	President and CEO	Meera Kohler	Anchorage	07/25/2011
Coastal Villages Region Fund (CVRF)	Project Manager	Dawson Hoover	Anchorage	07/27/2011
State of Alaska, Department of Labor	Program Coordinator	Roger Foisy	Anchorage	07/26/2011
State of Alaska, DHS&EM	Chief of Plans	David Kane	Phone	07/29/2011
Lower Kuskokwim Economic Development Council (ARDOR)	Executive Director	Carl Berger	Phone	08/09/2011
Northern Industrial Training (NIT) (Training Grantee)	Executive Vice President	Joey Crum	Palmer	07/26/2011
Rural Alaska Community Action Program	Director of Planning and Construction Division	Mitzi Barker	Phone	07/28/2011
Village Safe Water	Program Manager	Greg MaGee	Phone	07/28/2011
Yukon Delta Fisheries Development Association (YDFDA)	Rural Development Specialist	Deborah Vo	Anchorage	07/26/2011
Association of Village Council Presidents (AVCP) Inc.	President	Myron Naneng	Bethel	07/20/2011
Association of Village Council Presidents Regional Housing Authority (AVCPRHA)	President and CEO	Ron Hoffman	Bethel	07/20/2011
Yukon Kuskokwim Health Corporation (YKHC)	President and CEO, VP Support Services	Gene Peltola and Greg McIntyre	Bethel	07/20/2011
State of Alaska, Department of Community and Regional Affairs	Director	Scott Ruby	N/A	N/A Submitted Written Comments
University of Alaska Fairbanks (UAF)	Director, Alaska Native and Rural Development	Miranda Wright	Phone	08/12/2011

Table 1: Agency Interviews

In addition to the above agencies, the following contractors, construction management firms, and businesses were interviewed:

CONTRACTOR INTERVIEWS:				
Name of the Organization	**Position Held**	**First and Last Name of Interviewees**	**Place of Interview**	**Date of Interview**
Association of General Contractors	Executive Director	John McKinnon	N/A	DECLINED
Brice Incorporated	HR Director/Contracts	Krista Lord and Beverly Beshaler	Phone	08/09/2011
CE2 Engineers, Inc.	Project Manager	David Harvey	Palmer	07/08/2011
Chiulista Services Inc.	Senior Vice President of Alaska Operations	Monique Henriksen	Anchorage	07/29/2011
CRW Engineering Group	Project Manager	Andrea Meeks	Anchorage	07/12/2011
Dowl HKM	Senior Project Manager	Stephen J. Schwict Sr. and Kendall E. Gee	Anchorage	07/29/2011
Dowland Construction Inc.	Project Manager	Shawn Gwaltney	Anchorage	08/08/2008
Koht'aene Enterprises LLC	President	Roy Tansy Jr.	Phone	08/09/2011
Paug-Vik Development Corporation Inc.	General Manager	Maurice Labrecque	Anchorage	07/29/2011
Pro West Contractors	Member of LLC	Robert Gilman	Palmer	07/07/2011
R and M Consultants	Senior Vice President	Frank Rast	Anchorage	07/07/2011
STG Incorporated	President	James St. George	Anchorage	07/12/2011

Table 2: Contractor Interviews

Lastly, the following individuals representing local village businesses, local leadership, and local job-seeking individuals were interviewed from three villages:

VILLAGE INTERVIEWS					
(L)eadership, (B)Business Manager, (W)orker	Name of the Organization	Position Held	First and Last Name of Interviewees	Place of Interview	Date of Interview
B	Kukatlik Ltd.	General Manager	Andrew Dock	Kipnuk	07/20/2011
L	Native Village of Kipnuk	Tribal Administrator	Jimmy Paul	Kipnuk	07/20/2011
B	Kukatlik Ltd.	General Manager	Sam Amik	Kipnuk	07/20/2011
W	ANTHC	Foreman	Sammy Dock	Kipnuk	07/20/2011
W	Native Village of Kipnuk	Light Plant Manager	Samuel Carl	Kipnuk	07/20/2011
W	N/A	Student, Igiugig member	Sheryl Wassilie	Anchorage	07/25/2011
L and B	Igiugig Village Council	Tribal Administrator	Alex Anna Salmon	Anchorage	07/25/2011
B	Iliamna Lake Contractors	Assistant General Manager	Carl Hill	Igiugig	07/21/2011
B and W	Iliamna Lake Contractors	Heavy Equipment Operator	Jackie Wassilie	Igiugig	07/21/2011
L and B	Igiugig Village Council	Environmental Director and Tribal Council and also operates local Bed and Breakfast	Christina Salmon	Igiugig	07/21/2011
L	Chuloonawick Tribal Council	Acting Administrator	Bambi Akers	Emmonak	07/22/2011
W	N/A	Job Seeker	Gordon Westlock	Emmonak	07/22/2011
B	Kwikpak	General Manager	Jack Schultheis	Emmonak	07/22/2011
L	City of Emmonak	City Manager	Martin Moore	Emmonak	07/22/2011
W	N/A	Seasonal Operator	Ronald Waska	Emmonak	07/22/2011
W	N/A	Student	Willy Augustine	Emmonak	07/22/2011

Table 3: Village Interviews

2.3 Interview Instruments and Assessment Categories

Three different sets of interview scripts were developed, one for agencies, contractors, and villages. The following table paraphrases the questions asked, and groups each set of questions into six general assessment categories which are discussed further in sections 2.3.1-2.3.6. The complete interview scripts for agencies, contractors, and villages, are available in the Appendices.

SUMMARY OF VILLAGE RESUME INTERVIEW SCRIPTS						
#	Assessment Category	Type:	Nature of the Question:	Questions: Agencies	Contractors	Villages
N/A	Profile	Profile	What is your name, position, organization and agency?	A1	C1	V1
1	**Local Hire and Business Development Challenges**	Qualitative	Three things to increase the use of local workers, businesses, and village resources?	A2	C2	V2
2		Qualitative	Greatest challenges to employing village residents?	A11	C13	V14
3		Qualitative	Three contributions government can make to improve economy?	A12		
4	**Existing Job Search and Recruitment Methods and Tools**	Qualitative	How do residents in your community find and apply for employment opportunities?			V3
5		Qualitative	What websites, talent banks, tools are accessed to find work?			V4
6		Qualitative	How does your company recruit workers?		C3	
7		Qualitative	Does your company consult online data and tools to support your project?		C4	
8	**Existing Public Employment Services and Tools**	Qualitative	Does your agency collect information about local resources? What type of information and can you share?	A3		
9		Quantitative	Familiarity with Alaska's Job Bank (ALEXsys)?	A4	C5	V6
10		Quantitative	Familiarity with Alaska's DOL Job Center?			V5
11		Qualitative	Do state/federal/other websites or databases adequately portray and promote village resources? What improvements are needed?	A5	C6	V7
12		Qualitative	Best way to address missing information? Who should take the lead?	A6		
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

SUMMARY OF VILLAGE RESUME INTERVIEW SCRIPTS - continued						
				Questions:		
#	Assessment Category	Type:	Nature of the Question:	Agencies	Contractors	Villages
13	**Village and Worker Profiles**	Qualitative	What types of worker information would be most helpful in hiring?		C9	
14		Qualitative	What types of resources does your village have that can be better utilized?			V10
15	**Village Internet Access**	Quantitative	How would you characterize use of online tools, social media, etc.?			V8
16	**Essential Questions: Value, Use, Need, and Overall Benefit**	Quantitative	How helpful would an online tool be for promoting local workers?	A7	C7	V9
17		Quantitative	If an online tool were available to identify local workers, how likely would the business community use it?	A9	C11	
18		Qualitative	If VR existed, would your village use it?			V11
19		Quantitative	If VR existed, would your company use it?		C8	
20		Quantitative	What is the overall level of need for VR?	A8	C10	V12
21		Quantitative	Will rural villages benefit from VR?	A10	C12	V13
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 4: Summary of Interview Scripts

2.3.1 Assessment Category: Local Hire and Business Development Challenges

The questions that have been grouped together in the Local Hire and Business Development Challenges assessment category share a common theme, namely, encouraging interview participants to share candidly their suggestions for improving the village economy and increasing opportunities for the village workforce. The goal of these questions was to ensure that participants had an opportunity to suggest strategies other than Village Resume. The questions also served as effective ice breakers, and most interviewees took full advantage of the opportunity to share their ideas freely.

2.3.2 Assessment Category: Existing Job Search and Recruitment Methods and Tools

The questions grouped together in the Existing Job Search and Recruitment Methods and Tools assessment category were structured to gain insight into current methods used by companies to both recruit rural Alaskans and learn about other resources available in the villages. This assessment category also aimed to find out how the village workforce is currently seeking job opportunities. In general, the intent was to determine whether there is a culture and tradition of already relying on disparate Internet resources and tools to coordinate the hiring of the rural Alaskan workforce and the provisioning of rural Alaskan resources and services, or whether other methods were being used. It was from asking these questions that participants shared some rather unconventional recruiting methods (i.e., announcing job opportunities via marine radio), as well as some unforeseen potential advantages of Village Resume (i.e., a more level playing field).

2.3.3 Assessment Category: Existing Public Employment Services and Tools

Whereas the previous assessment category sought to gain insight into how villages and companies coordinate hiring and recruitment, the Existing Public Employment Services and Tools assessment category questions aimed to gain insight into whether existing public employment tools and services are being utilized in rural Alaska. The goal with these questions was to ascertain whether contractors and villages are familiar with existing services and tools and to determine whether Village Resume needs to address gaps in services and tools or whether aspects of Village Resume are already being adequately addressed.

2.3.4 Assessment Category: Village and Worker Profiles

The Village and Worker Profile assessment category questions brings the Village Resume concept into further focus by seeking to determine what specific data sets and village and worker attributes should be collected and maintained by Village Resume.

2.3.5 Assessment Category: Village Internet Access

The Village Internet Access assessment category question was seen as essential to determining the feasibility of Village Resume. A major assumption was made that the disparate village information silos that exist can only be effectively bridged, collated, maintained, and disseminated via a web platform. Therefore, it was essential to determine whether in fact Internet access, and so-called online collaborative applications, have reached rural Alaska and whether the village population has readily integrated such tools into daily life.

2.3.6 Assessment Category: Essential Questions – Value, Use, Need, and Benefit

The last assessment category, the Essential Questions: Value, Use, Need, and Benefit, is the heart of the Village Resume Market Assessment and the questions posed all directly focused on whether Village Resume would be valuable for contractors and the village workforce in terms of increasing local hire and use of resources, whether in fact such a tool would be used by the contractors and business community, ultimately whether the platform is needed, and lastly, whether the substantial investment required to launch, operate, and maintain the Village Resume web portal would, in the end, benefit rural Alaska. Critical to the market assessment was not to make the assumption that another technological tool was the answer, but rather, to explore whether the villages, contractors, and agencies believed there is a meaningful role for Village Resume to play in terms of increasing local hire and improving village access to more economic opportunities.

3. Key Informant Findings

3.1 Local Hire and Business Development Challenges and Solutions

#	Assessment Category	Type:	Nature of the Question:	Questions: Agencies	Contractors	Villages
1	**Local Hire and Business Development Challenges**	Qualitative	Three things to increase the use of local workers, businesses, and village resources?	A2	C2	V2
2		Qualitative	Greatest challenges to employing village residents?	A11	C13	V14
3		Qualitative	Three contributions government can make to improve economy?	A12		
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 5: Local Employment and Business Development Challenges Questions

Questions 1-3 were open-ended questions that enabled participants to comment on local hire and business development challenges experienced during all phases of planning, developing, and implementing rural based community projects. Solutions recommended by key informants to resolve such issues ranged from minor process changes to recommendations for high level legislative changes at the state and/or federal level.

3.1.1 Key Informant Findings

Responses

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
1	Local Hire Issues and Economy	A2, C2, V2	Three things to increase the use of local workers, businesses, and village resources:	
TOP 3 AGENCY RESPONSES			**TOP 3 CONTRACTOR RESPONSES**	**TOP 3 VILLAGE RESPONSES**
Workers need to be trained/skilled in specialized fields/trades			Training, availability and competency of workforce	More jobs available, creation of jobs, and awareness of them
Listing current residents with qualifications and experience			Availability of local services and resource information	Training and certification in technical skills and fields for local jobs
Enforce local hire through force account and /or contract mechanisms			Listing of available workers with certifications, licenses and availability	Preference for local hire

Table 6: Responses to How to Increase the Use of Local Workers, Businesses and Village Resources

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
2	Local Hire Issues and Economy	A11, C13, V14	Greatest challenges to employing village residents and utilizing village businesses:	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
Lack of qualified, trained people and availability	Working around subsistence and commercial fishing seasons, being flexible, knowing cycles	Dependency on alcohol and drugs, not drinking too much
Lack of job skills, lack job training, need for additional training	Cultural differences (regionally) around work expectations and showing up for the job	Receive skills needed by going to training and education
Communication challenges with local communities and leadership	Proper training in place and availability of workers prior to work commencing	Subsistence way of life; motivating employable residents to have good work ethics

Table 7: Responses to Greatest Challenges to Employing Village Residents

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
3	Local Hire Issues and Economy	A12	Three contributions government can make to improve economy?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
Communication with villages regarding projects and conducting outreach	N/A	N/A
Funding training programs again, more money for training, dedicated to rural Alaska	N/A	N/A
Address disparity in wages	N/A	N/A

Table 8: Responses to Contributions Government can Make

Agencies

Nearly all of the agencies interviewed stressed that from both a financial and technical assistance point of view, it is critical for the local workforce to have adequate and relevant training in specialized areas (see Tables 6 and 7), whether they are personnel working at the job site, to the top administrators working within the community. Further complicating matters is the ever changing village leadership environment, the volatility of which compromises communications and exacerbates effective local project management (see Tables 7 and 8).

Considering rural Alaska's struggling economic state, numerous concepts for improving the economic base surfaced. Agencies recommended replicating or enhancing several successful school-to-work or vocational training center models throughout Alaska to give rural residents the tools to not only develop but enhance their entrepreneurial capabilities (see Table 8). Agencies also addressed the need for providing village entrepreneurs with venture capital to build rural businesses that could meet the demands of construction-related needs.

Several agencies interviewed stressed how utilizing the force account construction method in which the city or tribe serves as the general contractor and puts local workers on the city or tribe's own payroll was an effective strategy for improving the local economy (see Table 6). This was often contrasted against the hard-dollar bid construction methodology in which general contractors bidding the lowest price are, as a result of their low bid, financially compelled to bring in a highly skilled external work force rather than train and employ the local workforce. These agencies offered as a possible strategy legislating the requirement for local hire into State procurement processes. However, despite force account construction management firms' claims that force account is the only effective strategy for ensuring local hire, numerous general contractors reported hiring significant percentages of the local workforce on projects, and still coming in under budget and on time.

Agencies were afforded the opportunity to identify some key contributions the government can make to help encourage employment and local business utilization. Following is a listing of several commonly raised recommendations, including the top three issues from Table 8 above:

- Improving and increasing the communication with the local residents and leadership regarding project details and conducting outreach
- Increased funding and dedicated dollars for training and scholarships for rural residents.
- Addressing the disparity in wages between the different skilled personnel working on a project
- Changing contract language to allow force account construction to increase local hire.
- Expand eligibility to include tribes to receive state funding for projects in places where there are no municipalities
- Identifying a lead agency to streamline multi-source funded projects (state, federal, private) in an effort to ease requirements of each funding source
- Increasing access to job services, whether by traveling job center personnel, internet/computer connection and virtual recruitment centers, or through locally-held job fairs
- Listening and communicating with constituents around all matters (local hire, construction, bidding, rules and regulations, etc.)

Contractors

Most contractors emphasized the difficulty of balancing the significant responsibility to complete a bid project on time and on budget using licensed and qualified workers with proven and credible work history (see Table 6), while also partnering with the community and

maximizing local hire as well as local utilization of village construction resources. Variables such as unreliable and poorly maintained village construction equipment, insufficient local housing, and other logistical challenges often conspire against any well-laid out construction plan. Nonetheless, most contractors expressed a desire to collaborate with the local leadership around local hire matters, something they said would be easier to do with a more reliable data source on locally available village assets as well up-to-date local contact information. However, successfully achieving an equitable investment in the local workforce and businesses is often times constrained when the project scopes, budgets, and/or project duration were short. Contractors reported that the longer the project, the greater the likelihood that a local workforce would be sought out, so long as the skill sets of residents were vetted and/or validated and proven adequate for the job. The shorter the time frame, the higher the chances the contractor would import skilled, known, and qualified workers to ensure the project was completed timely and within budget. In addition, contractors expressed the desire for local residents to have the same knowledge and awareness of construction hazards, expectations, and requirements as more experienced workers.

Contractors reported conducting a fair amount of research during the pre-bid and pre-construction phase, which continues throughout the construction period. Of utmost importance is having credible, current data and access to a reliable Internet connection. The inaccuracy of data or insufficient data on locally-available resources deters contractors from relying on Internet information as a credible source of information on village Alaska.

According to some contractors interviewed, contrary to popular opinion, there are cost incentives when locally-available resources and material are sourced on a project. By virtue of the product or workforce being available onsite, without having to pay for additional housing and subsistence costs, there can be potential cost savings. However, several contractors reported villages pricing themselves out of the market and attempting to charge "exorbitant" rates for equipment rentals, etc. Accurate and updated information regarding pricing around the needed supplies, facilities, and equipment is important to have early in the project planning stages and this is one area contractors thought Village Resume might help, at least as a starting point. Contractors also complained about the need to know that the advertised workforce will be available (see Table 6), without concern that another local or neighboring project with possibly higher labor rates will in essence "steal" the skilled workforce.

A common issue raised was differing expectations about acceptable work ethic and work hours. A recurring theme was non-native expectations regarding work ethic and productivity during construction projects clashing with the requirements of leading a subsistence lifestyle. Agencies, while respecting the reality and necessity of hunting and fishing needs, acknowledged this conflict of competing priorities and suggested establishing rotating flexible schedules to accommodate the needs of village workers (see Table 7).

Common among contractors is a concern around drug and alcohol abuse, and the absence of being able to collect and test specimens at the local level. Villages would greatly benefit

contractors if there were locally-trained personnel to conduct and complete the test, offsetting the expensive process currently administered by contractors.

Villages

Community residents have strong expectations for local residents to be afforded the same opportunity to be hired for any local projects, as long as applicants are trained, educated and capable of doing the jobs available (see Table 6). Local leadership recognize the disconnect between the existing, known-trained workforce and the absence of local hire by contractors who have imported non-residents for projects. The residents expressed a need for communication and collaboration, and for agencies and companies to work in partnership with local governments or entities to ensure that all possible avenues for local hire and local resource utilization were in place.

As residents, the communities understand the challenges behind work expectations, the need to balance jobs with the subsistence calendar, and the social ills around drug and alcohol abuse that prevents their residents from reaching their full potential through both employment and advancement (see Table 7). Regardless, the residents who are employable and have proven themselves to be productive and reliable continue to need that opportunity to be gainfully employed. Current costs of travel prevent rural residents from flying to job centers, and the option to completely relocate to larger towns is not a realistic one, particularly when urban centers are already dealing with high unemployment rates. This is the key reason for the need to communicate the details of job opportunities for all projects coming to rural Alaska.

3.1.2 Overall Findings

Training, valid certification and licensing, and maintaining currency of knowledge and experience in specialized trades is a common need and desire of all three stakeholder groups. Challenges or barriers to advancement or development, however great or small, may be very real and unavoidable. Everyone believes constant communication, advanced communication technology and tools, and awareness of resources are key to economic success, despite the financial burden that comes with it. Entrepreneurial desires are there, and supportive services to help develop these promising possibilities will only help in the endeavor to build and improve rural Alaska.

3.2. Existing Job Search and Recruitment Methods and Tools

#	Assessment Category	Type:	Nature of the Question:	Questions:		
				Agencies	Contractors	Villages
4	**Existing Job Search and Recruitment Methods and Tools**	Qualitative	How do residents in your community find and apply for employment opportunities?			V3
5		Qualitative	What websites, talent banks, tools are accessed to find work?			V4
6		Qualitative	How does your company recruit workers?		C3	
7		Qualitative	Does your company consult online data and tools to support your project?		C4	
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 9: Existing Job Search and Recruitment Methods Questions

Village residents and contractors provided input on current efforts and practices of finding jobs or advertising job opportunities. These questions helped identify whether the user population utilizes existing employment search engines and other employment tools already existing and available in Alaska.

3.2.1 Key Informant Findings

Responses

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
4	Village Job Seeking Practices and Tools	V3	How do residents in your community find and apply for employment opportunities?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	N/A	9 report using community contacts and word of mouth
N/A	N/A	8 report relying on publications and postings (flyers, bulletin boards)
N/A	N/A	1 reported contacts with private businesses

Table 10: Responses to How Residents Seek Work

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
5	Village Job Seeking Practices and Tools	V4	What websites, talent banks, tools are accessed to find work?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	N/A	9 reported relying on publications and postings in the community and region
N/A	N/A	4 reported relying on regional entities (non-profit, for-profit)
N/A	N/A	4 reported no use of or access to computers

Table 11: Responses to What Websites and Tools Used

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
6	Company Recruiting	C3	How does your company recruit workers?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	Word of mouth, local postings	N/A
N/A	Continued reliance on community contacts	N/A
N/A	Several use DOLWD ALEXsys, but still rely on village contact	N/A

Table 12: Responses to How Companies Recruit in Rural Alaska

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
7	Company Recruiting Practices	C4	Does your company Consult online data and tools to support your project?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	5 report using village and regional contacts only	N/A
N/A	5 report use of state maintained information	N/A
N/A	3 report using regional contacts only; 1 with personal contacts	N/A

Table 13: Responses to Whether Companies use Online Data and Tools

Villages

Local residents all reported that the posting of flyers, word of mouth advertising, newspaper job ads, and staying in contact with connections were the primary methods of job search (see Table 10). Only a few residents reported awareness that local people were going online to check for jobs with regional organizations such as their tribal non-profit or regional for-profit ANCSA corporation. A common practice cited by some residents in western Alaskan villages is utilization of VHF radios to announce job opportunities. A Community Development Quota (CDQ) Corporation reported regular usage of this tactic for recruiting and advertising job opportunities. Less common but also cited by village residents is reliance on regional non-profit and for-profit organizations' websites. Even fewer reported actually using the Department of Labor's ALEXsys job bank to search for work opportunities (see Table 11).

Contractors

The current recruiting practices of contractors range from posting advertisements online to posting flyers at the community level, including at the city office, tribal office, local post office and on bulletin boards in area stores. However, regardless of the method used, contractors rely on the input of local leadership and key village contacts such as school principals, maintenance men, and local utility operators, to offer their opinion as to which local residents are deemed most reliable and dependable. According to some contractors interviewed, they actually make direct calls with prospective workers based on word of mouth recommendations by prior employers. Only three contractors reported utilizing computerized sources for hiring purposes (see Table 12).

Contractors reported varying percentages of local hire, with most reporting an average of 75% local hire. One geotechnical engineering firm reported 0% local hire, with the exception of the local laborer "to haul materials." More typical however were local hire percentages ranging from 30% to 99% local hire.

Use of online data by contractors differs markedly depending on the company. Three of the 12 contractors interviewed reported actually using ALEXsys but cited shortcomings with the search results data. A total of five contractors reported using some type of State maintained system, including ALEXsys. Four contractors reported researching state and federal websites for generalized information about communities, but not for recruitment purposes. Five contractors reported limited or virtually no reliance on online data and instead preferred reliance on direct contact with local entities and leadership and thirty years or more of experience finding the right village labor for the job. In fact, at least one contractor with significant Bush experience touted this knowledge of the village workforce throughout rural Alaska as a distinct competitive advantage (see Table 13).

3.2.2 Overall Findings

Collectively, local residents and contractors believe word of mouth information at the village level is the most effective and efficient way for job search and recruitment. Much of what takes place is still via traditional methods of advertisement, which is on paper and posted locally at a few select public locations. In general, there is very little reliance on the Internet for local village work opportunities. One exception to this was a CDQ's subsidiary manager who reported using Facebook as a proxy for word of mouth job advertising, and reportedly with great success. This is primarily because, like many developing countries, there is greater access to Facebook-enabled cell phones in villages than accessibility to computers or laptops, which are more costly.

3.3. Existing Public Employment Services and Tools

#	Assessment Category	Type:	Nature of the Question:	Questions:		
				Agencies	Contractors	Villages
8	**Existing Public Employment Services and Tools**	Qualitative	Does your agency collect information about local resources? What type of information and can you share?	A3		
9		Quantitative	Familiarity with Alaska's Job Bank (ALEXsys)?	A4	C5	V6
10		Quantitative	Familiarity with Alaska's DOL Job Center?			V5
11		Qualitative	Do state/federal/other websites or databases adequately portray and promote village resources? What improvements are needed?	A5	C6	V7
12		Qualitative	Best way to address missing information? Who should take the lead?	A6		
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 14: Existing Employment Services and Tools Questions

Questions 8-12 delve into the village, agency and contractor familiarity with existing public employment services (Job Centers) and tools. Familiarity with computer based, online information or access tools may be a precursor to determining how successful any future Internet effort will be. These questions also challenge participants to ascertain the adequacy of existing data sources, whether they currently gather data, and explore the participants' willingness to take the lead in addressing any gaps in information.

3.3.1 Key Informant Findings

Responses

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
8	Worker Profiles and Data	A3	Does your agency collect information about village or worker profiles?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
Workforce details	N/A	N/A
Local contacts and resource information	N/A	N/A
Training and project information	N/A	N/A

Table 15: Responses to Whether Agencies Collect Village and Worker Data

#	Assessment Category	Question #'s	Type of Question ➔	Quantitative
9	Familiarity – DOL Services / Tools	A4, C5, V6	Familiarity with Alaska's Job Bank (ALEXsys)?	

Table 16: Response to Familiarity with ALEXsys

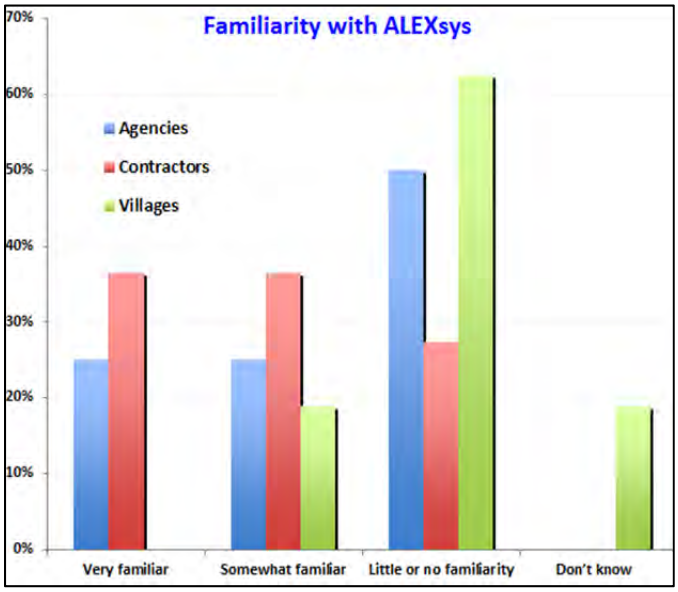

Figure 3: Familiarity with ALEXsys

#	Assessment Category	Question #'s	Type of Question ➔	Quantitative
10	Familiarity – DOL Services / Tools	V5	Familiarity with Alaska's DOL Job Center?	

Table 17: Response to Familiarity with Job Centers

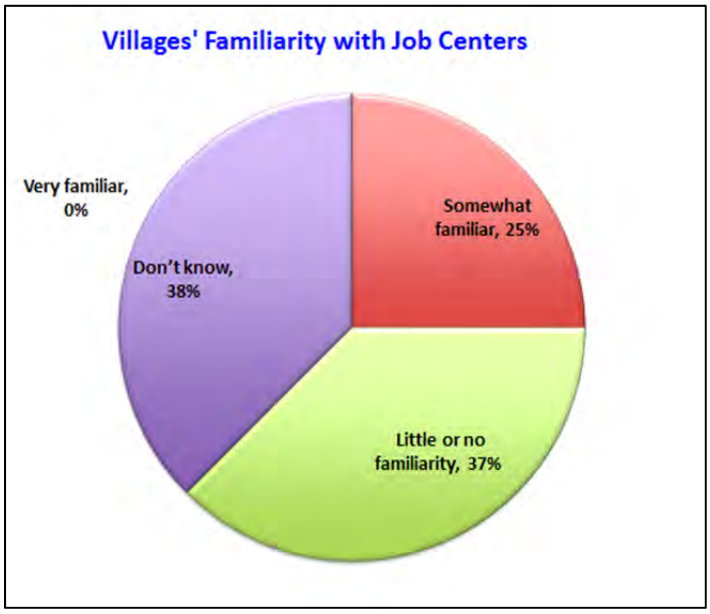

Figure 4: Villages' Familiarity with Job Centers in Rural Alaska

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
11	Existing Tools and Data	A5, C6, V7	Do state/federal/other websites or databases adequately portray and promote village resources? What improvements are needed?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
Quality of information being current, relevant, consistent for all villages	Availability of local services and resource information with pricing information	No computer access, so no use or awareness of information
Workforce is trained, certified, available and qualifications are legitimate	Quality of information being current, relevant, consistent for all villages and in one single location	State unaware of actual conditions at village level
Connectivity with computer and Internet access important	Need to get people comfortable with computers at village level	Focus on 3rd World Status and/or lack of knowledge about local business capacity has hurt businesses

Table 18: Responses to Whether State and Federal Websites Provide Sufficient Village Data

#	Assessment Category	Question #'s	Type of Question ➔	Qualitative
12	Existing Tools and Data	A6	Best way to address missing information? Who should take the lead?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
6 recommended different State agencies with current data sources (DCRA, DOL)	N/A	N/A
6 recommended regional organizations	N/A	N/A
6 recommended local villages, as they are keenly aware of local info	N/A	N/A

Table 19: Responses to Best Way to Address Missing Information

Agencies

Agencies who currently collect information about communities shared that, in the absence of a centrally accessible repository of information, or because of a funding source requirement, the following information is compiled independently by multiple agencies with the data typically residing in separate "silos," not always readily available, and often times limited to only clients and constituents served (see Table 15):

- Local residents' experience with hours worked, amount paid, type of work performed, and project type
- Trained local residents, training source, training type, hours received, whether certificate received
- List of names available for hire per input from community
- Local equipment, ownership, year purchased, hours logged, maintenance record, if available
- General information for emergency response, preparedness and mitigation.
- Logistical needs contacts for lodging, transportation, supplies, merchandise, fuel, connectivity information (phone, computers internet)
- Simple local contact information for the local offices

Agencies that aren't collecting the data themselves rely on existing Internet information. Nowhere is the above data being collected systematically, on a region-wide basis, for all villages in a particular region.

Agencies expressed ways to address missing information, to improve information, possible lead agency for data collection, and about their willingness to collaborate with information sharing. Aside from protected, proprietary or confidential information, agencies were generally willing to volunteer providing information they've collected towards a central database, but no such mechanism currently exists to facilitate that data flow. Considering the data would be

about and for rural communities, the agencies expressed a common desire for local residents to have key input in the process of collating, collecting, and providing access to that data through tools such as Village Resume. Agencies also spoke about the need for regional organizations to play a lead role since they have the closest ties to rural residents. The agencies expressed concern that information gathered is accurate, remains neutrally toned without a slant toward any group, and is validated by an outside source with occasional auditing (see Table 19).

With regards to familiarity with the Alaska Job Bank, most agencies indicated that they were very or somewhat familiar with the source (see Figure 3).

Most agencies responding agreed there is a deficit of accurate information regarding rural communities in general on the Internet. These groups are aware that each agency is independently maintaining their information, and some data may overlap, but they are inconsistently reported. Agencies have stated that some information is outdated or inaccurately listed. Agencies believe that the credibility of the information is crucial should Village Resume or similar tools be deployed to provide access to that data, and that the data reflect the reality of the rural community on the ground. This includes providing actual workforce information, equipment availability, seasonal considerations, housing, transportation, maps of the community and possible natural resources available for project implementation. Agencies understand that this information is important in the bidding and planning stages for contractors. Agencies believe that the more accurate information the community provides, the higher the chances the communities will get projects built locally. Lastly, agencies addressed the importance of having access to computers, and Internet connectivity (see Agency responses Table 18).

Contractors

Familiarity with the DOLWD's ALEXsys among contractors ranges from being very and somewhat familiar, to little, to no familiarity (see Figure 3). Most contractors stated that existing online sources inadequately portray what is available in rural communities (see Table 18). Consistently, all contractors stated they require current, accurate, and updated information and that Village Resume could be a potential source for collecting baseline information, but it would never take the place of actually traveling to the village to validate the conditions on the ground. Because of the risks and past experience of collecting inaccurate data online, the contractors continue to invest time to personally make phone calls to gather this information during the planning process. Contractors also believe local residents will need to become comfortable in the use of computers to help make this project successful.

Villages

The graph on addressing the Village's familiarity with job centers demonstrates 38% of residents interviewed are not familiar with them, 37% have little to no familiarity, 25% are somewhat familiar and 0% are very familiar (see Figure 3). Villages commented that the distance between the village resident and the actual location of the job center is the primary

issue, with airfare between some villages and their hubs running as high as $500 round trip or more. Residents reported the need to have locally accessible access points for jobs information.

For the few village residents that are aware of existing village profiles and data sources available on the Internet, the collective opinion was the information portrayed is either inaccurate or those who collected the data are unaware of the actual circumstances on the ground. Several communities reported problems with project implementation because agencies and contractors did not research well enough about land status in nearby locations. One interviewee believed the description of "third world-like" conditions by urban residents as well as some State publications is detrimental to outside investment in rural village economies (see Table 18).

3.3.2 Overall Findings

While there has been significant effort to date by numerous agencies to collect village-based information as well as create tools online, the general consensus seems to be that there is reluctance to use or rely on what currently exists in systems for fear the data is outdated and inaccurate. These inaccuracies are exacerbated by the lack of a coordinated, region-wide data collection effort whereas significant effort is expended currently by some agencies collecting redundant information housed in disparate silos.

3.4. Documentation of Community and Worker Profiles

#	Assessment Category	Type:	Nature of the Question:	Questions:		
				Agencies	Contractors	Villages
13	**Village and Worker Profiles**	Qualitative	What types of worker information would be most helpful in hiring?		C9	
14		Qualitative	What types of resources does your village have that can be better utilized?			V10
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 20: Village and Worker Profile Questions

The intent of questions 13 and 14 is to gain insight into what types of information and resources need to be part of a village's profile as well as part of a village worker's profile. The assumption is this information may inform what additional data sets a tool such as Village Resume might consider housing.

3.4.1 Key Informant Findings

Responses

#	Category	Question #'s	Type of Question ➔	Qualitative
13	Worker Profiles and Data	C9	What types of worker information would be most helpful in hiring?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	Certification, licensing	N/A
N/A	Qualifications, references	N/A
N/A	Extensive details on training	N/A

Table 21: Responses to Types of Worker Information Needed

#	Category	Question #'s	Type of Question ➔	Qualitative
14	Worker Profiles and Data	V10	What types of resources does your village have that can be better utilized?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	N/A	All resources and services that are locally available
N/A	N/A	Utilization of workforce
N/A	N/A	Community contacts

Table 22: Responses to Resources Villages can Offer

Contractors

For contractors who expect performance from their project employees and who are under pressure to complete a project on time and under budget, there was considerable concern that whatever information is provided be legitimate, credible, and detailed. Contractors have identified some examples of details they would like to be able to query during searches, examples of which follow (see also Table 21):

- Training type, accreditation of entity, dates, instructor, duration of training
- Certification or license received, by whom, when and expiration, if any
- Experience, work history, length of job, size of job, challenges faced

- Supplemental training and continuation training
- References from past employers
- Hours worked to date on specific projects
- Driver's License, CDL License, specifics if modified, village based training, whether revoked
- Verification of skills claimed
- OSHA, First-Aid, Health, Safety Certifications
- Compliance with Union or other requirements
- Background checks, drug testing
- Character

Ultimately, contractors want to know whether the candidates can actually perform the job they state they are qualified to do. Some contractors expressed concern that some individuals with legitimate training were not capable of operating equipment they were certified in due to lack of actual experience running the equipment. These same contractors commented that training certificates were not always a precursor to success, but that people with no formal training who have a sheer desire to perform had often times been the most reliable laborers through completion of a project.

Villages

Villages have identified the types of resources at the community level that are either overlooked, not utilized or not funded but needed to support the construction industry, including (see Table 22):

- Local heavy equipment
- Lodging and construction camps
- Locally trained workforce in construction, welding

Some smaller communities which have thrived with business ventures reported difficulty competing with large companies, including in some instances foreign corporations allowed to bid on Alaska projects. Local residents have attempted to make contact with agencies, and would like to see more direct contact and communication regarding upcoming projects.

3.4.2 Overall Findings

Both contractors and village participants in the Village Resume interviews identified a number of data sets that could be useful if made available online via a tool such as Village Resume. Contractors tended to stress the importance of providing accurate data online, and the need to validate the data as well as ensure its timely update. Most contractors commented that village data online should be updated no less than twice annually, preferably immediately before the summer construction season, and then immediately after the construction season after freeze-up. The logic behind this is to document what equipment remains in the village after the last fall barges have left.

3.5. Current Internet Access and Use

#	Assessment Category	Type:	Nature of the Question:	Questions: Agencies	Contractors	Villages
15	**Village Internet Access**	Quantitative	How would you characterize use of online tools, social media, etc.?			V8
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 23: Village Internet Access Question

The objective of this question is to identify current usage and awareness of online applications such as social media and other online applications in the villages. The ability to access the Internet and social media as well as other online collaborative applications is seen as a possible precursor to success accessing and updating a tool such as Village Resume.

3.5.1 Key Informant Findings

Responses

#	Category	Question #'s	Type of Question ➔	Quantitative
15	Village Internet Access	V8	How would you characterize use of online tools, social media, etc.?	

Table 24: Responses to Village Internet Access

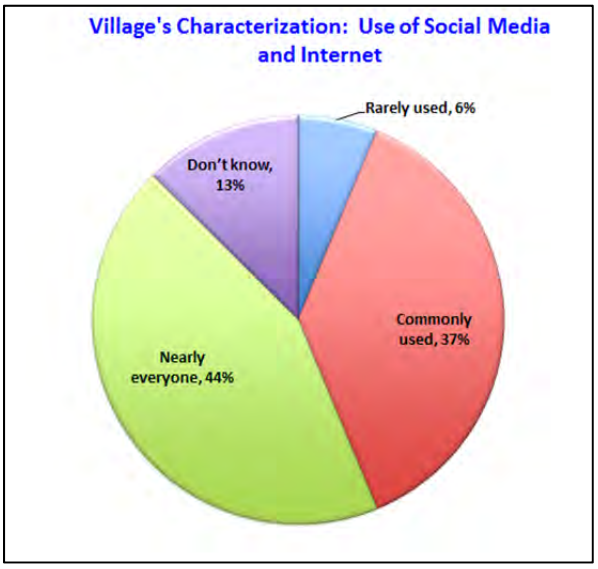

Figure 5: Villages' Use of Social Media and Internet

Villages

Nearly half of village residents responding, or 44%, report usage of social media websites by everyone they know. 37% of residents are known to commonly use sites such as Facebook and Craigslist. Only 6% believed these sites were rarely used, while 13% didn't know of any access (see Figure 5). These findings seem to suggest that despite the challenges rural communities face accessing the Internet, residents are finding ways to get online. Access to mobile applications via cell phones is likely to explain why such access is near ubiquitous, despite many responding that Internet access, presumably from desktop computers, in general is poor.

3.5.2 Overall Findings

In assessing the input from the village interviewees, community of residence, gender, age and computer experience may have had significant influence on response to the question.

3.6. Village Resume: Value, Use, Need, and Benefit Essential Questions

#	Assessment Category	Type:	Nature of the Question:	Questions:		
				Agencies	Contractors	Villages
16	**Essential Questions: Value, Use, Need, and Overall Benefit**	Quantitative	How helpful would an online tool be for promoting local workers?	A7	C7	V9
17		Quantitative	If an online tool were available to identify local workers, how likely would the business community use it?	A9	C11	
18		Qualitative	If VR existed, would your village use it?			V11
19		Quantitative	If VR existed, would your company use it?		C8	
20		Quantitative	What is the overall level of need for VR?	A8	C10	V12
21		Quantitative	Will rural villages benefit from VR?	A10	C12	V13
A1-A12 refers to Agency Interview Questions #1-12; C1-C13 refers to Contractor Interview Questions #1-13; V1-V14 refers to Village Interview Questions #1-14						

Table 25: Essential Questions: Value, Use, Need, and Benefit to Rural Alaska

Question 16 addresses whether an online tool or website would help identify job seekers at the village level.

3.6.1 Village Resume: Perceived Value

Responses

#	Category	Question #'s	Type of Question ➔	Quantitative
16	Overall Value - VR	A7, C7, V9	How helpful would an online tool be for promoting local workers?	

Table 26: Responses to Perceived Value

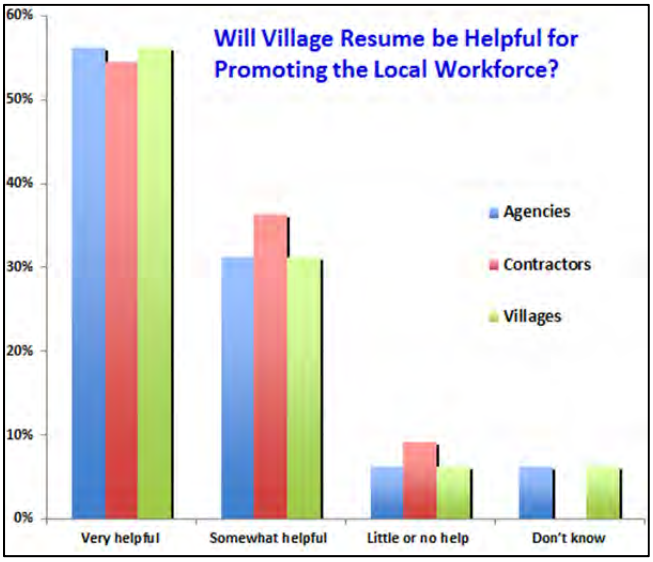

Figure 6: Will Village Resume be Helpful?

Agencies

88% of agencies interviewed felt confident a tool for job seekers would be very helpful or somewhat helpful (see Figure 6). Agencies believe any time a source connects village job applicants with potential employers, it helps the economic base of rural Alaska.

Contractors

92% of contractors interviewed felt confident a tool for job seekers would be very helpful or somewhat helpful (see Figure 6). Contractors repeatedly emphasized accurate, current, updated data is critical when searching for qualified, available candidates. However, contractors believed the true use of the online tool would be for planning and project costing purposes in the bidding process. One contractor envisioned providing Village Resume links in procurement databases as jobs come up. Further details on current costs of items like fuel, gravel, local merchandise, etc. were said to be more important for logistical reasons.

Villages

87% of the village residents interviewed felt confident a tool for job seekers would be very helpful or somewhat helpful (see Figure 6). Residents at the community level were more concerned about computer access and Internet connectivity, as most residents do not have home computers, nor do most communities have a library with any computers. Once that hurdle is overcome, the community residents expect that Village Resume would expand access to job opportunities.

In General

Contractor and agencies alike have repeatedly voiced concern regarding the need for accurate and relevant data, while village based residents continue to emphasize the need for local hire and faster, more reliable and more affordable access to the Internet. Most respondents acknowledged that while Village Resume would be somewhat helpful, without continued investment in village infrastructure projects, Village Resume alone would not likely result in significant new job creation.

3.6.2 Village Resume: Perceived Overall Use

Questions 17, 18, and 19 were intended to assess the likely use of Village Resume by the general business community and construction contractors bidding on work in the villages, as well as village residents themselves.

Responses

#	Category	Question #'s	Type of Question ➔	Quantitative
17	Overall Use - VR and Business Community	A9, C11	If an online tool were available to identify local workers, how likely would the business community use it?	

Table 27: Responses to Perceived Overall Use of Village Resume

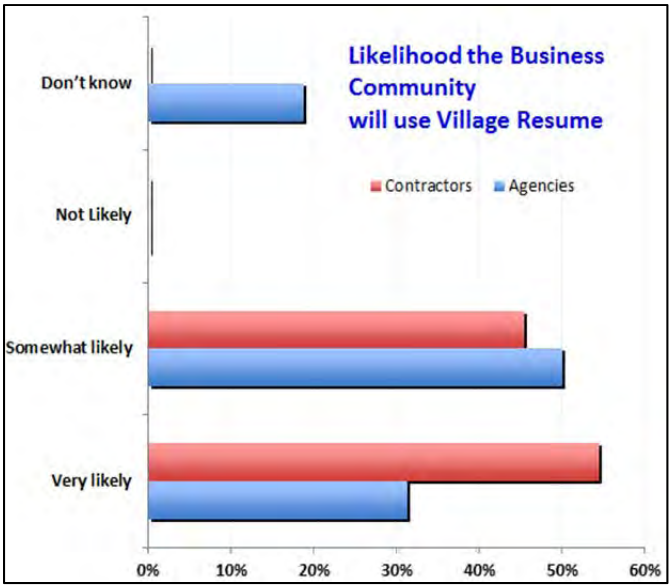

Figure 7: Likelihood Business Community will use Village Resume

#	Category	Question #'s	Type of Question ➔	Qualitative
18	Overall Use - VR and Business Community	V11	If VR existed, would your village use it?	

TOP 3 AGENCY RESPONSES	TOP 3 CONTRACTOR RESPONSES	TOP 3 VILLAGE RESPONSES
N/A	N/A	For job searching
N/A	N/A	Office staff willing to help locals with limited computer use
N/A	N/A	Local entities willing to update data

Table 28: Responses to Whether Villages will use Village Resume

#	Category	Question #'s	Type of Question ➔	Quantitative
19	Overall Use - VR and Your Own Company	C8	If VR existed, would your company use it?	

Table 29: Responses to Whether Your Own Company Would use Village Resume

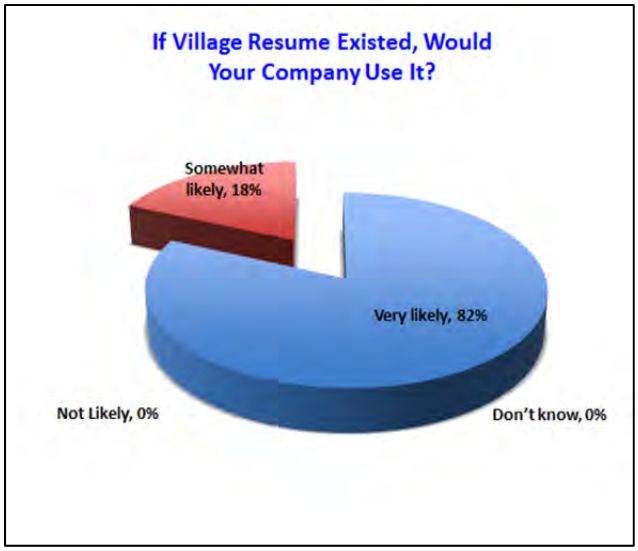

Figure 8: Would Your Company use Village Resume?

Agencies

More than 80% of the agencies responding believed it is somewhat, to very likely Village Resume would be used by the business community (see Figure 7).

Contractors

82% of contractors reported it was *very likely* they would use Village Resume (see Figure 8), indicating a very high level of support for the concept, but those responses were almost universally qualified with a high expectation for the data to be current, updated, and accurate. As construction and project bidding seasons arrive and end in cycles, contractors highly recommended updating the information no less than twice a year.

Villages

Village residents understand the true reality with the lack of computers and Internet connectivity. Until that void is filled, or until mobile applications for village cell phones are available, the community residents will continue to rely on community postings and announcements via VHF radio. However, once implemented, the village residents believe the learning curve is expected to be steep and training on use of the Village Resume would be necessary. Once this hurdle is passed, the Village Resume would be used for job searching and the community would be willing to help update the data (see Table 28).

In General

Collectively, there is consensus the Village Resume tool would be used if the data housed was accurate and if villagers were provided public access points in the villages to update their village and worker profiles online.

3.6.3 Village Resume: Perceived Overall Need

The objective of question 20 was to determine whether the Village Resume is needed.

Responses

#	Category	Question #'s	Type of Question ➔	Quantitative
20	Overall Need - VR	A8, C10, V12	What is the overall level of need for VR?	

Table 30: Responses to Overall Level of Need

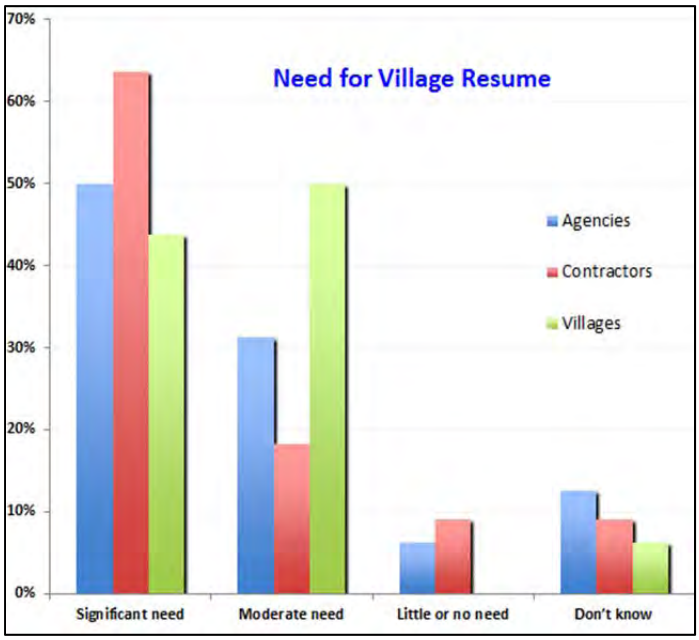

Figure 9: Need for Village Resume

Agencies

82% of agencies responding reported there either is significant or moderate need for Village Resume (see Figure 9). Agencies reported there is always a need for information from the community level. Agencies also believe that because the cost of living is increasing and the economy isn't improving, providing timely and accurate information about the available

workforce and construction resources for pending projects will help to maximize the economic impact of those projects on the local economy.

Contractors

64% of contractors believe there is a significant need for Village Resume, with 82% believing the need is moderate or significant (see Figure 9). Contractors have shared that to bid for projects, an efficient way to gather information during a time crunch in order to prepare a cost-effective proposal is important. Contractors believe access to a single site where all information is easily accessible would eliminate several steps, and in some instances would limit the need to import equipment and workers. One contractor commented that there are two main regions in Alaska that could truly benefit from the use of Village Resume: Northwest and Southwest Alaska. Based on this contractor's experience, these two areas are the least organized in terms of local governance, which complicates communication and planning. Nearly all the contractors interviewed believe that Village Resume requires intense attention and involvement from the local level in order to keep the information current.

Villages

94% of village respondents combined believed the need for Village Resume was moderate to significant (see Figure 9).

In General

Locally-developed information about each community is extremely beneficial during times of planning and development, therefore Village Resume is needed.

3.6.4 Village Resume: Perceived Overall Benefit

Question 21 explores whether implementation of Village Resume will actually benefit the villages in rural Alaska. This question was posed to all groups: villages, contractors, as well as agencies.

Responses

#	Category	Question #'s	Type of Question ➔	Quantitative
21	Overall Benefit - VR	A10, C12, V13	Will rural villages benefit from VR?	

Table 31: Responses to Whether Villages will Benefit

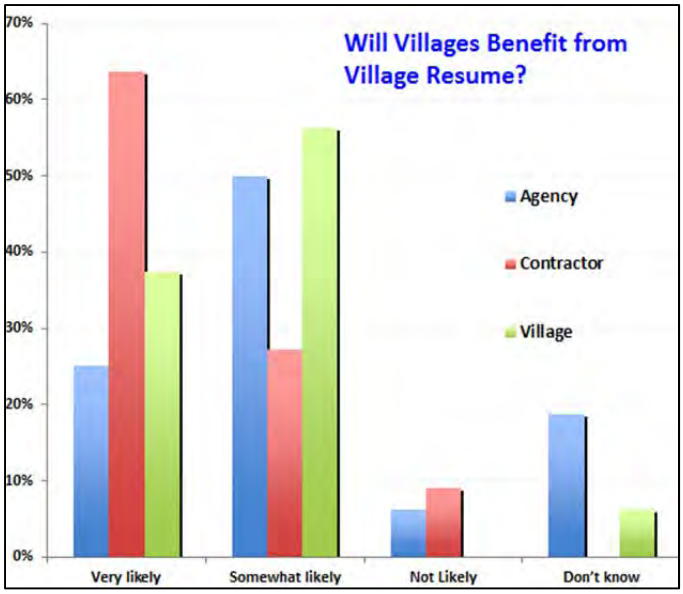

Figure 10: Will Villages Benefit?

Agencies

Agencies, compared to contractors, were less convinced Village Resume would benefit villages, with only 25% thinking it was very likely villages would benefit. 50% of agencies thought it was somewhat likely, and 75% of agencies combined thought it was somewhat to very likely villages would benefit (see Figure 10). Perhaps because agencies are on the front lines of data collection efforts in villages, their enthusiasm is tempered. Most agencies noted success will depend on community participation and rural Alaska's degree of involvement, which is critical. The path to economic success goes both ways and the community has to be willing to network and promote its own community in this endeavor of creating opportunities for the residents.

Contractors

Contractors were more enthusiastic that villages would benefit, with 64% of contractors thinking that it was very likely villages would benefit, and a combined 91% of contractors thinking it was somewhat to very likely villages would benefit (see Figure 10). The Village Resume is seen as a benefit beyond just the construction companies. Data from Village Resume may benefit facilitate the efforts of agencies willing to invest in programs and services that target a host of problems such as suicide, abuse of drugs and alcohol, and health issues. Building online resumes (including business as well as worker profiles) may be a way to encourage entrepreneurial development for small business. Village Resume could provide an advantage for the communities who will take the time and effort to keep the information current. Without accuracy, this project may not be beneficial.

Villages

Compared to contractors, 38% of village respondents believed it was very likely villages would benefit, with 56% thinking it was somewhat likely villages would benefit. Combined, 94% of village respondents felt it was somewhat to very likely villages would benefit. One reason fewer villagers thought it was very likely Village Resume would benefit them may be due to their understanding that even if the village puts forth a complete picture of the locally-available workforce, there is no guarantee contractors will hire locals and there is no guarantee infrastructure dollars will continue to flow to villages to fund seasonal construction jobs.

In General

The benefits of Village Resume will depend on local participation, willingness of contractors to utilize and trust in the information, and for agencies to continue to support and finance local projects.

3.6.5 Village Resume Essential Questions: Consensus

Questions 16-21, the so-called "Essential Questions," sought to determine quantitatively whether Village Resume would be a valuable tool, whether it would be used, whether it is needed, and ultimately, whether villages would benefit. Based on the responses, there is generally widespread support for implementing Village Resume. As addressed earlier in this report, contractors clearly saw the benefit of using Village Resume to prepare their bids, and for locating resources during the construction phase of projects.

A recap of the findings follows:

VILLAGE RESUME ESSENTIAL QUESTIONS*			
Will Village Resume be Helpful?			
GROUP	**Somewhat Helpful**	**Very Helpful**	**Combined**
Agencies	31%	56%	88%
Contractors	37%	55%	92%
Villages	31%	56%	87%
Will Your Company Use Village Resume?			
GROUP	**% Responding Very Likely**		
Contractors	82%		
Is Village Resume Needed?			
GROUP	**Moderate Need**	**Significant Need**	**Combined**
Agencies	32%	50%	82%
Contractors	18%	64%	82%
Villages	44%	50%	94%
Will Villages Benefit from Village Resume?			
GROUP	**Somewhat Likely**	**Very Likely**	**Combined**
Agencies	50%	25%	75%
Contractors	27%	64%	91%
Villages	56%	38%	94%
*all percentages have been rounded			

Table 32: Essential Questions Recap

4. Study Limitations

4.1 Study Limitations

There are a number of limitations to the Village Resume Market Assessment that should be taken into consideration. These limitations include:

- Small sampling of villages (no villages from Southeast, Interior, Arctic or Aleutians were interviewed)
- Language difficulties encountered during the Kipnuk interviews (the communication challenges were somewhat ameliorated by using a Yup'ik interpreter, however, it might have been preferable to conduct the entire interview in one language (Yup'ik or English) rather than mixing languages as occurred
- Small size of the village to be interviewed and summer interviews (Igiugig, for instance, has only 60 residents, and only 3 were available to interview while on-site at the height of summer; additional tribal members had to be interviewed from Anchorage)
- Difficulty conveying the concept of Village Resume without a working model to show as an example, and lack of specificity with regards to the proposed features and tools to be deployed in version 1.0 of the software
- Lack of emphasis on the technical feasibility of implementing Village Resume and/or adapting existing tools such as ALEXsys to feed data into the Village Resume database
- Participants provided input without regard to any financial or technical limitations or constraints to implementing Village Resume

However, despite the challenges encountered during the Kipnuk interviews, generally speaking the remaining villages as well as contractors and agencies interviewed reported no real problems understanding and responding to the interview scripts. The key informant interview methodology seemed to work well at getting people's candid thoughts and comments regarding the project. After the Village Resume interviews were done and audio files transcribed, it became apparent however that much of the information transcribed during the private interviews would have been beneficial to disclose to the public, however, this might have violated people's sense of confidentiality. In hindsight, it might have been advantageous to conduct some of the interviews as part of a rural "listening" tour to allow for truly public comment and testimony, similar to the Denali Commission's recent round of listening sessions.

4.2 Unanswered Questions

One area that deserved additional attention was exploring ways to bridge the force account construction workforce related data with the non-union and union workforce related data. For instance, whereas the union workforce benefits from a central database of available workers, union pension plans and other union benefits, most force account construction workers' experience and hours worked are not centrally tracked across the multiple projects they work on, there is no centrally-administered retirement and benefits package for force account workers, and federal training dollars have tended to shift to union training programs. The

Alaska Native Tribal Health Consortium (ANTHC) did report making an effort to reach out to the Associated General Contractors to explore the feasibility of multi-owner retirement and benefit programs to cover force account workers, a concept worthy of further exploration.

During the course of researching the background for this project, a number of state-funded initiatives, such as the BuyAlaska.com website, were discovered, which seemed complimentary to the Village Resume project. A cursory review of the BuyAlaska.com directory revealed that although the website is capable of displaying businesses at the village level, a significant number of rural villages had no listings at all.

Similarly, the State of Alaska, Department of Labor and Workforce Development's ALEXsys workforce system is the primary system for moving unemployed and underemployed citizens, including rural Alaskans, into gainful employment. The Village Resume Market Assessment did not specifically address limitations the ALEXsys system might have, or whether for instance custom programming is an option to allow for ALEXsys to generate more useful reporting to businesses interested not only in hiring a worker for a specific job requirement, but also in assessing the availability and skills of the village workforce as a whole. In addition to few villagers being familiar with the system, most contractors who decided to comment about ALEXsys as part of their general comments expressed a desire for a more robust and user-friendly system.

5. Project Recommendations

5.1. Key Informant Recommendations

As a result of Village Resume Market Assessment interviews with key informants in the villages, contractors, and multiple agencies, a number of key recommendations came forth, not all of which involved the Village Resume tool. Some of the recurring recommendations made by key informants are summarized in the sections that follow.

5.1.1 Improving Communication

There was substantial support for improving communication as a means of strengthening work opportunities. One interviewee recollected a time when labor-related agencies in one region met more often on a regional basis to strategize on job creation and improve coordination. Another interviewee highlighted the value in having contractors meet with the village during the pre-construction season to highlight upcoming project labor needs. A significant amount of local hire is executed relying on word-of-mouth and village and regional contacts. More timely and accurate contact databases would support this type of communication. More recently, some entrepreneurs have begun relying on social media such as Facebook to coordinate village recruitment efforts. In nearly all regions of the state, there are a myriad different agencies and regional businesses involved in workforce development, collecting workforce data, and dealing with recruiting challenges, but no shared central database, to the detriment of the workers seeking jobs. Building the digital infrastructure to support electronic sharing of data between multiple disparate databases is another facet of communication in which Village Resume could make a difference.

5.1.2 Local Hire Policy

First and foremost, it was widely acknowledged that the State of Alaska needs to develop a local-hire policy to increase the rate of local hire on rural Alaska development projects. There was not, however, unanimity with regards to whether that policy should be a mandate or an incentive program. In the absence of such a policy, key informants believed that demand for tools such as Village Resume will be less than if such a policy was in place.

5.1.3 Force Account Construction

There was considerable interest in preserving, if not expanding, rural force account construction projects in villages, particularly as implemented by regional non-profits such as the Association of Village Council Presidents Regional Housing Authority and the statewide Alaska Native Tribal Health Consortium. However, while the merits of force account construction were widely touted, and general contractors were often accused of failing to hire locally, there is a lack of available and verifiable data to compare the local-hire rates of force account projects versus bid projects.

5.1.4 Expanding Training Programs and Funding

There was near-universal and unanimous support for expanding workforce training programs into rural Alaska and increasing funding of existing rural training programs, particularly those operated by the regional non-profits.

5.1.5 Village Corporation and Village Entrepreneur Technical Assistance

One prominent regional leader called for expanding the development of local economic and community development plans, and using those to guide village-based development. This same leader also called for ramping up technical assistance efforts to village-based businesses and village corporations to explore new business ventures. The State of Alaska can better serve small businesses in need of technical assistance if it first knows they exist; the first step to this is getting small businesses to register and obtain their business licenses.

5.1.6 Internet Access and Connectivity

There is no doubt that telecommunications in rural Alaska is rapidly improving. However, Internet access and connectivity still pose major barriers to implementing any type of virtual outreach and data sharing plans. There remains a lack of public access and connection points such as libraries where villages can freely access resources and tools on the Internet to aide in their job search, marketing, and training.

5.1.7 Investing in Construction Resources

A significant number of villages lack adequate housing for temporary workers and construction staff. One way to increase the economic benefit of local development projects is to provide the villages with basic infrastructure to support those construction projects, whether that support consists of lodging for rent, construction equipment, etc.

5.1.8 Village Resume Recommendations

The informal, word-of-mouth approach to rural recruiting has served rural Alaskans well over the years, but has also led to what some coined as the "friends and family" hiring plan to rural construction jobs, where gatekeepers such as village leaders or administrators allegedly limit access to jobs to friends and family. A web portal such as Village Resume can offer a more level playing field for villagers seeking jobs, if resumes are tendered via the online portal and gatekeepers eliminated in the process. Additional recommendations related to development of Village Resume follow:

- Village Resume should be locally and regionally driven. but with state coordination and/or validation of data
- Tailor the current state databases to make them more accessible and village user-friendly

- Require construction companies to provide local resource information to agencies during project implementation
- Ensure credible data
- Promote, commit, and establish buy-in from all agencies, contractors and villages for the data before beginning and obtain a commitment to update and maintain consistently.
- Communicate and conduct outreach with communities and staff to help navigate users of the system

5.2. Consultant Recommendations

The key informants interviewed as part of this assessment provided a wide array of recommendations for strengthening the village economy, training the local workforce, and providing modern information systems to ensure outside businesses and agencies can find that workforce and vice-versa. In addition to the recommendations made by the key informants, the Consultant makes the following recommendations.

5.2.1 Promote Existing Online Systems: Marketing, Training, and Access

Village Resume data can be considered to fall within three categories of information: workforce profiles, business profiles, and village/community profiles. The State of Alaska has already invested substantial resources into developing systems that provide access to information in all three categories, albeit not to the level of detail envisioned with Village Resume. Nonetheless, the BuyAlaska.com platform, for instance, offers the ability for village-based businesses to advertise their company on the BuyAlaska website, a website that allows users to view business information by village/town/city. One way to promote the use of this system to invest additional dollars into marketing the site, and providing training to village-based businesses to access the site and build their business profiles. Alternative methods of utilizing the Internet to market one's business could also be trained, including how to use Facebook pages for business, building business profiles on Google Sites and Google Places, and utilizing other free Google business applications. One possible strategy to promote the BuyAlaska website could be to require businesses to register on the site in order to qualify for the State of Alaska local bidders preference.

Numerous state and federal agencies have already begun using social media such as Facebook to reach out to their constituents. Provided it is strictly regulated, establishing official Facebook pages for each village might provide a means of facilitating communication between villages, agencies, and contractors, for a relatively minimal cost.

Efforts to maintain the DCCED's widely respected and used Community Information Summaries and Profiles could be enhanced by exploring relatively low-cost data collection tools such as Google forms which can be emailed to city and tribal administrators and completed and submitted inside the email. Alternative, DCCED might consider migrating some or all of their Community Profiles to a online collaborative platform to allow for village validation of data and remote data entry.

Existing systems such as ALEXsys might benefit from locating virtual job centers in village community centers. A virtual job center could consist of a computer kiosk connected to live/virtual support where an offsite job center staff person could walk the user through the form or tool via remote desktop sharing and telephonic support.

5.2.2 Village Resume: Incremental Development

A new generation of rural Alaskans is emerging that has no concept of what a static website is, but instead is fully accustomed to a two-way flow of information in a dynamic web environment where information is posted real time and users are responsible for supplying timely information. This new paradigm has resulted in thousands of gigabytes of data being posted about village life, and in some instances, like Quinhagak's recent YouTube Christmas video, have resulted in hundreds of thousands of views. This new paradigm is manifested in the near ubiquitous use of social media such as Facebook, as evidenced by Village Resume Market Assessment interviews. DCCED's community profile pages, in contrast, still ascribe to the traditional one-way flow of information, static web page format, where data entry to update those profiles is the sole responsibility of the state. Indeed, in the absence of a collaborative, multi-user, ***decentralized Internet-based platform***, it would truly be impossible with existing resources to maintain the level of data envisioned by Village Resume and desired by many of the interview respondents. At the same time, substantial investment is being made at the state and federal levels to deploy faster broadband Internet access across large sections of rural Alaska.

Alaska's current village information management systems are not currently designed to leverage that broadband. It is the Consultant's recommendation, based on feedback from around the state and numerous villages, that Alaska begin to take incremental steps to move towards development of collaborative web-based village information management systems. A village information management strategic plan needs to be developed. That plan might consist of the following components:

1) An inventory of existing public and private community, workforce, and business profile databases
2) Development of a vision for what core village data and additional rich data sets should be maintained in the future as well as potential stakeholders
3) Details regarding the software standards and information sharing protocols needed to enable the migration of Alaska’s village information management system to an online collaborative application, real time network
4) Functional requirements for the village information management platform, including addressing the need for customization on a regional basis based on differing information priorities and needs of the stakeholders
5) Model information sharing agreements and data collection and maintenance agreements with stakeholders
6) A funding strategy for phased implementation

A key strategy to consider when implementing this plan would be for the State of Alaska to continue to focus on the core data it currently maintains (such as the DCCED Community Profiles, ALEXsys workforce data, business license data, etc.), while incrementally adding access to additional rich data through data maintenance agreements with regional and statewide partners. Hence, a decision to implement Village Resume is not an all or nothing choice. Just as the Internet was not built over night, neither will Village Resume. In fact, it is probably best to frame the discussion about Village Resume as a policy matter: will it be the policy of the State of Alaska to take concerted steps to migrate village information management to a real time collaborative information management system, or maintain the status quo where current systems simply are not set-up to support multi-agency information sharing.

5.3. Next Steps

The next steps for Village Resume are for the Internal Review Committee to review the key informant and consultant findings and make a recommendation to either maintain the status-quo or suggest the Government take steps towards modernizing its village information management systems. In the event the latter is recommended, the Government would need to determine whether a technical review of the state's systems will be performed in-house or by a consultant. The next deliverable would likely be a report detailing the various state databases, existing database software, and develop a plan for implementing data sharing as well as user management across multiple agencies and organizations, eventually resulting in a proposed modular, incrementally/phased development, of Village Resume.

6. Conclusion

While most interviewees believe there is a significant need for Village Resume, they are less confident that Village Resume in and of itself will provide a significant benefit to rural villages. Most interviewees saw Village Resume as a tool to increase prospects for local hire, but were also aware that without strong local hire, continued funding for rural development projects, increased access to the Internet, and continued training, local economic development will continue to remain elusive.

There is already evidence of substantial effort being invested by numerous stakeholders and agencies to collect and maintain various aspects of Village Resume data. That data collection effort, however, is not coordinated and there is considerable duplication of effort, particularly with regards to workforce development. So long as data continues to reside in multiple silos, a clear picture of the human resources in rural Alaska and the availability of other construction related resources will continue to be unclear. Taking steps to move that data collection and maintenance effort to an online collaborative platform will, over time, enable a clearer picture to emerge of both the available assets and the needs of rural Alaska.

1. Appendix A: Village Resume Flyer

Village Resume Market Assessment

What is the Village Resume?

The Village Resume has been proposed as a possible tool for increasing local hire and business utilization in rural Alaska. It would serve as a conduit for providing businesses with timely and relevant information to facilitate local hire, sub-contracting, provisioning, and sourcing of materials for rural development projects. It is envisioned as a one-stop shop web portal that will provide businesses and public agencies with comprehensive information about locally-available resources. In concept, the Village Resume will provide maximum benefit to local residents and businesses by facilitating the utilization of local labor, material, and other resources as infrastructure projects are constructed across Alaska. The current Village Resume Market Assessment will determine the need and demand for the Village Resume. Your input is greatly appreciated!

What will the Village Resume Include?

As an Internet resource, the Village Resume will provide user-friendly access to village-level information for the purpose of increasing local employment, leasing of equipment, and sourcing of additional resources for rural development projects. In concept, the Village Resume will identify the following local resources:

- Workforce (e.g. by trade, skill level, experience, credentials and/or certification).
- Businesses as sub-contractors and vendors providing supplies, lodging, and other services.
- Construction resources including heavy equipment, vehicles, and permitted sources of sand and gravel.
- Logistics information including transportation and shipping options.
- Community information including government, key contacts, and other local information.

What is the Village Resume's Goal?

The Village Resume will coordinate, combine, and expand existing community, employment, and local resource information across various public agency datasets and websites for the purpose of increasing:

1. Local Employment
2. Leasing of local equipment;
3. Sourcing of other local resources for rural development projects

Project Management:

The Village Resume Market Assessment will explore the need and feasibility for the Village Resume concept by seeking direct input from the business community, community stakeholders, and key public agencies. This project is a collaboration between the Alaska Department of Commerce, Community, and Economic Development and the Denali Commission. Three Star Enterprises LLC has been contracted to provide market assessment and feasibility study services. For more information, contact:

- Anthony Caole, Three Star Enterprises LLC, (888) 375-7774 ext. 1
- Nicole Grewe, Alaska Division of Economic Development, (907) 465-3812

Denali Commission — 10 Years Of Progress 1998/2008 — Alaska

Department of Commerce, Community, and Economic Development — Economic Development

Three Star Enterprises LLC

2. Appendix B: Village Resume Interview Scripts

THREE STAR ENTERPRISES LLC

A Subsidiary of the Oceanside Corporation
202 S. Alaska St. C
Palmer, Alaska 99645
907-745-3606 / 888-375-7774

FINAL INTERVIEW SCRIPT: AGENCIES

Question 1: What is your name? What is your position and name of your agency/organization?

Question 2: What are the three most important things that can be done to increase the use of village workers, local businesses, and local resources by the business community? "Business community" can include the construction industry or any other regional or statewide business working in rural Alaska.

Question 3: Does your agency or organization collect information about village workforce, supplies, services, or other resources that could be used by the broader business community? If yes, what type of information is collected and maintained? Does your data management systems allow for sorting by village and sharing with other entities?

Question 4: How familiar are you (or your agency) with Alaska's Job Bank as managed by the Alaska Department of Labor and Workforce Development? The "Job Bank" is also called ALEXsys and is an online tool for posting jobs and seeking applicants.

1. Very familiar
2. Somewhat familiar
3. Little or no familiarity
4. Don't know

Question 5: In your opinion, do state, federal, and other websites and databases adequately portray and promote available village resources including workers, supplies, and other marketable resources? If no, what improvements do you recommend? Local resources might include workforce, suppliers, permitted sand and gravel, heavy equipment, lodging, transportation solutions and providers, and other services.

Question 6: What is the best way to address missing information or improve information regarding local village resources? Who should have lead responsibility? Would your agency be willing to collaborate including manpower, technical assistance, data sharing, or funding?

Question 7: How helpful would an online tool or website be for promoting local workers for community projects, regional projects, or other work opportunities?

1. Very helpful
2. Somewhat helpful
3. Little or no help
4. Don't know

Question 8: As proposed, the Village Resume would be a one-stop shop web portal providing the business community access to information about village workforce and locally-available resources. In your opinion, what is the overall level of need for the Village Resume?

1. Significant need
2. Moderate need
3. Little or no need
4. Don't know

Question 9: How likely will the business community, including the construction industry and other regional and statewide businesses, use Village Resume information resources?

1. Very likely
2. Somewhat likely
3. Not Likely
4. Don't know

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Question 10: In your opinion, how likely will rural villages benefit from the proposed Village Resume in terms of increasing local employment and fully-utilizing local resources?

1. Very likely
2. Somewhat likely
3. Not Likely
4. Don't know

Question 11: In your opinion, what are the three greatest challenges to employing village residents and fully-utilizing village resources?

Question 12: In your opinion, what are the three most important contributions government can make to facilitate the employment of village residents and full-utilization of local resources?

Question 13: Do you have any further comments or questions?

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TARGETED AGENCY INTERVIEWS:

Note: The following agencies are Denali Commission Legacy Partners and/or key agencies as identified by the Division of Economic Development. Agencies in bold font are recommended by Three Star or prioritized by the Internal Review Committee (IRC).

MISCELLANEOUS (IRC RECOMMENDATIONS):

- ☐ **U.S. Department of Commerce, Economic Development Administration (Shirley Kelly, Alaska Representative)**
- ☐ **Alaska Department of Labor and Workforce Development**
- ☐ **Alaska Department of Commerce, Community, and Economic Development (Scott Ruby, Division of Community and Regional Affairs)**
- ☐ **Bristol Bay Native Corporation**
- ☐ **Calista Corporation: Andrew Guy, President/CEO**

ENERGY PROGRAM PARTNERS:

- ☐ Alaska Center for Energy and Power (ACEP) (www.uaf.edu/acep)
- ☐ Alaska Energy Authority (www.aidea.org/AEA)
- ☐ Alaska Power and Telephone (www.aptalaska.com)
- ☐ **Alaska Village Electric Cooperative: Meera Kohler, President/CEO**
- ☐ U.S. Department of Agriculture, Rural Utility Service (www.usda.gov/rus/electric)
- ☐ U.S. Department of Energy, National Energy Technology Lab (NETL) (www.netl.doe.gov)
- ☐ U.S. Department of Energy, National Renewable Energy Lab (NREL) (www.nrel.gov)
- ☐ U.S. Environmental Protection Agency (www.epa.gov)

HEALTH FACILITIES PROGRAM PARTNERS:

- ☐ Alaska Department of Health and Social Services (DHSS)
- ☐ Alaska Housing Finance Corporation (www.ahfc.state.ak.us)
- ☐ Alaska Mental Health Trust Authority (www.mhtrust.org)
- ☐ **Alaska Native Tribal Health Consortium, Office of Environmental Health and Engineering: Steve Weaver, Director or Mike Black, Program Development Director**
- ☐ Alaska State Hospital and Nursing Home Association (www.ashnha.com)
- ☐ Health Resources and Services Administration (www.hrsa.gov)
- ☐ Rasmuson Foundation (www.rasmuson.org)
- ☐ Mat-Su Health Foundation (www.matsuhealthfoundation.org)
- ☐ **Yukon-Kuskokwim Health Corporation: Gene Peltola**

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TRANSPORTATION PROGRAM PARTNERS:

- ☐ Alaska Department of Transportation and Public Facilities (DOTPF) (www.dot.state.ak.us)
- ☐ Bureau of Indian Affairs (www.doi.gov/bia)
- ☐ **Coastal Villages Region Fund (CVRF): Morgan Crowe, Executive Director**
- ☐ Yukon Delta Fisheries Development Association: Ragnar Alstrom, Executive Director or Deborah Vo, Rural Development Specialist
- ☐ **Bristol Bay Economic Development Corporation: Robin Samuelsen, President/CEO**
- ☐ U.S. Army Corps of Engineers (www.poa.usace.army.mil)
- ☐ U.S. Department of Transportation, Federal Highway Administration (www.fhwa.dot.gov)
- ☐ U.S. Department of Transportation, Western Federal Lands Highway Division (www.wfl.fhwa.dot.gov)
- ☐ **Association of Village Council Presidents, Inc: Myron Naneng, President/CEO**

ADDITIONAL AGENCY STAKEHOLDER INTERVIEWEES:

- ☐ **RurAL CAP, Planning and Construction Division: Mitzi Barker, Director**
- ☐ **Alaska Department of Environmental Conservation, Village Safe Water Program: Greg McGee, Director**
- ☐ Steve Kenrick, Dean of Students, Yupiit School District
- ☐ **Association of Village Council Presidents Regional Housing Authority: Ron Hoffman, Executive Director or Mark Charlie, Deputy Director**
- ☐ Lower Kuskokwim School District Superintendent: Gary Baldwin, Superintendent or Dan Walker, Assistant Superintendent
- ☐ University of Alaska Fairbanks, Center for Distance Delivery Education
- ☐ University of Alaska Fairbanks, Alaska Native Studies and Rural Development Program: Bernice Joseph, Vice Chancellor or Miranda Wright, Director
- ☐ Alaska Works Partnership
- ☐ Construction Education Foundation
- ☐ First Alaskans Institute
- ☐ Alaska Regional Development Organizations (ARDORS): Executive Directors

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FINAL INTERVIEW SCRIPT: CONTRACTORS

Question 1: What is your name? Also, what is your position and name of your company?

Question 2: Based on your company's experience working in rural Alaska, what are the three most important things that can be done to increase the use of village workers, local businesses, and local resources by the business community? "Business community" can include the construction industry or any other regional or statewide business working in rural Alaska.

Question 3: How does your company recruit workers to complete work in rural Alaska? Approximately what percentage of your workforce currently reside in a rural village?

Question 4: Before village work begins, does your company consult state, federal, or regional online information sources or databases to obtain information about local resources available to support your project including local workforce, supplies, and services? If no, why not?

Question 5: How familiar are you (or your company) with Alaska's Job Bank as managed by the Alaska Department of Labor and Workforce Development? The "Job Bank" is also called ALEXsys and is an online tool for posting jobs and seeking applicants.

1. Very familiar
2. Somewhat familiar
3. Little or no familiarity
4. Don't know

Question 6: In your opinion, do state, federal, and other websites and databases adequately portray and promote available village resources including workers, supplies, and other marketable resources? If no, what improvements do you recommend? Local resources might include workforce, suppliers, permitted sand and gravel, heavy equipment, lodging, transportation solutions and providers, and other services.

Question 7: How helpful would an online tool or website be for promoting local workers for community projects, regional projects, or other work opportunities?

1. Very helpful
2. Somewhat helpful
3. Little or no help
4. Don't know

Question 8: If an online tool that identified local workers and resources were available, what is the likelihood your company would use it to identify local workers and resources?

1. Very likely
2. Somewhat likely
3. Not Likely
4. Don't know

Question 9: What type of worker information in terms of training, experience, credentials, certification, or work history would be most useful for hiring local applicants for village projects?

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Question 10: As proposed, the Village Resume would be a one-stop shop web portal providing the business community access to information about village workforce and locally-available resources. In your opinion, what is the overall level of need for the Village Resume?

1. Significant need
2. Moderate need
3. Little or no need
4. Don't know

Question 11: How likely will the business community, including the construction industry and other regional and statewide businesses, use Village Resume information resources?

1. Very likely
2. Somewhat likely
3. Not Likely
4. Don't know

Question 12: In your opinion, how likely will rural villages benefit from the proposed Village Resume in terms of increasing local employment and fully-utilizing local resources?

1. Very likely
2. Somewhat likely
3. Not Likely
4. Don't know

Question 13: In your opinion, what are the three greatest challenges to employing village residents and fully-utilizing village resources?

Question 14: Do you have any further comments or questions?

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TARGETED CONTRACTOR INTERVIEWS

- ☐ **STG, Inc. (Alternative Energy Projects): James St. George, President**
- ☐ **CRW Engineering: Jeff Stanley, President**
- ☐ **CE2 Engineers: David Harvey, Sr. Project Manager**
- ☐ Summit Consulting Services: Mark Seidi, Construction Manager and/or President/CEO (if available)
- ☐ Cowater Alaska, Inc.: Mark J. Baron, President
- ☐ ASRC SKW Eskimos
- ☐ Neeser Construction, Inc.
- ☐ Paug Vik Construction
- ☐ Iliamna Lake Contractors
- ☐ Wilder Construction
- ☐ Unit Construction
- ☐ Bryce Construction: Sam Bryce
- ☐ Bristol Environmental
- ☐ Tunista
- ☐ F and W Construction
- ☐ GHEMM Co.
- ☐ QAPP
- ☐ Dowland Construction: Peter Specht, Construction Manager
- ☐ Knik Construction
- ☐ Unit Construction
- ☐ Superior Forest Products, Inc. Northern Construction Service
- ☐ West Marine
- ☐ CH2M Hill
- ☐ Dowl HKM
- ☐ URS
- ☐ R and M Engineering Consultants
- ☐ PND Engineers
- ☐ McGraw Construction
- ☐ Collins Construction
- ☐ PRO-WEST Contractors
- ☐ Koht'aene Enterprises

- ☐ **Association of General Contractors (Union Representation)**

Notes: Place priority on interviewing urban contractors. Interview qualified decision-maker within the company.

Protect confidentiality at request of interviewee. Otherwise, confidentiality should not be promised or provided.

At least three interviews should be companies that conduct business via force accounting.

At least six interviews should be companies identified as priority interviews per Denali Commission. Attempt to interview two per Denali Commission Program (see note below).

Must consult email provided by Nicole regarding Denali Commission top five contractors for Energy, Transportation, and Health Programs.

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INTERVIEW SCRIPT: VILLAGES

[Note: Asking about community as a whole. Interviewees are key-informants for community-level information.]

Question 1: What is your name? Also, state the name of your position or occupation, name of business, or name of agency or local government organization (as applicable).

Question 2: What are the three most important things your community can do to increase the use of local workers, businesses, and resources by the regional and statewide business community? "Business community" can include the construction industry, Alaska Native Corporations, or any other business working in your community and/or region.

Question 3: How do residents in your community currently find and apply for employment opportunities? Also, are residents primarily seeking local, regional, or non-regional employment?

Question 4: What websites, talent banks, job centers, job banks, or other job-seeking tools do residents in your community use to find work and advertise availability for work?

Question 5: How familiar are residents in your community with the Alaska Department of Labor and Workforce Development's Job Centers? There are 23 job centers located across Alaska, including one in Bethel.

1. Very familiar
2. Somewhat familiar
3. Little or no familiarity
4. Don't know

Question 6: How familiar are residents in your community with Alaska's Job Bank as managed by the Alaska Department of Labor and Workforce Development? The "Job Bank" is also called ALEXsys and is an online tool for posting jobs and seeking jobs.

1. Very familiar
2. Somewhat familiar
3. Little or no familiarity
4. Don't know

Question 7: In your opinion, do state, federal, and other websites and databases adequately portray and promote available village resources including workers, supplies, and other marketable resources? If no, what improvements do you recommend? Local resources might include workforce, suppliers, permitted sand and gravel, heavy equipment, lodging, transportation solutions and providers, and other services.

Question 8: How would you characterize use of online tools and websites such as Facebook, MySpace, Craigslist, online banking, and other similar Internet sites in your community?

1. These sites are rarely used.
2. These sites are commonly used.
3. These sites are used by nearly everyone I know.
4. Don't know

Question 9: How helpful would an online tool or website be for promoting local workers for community projects, regional projects, or other work opportunities?

1. Very helpful
2. Somewhat helpful
3. Little or no help
4. Don't know

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Question 10: What types of local resources does your village have that can be greater utilized by the business community including the construction industry, Alaska Native Corporations, regional non-profits, and other businesses? Examples of resources include local skills and workers, supplies, sand/gravel, equipment, lodging, and businesses offering services.

Question 11: If a one-stop shop Village Resume web portal were created to promote the availability of local workforce and other village resources to the business community, would you or residents in your community actively use and voluntarily add information to the website?

Question 12: In your opinion, what is the overall level of need for the Village Resume?

1. Significant need
2. Moderate need
3. Little or no need
4. Don't know

Question 13: In your opinion, how likely will your village benefit from the proposed Village Resume in terms of increasing local employment and fully-utilizing local resources?

1. Very likely
2. Somewhat likely
3. Not Likely
4. Don't know

Question 14: In your opinion, what are the three greatest challenges to employing local residents and fully-utilizing local resources in your village?

Question 15: Do you have any further comments or questions?

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TARGETED VILLAGE INTERVIEWS:

Igiugig

5 – 7 Interviews Targeting:

- ☐ Tribal Administrator/Tribal President – AlexAnna Salmon
- ☐ Iliamna Lake Contractors – Igiugig Field Office: Helen Herndon
- ☐ Lake and Peninsula School District – Igiugig School: Bill Hill Jr.
- ☐ Igiugig Boarding House – Christine Salmon-Wassillie
- ☐ Andrew's Cottages – Trefim Andrew
- ☐ Igiugig Store – General Manager
- ☐ Igiugig Transportation Service – Jonathon Salmon
- ☐ Local Worker
- ☐ While on-site, after consultation with Tribal Administrator, 2 or more local workers from current or prior local projects.

    1. _____
    2. _____

Emmonak

5 – 7 Interviews Targeting:

- ☐ City Administrator – Martin Moore
- ☐ Tribal President – Marvin Kelley Sr.
- ☐ Lower Yukon School District Site Administrator – William Sprout
- ☐ Alaska Commercial Co. – Rue Senders
- ☐ Emmonak Company Store
- ☐ Emmonak Corporation (ANCSA Village Corporation) – Bart Agathluk
- ☐ YDFDA – Yukon Fisheries Development Associations (Jack or Debra Vo)
- ☐ Local Worker
- ☐ While on-site, after consultation with City Administrator Martin Moore, 2 or more local workers from current or prior local projects.

    1. _____
    2. _____

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Kipnuk

5 – 7 Interviews Targeting:

- ☐ Tribal Administrator – Paul Paul
- ☐ Coastal Villages Region Fund Liaison – Carol Anaver
- ☐ Kashatok Brothers Store – Katie Kashatok
- ☐ Kugkaktlik Limited (ANCSA Village Corporation and Store)
- ☐ Chief Paul Memorial School – Linae Sanger
- ☐ Local Worker
- ☐ While on-site, after consultation with Tribal Administrator Paul Paul, 2 or more local workers from current or prior local projects.

    1. _____
    2. _____

Note:
Availability of interviewees will vary due to summer season and scheduling conflicts. The above lists are priority interviews. For each village, target at least: one worker, one business owner/manager, and one leader/decision-maker. All three perspectives need to be present in interview results and transcripts.

3. Appendix C: Excerpts from Request for Proposals

STATE OF ALASKA
Department of Commerce, Community & Economic Development
Division of Economic Development
550 W 7th Ave, Ste 1770
Anchorage, AK 99501-3569

Request for Proposals
RFP Number: 2011-0800-0026
Date of Issue: January 20, 2011

VILLAGE RESUME PROJECT

Offerors Are Not Required To Return This Form.

Important Notice: If you receiv ed this solicitation from the State of Alask a's "Online Public Notice" web site, you must register with the pr ocurement officer listed in this document to receive subsequent amendments. Failure to contact the procurement officer may result in the rejection of your offer.

Ed Carrillo
Procurement Specialist
ed.carrillo@alaska.gov
Division of Administrative Services
Department of Commerce, Community & Economic Development
PO Box 110803
9th floor; State Office Building; 333 Willoughby Avenue
Juneau, Alaska 99811-0803

- Deadline for Receipt of Proposals: February 10, 2011;
- Proposal Evaluation Committee complete evaluation by February 18, 2011;
- State of Alaska issues Notice of Intent to Award a Contract: February 22, 2011;
- State of Alaska issues contract: March 7, 2011;
- Contract start March 7, 2011 or upon Commerce Final Signature;
- Contractor work period March 7, 2011 to June 30, 2011.

1.03 Purpose of the RFP

The Department of *Commerce, Community & Economic Development*, *Division of Economic (COMMERCE),* is soliciting proposals for the Village Resume Project - Market Feasibility Assessment. The project will expand and correlate existing community, employment and resource information across various State departments and statewide websites for the purpose of increasing: local employment, leasing of community-owned equipment, and sourcing of other local resources for infrastructure and construction projects funded through the Denali Commission.

The purpose of this project is to determine the demand for the Village Resume among targeted users and beneficiaries, including construction and other state and federal project contractors, targeted community stakeholders, and state and federal agencies responsible for developing rural Alaska infrastructure.

1.04 Budget

COMMERCE estimates a budget of *$20,000.00* dollars for completion of this project. Proposals priced at more than *$20,000.00* will be considered non-responsive.

1.05 Location of Work

The primary location the work is to be performed, completed, and managed at the CONTRACTOR'S (and sub-contractor, if applicable) business location. However, it is expected that portions of the work will be performed in Emmonak, Igiugig and Kipnuk where key community informant interviews will take place.

The state will not provide workspace for the contractor. The contractor must provide its own workspace.

The contractor should include in their price proposal: transportation, lodging, and per diem costs sufficient to pay for visits to the targeted communities.

By signature on their proposal, the offeror certifies that:

(a) all services provided under this contract by the contractor and all subcontractors shall be performed in the United States; and

(b) the offeror is not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: http://www.state.gov/g/tip/

Failure to comply with (a) or (b) of this requirement will cause the state to reject the proposal as non-responsive, or cancel the contract.

SECTION FOUR
BACKGROUND INFORMATION

4.01 Background Information

The State of Alaska and the Denali Commission have a shared interest in the coordinated investment in sustainable rural infrastructure. In this regard, the State and the Commission frequently partner on various programs to ensure the rational development of rural communities.

The Denali Commission is an independent federal agency designed to provide critical utilities, infrastructure, and economic support throughout Alaska. It is credited with providing numerous cost-shared infrastructure projects across the State that exemplify effective and efficient partnership between federal and state agencies and the private sector.

The State of Alaska has developed several specialized data bases to track various community characteristics. The Alaska Community Profile Data Base, the Alaska Local and Regional Information Data Base and the Alaska Energy Data Base are three frequently cited sources. Each agency tracks information in slightly different ways. The Village Resume will expand and correlate existing community, employment and resource information across various State departments and statewide websites for the purpose of increasing: local employment, leasing of community-owned equipment, and sourcing of other local resources for infrastructure and construction projects funded through the Denali Commission.

Millions of dollars in state and federal contracts are issued each year to build critically needed infrastructure and community facilities in rural Alaska. While rural communities benefit from the infrastructure development, local residents are often left standing on the sidelines as contractors hire work crews, provision, and source materials prior to arriving at the project site. The Village Resume is seen as a conduit to providing contractors with timely and relevant information to facilitate local hire, sub-contracting, provisioning, and sourcing of materials.

The Denali Commission and the State have agreed to explore the market feasibility of the Village Resume. In order to determine if contractors and other targeted user groups and stakeholders will use and benefit from the Village Resume, key informant interviews will be conducted. The findings of this market feasibility assessment will be reported back to the State and the Denali Commission.

The Village Resume is envisioned as a one-stop, web-based portal that will provide contractors with comprehensive information about doing business in rural Alaskan villages. As a result of having access to the web portal, contractors working on federal, state and private construction projects will be able to:

(a) identify and hire local residents for skilled and unskilled jobs;
(b) identify and hire local businesses as sub-contractors and vendors;
(c) source and purchase local materials such as gravel, backfill, lumber and other construction materials;
(d) source and purchase local services from qualified providers;
(e) source and rent construction equipment, vehicles and other heavy-duty equipment available locally;
(f) obtain information about traveling to, from and within the targeted communities;
(g) obtain information about the options and logistics of shipping materials to, from and within the targeted communities;
(h) obtain information about the governance structure and key leaders within the community;
(i) obtain other information that will facilitate the contractors' identification and use of local resources.

SECTION FIVE
SCOPE OF WORK

5.01 Scope of Work

Commerce is soliciting proposals for the development of a market feasibility analysis of the Village Resume. This analysis will determine if the users and beneficiaries of the Village Resume will realize the perceived benefits and values, participate in its development and maintenance, and ensure the success of the project. The scope of work will include the following:

(a) develop interview questions to determine the feasibility of the project concept;

(b) conduct face-to-face and telephone interviews with construction contractors, state and federal agency representatives, and other stakeholders;

(c) conduct face-to-face interviews with community stakeholders in Emmonak, Igiugig and Kipnuk;

(d) write a report summarizing key findings with regard to the project's feasibility; and

(e) present the findings to project stakeholders, including state and federal agency representatives, contractors, and rural community leaders.

5.02 Deliverables

The contractor will be required to provide the following deliverables:

(a) Progress Reports. The contractor shall provide bi-weekly progress reports by email.

(b) Contractor/Client Meetings. The Contractor will meet with the State's project coordinator within one week after the awarding of the contract. A meeting with other project stakeholders will be held within two weeks of the award. A schedule of subsequent meetings will be determined during these initial meetings with a minimum of one meeting per month for the duration of the project and one additional meeting to present the final work products.

(c) Written Reports/Work Products:

(1) standard interview scripts for contractors, community and agency representatives.

(2) verbatim responses from key informant interviews among targeted contractors that are envisioned as the primary customer for the portal. The focus of these interviews will be to determine the demand for the project, the desired features, and other design and usability factors from both the contractors' and the key informants' perspectives.

(3) verbatim responses from key informant interviews in the three targeted communities that are envisioned as the primary beneficiaries of the portal. The focus of these interviews will be to determine the need for the project from the community perspective, the desired features, and other design and usability factors that will make the portal a viable medium to promote community assets. The targeted communities are Emmonak, Igiugig and Kipnuk.

(4) verbatim responses from key informant interviews with targeted agency contacts including: Department of Commerce, Community and Economic Development, Department of Labor and Workforce Development, the Denali Commission, Denali Commission Legacy Partners including but not limited to:

ENERGY PROGRAM PARTNERS:

Alaska Center for Energy and Power (ACEP) www.uaf.edu/acep
Alaska Energy Authority www.aidea.org/aea
Alaska Power & Telephone www.aptalaska.com
Alaska Village Electric Cooperative www.avec.org
U.S. Department of Agriculture Rural Utility Service
www.usda.gov/rus/electric
U.S. Department of Energy National Energy Technology Lab (NETL)
www.netl.doe.gov
U.S. Department of Energy National Renewable Energy Lab (NREL)
www.nrel.gov
U.S. Environmental Protection Agency www.epa.gov

HEALTH FACILITIES PROGRAM PARTNERS:

Alaska Department of Health and Social Services (DHSS)
www.hss.state.ak.us
Alaska Housing Finance Corporation www.ahfc.state.ak.us
Alaska Mental Health Trust Authority www.mhtrust.org
Alaska Native Tribal Health Consortium www.anthc.org
Alaska State Hospital and Nursing Home Association www.ashnha.com
Health Resources and Services Administration www.hrsa.gov
Rasmuson Foundation www.rasmuson.org
Mat-Su Health Foundation www.matsuhealthfoundation.org/
Regional Alaska Native Health Organizations

TRANSPORTATION PROGRAM PARTNERS:

Alaska Department of Transportation and Public Facilities
www.dot.state.ak.us
Bureau of Indian Affairs www.doi.gov/bia
Community Development Quota Organizations www.wacda.org
U.S. Army Corps of Engineers www.poa.usace.army.mil
U.S. DOT Federal Highway Administration www.fhwa.dot.gov
U.S. DOT Western Federal Lands Highway Division www.wfl.fhwa.dot.gov
Regional Tribal Non-Profit Organizations

(5) compile a report summarizing key informant feedback and findings regarding the market feasibility of the project.

(6) PowerPoint presentation summarizing the project activities, findings and recommendations.

4. Appendix D: Consultant’s Final Presentation

VILLAGE RESUME MARKET ASSESSMENT

Presented by Anthony Caole & Jolene John

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888-375-7774

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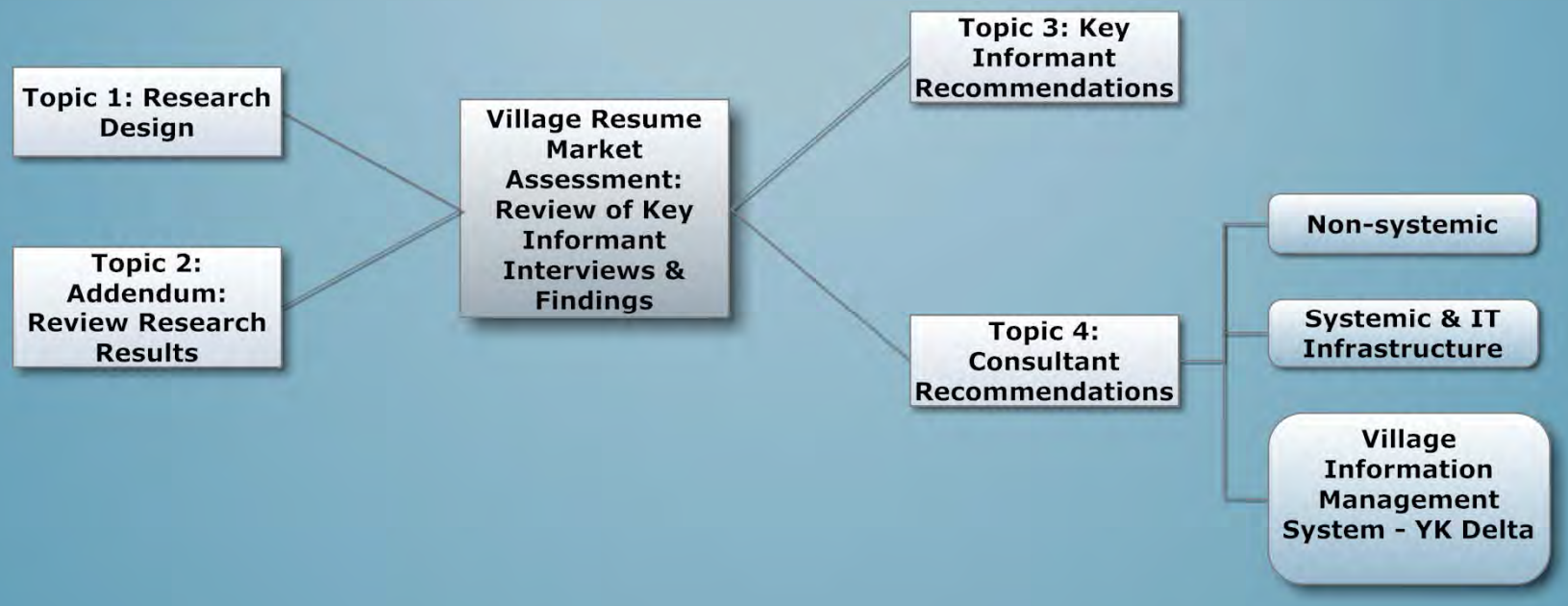
3StarAk@gmail.com

PRESENTATION OVERVIEW

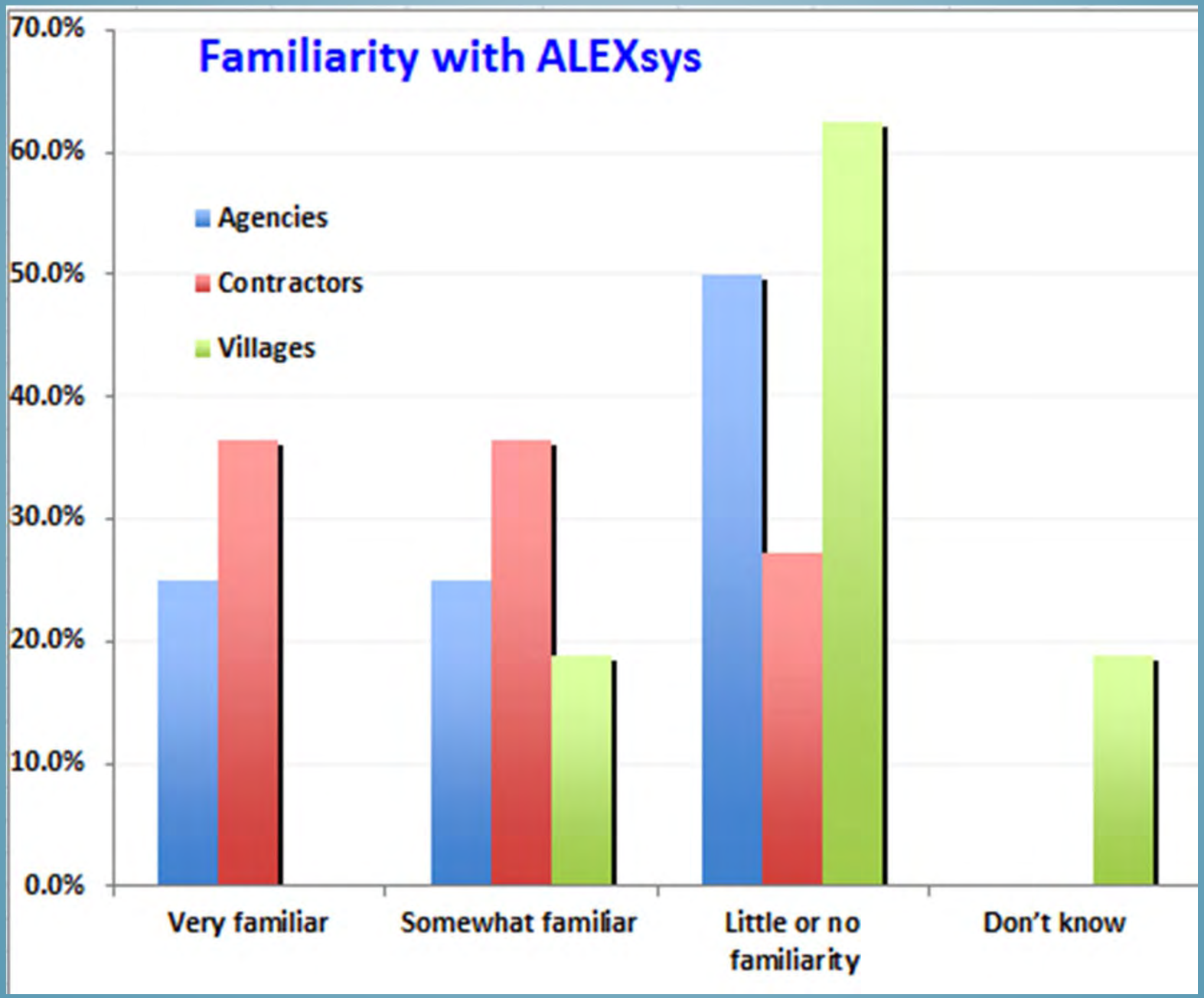


RESEARCH DESIGN

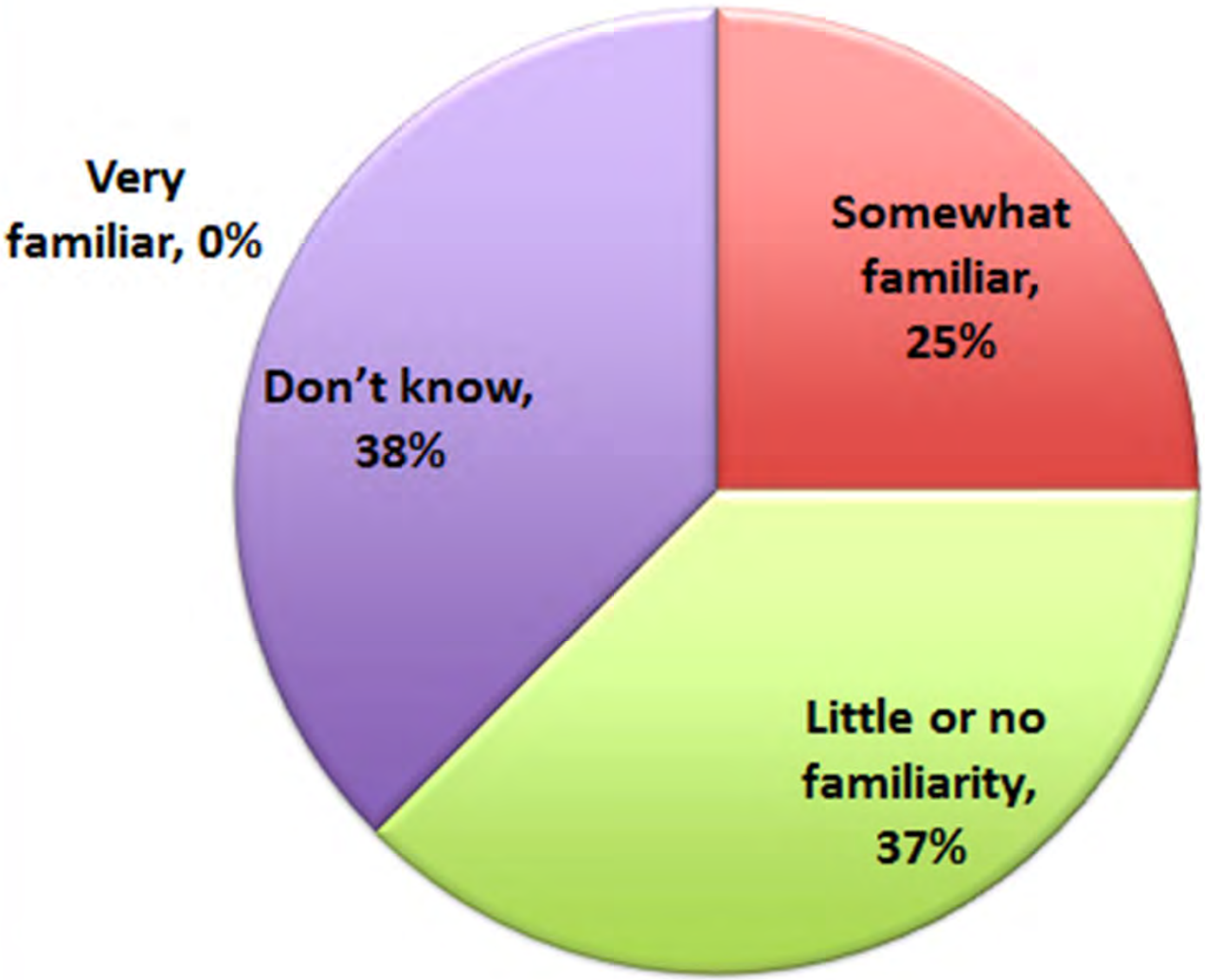
- *16 Agencies / 19 Individuals*
- *Key Informant Interviews; Verbatum Transcriptions*
- *3 Villages: Businesses, Workers, Leadership x 16 Individuals*
- *12 Contractors / 14 Individuals*
- *Limitations – only (3) villages*
- *Strengths – interviewed all MAJOR players in the Y-K Delta*

REVIEW KEY INFORMANT DATA RESPONSES:

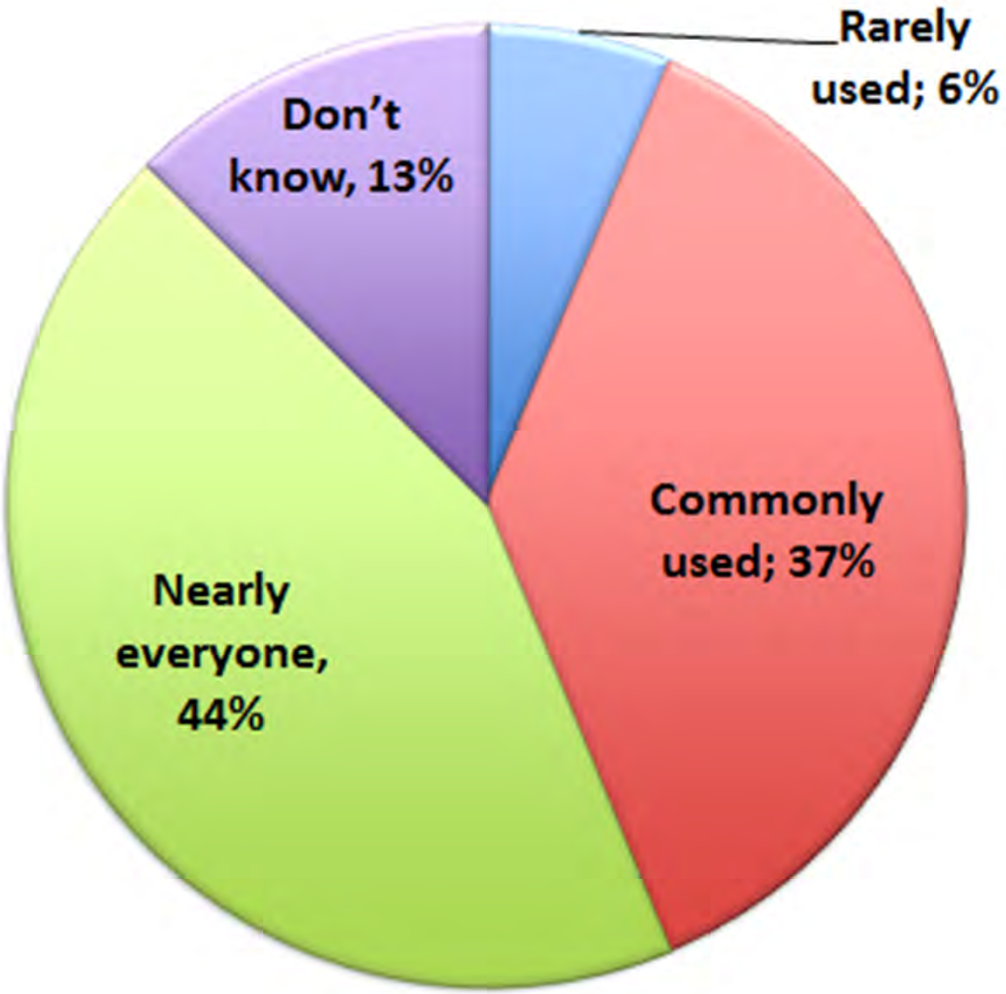
- *Jolene John & Anthony Caole will review Addendum Report*


Familiarity with ALEXsys
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
Agencies
Contractors
Villages
Very familiar
Somewhat familiar
Little or no familiarity
Don't know

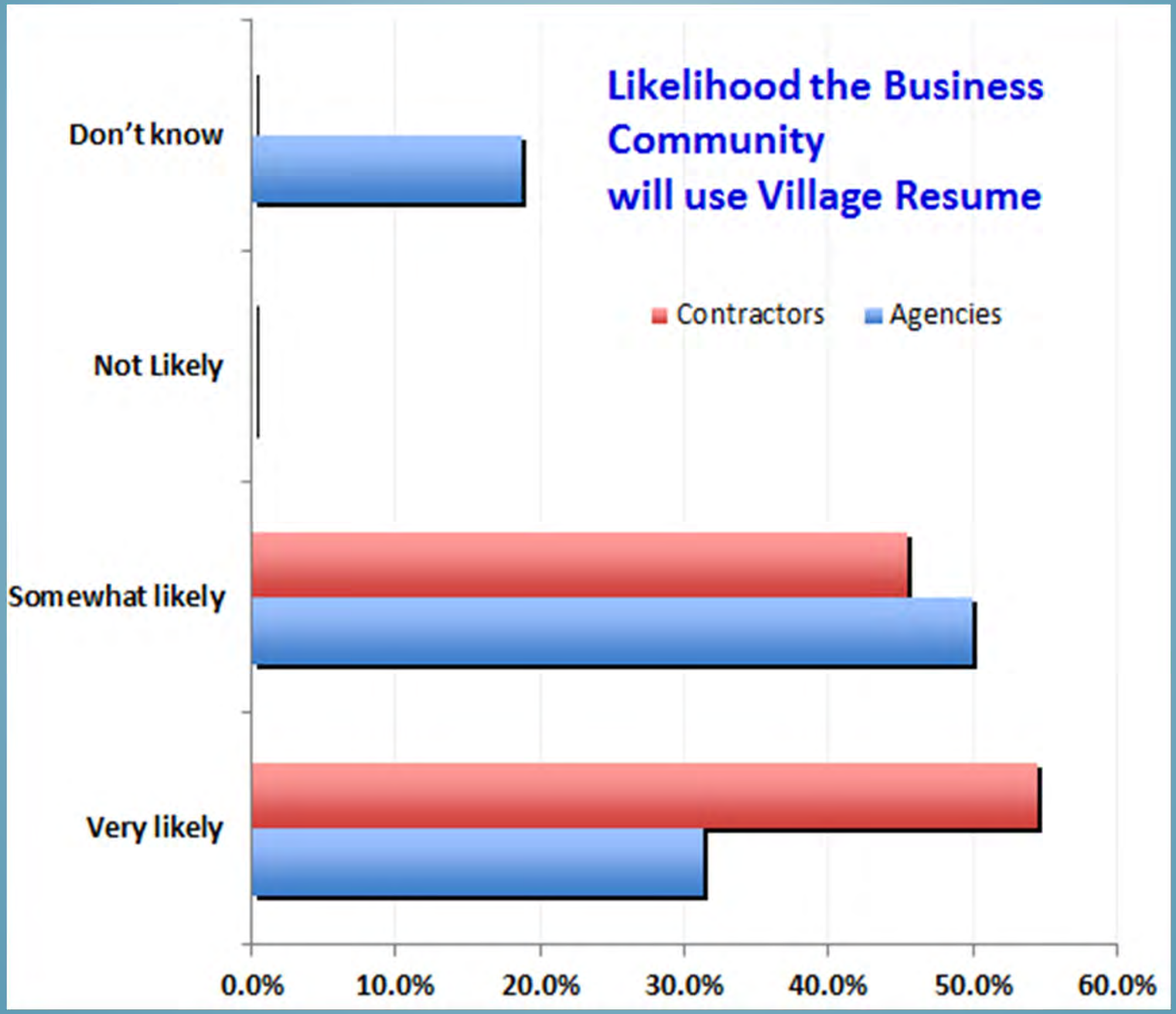
Villages' Familiarity with Job Centers



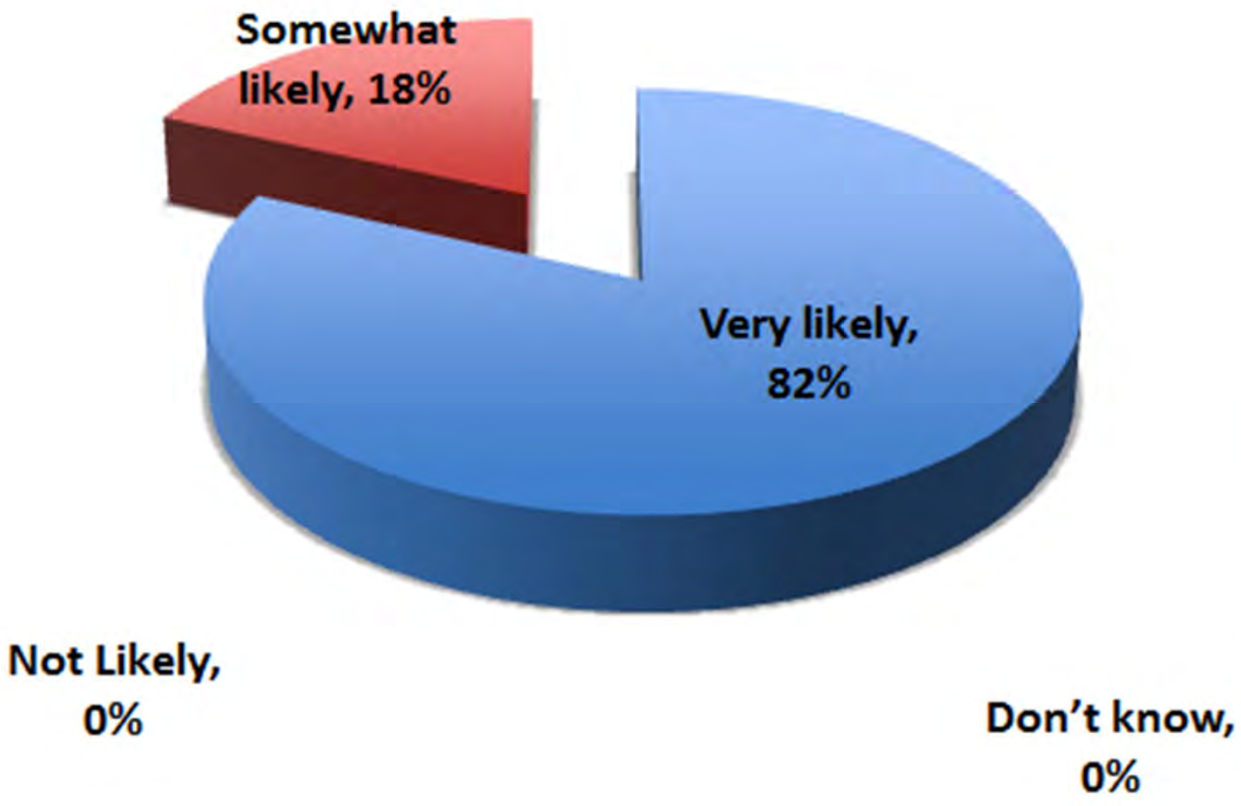
Village's Characterization: Use of Social Media and Internet

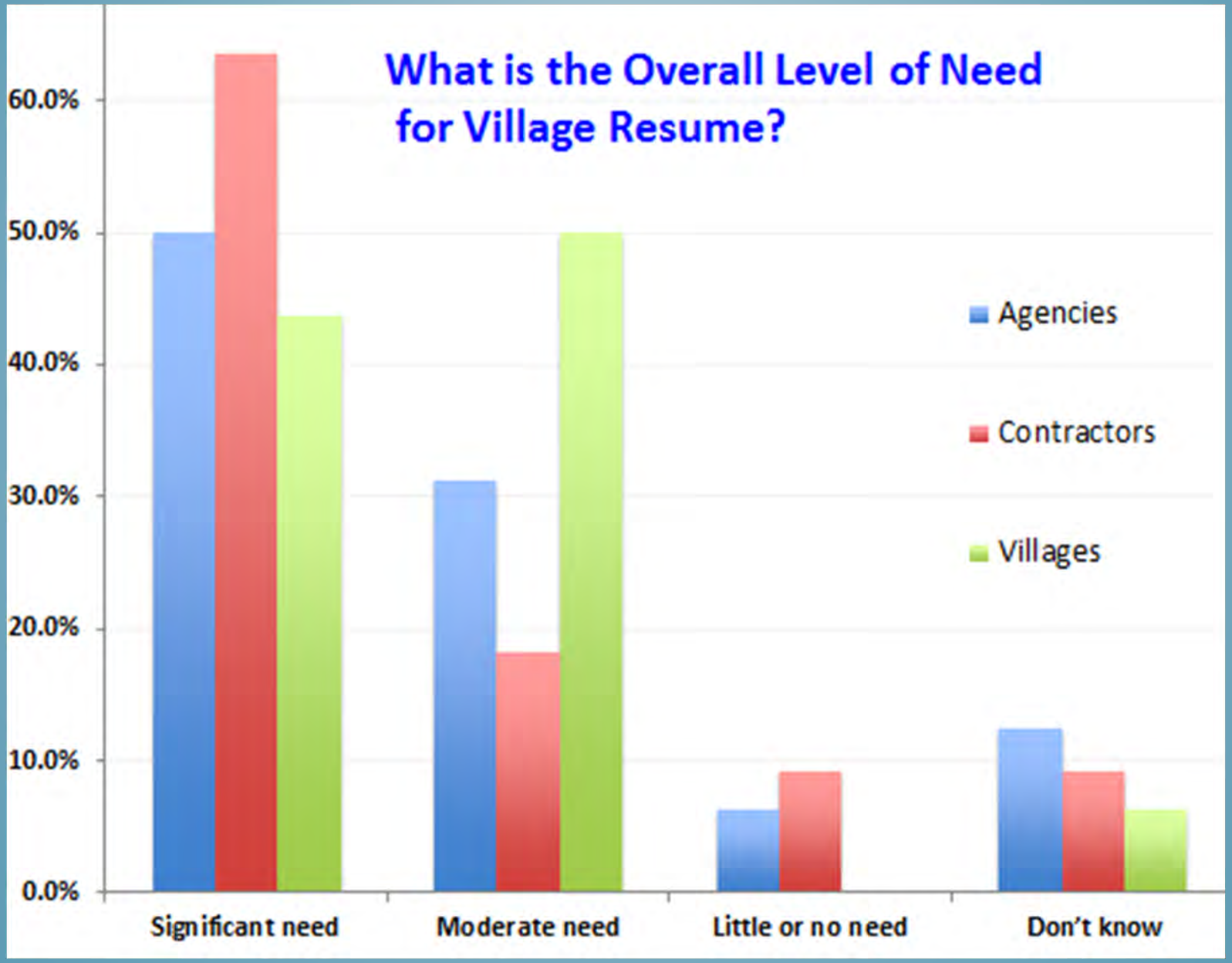


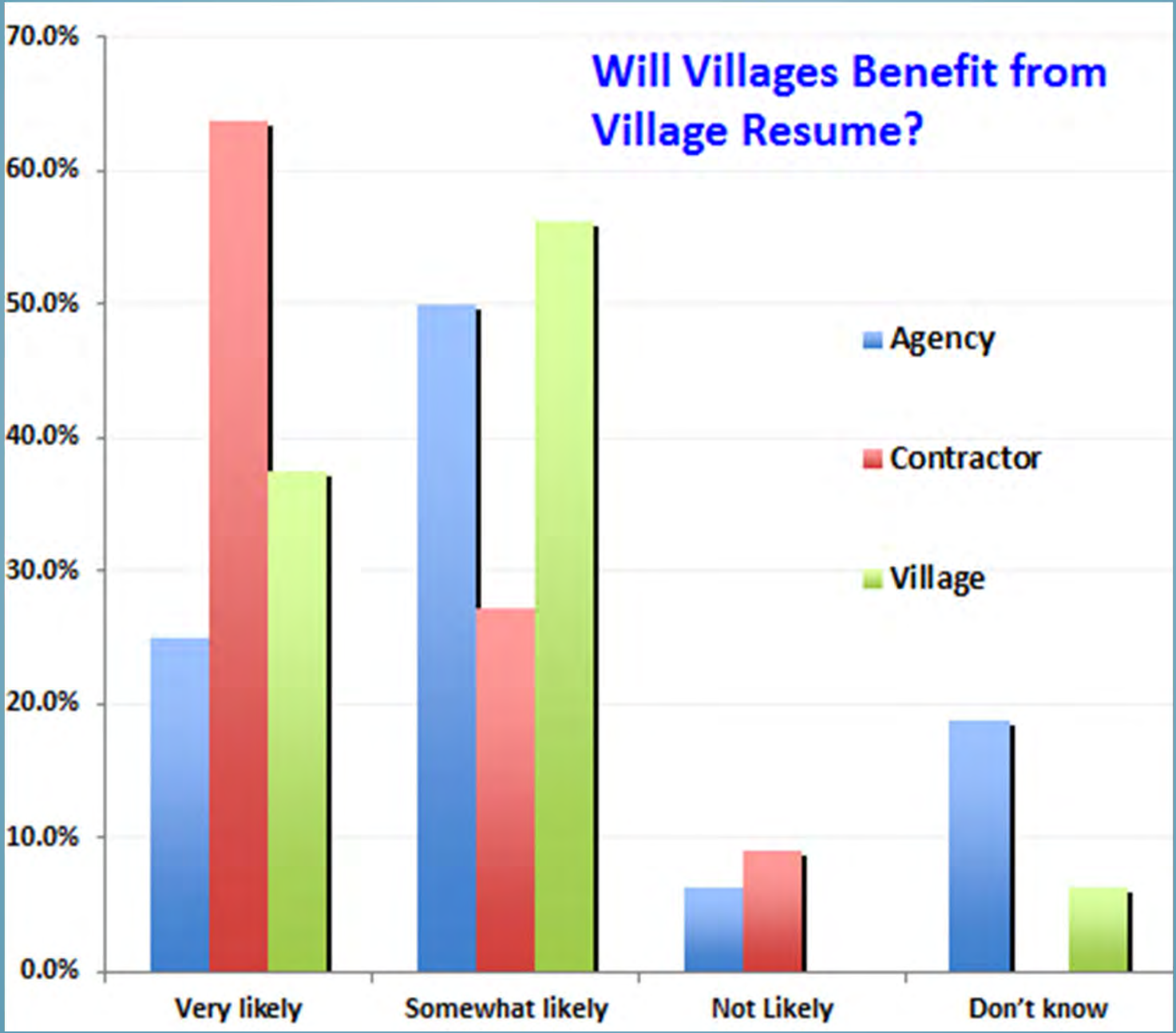
Will Village Resume be Helpful for Promoting Local Workforce?
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
Agencies
Contractors
Villages
Very helpful
Somewhat helpful
Little or no help
Don't know


Likelihood the Business Community will use Village Resume
Contractors
Agencies
Don't know
Not Likely
Somewhat likely
Very likely
0.0%
10.0%
20.0%
30.0%
40.0%
50.0%
60.0%

If Village Resume Existed, Would Your Company Use It?



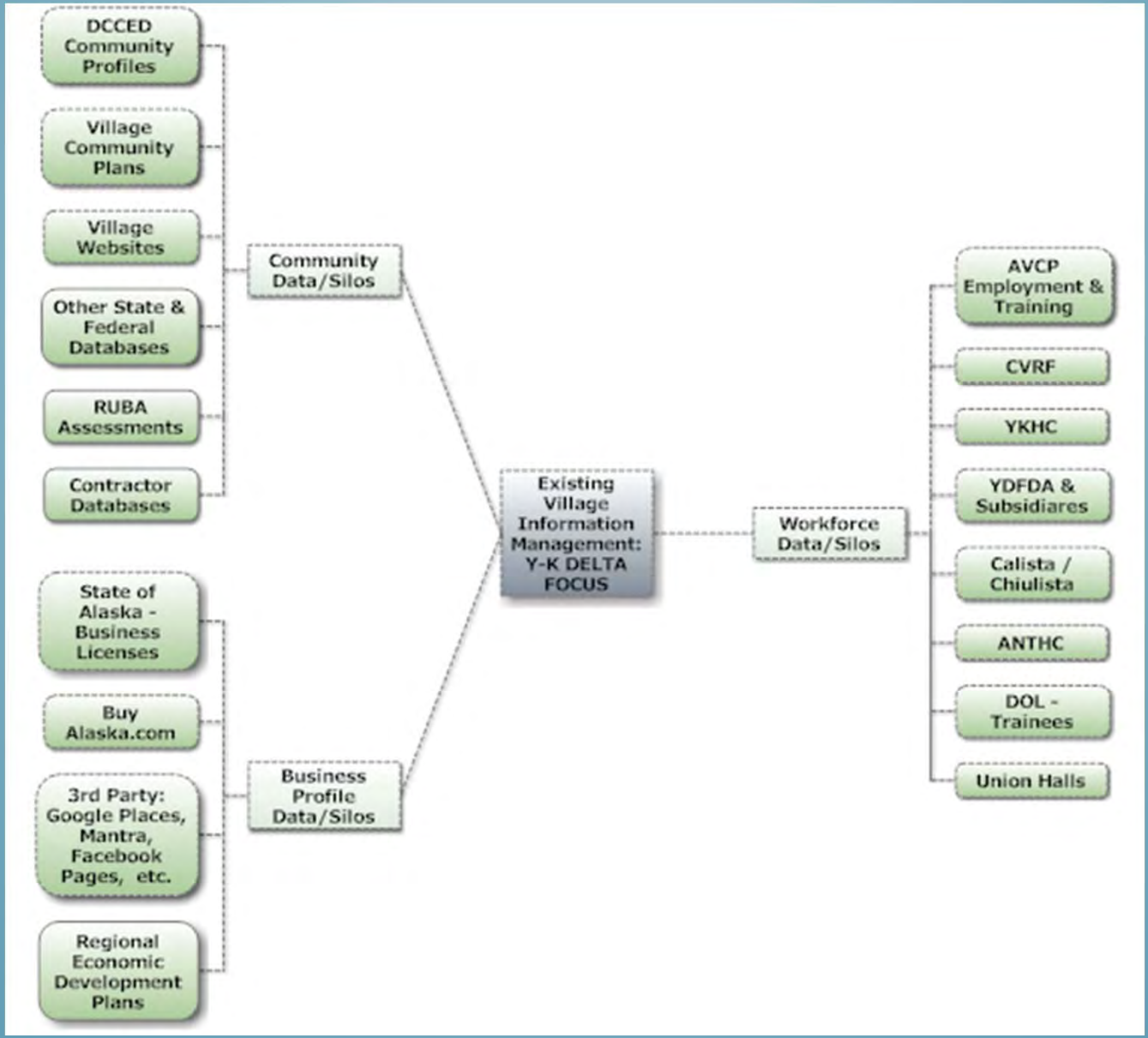

What is the Overall Level of Need for Village Resume?
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
Agencies
Contractors
Villages
Significant need
Moderate need
Little or no need
Don't know


Will Villages Benefit from Village Resume?
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
Agency
Contractor
Village
Very likely
Somewhat likely
Not Likely
Don't know

KEY INFORMANT RECOMMENDATIONS

- *Improve Communication*
- *Local Hire*
- *Expand Training Programs*
- *Technical Assistance for village-based businesses*
- *Internet access, public access points*
- *Fund construction resources for villages*
- *Village Resume good idea, but not the panacea*

VILLAGE INFORMATION MANAGEMENT "SYSTEM" STATUS-QUO

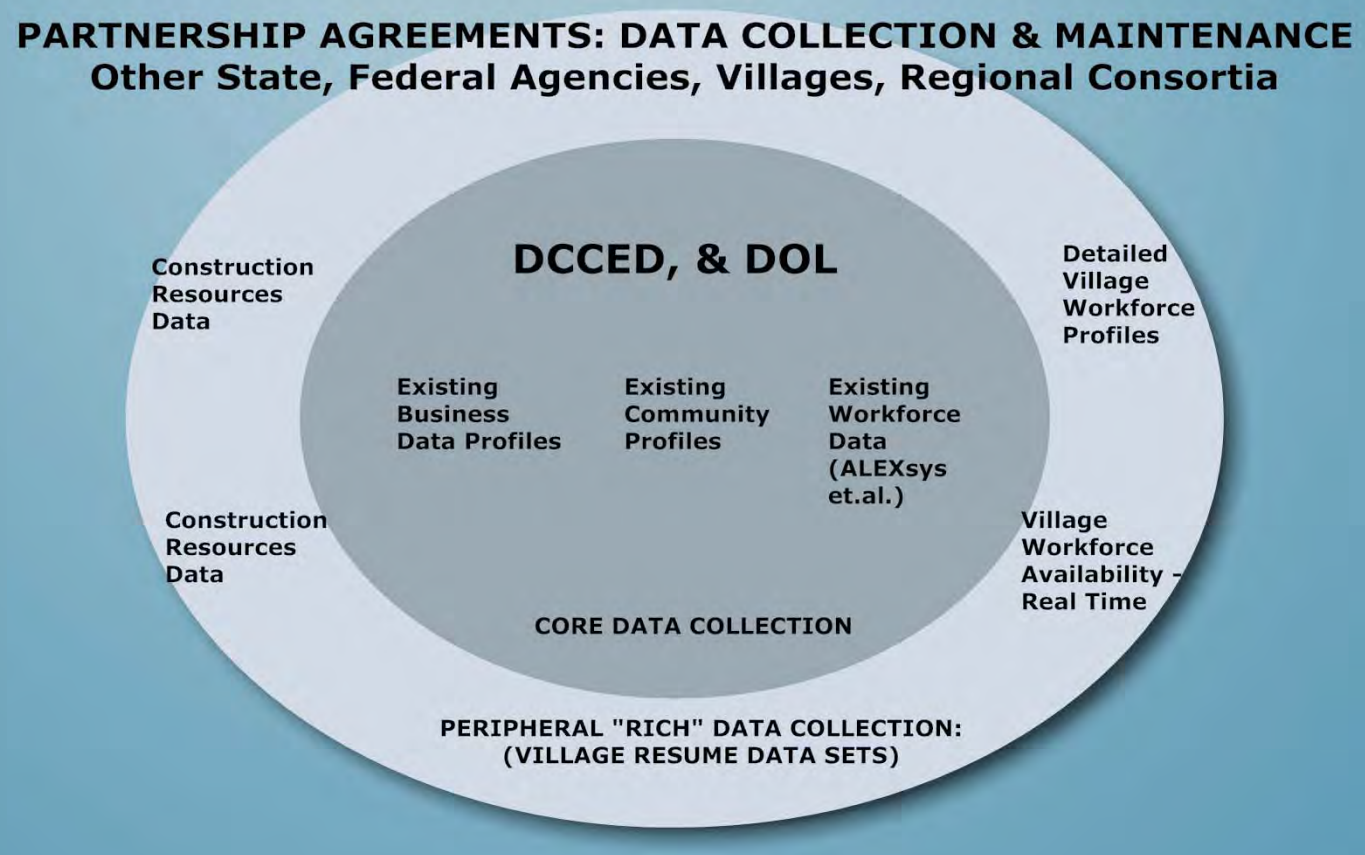


CONSULTANT RECOMMENDATIONS

- *Non-systemic: Improve Existing Data Collection & Systems*
  - *Automate some data collection (Community Profiles): email forms, etc.*
  - *Expand Training: Basic computer training; BuyAlaska.com; ALEXsys*
  - *Public computer terminals w/ Internet in villages*
- *Systemic (Village Resume)*
  - *Move systems towards collaborative Web 2.0 data sharing platform*

VILLAGE RESUME DEVELOPMENT STRATEGY & RISK MANAGEMENT

Village Resume Development Strategy



VILLAGE RESUME NEXT STEPS

- *State's Role: design the information sharing platform, model data sharing agreements for partners, address confidentiality*
- *Regional Partners: Customize the database based on their needs; assist with data collection and maintenance*
- *Migrate Core Systems to Web 2.0 Platform*
- *Expand incrementally into peripheral/rich data sets through regional partners, consortia, villages*

VILLAGE RESUME: WHAT IT WILL NOT LIKELY BE

- *100% all data sets, 100% all villages*

VILLAGE RESUME: WHAT IT CAN BE:

- *Better Core Data by minimizing redundant effort, enabling remote data entry & data validation*
- *Rich data for some villages, some additional data sets, but not all, depending on partnership agreements*
- *10+ Years: Vastly improved collaborative village information management system*