



JOHN M. KNOX & ASSOCIATES, INC.

**STATEMENT OF  
QUALIFICATIONS:**

**JOHN M. KNOX  
& ASSOCIATES, INC.**

(formerly "Community Resources, Inc.")

Including Résumé for John M. Knox, PhD

**April 2017**

**JOHN M. KNOX, PH.D.**  
(John M. Knox & Associates, Inc.,  
e-mail [jmk@johnmknox.com](mailto:jmk@johnmknox.com))



Dr. Knox has more than 35 years of experience in social, economic, and community research — as a consultant, a survey researcher, an academician, and a community facilitator. Much of his work has involved public policy research and/or issues related to economic and land use development, although his recent practice has also focused strongly on community indicators and social program evaluation. While a large part of his consulting career has dealt with aspects of resort development in Hawai'i, he also has substantial expertise in other land use issues (including energy projects, recreational communities, and commercial development) ... public policy planning and program evaluation ... market research and feasibility analyses ... and community input to planning processes. His professional activities have also taken him to Guam, the Commonwealth of the Northern Marianas, and the Philippines.

He developed Hawai'i's first full-service socio-economic impact consultancy, "Community Resources, Inc.," which employed up to 10 people at the peak of resort development and planning activities in Hawai'i during the early 1990s. Community Resources was known for excellence in both quantitative and qualitative aspects of its research activities and for its working partnerships with community groups facing major change and development. In early 1995, he sold the name and assets of that company, and functioned as a sole practitioner under the renamed corporate identity "John M. Knox & Associates, Inc." In the 2000s, he re-opened a downtown Honolulu office and again has several staff members, as well as a network of key associates.

#### **PROFESSIONAL EXPERIENCE**

- 1995- Independent consultant, head of **John M. Knox & Associates, Inc.**, research consultancy.
- 1999-2002 Project Director (part-time), Univ. of Hawai'i, Social Science Research Institute (primarily evaluation/outcomes activities - Office of Youth Services and DOH Alcohol & Drug Abuse Division – community indicators for abuse prevention needs assessment).
- 1998-2000 Executive Director (part-time), Hawai'i Council on Economic Education.
- 1984-95 President of **Community Resources, Inc.**, an independent consultancy specializing in socio-economic impact assessment, public opinion research, and program design/evaluation. Roughly half the company's practice involved quantitative or qualitative research into various aspects of Hawai'i's visitor industry.
- 1981-83 Director of Research at **SMS Research**. Designed and supervised numerous market research projects involving Hawai'i tourism. Duties involved creation and implementation of systems for overall corporate research efforts; direct supervision of individual projects; preparation of written reports; and general marketing.
- 1979-80 Operated private consulting company, **dba "Community Resources"** (which became a division of SMS Research in 1981, then was renewed as an independent company in 1983, then sold back to SMS in 1995). Conducted planning research, social impact analysis, and community dialogue for clients in both the public and private sectors.
- 1970-73 Journalist, **Honolulu Advertiser**; duties primarily involved covering planning, government, and political news. President, City Hall Correspondents' Association.
- 1969-70 Hawai'i Island journalist (Hilo Radio KHLO and Kona Times biweekly newspaper).

#### **EDUCATION**

- Ph.D.** (1983) in Psychology, University of Hawai'i (dissertation topic: social impact assessment).
- M.A.** (1977) in Social Psychology, with Certificate in Planning Studies, University of Hawai'i.
- B.A.** (1968) in Speech, University of Michigan.
- National Merit Scholar** (1964), Findlay High School, Findlay Ohio.

## SELECTED KEY REPORTS AND PUBLICATIONS

### Community Indicators and Monitoring Systems

- 2012 “Measures of Success” for 2005-2015 Statewide Tourism Strategic Plan
- 2006 Community Profiles for Educational Assessment. Assist Kamehameha Schools in profiling candidate communities for early education initiatives.
- 2005-2008 Coastal Zone Performance Measurement System. Help State Office of Planning gather nationally-required indicators to measure success in activities such as shoreline access.
- 2002 Social Indicators Study. (Compilation and review of indicators believed to represent risk factors for substance abuse in Hawai‘i.) Through Social Science Research Institute, for U.S. Center on Substance Abuse Prevention and Hawai‘i State Health Dept.’s Alcohol and Drug Abuse Division.
- 2002 2001 Community Outcomes. Initial report of Hawai‘i Performance Partnerships Board (Office of the Governor) on development of Hawai‘i quality of life tracking system.
- 1999 Community Data for Community Building (5 parts, with Penny Levin). Handbook for Hawai‘i community groups on use of original data and community indicators for grants, evaluation, and other projects. Contains inventory of Hawai‘i community databases.
- 1994 Social Indicators for the Island of Lāna‘i. Quantitative and graphical analysis of change in a small island’s social indicators (e.g., income equity, crime rates, etc.) — as compared to change in the state as a whole — for a 20+ year period prior to and including the transition from an agricultural to a resort economy base.

### Program Evaluations, Organizational Capacity Building, and Strategic Plans

- 2011-2015 EPSCoR (NSF) Program Evaluation. Multi-year evaluation of multi-million dollar National Science Foundation grant to University of Hawai‘i system.
- 2010 Hāna Lima Scholarship Evaluation Survey. Prepared for Kamehameha Schools.
- 2007-2008 Multiple State DOE Program Evaluations. Assist DOE in short-turnaround evaluation reports to BOE on eight different programs, from DOD standards to volunteer issues.
- 2006-2010 Community Impact Monitoring, Dole Plantation. Five-year evaluation of economic outcomes associated with expanded visitor-oriented retail project in Central O‘ahu.
- 2004 Summative Evaluation: Pacific Asian Consortium for International Business Education and Research (PACIBER) – Diploma Program. Prepared for PACIBER and U.S. Dept. of Education, Fund for the Improvement of Post-Secondary Education.
- 2002 Research for Lanakila Rehabilitation Center’s Strategic Planning. Secondary research, focus groups, and other guidance for center for disabled adults.
- 2002 External Review of the University of Hawai‘i Center for International Business Education and Research (CIBER). (With Dr. Edwin Miller of University of Michigan)
- 2000 Evaluation of Kaua‘i Violence Prevention Program. Prepared for Child & Family Service.
- 1996 Impact Assessment of the Ke Ola Pono Nō Nā Kūpuna Program for 1993-95. Prepared for Alu Like, Inc.
- 1994 Program Assessment: Native Hawaiian Culture and Arts Program. For Bishop Museum

### **Socio-Economic (and/or Socio-Cultural) Impacts/Forecasts – Tourism, Military, Other Topics** **(Dozens of individual project reports prepared over time; see subsequent pages)**

- 2014 Economic impacts of proposed Pres. Obama Library, for Hawai‘i Presidential Center.
- 2013 Ala Moana Center Redevelopment Economic Impacts. For General Growth Properties.
- 2012 International Market Place Redevelopment Economic Impacts. For Taubman LLC.
- 2008-2009 Guam Military Buildup Socioeconomic Impact Study. Economic, public service, and socio-cultural impact of proposed relocation of U.S. Marines from Okinawa.
- 2006-2007 Maui Island Housing Issue Paper. (With Tom Dinell, AICP). Prepared for Maui County General Plan Update process – overview of Hawai‘i affordable housing problems; causal factors; and “toolkit” of potential government policy responses.
- 2004 Socio-Cultural Impacts of Tourism in Hawai‘i (General Population). Prepared for Hawai‘i State Dept. of Business, Economic Development, & Tourism as a stand-alone portion of the “Sustainable Tourism Study” (above) – historical analysis of socio-cultural issues in Hawai‘i, plus statistical analysis of selected issues (e.g., tourism and crime).

- 1980s- *Computer Models of Labor Supply - Demand and Growth Impacts of Resort or Other*  
 1995 *Forms of Economic Development*. As part of numerous socio-economic impact projects in this period, utilized age-cohort analyses, labor multipliers, and other coefficients to estimate in-migration, housing needs, and fiscal impacts. These were applied in their fullest forms in Maui County, where they became the base for the Maui Planning Department's forecasting system and where they were also used to satisfy court-mandated growth impact assessments for the Kahului Airport runway extension.
- 1994 Socio-Economic Impact of Proposed Land Use Changes, Bellows AFS. For Belt Collins Hawai'i and Commander-in-Chief, U.S. Armed Forces in the Pacific.
- 1992 Kō'ele Resort Housing Social Impact Assessment. Prepared for Castle & Cooke Properties & Maui County Council. Assessment of upscale resort recreational project, including literature review and original research from Caribbean islands to Colorado.
- 1992 Socio-Economic Impact Assessment of New U.S. Navy Activities in Guam. Prepared for Belt Collins & Associates and for U.S. Naval Facilities Engineering Command. Assessment of relocation of United States Navy base from Philippines to Guam.

### **Tourism Planning and Socio-Economic Management Systems**

- 2013- Hawai'i Tourism Authority, Strategic Plan Update (led consultant team doing situation  
 2014 analysis, stakeholder input, facilitation of staff/Board decisions on Plan content).
- 2002- Planning for Sustainable Tourism in Hawai'i. Contractor for Socio-Cultural and Public  
 2004 Input Component for Hawai'i State Dept. of Business, Economic Development & Tourism. Multi-faceted project includes creation of multi-stakeholder Study Group, developing goals, indicators, and currently emerging proposal for Hawai'i Sustainable Tourism System.
- 1998 Diamond Head State Monument Master Plan – Social Impact and Revenue Analysis. For PBR Hawai'i, Inc. and Hawai'i State Dept. of Land and Natural Resources.
- 1997 Community Partnership in Resort Development. (Lead author.) Through Hawai'i State Dept. of Business, Econ. Development & Tourism, for Asian Productivity Organization.
- 1991 Kuilima Resort Socio-Economic Needs Assessment Study. Analysis of employment, child care, and affordable housing needs of O'ahu North Shore residents and Kuilima Resort employers. Part of 5-year project with community advisory committee to assure rural area resort would meet needs of community partners.

### **Selected Resident Surveys – Community Policy Issues**

- 2009 Survey of Kona residents on acceptability of proposed mixed-use development, as well as concurrence with new Kona Community Development Plan
- 2009 "O'ahu Affordable Housing Survey" – Analysis/design of survey on attitudes toward affordable housing projects (impacts, who would buy, reasons homes unaffordable, etc.)
- 2008 "Hawai'i Public Housing Resident Service Needs Assessment" – public housing authority.
- 2004 "Native Hawaiian Community Survey" – Analysis/design of survey on cultural issues and Native Hawaiian demographics. Prepared for the Kamehameha Schools.
- 2003 "Sustainable Tourism" Survey – Resident attitudes on visitor industry quality and growth issues. Prepared for Hawai'i State Dept. of Business, Economic Development, & Tourism.
- 1999- Surveys of Resident Sentiments on Tourism in Hawai'i. (With Market Trends Pacific).  
 2007 through and for the Hawai'i Tourism Authority.
- 2000 Attitudes Toward Honolulu Municipal Recreation Facilities. For PlanPacific, Inc. and Honolulu City Parks Dept., as part of City recreation master plan.
- 1995 Hawai'i Workplace Discrimination Surveys. Two original surveys and one census survey analysis of Hawai'i workers on discrimination, harassment, and wage equity.
- 1989 1988 Statewide Tourism Impact Core Survey (Executive Summary and 3 vols.). Hawai'i's most extensive survey on objective and subjective socio-economic impacts of tourism. Prepared for Hawai'i State Department of Business & Economic Development.
- 1988 A Survey of Employee Characteristics and Housing Patterns: Mauna Kea and Mauna Lani Resorts. Analysis of resort worker housing needs (part of series of analyses).

## Journalistic Articles/Analyses

- 2005 *Hawai'i Business* (July) – "Where Are the Workers?" Analysis of long-term Hawai'i labor supply constraints  
*Hawai'i Business* (Feb.) – "Hawai'i's Government: Too Big? Too Small?" Analysis of state/local government workforce size and expenditure, vs. other parts of the nation

## SELECTED PROFESSIONAL PRESENTATIONS/ORGANIZATIONAL CONTRIBUTIONS

- **Leeward Community College Leadership Summit**, 2015, SPEAKER, West O'ahu trends.
- Recipient of 2001 "Jackstadt Award" for contributions to economic education and economic literacy in Hawai'i, bestowed by Hawai'i Council on Economic Education, May 2001.
- Technical Advisory Committee, Honolulu **"Age-Friendly" Initiative**, 2013-14.
- **State Conference on Purchases of Health & Human Services**, SPEAKER, May 2000, "A-B-C-D's of Using Numbers to Measure Outcomes." Honolulu, Hawai'i
- **International Travel & Tourism Research Assn.** Conference, SPEAKER, June 2009, "The Hawai'i Sustainable Tourism Study." Honolulu, Hawai'i.
- *Chongqing Mayors' Delegation, APA International Program*, ORGANIZER/SPEAKER at workshops on tourism development, April and July 2006.
- **"Who Owns America?" Native People Land Tenure Conference**, SPEAKER, May 2004, "Struggling Toward the Ideals of Sustainable Tourism in Hawai'i." Madison, Wisconsin.
- **Hawai'i Congress of Planning Officials**, SPEAKER, October 2003, "Sustainable Tourism: What Can It Mean for Hawai'i?" Kapalua, Maui.
- **Conference on "Japan's Changing Economy: Challenges for Hawai'i's Policymakers"** (Hawai'i State DBEDT, Office of Mayor, Waikiki Improvement Assn.). FACILITATOR, December 1998. Honolulu, Hawai'i.
- **Asian Productivity Organization, Study Meeting on Tourism/Eco-Tourism Planning & Development**, SPEAKER, October 1997, "Elements of Good Socio-Economic Impact Forecasts." Honolulu, Hawai'i.
- **Cebu (Philippines) Tourism Study Delegation to Hawai'i**, SPEAKER, December 1996, "Community Involvement in the Planning Process," and FACILITATOR, Final Discussions on Implementing Sister-State Relationship. Honolulu, Hawai'i.
- **Asian Productivity Organization, Study Meeting on Tourism/Eco-Tourism Planning & Development**, SPEAKER, October 1996, "Socio-Economic Impact Planning, Including Impact Forecast and Management." Honolulu, Hawai'i.
- **Hawai'i Filipino Chamber of Commerce 12th Trade Mission to Philippines**, SPEAKER, December 1995, "Community and Social Impacts of Resort Development." Presentations in Manila, Baguio, Cebu City, and Davao City.
- **Hawai'i Tourism Congresses**, SPEAKER, December 1993 ("Resident Attitudes Toward Tourism") and December 1994 ("Progress in Tourism Research"). Honolulu, Hawai'i.
- **American Planning Association**, Resort Division, SPEAKER, May 1992, "Community Response to Resort Development". Washington, D.C.

## COMMUNITY AND PROFESSIONAL ACTIVITIES

- **State Tax Review Commission** (2016-2018); **Hawai'i Economic Association** (President, 2004-06, again in 2012-13 ... Board of Directors 1997-98, 2003-17; member since 1989); **Hawai'i-Pacific Evaluation Association** (member and scholarship supporter from 2007); **Lambda Alpha International** (from 2010); **American Planning Association** (Program Chair, 1992-93).
- Past Memberships: Former program chair, **Travel & Tourism Research Association**. Former UrbanPlan Committee Chair (economic/planning education) for **Urban Land Institute**, 2004-11; **Hawai'i Council for Economic Education** (Secretary, 2005; Chair, 1997-98, Executive Council member since 1990 – served as part-time executive director in 1998-2000); Community Outcomes Sub-Committee, **Hawai'i Performance Partnership Board** (and related School-Community Profiling Task Force), 2000-02.
- Founding Chair, Waimānalo Neighborhood Board.

NOTE: List of project experience on following pages includes work performed or supervised by Dr. Knox as an independent consultant, as faculty researcher for UH Social Science Research Institute (SSRI), as principal of Community Resources, Inc., and as principal of John M. Knox & Associates, Inc.

## **TOURISM CONSULTING PROJECT EXPERIENCE**

### **EXPANSIONS (Prepared and/or Supervised)**

- Outrigger Reef on the Beach Revitalization, Economic Impacts (2014-16)
- International Market Place Redevelopment (2012)
- Hilton Hawaiian Village timeshare expansion (2010)
- Economic impact of major Kyo-Ya hotels (Princess Ka'iulani, Moana Surfrider, Sheraton Maui) renovations and expansions (2008-10)
- Starwood timeshare expansions: Sheraton Kaua'i and Kā'anapali Ocean Resort (2007-08)
- Kona Kai Ola (Honokōhau Harbor) (2006)
- Kahului Airport Runway Extension, Market and Socio-Economic Impacts (1992-93; 1994-95)
- Moloka'i: Alpha USA (1991-93)
- Hāmākua/Waipio Lodges, Golf, and Resort Residential (1991)
- Lāna'i: Mānele Bay Golf/Resort Residential (1990) and Kō'ele Social Impacts (1992)
- North Kohala: Mahukona (Finance Realty, 1980; Chalon, 1990)
- Fort DeRussy, Hale Koa Hotel Expansion (1989)
- Waikoloa Beach Resort Expansion (1988)
- Princeville (1980, 1983, 1988)
- Mākaha Pacific Basin Conference Resort (1987)
- Mauna Lani Resort/Ritz-Carlton; Mauna Kea Properties/South Kohala Resort (1986-87)
- Kaua'i Beach Resort (1986-87)
- Mokūle'i'a; Punalu'u Ka'ū (both 1986-87)
- Kukio, North Kona, as well as Makalawena, North Kona (1986)
- Kuilima on O'ahu North Shore, Waikoloa Hyatt in South Kohala (both 1984-85)

### **GENERAL TOURISM RESEARCH CONSULTING PROJECTS**

- Maui Visitors Bureau, Maui Tourism Strategic Plan update (2016-17, in progress).
- Social impacts of potential inter-island airline pilots' strike (2016-17).
- Hawai'i Tourism Authority, Tourism Strategic Plan update facilitation (2013-14).
- Measures of success for Hawai'i Tourism Authority (HTA) Strategic Plan (2012).
- HTA Hawai'i Cruise Industry Study – comparative economic impacts of cruise and hotel (2008).
- Ecotourism market research for major landowner (2006).
- Design/implement economic impact monitoring system for Dole Plantation (2005-09).
- First HTA Tourism Strategic Plan – resident survey on tourism issues and government/labor officials' input (1999, with analysis of subsequent survey reiterations in 2001, 2002, 2005, 2006, 2007).
- Vacation rental socio-economic research (2005).
- Public input and socio-cultural impact portions of Hawai'i State "Sustainable Tourism Project," an effort to determine social & environmental parameters for tourism growth (2002-04).
- Special consultant for & analysis of islandwide survey on Guam resident attitudes toward tourism for Guam Visitors Bureau (1992-93). Analyzed subsequent iteration for GVB (2001).
- Design of timeshare visitor expenditure/attitude survey, Kaua'i (2000).
- Visitor survey analysis of Hawai'i sporting events – viewership, impact on visits, etc. (2000).
- Hawai'i Tourism Authority Strategic Plan: Executive interviews and resident surveys (1999).
- Various market research survey analyses – Japanese and North American visitor retail preferences and expenditures in Hawai'i and Hong Kong (1998 and 1999).
- Designed and analyzed statewide survey on impact of tourism on Hawai'i residents for State Tourism Office (1987-89). Prepared Tourism Community Journal for same office (1989-90).
- Analysis of employee applications – to determine skill levels and demographic patterns of available labor – for Turtle Bay Hilton (1985, 1990) and Kauai'i Hilton (1986).
- "Waikīkī Tomorrow" Conference – prepared Social/Cultural Task Force Paper and conference follow-up survey (1989).

### **SOCIO-ECONOMIC IMPACT ASSESSMENTS FOR PROPOSED RESORTS OR RESORT SURVEYS TO DETERMINE SOCIAL PROFILES AND HOUSING CHARACTERISTICS**

- Kuilima/Turtle Bay Workers (1990).
- Mauna Kea, Mauna Lani, and Sheraton Waikoloa Resort employees (1987).

### **RESORT EMPLOYEE HOUSING NEEDS ASSESSMENTS**

- Punalu'u Resort (1990)
- Waikoloa Hyatt/Transcontinental (1987)
- Kona Village (1987)

## **COMMUNITY PLANNING & PROJECT FEASIBILITY PROJECT EXPERIENCE**

### **COMMERCIAL/OFFICE/INDUSTRIAL DEVELOPMENTS — SOCIO-ECONOMIC IMPACTS**

- Proposed Pres. Barack Obama Presidential Library/Museum economic impacts (2014).
- Ala Moana Shopping Center redevelopment economic impacts (2013).
- Impact of "Critical Habitat Designation" on Kona office and retail development (2012-13).
- General Growth Kaka'ako (Ward Neighborhood) economic impacts (2008).
- Waipahu Post Office relocation impacts on surrounding businesses (1997).
- Waipahu commercial and industrial park development (1994).
- Demographic impact of proposed Family Court relocation to Kapolei (1992).
- Economic, social, and land use impacts of Ali'i Place (1989).

### **COMMUNITY MASTER PLANS / PROJECTIONS / IMPACTS**

- Socio-economic impacts of military base modernization (2016-ongoing, in progress)
- Kaka'ako-wide socio-economic analysis of Transit Oriented Development Impacts (2012-15).
- Economic development analysis, Moloka'i and Lāna'i Community Plan updates (2010-11, 2015).
- Economic impacts, H-1 Freeway 25-year infrastructure repairs/expansion program (2015-16).
- Socio-economic impact, U.S. military buildup, Guam and CNMI (2008-09).
- Projections of urban Honolulu core population and economic growth impacts to 2030 (2007).
- Kamehameha Schools Strategic Plan for O'ahu North Shore holdings (2006-08) – community outreach and assistance with housing and commercial development analysis.
- Economic development component, Waialua Town Master Plan (2002-04). (*This project won the APA-Hawai'i 2005 "Community-Based Planning Award" for Group 70 and JMK Associates.*)
- Resident survey for master plan, City and County Parks and Recreation (2000).
- Diamond Head Master Plan revision — market research, revenue analysis (1998).
- Social, economic, and fiscal impact of new Naval construction and activities resulting from Philippine (Subic) Rollback to Guam (1992-93).
- Social, economic, and fiscal impact of proposed Wahiawā community extension on Galbraith Trust lands (1992).
- Socio-economic projections to 2010 for Maui Community Plan Update (1992-93); additional research and projections in support of Maui Community Plan Citizen Advisory Committee deliberations (1993).
- Social consultant for finalization of Fort DeRussy Armed Services Recreation Center master plan/EIS (1988-89).

### **RESIDENTIAL AND/OR RECREATIONAL DEVELOPMENTS — SOCIO-ECONOMIC IMPACTS**

- Pālamanui "University Village" support community socio-economic impacts (2014-16).
- Proposed Kaloko Makai (Kona) mixed-use residential community – community acceptability survey and social impact assessment (2009-10).
- West O'ahu residential community social impacts (2006).
- Proposed residential subdivisions in 'Ewa (1994-95); Kohala Ranch subdivision, County of Hawai'i (1987); He'eia Kea (1986, with additional assistance in 1987-88 relocation research); Village Park subdivision expansion (1985-86).
- Proposed residential and golf course developments at Mokūle'ia (1992), Pupukea 1991), Mā'ili Kai in Wai'anae (1988, 1993), and West Loch Estates (1987).
- Proposed new "stand-alone" golf courses at Lualualei (1990), Waimalu (1990), Kuilima Resort (1989), Waihe'e, Maui (1989), and Waikane (1988).
- Proposed large-scale planned communities at Lands of Ka'ū Kona (1990), Kealakehe (1989-90), and Lahaina (1989).
- Proposed affordable housing Pu'ukoli'i, Maui (1992) and City Kailua Elderly Housing (1991).
- Proposed military housing and training expansion at Bellows AFS (1994-95).

### **MARKET FEASIBILITY**

- Statewide ecotourism market research assessment (2006).
- Demographic analysis, regional lifestyle retail center (2004).
- Market research survey analyses — tourist shopping, interest in foreign markets (1998).
- State of Hawai'i affordable housing proposed for La'i'opua, Kona, Hawai'i (1995).
- U.S. Navy West Loch housing affordable rental research (1991).
- Maui Lani affordable rental housing project (1990).
- Supermarket feasibility survey research (1988).
- Market feasibility indicators, proposed "Pacific Nations" complex, downtown Honolulu (1988).

## **POLICY RESEARCH AND EVALUATION EXPERIENCE**

### **PROGRAM EVALUATION**

- Univ. of Guam initial EPSCoR (Natl. Science Foundation) evaluation (2015-2020).
- EPSCoR, three-track multi-million dollar NSF grants to strengthen scientific research at UH-Hilo, Mānoa, and other campuses (2011-15).
- State Judiciary, selected as evaluator for experimental Veterans Courts (2013-2015).
- Survey design for evaluation of Kamehameha Schools' Hana Lima Project (2010).
- Program and fiscal evaluations of eight Dept. of Education projects (2007).
- Hawai'i Coastal Zone Management performance measurement system (initial contract 2005-06; subsequent expanded contract, 2006-09).
- Evaluation of multi-campus international MBA program based at UH-Mānoa (2001-04, -06).
- Co-evaluator, UH Center for International Business Education and Research (CIBER, 2002).
- Evaluation of school-based anti-violence educational program (2000).
- Handbook and workshop for Queen Lili'uokalani Children's Center field units on sources of, and uses for, community-level data in community planning and program evaluation (1999).
- Assistance to State Office of Youth Service programs in transition to outcomes-based system of evaluation, through University of Hawai'i Social Science Research Institute (SSRI, 1999).
- Family Center community and participant utilization analyses (1994).
- ALU LIKE Ke Ola Pono Kūpuna Program organizational and impact assessment (1994, 1996).
- Evaluation of Native Hawaiian Culture and Arts Program (1993-94).
- Process and impact evaluation for Office of Hawaiian Affairs' Kūpuna Program (1993-94) and Wai'anae Diet Funding (1993-94).
- Impact and cost evaluation for Office of Hawaiian Affairs' Scholarship Program (1993-94).

### **NEEDS ASSESSMENT**

- Public housing resident social program needs assessment, statewide (2006 - 07)
- Kapahulu Community Center needs assessment & preliminary planning (2001).
- Housing needs survey and assessment, Lā'ie (1993).
- Child care research/planning for proposed preschool programs at Kuilima Resort (1989-91), Moloka'i Resort (1991), and City & County's proposed Mililani child care facility (1991).
- North Shore O'ahu assessment: job training/housing/child care needs for Kuilima Resort (1990-91).
- Policy research consultant for Hawai'i State child care needs assessment study, Governor's Office of Children and Youth (1988-90).

### **PUBLIC POLICY ANALYSES**

- Hawai'i State Tax Review Commission, writer/researcher (2012).
- Affordable housing issue/policy analysis, Maui County General Plan update (2006-07).
- Design of wage/salary survey for Commonwealth of Northern Mariana Islands (2000, SSRI).
- Facilitation/analysis of committee response and objectives: Proposed State Community Health Information System (1993-94).
- Community input to Intl. Business Center of Hawai'i, State funds for export management (1994).
- Maui County Socio-Economic Forecast Models and technical assistance for Community Plan Update Program (1992-93).
- Research consultant for Hawai'i State Early Childhood Financing/Implementation Initiative, Governor's Office of Children and Youth.

### **EMPLOYMENT PLANNING**

- Military housing privatization project – construction labor supply analysis (2003).
- Labor supply/demand analysis for North Hawai'i (1993).
- Job training program conceptual design for Punalu'u (1990), Hawaiian Riviera (1988), and Kuilima Resorts (1985-88).
- Inventory of existing and potential programs for maximizing local resident employment, for Kohala Coast Resort Association (1988).
- Study of "Barriers to Employment" of West O'ahu and West Hawai'i residents for Hawai'i State Department of Labor and Industrial Relations (1987-88).

### **SOCIAL PLANNING AND RESEARCH (SURVEYS AND INDICATORS)**

- Skilled nursing facility, social impacts (2016-17)
- Affordable housing survey, O'ahu resident attitudes, for Urban Land Institute, Honolulu (2009)
- Native Hawaiian Community Survey, demographic/cultural mapping, Kamehameha Schools ('04)
- Community Outcomes report on quality of life indicators (private-public partnership) (2002).
- Lanakila Rehabilitation Center – research input to, and facilitator for, strategic planning (2002).
- Analysis of community indicators relevant to substance abuse prevention (SSRI, 2002).
- University of Hawai'i community image study (1992-93).



## SCIENCE & TECHNOLOGY EXPERIENCE

### ASTRONOMY

- Pan-STARRs Observatory Proposal for Mauna Kea, economic impacts (2005-09).
- Subcontract assistance in preparation of much of Environmental Assessment for National Radio Astronomical Observatory (1988).

### PROGRAM EVALUATION

- EPSCoR Guam Ecosystems Collaboratorium: Natl. Science Foundation grant involving coral reef preservation factors in face of climate change and ocean acidification (2015-ongoing)
- EPSCoR IMUA-III: Natl. Science Foundation grant involving marine biological, terrestrial, and cyber-research at UH-Mānoa, UH-Hilo, Kapi'olani Community College, Chaminade (2011-15)
- Cyber-Connectivity Project (NSF Grant), University of Hawai'i System (2012)
- Pacific Area Climate Modeling and Analysis Network (PACMAN, NSF Grant) (2012-13)

### ENERGY/POWER PLANTS

- Economic impact of Honolulu Seawater Air Conditioning (SWAC) (2016-17).
- Load projections for urban Honolulu (2006).
- Siting studies, O'ahu and Maui (1991).
- Social profile portions of Environmental Impact Statement for initially-proposed Kahe power plant Unit 7 (1987).

### GEOHERMAL

- Social impacts of 500-MW geothermal development; Environmental Assessment work for Energy Division, Hawai'i State Department of Business and Economic Development (1987-88).
- Socio-economic technical studies and portions of Environmental Impact Statement for Thermal Power Co./Puna Geothermal Venture (1982-86).
- J. Knox: Author and co-designer of Puna Community Survey for County and State governments (SMS Research, 1982).

### OCEAN THERMAL ENERGY CONVERSION (OTEC)

- Keāhole Point Natural Energy Laboratory and HOST Park social impact (1985).
- Kahe Point OTEC project community dialogue program in 'Ewa-Wai'anae (1983-84) and social impact (1984).

### SOLID WASTE RESOURCE RECOVERY

- Prepared community impact portion of Resource Recovery EIS for City and County of Honolulu (1983).

### ALTERNATIVE ENERGY DISPUTE RESOLUTION

- Organized and participated in forum sponsored by Hawai'i State Department of Planning and Economic Development, Energy Division (1986).

### OCEAN MINING

- Socio-cultural impact portions of Environmental Impact Statement (1985-87).
- Socio-economic profiles of communities potentially affected by land-based processing operations (1984).

# JOHN M. KNOX / COMMUNITY RESOURCES CLIENTS

## CORPORATE/GOVERNMENT CLIENTS

Actus Lend Lease LLC  
AIRCOA/Kona Village  
ALU LIKE, Inc.  
AMFAC/JMB  
Avalon Health Realty, Kāneʻohe LLC  
Castle & Cooke Properties, Inc.  
C. Brewer Properties  
Campbell Estate  
Catholic Charities  
Chalon Hawai'i Ltd.  
Child and Family Service (Honolulu and Kaua'i)  
Finance Realty  
Foodland Supermarkets  
Forest City Commercial Group  
General Growth Properties  
Guam Visitors Bureau  
Honolulu City & County:  
    Building Dept.  
    Dept. of Housing and Community Development  
    Dept. of Parks and Recreation  
    Dept. of Planning and Permitting  
Hawai'i Community Foundation  
Hawai'i County Planning Dept.  
Hawai'i Presidential Center  
Hawai'i State:  
    DBEDT Business Services Division  
    DBEDT Energy Division  
    DBEDT Film Industry Branch  
    DBEDT Housing Finance & Development Corp.  
    DBEDT Office of Planning/CZM Program  
    Dept. of Education  
    Dept. of Hawaiian Home Lands  
    Dept. of Health  
    Dept of Human Services (JOBS Program)  
    DHS, Housing & Community Development Corp.  
    Dept. of Labor & Industrial Relations  
    Dept. of Land and Natural Resources (Parks)  
    Governor's Office of Children and Youth  
    Hawai'i Community Development Authority  
    Hawai'i Performance Partnerships Board (Gov.'s Office)  
    Hawai'i Tourism Authority  
    Office of Hawaiian Affairs  
Hawaiian Airlines  
Hawaiian Electric Industries (HEI)  
Hawaiian Trust Company  
Hemmeter Properties  
Honfed Properties  
Kailua Bay Advisory Council  
Kamehameha Schools  
Kapahulu Community Center  
Kaua'i Economic Development Board  
Kuilima Resort Company  
Kohala Coast Resort Association  
Kohala Ranch  
Kyo-Ya Hotels & Resorts, L.P.  
Lanakila Rehabilitation Center  
Maui County Planning Dept.  
Maui Visitors Bureau  
Mauna Kea Properties  
Mauna Lani Resort, Inc.  
Mokūle'ia Development Corp.  
Mokūle'ia Land Company  
Nansay Hawai'i, Inc.  
North Kona Development Corp.  
Obayashi Hawai'i Corp.  
Ocean Thermal Corp.  
Outrigger Enterprises Group  
Pacific Standard Life Company  
Palace Development Corp.  
Pālanuanui LLC (Charles Schwab/Hunt Development)  
PricewaterhouseCoopers  
Princeville Development Corp.  
Queen Lili'uokalani Children's Center  
Queen Lili'uokalani Trust  
Ritz-Carlton Hotels  
Stanford Carr Development, LLC  
Starwood Vacation Ownership, Inc.  
Thermal Power Company  
Urban Land Institute, Hawai'i District  
U.S. Army Corps of Engineers, Honolulu  
U.S. Army Support Command, Hawai'i  
U.S. Department of the Navy  
University of Guam  
UH College of Business Administration  
UH Social Science Research Institute  
UH Vice President for University Relations  
Urban Land Institute, Honolulu Chapter  
Waikīkī Improvement Association  
Waikoloa Resort/Transcontinental  
Zions Securities

## PLANNING/CONSULTING FIRMS

Bechtel  
Belt Collins & Associates  
CH2M Hill  
Chris Hart Partners  
Eugene Dashiell, AICP  
Decision Analysts Hawai'i, Inc.  
Deloitte & Touche  
Earthplan  
Sidney Fuke, Planner  
Group 70 International, Inc.  
Helber, Hastert & Fee(HHF), Planners  
Hida, Okamoto, & Associates  
ICF, Inc.  
Market Trends Pacific, Inc.  
Mattson Sunderland Research & Planning  
Merrill & Associates (Guam)  
OmniTrak Group, Inc.  
PBR Hawai'i  
Plan Pacific, Inc.  
Q-Mark Research & Polling  
R.M. Towill Corporation  
SMS Research and Marketing  
SSFM, Inc.  
TEC, Inc. (now Cardno, Inc.)  
Traverse Group, International  
TRW Inc.