

House District <u>22</u> Senate District <u>12</u>	THE TWENTY-EIGHTH LEGISLATURE APPLICATION FOR GRANTS CHAPTER 42F, HAWAII REVISED STATUTES	Log No: _____ <small>For Legislature's Use Only</small>
Type of Grant Request: <p style="text-align: center;"> <input checked="" type="checkbox"/> GRANT REQUEST – OPERATING <input type="checkbox"/> GRANT REQUEST – CAPITAL </p> <p> <small>"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities</small> <small>"Recipient" means any organization or person receiving a grant.</small> </p>		
STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): _____ STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): _____		
1. APPLICANT INFORMATION: Legal Name of Requesting Organization or Individual: James Kent Associates Dba: _____ Street Address: 3453 Alimanu Street, Honolulu, HI 96815 Mailing Address: 837 Steele Street, Denver, Colorado 80206	2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION: Name: <u>KEVIN PREISTER</u> Title: <u>Senior Associate</u> Phone #: <u>541.601.4797</u> Fax #: _____ E-mail: <u>kevinpreister@gmail.com</u>	
3. TYPE OF BUSINESS ENTITY: <input type="checkbox"/> NON PROFIT CORPORATION INCORPORATED IN HAWAII <input checked="" type="checkbox"/> FOR PROFIT CORPORATION INCORPORATED IN HAWAII <input type="checkbox"/> LIMITED LIABILITY COMPANY <input type="checkbox"/> OTHER <input type="checkbox"/> SOLE PROPRIETORSHIP/INDIVIDUAL	6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST: Restoring the Homeless As Productive Members of Society in the Kakaako and Waikiki Areas of O'ahu CSEPP wishes to assist the State of Hawaii to foster significant progress in reducing homelessness and the social problems associated with it on the island of O'ahu, specifically in the areas of Waikiki, Chinatown, Kakaako, and the Fort Street Mall.	
4. FEDERAL TAX ID: _____ 5. STATE TAX ID #: _____	7. AMOUNT OF STATE FUNDS REQUESTED: FISCAL YEAR 2015: \$ 197,926	
8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST: <input checked="" type="checkbox"/> NEW SERVICE (PRESENTLY DOES NOT EXIST) <input type="checkbox"/> EXISTING SERVICE (PRESENTLY IN OPERATION)		
SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST: STATE \$ <u>0</u> FEDERAL \$ <u>0</u> COUNTY \$ <u>0</u> PRIVATE/OTHER \$ <u>0</u>		
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> </div> <div style="width: 40%; text-align: center;"> KEVIN PREISTER, SENIOR ASSOCIATE <small>NAME & TITLE</small> </div> <div style="width: 20%; text-align: center;"> JANUARY 28, 2015 <small>DATE SIGNED</small> </div> <div style="width: 10%; text-align: center;"> <small>UTILIZED</small> </div> </div>		



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1/30/2015

J. Intzaki



JAMES KENT ASSOCIATES
Global Cultural Analysts

Restoring the Homeless
As Productive Members of Society in the
Kakaako and Waikiki Areas of O`ahu

A Proposal to the
State of Hawai`i
Grant-in-Aid Program

Presented by
James Kent Associates (JKA), Inc.
Kevin Preister, Ph.D.
Eric Casiño, Ph.D.
James A. Kent, J.D.

January 28, 2015

In collaboration with Natural Borders LLC (www.JKA.us)

Enhancing Productive Harmony between Human and Natural Environments

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1. Background and Summary

A. About James Kent Associates

James Kent Associates (JKA), Inc., is a for-profit company with offices in Hawai'i, Oregon and Colorado. Our mission is focused on program and policy development that is based on the culture of the local area—the daily practices, stories beliefs and traditions that make up social life. The most long-lasting and positive social change is that which occurs from the inside out, built on an understanding of how communication, support and change occur in a community. Our goal is to integrate the issues of citizens with the concerns of professionals in supporting institutions in order to produce effective, responsive, and innovative change programs.

B. Goals and Objectives

JKA wishes to assist the State of Hawai'i to foster significant progress in reducing homelessness and the social problems associated with it on the island of O'ahu, specifically in the areas of Waikiki, Chinatown, Kakaako, and the Fort Street Mall. The intent of our approach is to assist the homeless people in returning to a stable, healthy environment through a bottom-up, self-organizing process that leads to each individual or family learning to control, predict and participate in events that affect their lives. First, it is essential to "enter the routines" of homeless people and to describe them as they do themselves, making their informal caretaking systems visible as a resource in creating the next phase of change. Second, it is our intention to participate and collaborate with existing businesses, state, county and federal agencies and not-for-profit organizations as well as advocates and agencies operating with the "Housing First" philosophy, in order to optimize the benefits of our bottom up approach. By having homeless people participate in their own solutions, we will be developing an "issue-centered" approach as the vehicle for them to become productive members of society. In addition, the issue centered approach will assist service providers to become as effective and efficient as possible

Our goal is to lessen the numbers of homeless people by accomplishing the following objectives:

1. Offer a current description of the homeless lifestyle, in its many forms, so that the routines, survival strategies and short and long-term issues of homeless people are made visible and serve as a resource for program and policy development.
2. Engage in empowerment processes with homeless people, assisting them to resolve issues of daily survival, in order to solicit them as full partners in fostering change that is meaningful for them while alleviating some of the public pressures created by homelessness.
3. Expedite the resolution of current citizen issues among the homeless, helping agencies become more effective and efficient in their service delivery.
4. Identify gaps in formal responses to homelessness which, if addressed, would contribute to reduced rates of homelessness and more effective interventions.
5. Provide policy guidance for consideration by the city and the state regarding opportunities to further progress on systemic elements of homelessness.

C. Public Purpose and Need

A strong public purpose is served by this proposal. The social, cultural and economic issues created by the over-visibility and the public behavior of homeless people, as well as "Main Street's" reaction to them, have reached critical proportions and require new approaches. By working directly with the homeless people in the area as partners, as well as with city administration, city and non-profit agencies, policy makers, business leaders and the people of O`ahu, we are confident that new and effective approaches can be discovered.

D. The Target Population

The target population for this project are the homeless people of Waikiki, Chinatown, Kakaako, and the Fort Street Mall on the island of O`ahu.

There are different categories and types of homelessness that must be understood which then determines the approach to be used to work effectively with each type. An initial description of homeless people yields three categories--situational, transitional and lifestyle homeless. They are all very different. These initial categories are as follows:

- Situational are new arrivals who have recently become homeless and offer the greatest promise of early and effective intervention and return to a healthy life in society.
- Transitional are mid-range homeless who have been homeless for a few years and are knowledgeable about available services, resources, and safe locations and are willing to attempt with proper assistance to re-enter society as productive individuals.
- Lifestyle homeless, which we have learned, and the literature documents, occurs after 8-10 years. Lifestyle homeless are those habituated to their life in a permanent relationship to geographic place. That place is their home.

Cutting across these categories are sizeable proportions of the homeless that are mentally ill, addicted to drugs and alcohol, or have post-traumatic stress disorder, and often a mix of all three. At-risk youth enter into the mix as well.

The social forces causing homelessness are so great that it is unlikely to be eliminated by short term actions, especially those focused on surface symptoms. However, reasonable progress on transition programs and relieving some of the social issues caused by homelessness is possible and desirable. JKA proposes a creative approach to bring "fresh eyes" to the problem.

As city, agency and business leaders grapple with the latest round of physical and social issues created by the presence of homeless people on the streets of the Honolulu urban area, it is worthwhile to recognize that a single solution will not be effective. An idea of a homeless "camp," or a housing settlement for the homeless must be expanded and diversified because one size solution does not fit all of the people. The social diversity within the homeless population is simply too great for a single dimensional solution.

E. Geographic Coverage

The geographic areas covered by this proposal are Waikiki, Chinatown, Kakaako, and the Fort Street Mall on the island of O`ahu.

2. Service Summaries and Outcomes

A. JKA's Approach

The most feasible option for a new approach in addressing the social problems created by homelessness is to work with homeless people as full partners to solve their own problems, creating self-sufficiency pathways, and providing critical assistance for key transitional times that move people away from homelessness into the dominant social order.

We at JKA are "capacity builders," skilled at describing the current situation and developing interventions that build upon the aspirations of the homeless so that they participate in creating their own solutions. Government and non-profit agencies become more effective and efficient when oriented to client empowerment. Resort businesses become more engaged when the homeless issue affects the quality of service that they can provide their guests. The Empowerment Trajectory to fostering more effective business and institutional response is shown in Figure One.

Figure One: The Empowerment Trajectory



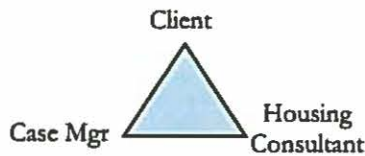
If the immediate stress of daily survival can be relieved (**Stability**), individuals will be able to expand their range of strategies for gaining control of bettering their own situation (**Predictability**). As they accomplish new successes with modest levels of support, a self-sufficient take-off phenomenon occurs that begins to diminish the drain on public and private resources and increases the independence of the homeless individual (**Sustainability**). The Empowerment Trajectory, with its initial emphasis on stability, is a means to create an environment of dignity so that homeless people become partners in change.

This trajectory is also one that we encourage the businesses to use internally for dealing with homeless issues. When these three elements are out of balance, businesses tend to become trapped because homeless individuals who are unstable are unpredictable and produce an unsustainable environment. Companies can feel victimized by homelessness which can lead to random spending of resources with no clear plan on how the resource expenditure will benefit them short or long term. This project applies the Empowerment Trajectory to the impacts experienced by lodging and tourism businesses.

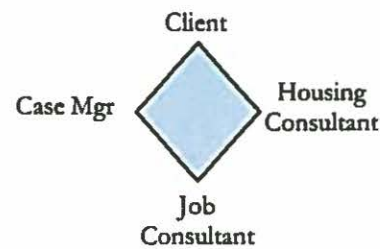
The State of Hawaii approach in the last couple years has been to add the job of Housing Consultant to the previous dyad of the Client and the Case Manager, as shown in Figure Two below. The literature on homelessness strongly supports the provision of housing as an effective intervention strategy, particularly with the mentally-ill and chemically-dependent. However, this is a medical model oriented to "symptoms" and "treatment" and not a solution that will work for all.

Based on our research, JKA adds a fourth dimension as a partner, a “Job Consultant”, that produces a true systems approach of treating individuals holistically, with all elements of a healthy lifestyle represented. This added dimension is especially appropriate for two important sub-populations of homeless, the newly-homeless and the unemployed homeless. Both of these sub-populations are especially open to helpful intervention. This dimension also invokes corporate responsibility as well as opportunity to significantly affect the public face of homelessness.

**Figure Two:
State of Hawaii Intervention Model**



**Figure Three:
JKA Intervention Model**



Research shows that there have been successful programs in recent years to alleviate the scourge of homelessness. One is a “Housing First” approach¹ for people with mental illness and addiction. The program has shown notable successes by removing any pre-conditions for housing and by changing the typical agency centric approach of “Here is what you need to do” to the question, “How can I help?” This shift puts the homeless person in the role of the “expert” and the change agent assists him or her in meeting the goal. This feature is built into the first work step below—entering the routines of the homeless and listening. The objectives of the homeless themselves drive the intervention process. The Housing First model is being used directly in Honolulu, Salt Lake City, and other locations, and will be incorporated into this proposal. Another significant work² shows the importance of self-governance. In some of these settings, public officials have remarked how surprised they have been that self-governance has reduced criminal activity and police presence. A key feature of these latter experiments is in developing a range of options so that individuals can improve their situation through incremental steps, from tents to tiny houses to transitional housing. Flourishing in the Pacific Northwest, and recently in other areas of the country, elements of this model are also included in the work plan as well, as in the gap analysis (Step Six, below).

B. Scope of Work

The Scope of Work for this project involves the following steps:

1. Enter the routines of the homeless and identify their short and long-term issues. By being part of the daily routines of homeless people, reflecting with them about their situation, and describing their everyday strategies for survival, they will teach us about the different kinds of

¹ Tsemberis, Sam, Ph.D., Housing First: The Pathways Model to End Homelessness for People with Mental Illness and Addiction, Center City, Minnesota: Hazelden Press, 2010.

² Heben, Andrew, Tent City Urbanism: From Self-Organized Camps to Tiny House Villages, The Village Collaborative, 2014.

homelessness and their ideas for improving their situation. We call this the Discovery Process™ and we have used it in well over 200 community settings in which we have worked during the last 40 years. We will determine the “self-organizing” techniques by which the homeless take care of themselves and each other. Those self-organizing behaviors will be built upon to discover effective next steps. The natural “caretakers” (individuals who are trusted and know how the current system works) and “communicators” (individuals who routinely move information within the homeless culture) will help us in developing and authenticating a sustainable action program. Identifying and responding to specific issues of individuals will help target resources efficiently.

For example, in one homeless setting in which we worked, shelter was not a major priority for homeless people. Rather, a place for a daily shower (to be presentable to the larger society) and a phone that did not answer “Salvation Army” (so people could look for jobs) were the issues identified most frequently. Given our objective of stabilization, the goal is strong alignment between the actionable issues of the homeless and the resource allocations of supporting agencies.

2. Identify and clarify the management concerns of the affected business people, responsible agencies and city/state officials to determine the nature and scope of the impact of homelessness on formal service systems and on tourism business. The individuals from the lodging businesses will teach us about the opportunities they see for creating safer, more humane, more efficient and visually-pleasing environments.
3. Map the human geography of homeless routines. JKA will conduct human geographic mapping³ of the homeless environment that will show how the homeless have set up boundaries within which survival routines, hangouts and behavior patterns take place. This allows for distinguishing the different settlement patterns and living arrangements in different geographic areas. By recognizing the diverse cultures that develop, the resulting profile of homeless geographic diversity becomes visible and actionable. Knowledge generated through mapping allows for specific targeted cultural strategies upon which to build and to inform deliberations about self-directed opportunities.
4. Develop and implement intervention strategies. By understanding the organizational culture of the Waikiki homeless, we begin to use the self-organizing efforts of the homeless to move individuals from homelessness to a functioning place in society. We will help individuals resolve their short and long-term survival issues and interface with supporting agencies as necessary to do so. The assistance given to individuals is likely to reveal a pattern based on the sub-cultures of the many individuals. These patterns will evolve into five or six strategies that are likely to emerge from working with homeless individuals and their survival networks which will be feasible to implement.

³ JKA has used human geographic mapping with a variety of clients over the last 40 years, using seven Cultural Descriptors to show how people actually relate with and use their physical landscape. Such maps assist governments and corporations to target their resources efficiently and effectively. See our website for a description at: <http://www.jkagroup.com/methods/humangeomapping.htm>. See also: Kent, James A. and Kevin Preister, “Methods for the Development of Human Geographic Boundaries and Their Uses”, in partial completion of Cooperative Agreement No. 1422-P850-A8-0015 between James Kent Associates and the U.S. Department of the Interior, Bureau of Land Management (BLM), Task Order No. 001, 1999. Available at: http://www.jkagroup.com/Docs/JKent_MethodsfortheDevelopment.pdf.

5. Perform a gap analysis and opportunity structuring. As we work with homeless individuals to resolve their issues, gaps and opportunities presented by the current system of response and services will become more apparent. The gap analysis identifies unmet needs and opportunity structuring shows where innovation in the present system can occur. These findings will be presented to responsible officials for their consideration in improving the effectiveness of current service delivery.
6. Involve the hospitality and tourism businesses as much as possible in the Discovery Process and the various intervention strategies. For tourism establishments to thrive and compete globally they must have a clean and stress-free physical and social environment. JKA intends to write a program for hotels and other businesses to use in dealing with homeless individuals. As part of the cost of doing business, the goal is to build in stability for businesses so they can avoid the disruption associated with the public face of homelessness. By engaging businesses in solutions, the business impacts from homelessness will diminish over time. Attention will be given to a long-term action program so that a permanent, reliable system will be assembled.

Owners, managers and staff from the hospitality and lodging industry in Waikiki will be invited to participate in the Discovery Process (Step 1) with the JKA team in order to learn and to participate in strategy development.

7. Develop incentives and specific strategies for homeless individuals to relieve the public pressures on tourism establishments. From these strategies a reliable system will emerge and be assembled that is not available today in dealing with the specific impacts from homelessness on lodging and tourism businesses. At the heart of these strategies is the knowledge that homeless people want to “give back” and to improve their situation with appropriate self-directed opportunity. This is the win/win formula by which both the homeless and nearby businesses benefit from more successful intervention strategies.
8. Develop policy recommendations for consideration by the State of Hawai`i and local jurisdictions. Based on the outcomes of the research and the action phases, JKA will prepare policy options for dealing with the systemic structural elements involved in the homelessness cycle.
9. Submit a final report with detailed findings and outcomes, along with evaluations, and submit to the expending agency.

Deliverables

1. A report on the results of the Discovery Process which will generate a body of knowledge of homeless culture on O`ahu—how people survive, communicate, support each other, and also their short and long-term actionable issues they experience during the cycles of homelessness. This is an unfiltered description of “What is” that has high value for practitioners and policy makers as well as useful for education purposes.
2. A Human Geographic Map, depicting visually the daily routines and natural boundaries of homeless lifestyles, including GIS map layers containing social information such as informal networks, key contacts, and important gathering places. The map indicates opportunities to replicate the cultural experiences of the homeless so what is valued in their current situation

can be retained. Thus, if a woman goes to a park every morning, how can this experience be replicated in a new setting? Or, if there is an informal support network of three men, how could they be re-settled together so that the support of their friendship is maintained? Attention to human geography reinforces the caretaking patterns that currently exist. This orientation to geography is also useful for the business program, in siting facilities to support the homeless, and in allocating efficient service delivery.

3. An intervention report that will summarize the results of the many interventions conducted over the course of this project.
4. A program, or manual, for businesses to use that will help them describe the relevant features of the homeless presence near their establishments, develop shared strategies for intervention developed with homeless individuals, support agencies and businesses, and document the outcomes.
5. A summary report of all aspects of the project.

C. Annual Timeline

James Kent Associates has planned for a ten-month project.

D. Quality Assurance and Evaluation

James Kent Associates will keep thorough records of project activities. Although JKA will retain ownership of community fieldnotes, the results of the community fieldwork will be reported in detail in terms of the deliverables committed to for this project. The various deliverables are robust in requiring details about JKA activities which includes:

1. Number of homeless people contacted, their demographic information such as age and gender, the content of their personal stories and the short and long-term issues they express regarding surviving and thriving on O`ahu.
2. Human geographic maps showing the patterns of daily life and survival for the sub-populations of homeless people.
3. Agency personnel contacted, their perspectives regarding effective service delivery to the homeless population, their management concerns of items they believe need attention, and the opportunities they identify for improving the self-sufficiency of homeless individuals.
4. The number and nature of interventions conducted to assist the homeless in resolving their short and long-term issues, the interactions with various agencies and churches who provide services for the homeless and the outcomes of such interventions.
5. The policy options generated and developed for consideration by local jurisdictions.

E. Measures of Effectiveness

The State may review the deliverables submitted as part of this project. As indicated above, the deliverables will provide ample detail by which to review the program's achievements. The numbers served, the numbers no longer considered homeless, program changes recommended and instituted and the policy changes recommended and those instituted will all be reported.

3. Financial

The budget for this project is presented on the following page. JKA anticipates its quarterly funding requests for the fiscal year 2016 as follows:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$65,000	\$50,000	\$50,000	\$34,573	\$199,573

JKA anticipates no other sources of funding for fiscal year 2016. We have been granted no state or federal tax credits for the last three years, and none are applied for. JKA Currently has no government contracts or grants. JKA current assets as of December 31, 2014, were \$86,248.

Attachment B contains supplemental information sheets requested in the grant forms.

4. Experience and Capability

A. Necessary Skills and Experience

James Kent Associates (JKA) is committed to policy, program and project development that enhances the health and well-being of our community, corporate and government clients. We carry out this commitment through an understanding of the power of informal systems and how they are key to success or failure of new change initiatives.

JKA uses an approach with corporate, government and community clients undergoing change processes that broadens opportunities and improves predictability. This integrated system has worked in a variety of localities with different cultural, social, economic, physical, and biological conditions. For projects both within the U.S. and abroad, JKA predicts where issues will occur that are affected by a new policy, program or project. JKA then designs processes to foster mutual benefit that prevents disruptive issues from side tracking or defeating projects based on rumors, half-truths, and ungrounded emotional reactions. In more than 300 communities and corporations where we have worked with these techniques, we have been able to prevent, manage, and/or reconcile disputes in a manner that has enhanced the quality of community and corporate life.

Proposed Budget for the Grant-in-Aid Program to Assist Homeless Issues on O`ahu

1/22/2015		CSEPP State of Hawai`i Budget						
Labor	Billing rate	# days	Cost					
Project Manager, Kevin Preister	450	68	30600					
Senior Strategist, Jim Kent	750	30	22500					
Fieldworker One, Eric Casfo	450	75	33750					
Fieldworker Two, Trish Malone	350	75	26250					
GIS map specialist, Adriane Bovero	400	4	1600					
Intern, Aubrey Sharp	250	75	18750					
Labor Subtotal		327	133450					
Work Steps/ Professional Days	Proj Mgr	Sr. Strateg	Fieldwkr One	Fieldwkr Two	GIS Map Spec	Intern	Total days/step	
1 The Discovery Process	12	10	23	23		23	91	
2 Management Concerns	2		2	2		2	8	
3 Human Geographic Mapping	8	2	8	8	3	8	37	
4 Intervention strategies	29	8	31	31		31	130	
5 Gap analysis and oppor struct.	2	2	2	2		2	10	
6 A manual for businesses	4	4	3	3		3	17	
7 Incentives development	2	1	2	2		2	9	
8 Write deliverable reports	9	3	4	4	1	4	25	
TOTAL DAYS	68	30	75	75	4	75	327	
Expenses	#	\$/each					Cost	
Airfare, 4 team members	28	525					14700	
Lodging, 2 bdrm, 10 mo	10	2200					22000	
Per diem food	307	89					27323	
Car rental, gas	8	200					1600	
Documents, copying							250	
Printing							250	
Expense Subtotal							66123	
Total Project Costs							199573	

JKA projects have included organizational restructuring, Environmental Assessments (EA), Environmental Impact Statements (EIS), public participation processes, citizen design contributions and strategy/implementation plans for proposed ski areas, resorts, airports, mines, housing projects, industrial parks, golf courses, power generating facilities, military installations, and river recovery, among others. JKA pioneered the concept of community-based interpretation of the National Environmental Policy Act (NEPA) through creative use of the Policy Section 101 of NEPA.⁴ We have experience in implementing NEPA, Superfund, the Clean Water Act, and other federal and state environmental compliance laws.

Our experience has shown that the key to successful change projects is to understand how a community of place or corporate structure functions presently and the cultural mechanisms in place to deal with change and disruption. By working within the context of informal caretaking networks, daily routines, belief systems and communication patterns, we identify important ways to create change in a manner that mobilizes people to participate in and benefit from the change.

Grassroots networks and natural helping systems are identified to provide information from the appropriate cultural perspective necessary for developing the strategies and policies of our clients. As an example, often our project clients begin a community process with formal meetings which allows for positions to be taken immediately and opposition networks established. Through this formal meeting process a narrow 2% of the citizens make the decisions for the other 98%. By working within the informal networks first, a project proponent has time to align the development with the best interests of potentially 98% of the people, thus insuring their support before moving on to formal sessions.

Through *The Discovery Process*,TM our clients come to understand that an informal, communication decision-making system exists in every community and organization. Similarly, every community and organization has informal networks that carry issues. Some of these issues are not affected by the proposed action, but some are directly or indirectly affected. If the proposed change neglects to take this reality into account early in their planning, the projects can get bogged down or ambushed in formal group settings. If the project is approved without the participation of the people in a process that they own, the resulting impacts will often be disastrous to the local culture of the community or organization. The *JKA Issue Management System*TM takes these factors into account early in the process and creates an environment amenable to preventing and resolving conflicts in a culturally sensitive way. Issue Management fosters a "moderate middle" and minimizes the influence of extreme voices.

JKA Awards

JKA awards over the years have included:

1. Association of American Geographers Citation Award for Human Geographic Excellence - The Hawai'ian Wind Farm Project, 1986.
2. The United States Forest Service Gifford Pinchot Award for Socially Responsive Management, 1985.

⁴ Preister, Kevin, James A. Kent, "Using Social Ecology to Meet the Productive Harmony Intent of the National Environmental Policy Act (NEPA)," *Hastings West-Northwest Journal of Environmental Law and Policy*, Volume 7, Issue 3, Spring, 2001, Berkeley, CA.: Hastings College of the Law.

3. Washington Association of Professional Anthropologists Honorary Praxis Award for the Issue-centered Approach to Social Impact Assessment, 1982.

JKA's client list includes:

Pacific Rim Clients

City and County of Honolulu
GTE - Honolulu
Hawaii Electric Company
Hawaii County, Mayor's Office
Kona Heights LLC
Midland Pacific Homes
Kau Listening Project, County of Hawaii
Molokai Job Creation Project, USDA
Peoples Republic of China
Puna Hui Ohana, Hawaii
The Asia Foundation
University of Hawaii
U.S. Marine Corps
Windfarms (Campbell Estate), Hawaii
CSIRO (Commonwealth Scientific and Industrial Research Organization)
HEI-Guam, Tanguisson Power Plant
O'oma Residential Village, Kona, HI

National and International Clients

Alcoa
American Heritage Rivers
Amoco
Aspen Skiing Company
Aspen Foundation
Atlantic Richfield
Bechtel Corporation
Battlement Mesa, Exxon Corporation
California State Department of Parks and Recreation
Center for the New West
Chevron - USA
City of Medford, Oregon
Data Electronics Corporation (DEC)
Denver Public Schools
Egyptian Academy of Science
Environmental Protection Agency (EPA)
Family Care, Inc., Portland, Oregon
Form Based Code, Basalt, Colorado
Gemini Consultants
Grand Valley Vision 2020, Colorado
Guaranty Bank, Colorado

Gulf Oil and Standard Oil of Indiana
Holy Cross Energy, Colorado
Honda-Off Road Policy
Hospital Building and Equipment
International Right of Way Association
KKBNA Engineers, Inc.
Kootenai Tribe of Idaho
Lear Oil Company
Lilly Endowment, Minturn Life Options Project, Colorado
Morris and Knudsen
National Science Foundation
National Institute of Mental Health
New Vector Communications, US WEST
North Slope Borough, Alaska
Oregon Department of Transportation
Oregon Department of Forestry
Pitkin County (Colorado) Strategic Plan
R.W. Beck
Rocky Mountain Oil and Gas Association
Rogue Valley Council of Governments, Oregon
Rogue Valley Transportation Department, Oregon
San Bernardino National Forest
Seattle City Light
Sierra County, New Mexico
SOHIO - British Petroleum
Southeast Area State Forestry
State of Colorado - Governor Roy Romer, "Oatmeal Circuit" DIA Annexation
The Applegate Partnership, Oregon
Town of Dubois, Wyoming
Two Rivers Village, Inc., Gypsum, Colorado
United Cable Television Corporation
Upper Rogue Watershed Council, Oregon
U.S. Army at Fort Bragg, North Carolina
U.S. Army Corps of Engineers
U.S. Agency for International Development (US AID)
◆ Guyana
◆ Philippines

- ◆ Guatemala

U.S. Department of Agriculture (USDA)

- ◆ Soil Conservation Service
- ◆ Forest Service

U.S. Department of Interior (USDI)

- ◆ Bureau of Land Management
- ◆ Fish and Wildlife
- ◆ National Park Service

U.S. Public Health Service
US WEST
Vail Associates, Colorado

JKA Projects in Hawai'i

Entrepreneurial Support, Moloka'i, 2011

Our nonprofit sister company, the Center for Social Ecology and Public Policy (CSEPP) conducted community organizing on the island of Moloka'i, Hawaii (2011) for economic re-structuring and business development for USDA Rural Development. The purpose was to identify and work with individuals and families who had ideas for starting their own business and/or had plans for expanding and maturing an existing business. Ours is a reflective process that took individuals from where they were through a step-by-step, local cultural, and geographically-focused approach to sustainable business development and implementation. This approach emphasizes nurturing relationships and building support through informal individual and family networks thereby ensuring, preserving and growing Molokai's cultural and natural resources. Seven new businesses were opened in the small town of Kaunakakai and another 32 micro entrepreneurs were in various stages of preparing for and opening their small business. Our clients came to us from across a diverse social, cultural, ethnic and economic population.

Here is the project report. The important thing about this work is that we started from the bottom, in the community, to see what people needed and then helped them get it.

[http://www.jkagroup.com/Docs/Enterprise and Job Creation for Economic Structuring on Moloka'iHawaii.pdf](http://www.jkagroup.com/Docs/Enterprise%20and%20Job%20Creation%20for%20Economic%20Structuring%20on%20Moloka'i%20Hawaii.pdf)

The Ka`u Listening Project, Island of Hawai'i, 2007

There were many issues of survival and hopelessness that were discovered in this situational assessment. The central issue, however, facing the citizens of the Ka`u District was, How much development can be allowed or intentionally created to produce the emergence of a replacement economy to the former plantations? And what safeguards can be instituted to prevent further erosion of Hawaiian and local social and cultural values? Because of reasons of intimidation and cultural traditions of non-involvement with civic government, meeting formats were not appropriate. Instead, through the Discovery Process, citizens came forward who otherwise would not have and contributed greatly to direction about the future economics of their geographic area.

We were commissioned by Mayor Harry Kim on the Big Island to "hear the unheard voices" of people who lived in the Ka`u District regarding a proposed new development. This effort

broadened the discussion as it became apparent the proposal was way too large for the geographic area for which it was proposed and offered few benefits for local people. The report was entitled, "The Ka`ū Listening Project: 'Talk Story until There is a Balance'—A Community Assessment of Citizen Issues Regarding Change and Development," Office of the Mayor, County of Hawaii. 2007. <http://www.jkagroup.com/Docs/kau-listening-project-report.pdf>

O`oma Beachside Village: A Community-Based and Designed LEED registered development (2005)

West Hawai`i is the setting of intensive growth pressures, and government does not often keep up with the impacts created by development. Moreover, development occurs in the context of differences in economic standing and ethnicity, so it appears to many people that there are winners and losers with development. Indeed, the displacement of native Hawaiians from their own homeland is a very real occurrence and reflects a gap between the "haves" and "have not's" that is probably as wide as anywhere in the U.S.

JKA was hired in the middle of a controversy over the project to shift the emphasis from a second home golf community to a citizen-designed residential village. There was a high level of skepticism among residents when we started that development can make a positive contribution to people who live nearby. Initial reactions to further development were almost universally negative and occasionally even hostile. The standard JKA question came to be: "How can development be done in a way that makes a contribution to community life?"

Over time, reflections on this question began to shift from negativity and skepticism, and began to be neutral, curious and then positive. People got excited when they discovered that development might mean their kids could come home, or not have to leave, that there would be housing for people who live here year-round, that commuting might be reduced and not be such a burden on family life, that there would be business opportunities for local people. A pattern emerged in what people said that would shape this future project around particular key design features.

The JKA team came up with nine key design features that were incorporated into project design. Instead of a golf course, a private beach club, and a gated community of second homes, the design instead calls for:

1. A regional beach park, "airport to airport", oriented for local use.
2. A looped trail system within the property and linked to other systems.
3. Contribution to address traffic, a connector road near the airport.
4. Contribution to youth education.
5. Respect for and interpretation of cultural resources according to local protocols.
6. Respect for the landscape, "light footprint on the land."
7. On-site worker housing in a self-sufficient, pedestrian-oriented village.
8. Opportunities for local residents to own their own businesses on site.
9. Live/work units, with living units above commercial and retail ventures.

This work contributed directly to the development of the Kona Community Development Plan which was approved by Hawai`i County Council in July, 2008. The plan has been recognized as a highly successful bottom-up approach to community planning and it enjoys broad public support.

Social Impact Assessment: La`ipala Makai: Kailua Kona, HI. A LEED registered Silver neighborhood subdivision (2006 to 2008)

As a result of JKA's citizen design-based consulting, Lā`ipala Makai is a planned, pedestrian-friendly sustainable community of low rise residences with guiding principles of community connectivity, pedestrian amenities, and awareness of place. This development is registered with the US Green Building Council as a LEED (Leadership in Energy and Environmental Design) project. The development has made a green building commitment for the entire project.

Social Impact Management Systems for the City and County of Honolulu (1979-1982)

Outside of Honolulu and Waikiki, the island of O`ahu is considered rural. The government of O`ahu desired to contain the urban growth within these two geographic areas. They desired to keep the rural areas from being urbanized. Each of the eight geographic areas on the island (population: 800,000) had its own Development Plan and Social Impact Management System (SIMS) for their area. The SIMS brought builders and residents of a project area together prior to entering the formal planning process so they could systematically examine the expected "social impact" of the proposed project during the planning phase. Prior to SIMS, differences exploded into protests and controversy by going directly to the Planning Commission without understanding the social impacts of a project on the citizens.

The core of the SIMS was that the reviews revolved around informal networks and formal groups of Neighborhood Units that were mapped by JKA during the development of the SIMS. These were defined as a geographic area characterized by particular patterns of cultural lifestyles, economic conditions, institutional arrangements and geographic orientation. The Social Impact Management System--Honolulu was adopted by the City and County Council in 1982, one year after this unique planning process was developed.

References

The Honorable Harry Kim
Former mayor, County of Hawai`i
471 Hookina Place
Hilo, Hawai`i 96720
808.933.9208
dixiekaetsu@gmail.com

Mobettah Car Rentals and Molokai Heritage
Productions
Maunaloa Hwy. 460, P.O. Box 590
Kaunakakai, HI. 96748
808-213-5365
pat@westernheritage.com

Cliff M. Morris
The Morris Company
Investment Real Estate Brokerage
Waikoloa, HI 96738
PH: 808-883-3314
CELL: 808-896-7606
FAX: 808-883-8029
clifto@hawaii.rr.com

Pat Lynch, Owner

B. Facilities

No facilities are required for this project.

5. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

Kevin Preister, Ph.D., as Project Manager, is responsible for timely completion of all tasks, staff supervision, and quality control.

James Kent, J.D., as senior strategist, will participate in the work tasks and will be responsible for bringing the systems approach of Social Ecology to bear on research findings and policy development.

Eric Casiño, Ph.D., a cultural anthropologist, will serve as community fieldworker, responsible for accessing hard to reach and ethnic sub-populations of homeless people, and guiding the intervention efforts.

Trish Malone, M.A., also a cultural anthropologist, will conduct the human geographic mapping and ensure broad contact among women who are homeless.

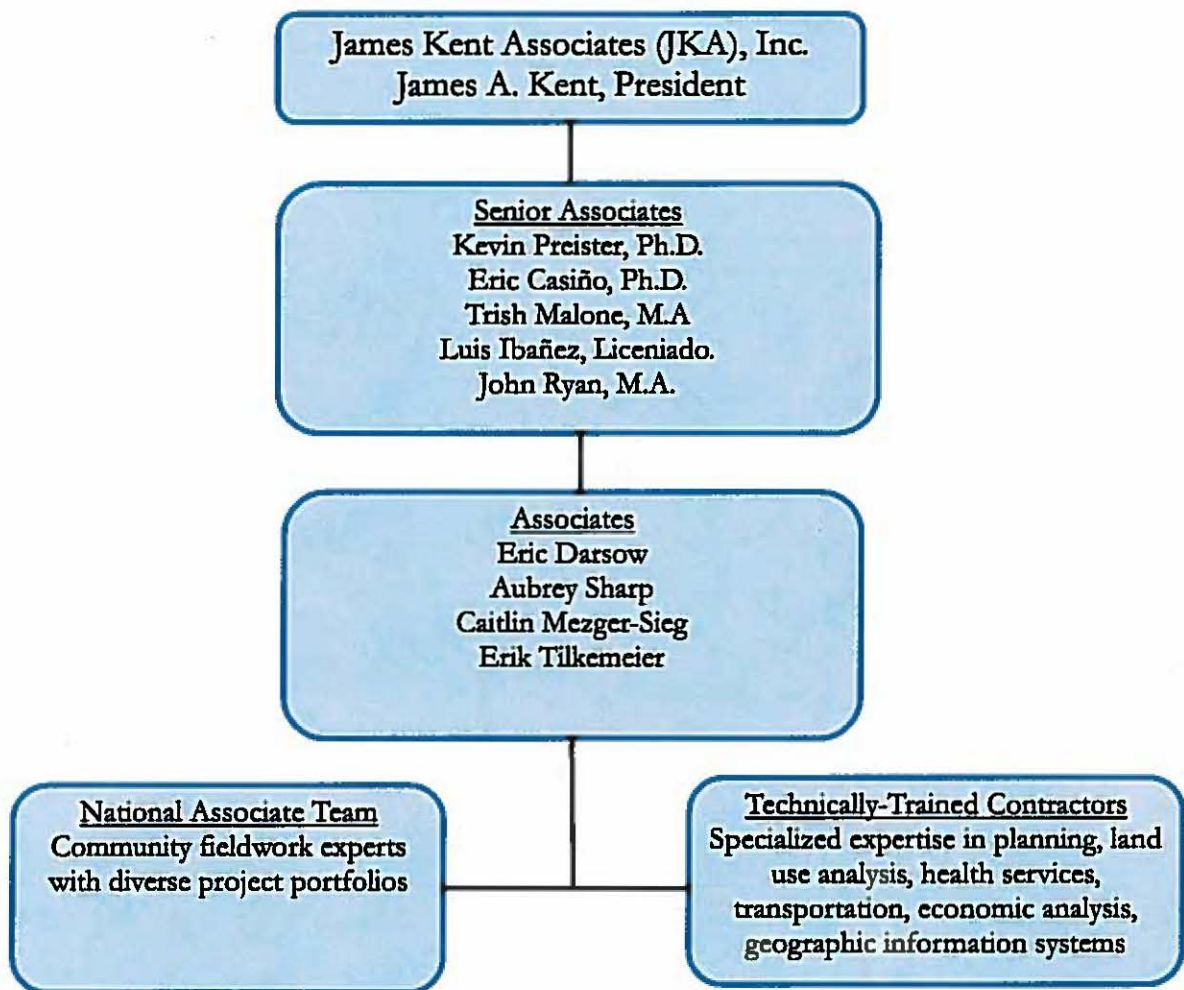
Adriane Bovero is GIS specialist and will create the human geographic maps and GIS-related products for the project.

Aubrey Sharp, B.A., is a recent graduate in cultural anthropology and will also serve as community fieldworker.

Attachment A has full staff resumes.

B. Organization Chart

JKA's organizational chart is shown below.



C. Compensation

James Kent Associates operates through Independent Contractors who are trained and certified in our Social Ecology methodology. Hence, the company has no employees and no annual salaries. The personnel expenses listed in the budget above contains a 20% company overhead rate to pay for company insurance, office rent and other expenses in running a business.

6. Other Requirements

A. Litigation

James Kent Associates has no pending or prior litigation to report.

B. Licensure or Accreditation

JKA Associates have higher education degrees and most have decades of experience in the field of community research and organizing. Related fields are anthropology, sociology, social work, geography and economics, none of which requires licensing. All JKA Associates have Level III or higher certification from our sister nonprofit organization, the Center for Social Ecology and Public Policy, Inc., based in Ashland, Oregon.

C. Federal and County Grants

JKA has had no federal or county grants awarded after July 1, 2014.

D. Private Educational Institutions

No private educational institution, either sectarian or non-sectarian, are supported or benefited by this project.

E. Future Sustainability Plan

JKA expects numerous individuals to be benefited by this project as we will assist homeless people in resolving their short and long-term issues. In addition, by virtue of relating with the many agencies, churches and officials involved in homeless issues, and through the intervention practice of working with homeless individuals, we will develop program and policy initiatives for consideration by the State, local jurisdictions, and helping organizations. The sustainability of our program hinges on the value and effectiveness of these initiatives and the responses of the authorities to them.

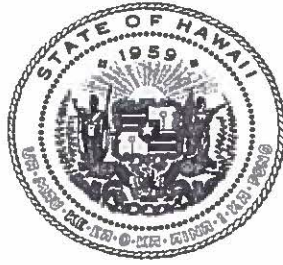
F. Certificate of Good Standing (If the Applicant is an Organization)

This document is contained in Attachment B, below.

ATTACHMENT A

TEAM RESUMES

ATTACHMENT B
SUPPORTING DOCUMENTATION



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

JAMES KENT ASSOCIATES, INC.

incorporated under the laws of Colorado

was duly registered to do business in Hawaii as a foreign corporation on 07/31/2007, and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Business Corporation Act, regulating foreign profit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 26, 2015

[Redacted Signature]

Interim Director of Commerce and Consumer Affairs

To check the authenticity of this certificate, please visit: <http://hbc.hawaii.gov/documents/authenticate.html>
Authentication Code: 225391-COCS_PDF-37283F1

House District <u> 22 </u> Senate District <u> 12 </u>	THE TWENTY-EIGHTH LEGISLATURE APPLICATION FOR GRANTS CHAPTER 42F, HAWAII REVISED STATUTES	Log No. _____ <small>For Legislature's Use Only</small>
Type of Grant Request: <div style="text-align: center;"> <input checked="" type="checkbox"/> GRANT REQUEST – OPERATING <input type="checkbox"/> GRANT REQUEST – CAPITAL </div>		
<small>"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.</small> <small>"Recipient" means any organization or person receiving a grant.</small>		
STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): _____ STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): _____		
1. APPLICANT INFORMATION: Legal Name of Requesting Organization or Individual: <u>James Kent Associates</u> Dba: _____ Street Address: <u>3463 Alimanu Street, Honolulu, HI 96818</u> Mailing Address: <u>837 Steele Street, Denver, Colorado 80206</u>	2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION: Name <u>KEVIN PREISTER</u> Title <u>Senior Associate</u> Phone # <u>541.601.4797</u> Fax # _____ E-mail <u>kevinpreister@gmail.com</u>	
3. TYPE OF BUSINESS ENTITY: <input type="checkbox"/> NON PROFIT CORPORATION INCORPORATED IN HAWAII <input checked="" type="checkbox"/> FOR PROFIT CORPORATION INCORPORATED IN HAWAII <input type="checkbox"/> LIMITED LIABILITY COMPANY <input type="checkbox"/> OTHER <input type="checkbox"/> SOLE PROPRIETORSHIP/INDIVIDUAL	6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST: <u>Restoring the Homeless As Productive Members of Society in the Kakaako and Waikiki Areas of O'ahu</u> CSEPP wishes to assist the State of Hawai'i to foster significant progress in reducing homelessness and the social problems associated with it on the island of O'ahu, specifically in the areas of Waikiki, Chinatown, Kakaako, and the Fort Street Mall.	
4. FEDERAL TAX ID #: <u>20-3386189</u> 5. STATE TAX ID #: <u>W02420931-01</u>	7. AMOUNT OF STATE FUNDS REQUESTED: FISCAL YEAR 2016: \$ <u>197,926</u>	
8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST: <input checked="" type="checkbox"/> NEW SERVICE (PRESENTLY DOES NOT EXIST) <input type="checkbox"/> EXISTING SERVICE (PRESENTLY IN OPERATION)		
SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST: STATE \$ <u>0</u> FEDERAL \$ <u>0</u> COUNTY \$ <u>0</u> PRIVATE/OTHER \$ <u>0</u>		
TY _____ SZ _____	KEVIN PREISTER, SENIOR ASSOCIATE <small>NAME & TITLE</small>	DATE SIGNED <u>JANUARY 28, 2015</u> <small>DATE SIGNED</small>

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2015 to June 30, 2016

Applicant: James Kent Associates

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries (Contractor Fees)	133,450			
2. Payroll Taxes & Assessments	N/A			
3. Fringe Benefits	N/A			
TOTAL PERSONNEL COST	133,450			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Airfare, mainland	14,700			
10. Field team rental apartment	22,000			
11. Per diem meals	27,323			
12. Car rentals, gas	1,600			
13. Documents	250			
14. Printing	250			
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	66,123			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	199,573			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	199,573	Kevin Prester 541.601.4797		
(b) Total Federal Funds Requested		Name (Please type or print) / Phone		
(c) Total County Funds Requested		[Redacted] 42,032		
(d) Total Private/Other Funds Requested		Signature of Authorized Official		
TOTAL BUDGET	199,573	Kevin Prester, Senior Associate Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2015 to June 30, 2016

Applicant: James Kent Associates

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Kevin Preister, Project Manager	0.28		28.00%	\$ 30,600.00
James Kent, Senior Strategist	0.125		12.50%	\$ 22,500.00
Eric Casifo, Fieldworker One	0.313		31.25%	\$ 33,750.00
Trish Malone, Fieldworker Two	0.313		31.25%	\$ 26,250.00
GIS map specialist, Adriane Bovero	0.017		1.70%	\$ 1,600.00
Intern, Aubrey Sharp	0.313		31.25%	\$ 18,750.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				133,450.00
JUSTIFICATION/COMMENTS: Please note that JKA operates through Independent Contractors, so the annual salary column is Not Applicable.				
Note also that labor categories contain a 20% company overhead rate, so the take-home pay of these figures is 20% lower than indicated.				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2015 to June 30, 2016

Applicant: James Kent Associates

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2015 to June 30, 2016

Applicant: James Kent Associates

NOT APPLICABLE

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2013-2014	FY: 2014-2015	FY:2015-2016	FY:2015-2016	FY:2016-2017	FY:2017-2018
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENT NOT APPLICABLE						

GOVERNMENT CONTRACTS AND/OR GRANTS

Applicant: James Kent Associates

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1.	No current government contracts or grant				
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
				TOTAL	-0-


**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISD STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

James Kent Associates
(Typed Name of Individual or Organization)

(Signature) Jan 28, 2015
(Date)

Kevin Preister Senior Associate
(Typed Name) (Title)