

CONFIRMATION

HEARING -

DAVID

G.

HOFFMAN

③ Confirm Henry



Alaska State Legislature

House of Representatives

Committee on Community & Regional Affairs

Pouch V
State Capitol
Juneau, Alaska 99811
(907) 465-4833

April 15, 1987

Honorable Ben Grussendorf
Speaker of the House
Alaska State Legislature
P.O. Box V
Juneau, Alaska 99811

Dear Mr. Speaker:

The House Community and Regional Affairs Committee gives the following individual recommendations on the appointment of David George Hoffman as Commissioner of the Department of Community and Regional Affairs.

Confirm	No Recommendation	Reject
<i>James E. ...</i>		
<i>...</i>		
<i>Heinrich Springer</i>		
<i>Adelheid Hermann</i>		

Sincerely,

Heinrich Springer
Rep. Henry Springer, Chairman

BUILDING A STRONGER RURAL ALASKA

PRESENTED TO THE BILL EGAN FORUM

MARCH 24, 1987

JUNEAU, ALASKA

BY

DAVID G. HOFFMAN, COMMISSIONER

DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS

GOVERNOR COWPER, IN HIS STATE OF THE STATE ADDRESS, EMPHASIZED THAT RURAL ALASKA IS A VITAL AND IMPORTANT PART OF OUR STATE. HE SAID THAT VILLAGES ARE FUNDAMENTALLY DIFFERENT FROM URBAN ALASKA, ECONOMICALLY, HISTORICALLY, AND CULTURALLY AND THAT STATE GOVERNMENT MUST RECOGNIZE THESE DIFFERENCES AND BUILD APPROPRIATE PROGRAMS TO HELP RURAL ALASKANS FACE THE CONSIDERABLE CHALLENGES AND CHANGES THEY FACE TODAY.

RURAL ALASKANS ARE EXPRESSING TWO MAJOR CONCERNS. THEY WANT TO ACHIEVE GREATER SELF-DETERMINATION IN THE AREA OF LOCAL GOVERNMENT AND THEY NEED TO DEVELOP GREATER ECONOMIC SELF-SUFFICIENCY THROUGH STABLE AND SUSTAINABLE LOCAL ECONOMIES. THE STATE HAS A DEFINITE ROLE TO PLAY IN HELPING RURAL RESIDENTS ACHIEVE THESE GOALS. IN WORKING TOWARDS THESE GOALS, I BELIEVE WE CAN BUILD A GREATER AND STRONGER STATE FOR ALL ALASKANS.

STRONGER LOCAL GOVERNMENTS

RURAL ALASKANS ARE SEEKING GREATER CONTROL OVER THEIR LIVES AND COMMUNITIES. THIS INSISTENCE ON LOCAL CONTROL OVER THEIR GOVERNMENTS IS NOT A TEMPORARY FAD; RATHER IT IS A BROAD-BASED AND POWERFUL POLITICAL GROUNDSWELL. AS I UNDERSTAND IT, THIS MOVEMENT HAS GROWN IN RESPONSE TO THE DRAMATIC CHANGES IN RURAL COMMUNITIES DURING THE LAST SEVERAL YEARS AND THE SENSE AMONG RURAL ALASKANS THAT THEY ARE LOSING CONTROL OVER THEIR COMMUNITIES. THEY BELIEVE THAT STRONG LOCAL GOVERNMENTS CAN HELP THEM REGAIN AND MAINTAIN CONTROL OVER THEIR LIVES AND RESOLVE THE SOCIAL PROBLEMS IMPACTING THEIR COMMUNITIES. I THINK THEIR CONCERNS ARE GENUINE AND I BELIEVE THEIR DESIRE TO HAVE STRONGER LOCAL GOVERNMENT WILL NOT ONLY BENEFIT THEM, BUT IN THE LONG RUN WILL CONTRIBUTE TO THE OVERALL WELL BEING OF ALL ALASKANS. THEIR DESIRE TO ASSUME GREATER RESPONSIBILITIES AT THE COMMUNITY LEVEL IS ESPECIALLY WELCOME DURING THESE TIMES OF TIGHT BUDGETS.

SOME ALASKANS ARE PROMOTING THE CAUSE OF SOVEREIGNTY AS A SOLUTION TO LOCAL PROBLEMS. I BELIEVE THE SOVEREIGNTY MOVEMENT IS A RESULT OF THE ACCUMULATED FRUSTRATIONS OF MANY RURAL PEOPLE WHO FEEL THEY LACK CONTROL OVER THE THINGS MOST IMPORTANT IN THEIR LIVES. DISTANT ADMINISTRATORS MAKE DECISIONS ABOUT MANY OF THE ELEMENTS OF DAY TO DAY LIFE THAT ALASKAN NATIVES HAVE MANAGED TO CONTROL FOR THOUSANDS OF YEARS. DISTANT COURTS MAKE DECISIONS EFFECTING INTIMATE DETAILS OF COMMUNITY LIFE THAT UNTIL RECENTLY WERE SUBJECT TO A SCRUTINY NO FURTHER REMOVED THAN THE TRADITIONAL BELIEFS HELD IN COMMON BY COMMUNITY MEMBERS.

THE SOVEREIGNTY MOVEMENT SEEKS TO ESTABLISH NATIVE COMMUNITIES WHICH ARE AUTONOMOUS FROM THE STATE AND, AS INDEPENDENT GOVERNMENTS, WOULD RELATE ONLY TO THE FEDERAL GOVERNMENT. THE EXPECTATION IS THAT THIS NEW FOUND AUTONOMY WOULD PROVIDE ALASKAN NATIVES WITH THE VEHICLE TO SHAPE THEIR OWN DESTINY.

THE FEDERAL GOVERNMENT DOES HAVE A TRUST RESPONSIBILITY TO PROVIDE CERTAIN EDUCATIONAL, HEALTH AND OTHER SERVICES TO NATIVE PEOPLE. HOWEVER, I THINK THE CONTINUING STRUGGLE OF LOWER 48 INDIAN TRIBES TO BREAK THE YOKE OF THE FEDERAL GOVERNMENT DEMONSTRATES THAT RESERVATION STATUS DOES NOT NECESSARILY PROVIDE THE LOCAL CONTROL DESIRED BY ALASKAN COMMUNITIES. I BELIEVE THAT THE STATE, BECAUSE IT IS CLOSER, MORE ACCESSIBLE AND MORE SENSITIVE TO RURAL ALASKAN NEEDS, CAN BE MORE RESPONSIVE TO VILLAGE CONCERNS THAN CAN THE FEDERAL GOVERNMENT. WE CAN WORK TOGETHER WITH RURAL ALASKANS TO DEVELOP A SYSTEM OF LOCAL GOVERNANCE THAT PROVIDES INCREASED LOCAL CONTROL; THAT REFLECTS THE SPECIAL CHARACTERISTICS OF TRADITIONAL ALASKAN COMMUNITY LIFE; AND THAT IS CONSISTENT WITH OUR STATE CONSTITUTION.

THE DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS IS CHARGED WITH THE PRIMARY STATE RESPONSIBILITY FOR IMPLEMENTING A PROGRAM TO ASSIST COMMUNITIES TO REALIZE THESE GOALS. THERE ARE FIVE PARTS TO THIS PROGRAM:

- 1) RURAL GOVERNANCE COUNCIL. GOVERNOR COWPER, IN HIS SPEECH BEFORE THE VILLAGE PARTICIPATION CONFERENCE THIS FEBRUARY, MADE A COMMITMENT THAT HE WOULD CREATE A COUNCIL OF KNOWLEDGEABLE PEOPLE WITH WHOM HE COULD WORK TO ADDRESS RURAL CONCERNS ABOUT THE STRUCTURE OF GOVERNMENT IN RURAL ALASKA. TO THIS END, THE GOVERNOR WILL BE INTRODUCING LEGISLATION ESTABLISHING THE RURAL GOVERNANCE COUNCIL IN THE OFFICE OF THE GOVERNOR. THIS COUNCIL WILL CONSIST OF SEVEN PEOPLE, INCLUDING THE CHAIRMAN OF THE LOCAL BOUNDARY COMMISSION, A DESIGNEE FROM THE OFFICE OF THE GOVERNOR, AND FIVE PUBLIC REPRESENTATIVES WHO LIVE IN RURAL COMMUNITIES AND WHO ARE DEEPLY INVOLVED ON A DAY-TO-DAY BASIS IN LOCAL GOVERNMENT ISSUES.

I, AS COMMISSIONER OF THE DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS, WILL ALSO SIT ON THE COUNCIL AS A NON-VOTING EX-OFFICIO MEMBER. THE COUNCIL WILL BE ADEQUATELY BUDGETED TO HOLD HEARINGS AND DO RESEARCH ON ISSUES RELATING TO THE PROMOTION OF MORE EFFECTIVE LOCAL GOVERNMENTS.

- 2) LOCAL CONTROL OF LEGAL PROCEEDINGS. EXISTING STATUTES (AS 29.20.320) AUTHORIZE CERTAIN LEGAL PROCEEDINGS TO BE TREATED AS AN ADMINISTRATIVE ADJUDICATION. THESE STATUTES SPECIFICALLY GIVE MUNICIPALITIES THE POWER TO ESTABLISH A "QUASI-JUDICIAL BOARD" WHICH COULD MEDIATE LOCAL DISPUTES AND ADDRESS ORDINANCE INFRACTIONS OF A NON-CRIMINAL NATURE. THIS DEPARTMENT WILL WORK WITH THE RURAL GOVERNANCE COUNCIL TO DETERMINE WHETHER LOCAL "QUASI-JUDICIAL BOARDS" CAN BE SUCCESSFULLY ESTABLISHED. WE WILL ALSO EXAMINE THE POSSIBILITIES OF ESTABLISHING OTHER "DIVERSIONARY PROGRAMS" WHICH MIGHT PROVIDE LOCAL ALTERNATIVES TO THE EXISTING COURT SYSTEM.

THESE LOCAL BOARDS AND DIVERSIONARY PROGRAMS COULD PROVIDE A MORE APPROPRIATE AND COST-EFFECTIVE MEANS OF DEALING WITH MANY COMMUNITY LEGAL PROCEEDINGS. THEY WOULD OF COURSE OPERATE IN COMPLIANCE WITH ALL SECTIONS OF THE ALASKA CONSTITUTION WITH RESPECT TO TREATMENT OF BOTH NATIVES AND NON-NATIVES. THE DEPARTMENT WILL ALSO BE EXAMINING THE POSSIBILITIES AND CONSTRAINTS REGARDING THE EXTENSION OF THIS CONCEPT TO THE UNINCORPORATED COMMUNITY SETTING. IF APPROPRIATE, LEGISLATION COULD BE DEVELOPED FOR THE NEXT LEGISLATIVE SESSION TO PROVIDE FOR AN EXPANDED APPROACH AS WELL AS TO MORE CLEARLY DEFINE WHAT TYPES OF OFFENSES COULD BE HEARD BY THESE BOARDS.

- 3) FISCAL ACCOUNTABILITY ASSISTANCE. LOCAL GOVERNMENTS IN MANY SMALL COMMUNITIES ARE BEGINNING TO FACE SEVERE FINANCIAL AND ADMINISTRATIVE DIFFICULTIES NOW THAT THE FLOW OF STATE DOLLARS IS DIMINISHING. THE GOVERNOR IS INTRODUCING LEGISLATION TO ASSIST VILLAGES IN THE RESOLUTION OF ANTICIPATED PROBLEMS RESULTING FROM THE IMPLEMENTATION OF THE STATE'S SINGLE AUDIT REGULATIONS.

THIS LEGISLATION IS INTENDED TO HELP COMMUNITIES AVOID MAJOR FINANCIAL PROBLEMS WHICH MAY ARISE AS THE RESULT OF THESE AUDITS AS WELL AS TO ASSIST COMMUNITIES IN MAINTAINING APPROPRIATE LEVELS OF FISCAL ACCOUNTABILITY. A MAJOR FOCUS OF THIS ASSISTANCE WILL BE AN INCREASED EMPHASIS ON THE FINANCIAL MANAGEMENT TRAINING WHICH THE DEPARTMENT'S LOCAL GOVERNMENT SPECIALIST NOW PROVIDE TO COMMUNITIES. TO THIS END, THE BILL ESTABLISHES A RURAL ALASKA TRAINING COMMITTEE. THIS COMMITTEE WILL ASSURE THAT THE DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS, THE UNIVERSITY OF ALASKA (INCLUDING THE COOPERATIVE EXTENSION SERVICE), AND THE ALASKA MUNICIPAL LEAGUE COOPERATE IN THEIR EFFORTS TO PROVIDE EFFECTIVE TRAINING TO THE SMALL COMMUNITIES IN THE AREA OF ACCOUNTING AND FINANCIAL MANAGEMENT. THIS STEP WOULD IN EFFECT FORMALLY RECOGNIZE THE ACTIVITIES OF THE ALREADY EXISTING CONSORTIUM FOR ALASKA MUNICIPAL TRAINING (CAMT).

4) DEPARTMENT DECENTRALIZATION. THE DEPARTMENT IS BEING GRADUALLY DECENTRALIZED TO ESTABLISH CLOSER CONTACTS WITH RURAL CONSTITUENTS. THREE PLANNERS FROM THE DEPARTMENT'S URBAN OFFICES HAVE BEEN REASSIGNED TO REGIONAL OFFICES WHERE THEY CAN BECOME MORE THOROUGHLY INVOLVED WITH REGIONAL ISSUES. ADDITIONALLY, FOUR EMPLOYEES OF THE GRANTS ADMINISTRATION SECTION OF THE MUNICIPAL AND REGIONAL ASSISTANCE DIVISION WILL BE TRANSFERRED TO REGIONAL OFFICES NEXT YEAR. THESE INDIVIDUALS WILL PRIMARILY WORK WITH COMMUNITIES TO ADDRESS THEIR FISCAL AND MANAGEMENT PROBLEMS AND IMPROVE THEIR FINANCIAL SYSTEMS. THE DEPARTMENT WILL ALSO BE REINSTATING, WITHIN THE NEXT FEW MONTHS, A POPULAR PROGRAM REFERRED TO AS THE CIRCUIT RIDER TRAINING PROGRAM. THIS PROGRAM PROVIDES FOR REGULAR CONTACT BETWEEN REGIONAL OFFICE STAFF AND COMMUNITIES TO DEVELOP SOLUTIONS TO SPECIFIC, AND MUTUALLY AGREED UPON, COMMUNITY CONCERNS.

STRONGER RURAL ECONOMIES

THE RURAL AREAS OF OUR STATE ARE THE ONES THAT ARE NOW MOST ECONOMICALLY VULNERABLE. THIS IS LARGELY BECAUSE THEY HAVE BECOME SO DEPENDENT ON STATE AND FEDERAL SPENDING. AS GOVERNMENT SPENDING IS REDUCED IN THE RURAL AREAS WE HAVE AN OBLIGATION TO TRY TO PROMOTE NEW TYPES OF SELF-SUSTAINING ECONOMIC DEVELOPMENT. WITHOUT THIS EFFORT, THE RURAL ECONOMIC BASE WILL CONTINUE TO LAG BEHIND THE GENERAL DEVELOPMENT OF THE STATE, WITH RESULTANT INCREASES IN MIGRATION TO URBAN CENTERS, WELFARE PAYMENTS, AND SOCIAL PROBLEMS. RURAL ALASKANS WANT TO PRESERVE THEIR COMMUNITIES AND THEY WANT TO PULL THEIR OWN WEIGHT. WE MUST HELP THEM FIND WAYS TO DO SO. MY DEPARTMENTAL PROGRAM FOR THE DEVELOPMENT OF STRONGER RURAL ECONOMIES INCLUDES THE FOLLOWING MAJOR ELEMENTS:

1) ESTABLISH A RURAL DEVELOPMENT DIVISION. THE DIVISIONS OF HOUSING ASSISTANCE AND COMMUNITY DEVELOPMENT ARE BEING MERGED TO CREATE A DIVISION MORE FOCUSED ON RURAL ECONOMIC DEVELOPMENT. THE RURAL DEVELOPMENT ASSISTANCE PROGRAM WILL BE TRANSFERRED TO THIS DIVISION FROM THE MUNICIPAL AND REGIONAL ASSISTANCE DIVISION TO PROVIDE A MORE COORDINATED APPROACH WITH THE COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAMS.

2) AGREEMENT WITH THE DEPARTMENT OF COMMERCE AND ECONOMIC DEVELOPMENT (DCEd). OUR DEPARTMENT IS COOPERATING WITH DCEd TO DEVELOP A DETAILED MEMORANDUM OF AGREEMENT THAT WILL COORDINATE MUTUAL CONCERNS. A MAJOR ELEMENT OF THIS MOA WILL BE PROVISIONS FOR STAFF CROSS-TRAINING AND COORDINATION OF PROGRAM IMPLEMENTATION TO MAXIMIZE THE CAPABILITIES CONTAINED IN THE RESPECTIVE DEPARTMENTS.

THIS AGREEMENT WILL TAKE ADVANTAGE OF OUR REGIONAL OFFICES TO ENSURE THAT RURAL RESIDENTS HAVE CONVENIENT ACCESS TO DCEJ PROGRAMS. THE AGREEMENT WILL ALSO PROVIDE AN ASSURANCE THAT RURAL ALASKANS CAN PARTICIPATE IN THE INTERNATIONAL TRADE DEVELOPMENT PROGRAM THAT GOVERNOR COWPER OUTLINED IN HIS STATE OF THE STATE ADDRESS.

- 3) AGREEMENT WITH THE DEPARTMENT OF LABOR (DOL). I WILL BE WORKING WITH DOL TO DEVELOP AN AGREEMENT ON A COORDINATED APPROACH TO LOCAL HIRE ISSUES. OUR CONCERN IS THAT LOCAL HIRE POLICIES TAKE INTO ACCOUNT THE SPECIAL EMPLOYMENT NEEDS OF RURAL ALASKANS IN THEIR COMMUNITY AND REGIONAL SETTINGS. STEPS TO PROMOTE LOCAL HIRE SHOULD RECOGNIZE THE PRIORITY NEED FOR RURAL RESIDENTS TO BE ABLE TO GET THE JOBS THAT OCCUR IN THEIR OWN COMMUNITY.

4) FISHERIES MINI-CABINET. GOVERNOR COWPER HAS ESTABLISHED A CABINET-LEVEL FISHERIES GROUP CONSISTING OF THE COMMISSIONERS OF FISH AND GAME, COMMERCE AND ECONOMIC DEVELOPMENT, LABOR, AND COMMUNITY AND REGIONAL AFFAIRS. THIS MINI-CABINET WILL DEVELOP A LONG-RANGE PLAN THAT WILL HELP PROVIDE SOME STABILITY TO THE ALASKA FISHING INDUSTRY. THE DEPARTMENT, FOR ITS PART, WILL BE WORKING TO ENSURE THAT THE PARTICULAR ECONOMIC DEVELOPMENT CONCERNS OF SMALLER RURAL COMMUNITIES ARE APPROPRIATELY INCORPORATED INTO THE STATE'S PLAN OF ACTION.

5) LAND ISSUES. THE LAND PROVIDES THE ECONOMIC AND CULTURAL FOUNDATIONS FOR ALL RURAL COMMUNITIES. FOR ECONOMIC REASONS, AS WELL AS FOR REASONS OF JUSTICE, IT IS IMPORTANT THAT ALASKAN NATIVES MAINTAIN CONTROL OF THEIR LAND. THE GOVERNOR HAS STATED HIS STRONG SUPPORT FOR THE PASSAGE OF A "1991" BILL IN CONGRESS THAT WILL KEEP NATIVE LANDS IN NATIVE HANDS.

OUR DEPARTMENT WILL CONTINUE ITS EFFORT TO ASSIST IN THE EXPEDITIOUS TRANSFER OF LAND TO MUNICIPALITIES UNDER SECTION 14(C) OF ANCSA. THE DEPARTMENT WILL ALSO BE EXAMINING THE POSSIBILITIES AND REQUIREMENTS FOR SETTING UP A STATE "LAND BANK" PROGRAM COMPARABLE TO THE FEDERAL LAND BANK ESTABLISHED BY ANILCA (SEC. 907). A STATE LAND BANK PROGRAM COULD OFFER UNDEVELOPED NATIVE LANDS SIGNIFICANT PROTECTIONS AGAINST INVOLUNTARY LOSS THROUGH TAXATION OR SEIZURE TO SATISFY JUDGMENTS.

- 6) SUBSISTENCE. SUBSISTENCE AS PRACTICED BY ALASKAN NATIVES HAS A FAR LARGER MEANING IN NATIVE LIFE THAN IS IMPLIED IN THE TERM SUBSISTENCE "ECONOMY." THE MATERIAL END-RESULTS OF SUBSISTENCE EFFORTS REPRESENT ONLY THE SURFACE OF A LIFESTYLE DEEPLY INTEGRATED WITH THE LAND AND ITS RESOURCES.

THE PROMOTION OF A CASH ECONOMY IN RURAL ALASKAN SETTINGS SHOULD RECOGNIZE THE SIGNIFICANT SOCIAL AND CULTURAL IMPLICATIONS OF THIS TRANSITION. IN PROMOTING ECONOMIC DEVELOPMENT EFFORTS, WE MUST BE SENSITIVE TO THE VALUABLE QUALITIES INHERENT IN TRADITIONAL SUBSISTENCE LIFESTYLES. WHEREVER POSSIBLE, WE SHOULD PROMOTE THE ACCOMMODATION OF THE SUBSISTENCE ECONOMY WITHIN THE EXPANDING CASH ECONOMY. A PRACTICAL EXAMPLE OF THIS CONCEPT WOULD BE THE PROMOTION OF INNOVATIVE AND FLEXIBLE JOB-SHARING SCHEMES FOR FORCE ACCOUNT PROJECTS WHICH WOULD PERMIT WORKERS TO SHARE "SUBSISTENCE" AND "CASH" ECONOMY RESPONSIBILITIES AND BENEFITS. ANOTHER EXAMPLE WOULD BE AN EMPHASIS ON COOPERATIVE ECONOMIC DEVELOPMENT EFFORTS WHICH BUILD UPON TRADITIONAL FOUNDATIONS OF COMMUNAL SHARING.

7) ENHANCED ACCESS TO THE STATE EMPLOYMENT SYSTEM. THE DEPARTMENT WILL BE TAKING A MORE ACTIVE ROLE IN ADDRESSING THE PROBLEM THAT MANY RURAL RESIDENTS EXPERIENCE IN ACCESSING THE STATE'S EMPLOYMENT SYSTEM. WHEN STATE JOBS LOCATED IN RURAL ALASKA BECOME OPEN, THEY ARE OFTEN FILLED BY PERSONS FROM OUTSIDE THE REGION BECAUSE THERE ARE NO QUALIFIED LOCAL RESIDENTS ON THE JOB CLASS REGISTER. ENTRY INTO THE STATE EMPLOYMENT SYSTEM IS NOT A STRAIGHTFORWARD PROCESS. THIS IS PARTICULARLY TRUE FOR MANY RURAL ALASKANS, UNFAMILIAR WITH THE BUREAUCRATIC APPROACH, WHO MAY BE INTIMIDATED WHEN CONFRONTED WITH THE STATE'S "SYSTEM" OF JOB CLASSIFICATIONS, APPLICATIONS AND EXAMINATIONS. IN LARGE PART, THIS IS SIMPLY AN "EDUCATIONAL" PROBLEM. RURAL RESIDENTS NEED TO KNOW THAT THE REGISTER SYSTEM EXISTS AND THEY NEED TO LEARN HOW TO "WORK" THAT SYSTEM. I BELIEVE THAT EFFORTS TO LEVEL THE PLAYING FIELD WILL LEAD DIRECTLY TO MORE RURAL ALASKANS IN THE STATE CIVIL SERVICE POSITIONS.

AS A FIRST STEP, I HAVE ARRANGED THAT THE LOCAL GOVERNMENT SPECIALIST AND COMMUNITY DEVELOPMENT SPECIALIST REGISTERS WILL OPEN UP DURING THE MONTHS OF APRIL AND MAY. WE HAVE ALREADY BEGUN TO ADVERTISE THIS "OPEN SEASON" THROUGH VARIOUS RURAL ALASKAN MEDIA CHANNELS. IN MY RECENT TRAVELS IN RURAL ALASKA, I HAVE BEEN WORKING WITH SEVERAL PEOPLE WHO WILL MAKE AN EFFORT TO MOTIVATE QUALIFIED INDIVIDUALS TO SUBMIT APPLICATIONS FOR THESE REGISTERS. ASSISTANCE IN THE BASICS OF FILLING OUT STATE APPLICATIONS WILL ALSO BE PROVIDED.

CONCLUSION

THIS RURAL PROGRAM IS GEARED BOTH AT STRENGTHENING LOCAL GOVERNMENTS AND AT STRENGTHENING THE RURAL ECONOMY. IT WILL PROVIDE BENEFITS TO ALL ALASKANS. THESE EFFORTS WILL HELP RURAL ALASKANS TO CONTINUE TO LIVE AND WORK IN THOSE COMMUNITIES THEY CALL HOME. IT WILL HELP PREVENT A MASSIVE MIGRATION AWAY FROM DISTRESSED RURAL AREAS WHICH WOULD IN TURN HAVE A SEVERE SOCIAL AND ECONOMIC IMPACT ON THE STATE'S URBAN CENTERS.

I BELIEVE THAT THE RURAL PROGRAM I HAVE OUTLINED HERE PROVIDES AN APPROPRIATE ROLE FOR THE STATE IN HELPING RURAL ALASKANS TO HELP THEMSELVES. ULTIMATELY THE FUTURE OF RURAL COMMUNITIES LIES IN THE HANDS OF THOSE PEOPLE WHO LIVE THERE. I KNOW FOR CERTAIN THAT THOSE COMMUNITIES COULD BE IN NO SAFER HANDS.

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C.Hrnng

MEMORANDUM

State of Alaska

TO: Community & Regional Affairs

DATE: 2/11/87

FROM: Chief Clerk's Office

SUBJECT:

The attached are resumes for Governor's appointments that have been referred to your committee for review and recommendation.

DAVID G. HOFFMAN^{ed. f.}
(w) 243-4189
(h) 248-0941

WORK EXPERIENCE

Current MANAGEMENT CONSULTANT
D & D Hoffman Associates

- Chief Executive, Arctic Circle Air Service, Inc.
- Executive Director, Koyukon Development Corporation (rural development)
- Corporate planning in the areas of fuel distribution, transportation, mining, import/export, real estate.
- Training and teaching

Additional Activities

- Mayor, City of Ruby, Alaska (1984-1985)
- Economic Editor, Alaska Native News magazine.
- Publisher, Interior Job Finder newspaper
- Author, Prepare for Success: How To Start A Village Business

1982-83 MANAGEMENT CONSULTANT
Marshall Bartlett, Inc., Lexington, Massachusetts

- Strategic planning for financially distressed Fortune 500 industrial corporations
- International trade analysis for corporations and trade associations
- Economic and financial analysis for corporations and federal agencies

1981 MANAGEMENT CONSULTANT
D & D Hoffman Associates

- Conducted research projects relating to telecommunications, fish processing and state government reorganization

1979-80 EXECUTIVE-DIRECTOR
Bering Sea Fishermen's Association, Anchorage, Alaska

- Founder of this organization with five offices statewide
- Lobbying in state capital and Washington, D. C.
- Liaison with Japanese and American processing industry and financial community
- Extensive media work

1978-79 LEGISLATIVE ASSISTANT
Alaska State Legislature, Juneau, Alaska

- Lead staff role in passage of state's first subsistence law
- Staff work on natural resource issues including fisheries and wildlife, land use, regulatory reform, oil and mineral development
- Oversight of state agencies

1977 PLANNER/ANTHROPOLOGIST
North Slope Borough Planning Department, Barrow, Alaska

1973-77 NUMEROUS RURAL RESEARCH PROJECTS

- Research into subsistence hunting and fishing economies conducted at Eskimo villages in arctic Canada during spring 1973 and summers of 1974 and 1975
- Consultant to the Inuit Land Use and Occupancy Project in Canada (1974-75)
- Study of Eskimo language during two immersion courses (50 hours per week for 3 months) and during village research
- Research into impact of Trans-Alaska Pipeline and Alaska Native Claims Settlement Act during summers of 1974 and 1975
- Research into impact of pending oil and mineral development on Natives of Northwest Territories, Canada, conducted at Yellowknife, 1977

1965-76 COMMERCIAL CONSTRUCTION

- Extensive involvement in all aspects of family construction business
- Journeyman carpenter; one year of work on remote projects (60 to 92 hour work weeks)

EDUCATION

1982 HARVARD UNIVERSITY, Cambridge, Massachusetts
Master in Public Policy, concentration in business and government. First year courses in economics, econometrics, statistics, cost-benefit analysis, operations research and public management. Second year courses in finance, economics, marketing, business strategy, management.

Honors and Activities: Teaching Assistant in "Public Management" and "Political and Bureaucratic Analysis"; founding member Harvard Industrial Policy Project; Class Marshall

1976 HARVARD UNIVERSITY, Cambridge, Massachusetts
Bachelor of Arts, "cum laude" in Anthropology (specialization in social change theory and Eskimo and Indian cultures)

Honors and Activities: Dean's list every semester; honorary scholarship; honors thesis graded "magna cum laude plus"; President Harvard Mountaineering Club; reporter and editor, "Harvard Crimson"; intramural basketball, football, crew

HONORS

- Outstanding Young Man of America (1985)
- Class Marshall, Harvard University
- Honorary Scholarship, Harvard University

AFFILIATIONS

- Alaska Regional Energy Association, delegate
- Rural Alaska Resources Association, delegate
- Resource Development Council, board member
- North and Northwest Mayors Conference
- Alaska Municipal League
- Alaska Anthropological Association

PERSONAL

Excellent health, married, four children

DAVID G. HOFFMAN

Consulting Projects

Strategic Planning

- For a Fortune 100 steel producer, Mr. Hoffman evaluated the impacts of the shutdown of a \$1.5 billion facility. (1982)
- For a Fortune 100 client seeking to reorganize its sales department, he conducted field research to document the ideas of both corporate employees and customers regarding the organization and functions of the department. (1982)
- For Sealaska Corporation, he studied the economic and social impacts of the expansion of fish processing facilities.
- For a privately held Alaskan conglomerate, he performed strategic planning. (1985)

Economic/Financial Analysis

- For a corporation planning to establish a computer time sharing subsidiary, Mr. Hoffman developed financial projections under numerous different scenarios. (1983)
- For a new Alaskan mining company he developed a business plan. (1985)
- For a new international trading company he developed a business plan. (1983)
- For the U.S. Environmental Protection Agency he analyzed the international competitive impacts of steel industry regulations. (1983)
- For a resource development company, he analyzed the financial impacts of construction practices and procedures. (1983)
- For a real estate holding company he performed financial analyses. (1984)

International Trade

- For a special hearing by the U.S. International Trade Commission, Mr. Hoffman wrote testimony on Japanese industrial "targeting" practices. (1983)
- For New Zealand Steel Company, he analyzed U.S. trade policy and evaluated possible future trends. (1982)

- For the Specialty Steel Industry of the United States (a trade association), Mr. Hoffman analyzed the role of imports in causing damage to domestic producers. This analysis was presented before the International Trade Commission as part of a Section 201 "Escape Clause" case. (1983)

Rural Development

- For the University of Alaska he developed a course on rural economics which was statewide. (1984)
- For Koyukon Development Corporation, he performed general management services and developed new economic development programs. (1983-1985)
- For a large group of Alaskan fishermen, Mr. Hoffman established a trade association (Bering Sea Fishermen's Association) which exerted a major influence on state and federal fisheries policies. In addition to serving as general manager and chief lobbyist for the organization, he also conducted economic analyses of proposed regulations, founded a nationally circulated trade newspaper, developed an electronic media program and was involved in negotiations with foreign economic interests.
- For the Alaska Legislature, he evaluated rural telecommunication services and needs. (1981)
- For a Congressionally-mandated study he evaluated the impacts on local residents of North Slope oil and development. (1977)
- For a study mandated by the Canadian Parliament, he documented and analyzed traditional land use patterns in the Arctic. (1974-1975)
- for the State of Alaska he developed a plan for reorganizing state fisheries programs. (1981)
- For Community Enterprise Development Corporation of Alaska, he wrote and designed a booklet entitled "Prepare for Success: How to Start a Village Business." (1985)
- For the Village Council of Stevens Village, he conducted an economic feasibility study. (1985)
- For the Village Council of Fort Yukon, he helped organize a regional economic development conference attended by representatives of eight communities. He also served as facilitator. (1985)

10/31/85

DAVID G. HOFFMAN

Bibliography

ACADEMIC PUBLICATIONS

"Inuit Land Use on the Barren Grounds: Supplementary Notes and Analysis", Report of Inuit Land Use and Occupancy Project, Volume II, Department of Indian and Northern Affairs, Ottawa, Canada, 1976.

"Native Livelihood at Nuiqsut", Nuiqsut: A Study of Land Use Values Through Time, Occasional Paper No. 12, Cooperative Park Studies Unit, University of Alaska, 1978.

Co-author, Native Livelihood and Dependence: A Study of Land Use Values Through Time. Field Study 1, National Petroleum Reserve in Alaska 105 (C) Study, U.S. Department of the Interior, 1979.

ACADEMIC THESES

Masters Thesis, Harvard:

"State Action in the Eighties: A Role for the Rural Development Council", 1982. (Received highest marks)

Undergraduate Honors Thesis, Harvard:

"Tuktu, A Description and Analysis of the Caribou Inuit Economy", 1976. (Received high honors)

SELECTED ACADEMIC PAPERS:

"The Trans-Alaska Pipeline and North Alaskan Natives", 1974.

"The Modification and Development of Political Structures in Northern Alaska", 1975.

"A Comparison of the Status of Inuit in Greenland, Canada and Alaska", 1973.

"An Annotated Bibliography of Writing on Arctic Archeology", 1976.

"A Comparison of Acculturation Patterns in Two Canadian Arctic Regions", 1975.

"Basic Issues in the Management of Alaska's Commercial Fisheries Programs", 1981.

NEWSPAPERS

Bering Sea Fisherman, Founder/Publisher/Editor/Writer (1980)

Interior Job Finder, Founder/Publisher/Editor/Writer (1984-present)

Harvard Crimson, Editor, Writer (1971-1974)

MAGAZINE ARTICLES FOR "ALASKA NATIVE NEWS"

"New Rural Problems May Be Harder to Solve Than the Old Ones," April 1983.

"The Rural Energy Crisis", May 1983.

"Village Economies", July 1983.

"The Mixed Blessing of Rural Construction", August 1983.

"Why Alaska Needs a State Industrial Policy", November 1983.

"The Need for a Rural Development Policy", January 1984.

"State Strategies for Economic Development: Lessons from the Lower 48",
February 1984.

"The World According to Dick Lyon", April 1984.

"Ruby, Profile of a Village Economy", October 1984.

"The Administration for Native Americans", February 1985.

"Village Disaster Would Hurt Cities Too", July 1985

"Strategies for Building a Stronger Private Sector in Rural Alaska", July
1985.

"Service Industries can be "Winners" in the Rural Economy", August 1985.

FORMAL PRESENTATIONS

Has written testimony presented to the U.S. International Trade Commission, the Federal Energy Regulatory Commission, and numerous state administrative boards and legislative committees. Formal presentations have also been made at various corporate meetings, conferences, and meetings of professional associations.