

House District 26

Senate District 13

**THE TWENTY-NINTH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES**

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

"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.

"Recipient" means any organization or person receiving a grant.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

HAWAII HOUSING FINANCE AND DEVELOPMENT CORPORATION, AN AGENCY OF DBEDT

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN):

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
Hawaii Institute for Public Affairs

Db/a: None

Street Address: 1003 Bishop Street, Suite 765, Honolulu, HI 96813

Mailing Address: 1003 Bishop Street, Suite 765, Honolulu, HI 96813

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name JEANNE SCHULTZ AFUVAI

Title President and CEO

Phone # (808) 551-7612

Fax # (808) 585-7932

E-mail jschultz@hipaonline.com

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
- FOR PROFIT CORPORATION INCORPORATED IN HAWAII
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL
- OTHER

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

Implementing Affordable Housing Projects in Hawaii

4. FEDERAL TAX ID #:

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$NONE _____
 FEDERAL \$NONE _____
 COUNTY \$NONE _____
 PRIVATE/OTHER \$NONE _____

JEANNE SCHULTZ AFUVAI, PRESIDENT & CEO

NAME & TITLE

JANUARY 20, 2017

DATE SIGNED



RECEIVED

1/20/17 *WJS*



1003 Bishop Street • Suite 765 • Honolulu, HI 96813
Phone: (808) 585-7931 • Fax: 585-7932 • www.hipaonline.com

January 20, 2017

Senate Committee on Ways and Means
State Capitol, Rm. 207
Honolulu, HI 96813
Attn: GIA

Dear Chair Tokuda and Committee Members,

Thank you for this opportunity to request a Grants in Aid. Our request is to follow up on the GIA we received in 2016. We would like to continue to work with the County Directors of Planning, HHFDC, Office of Planning, private sector developers and non-profits.

The HIPA Team is composed to HIPA, Land Use Research Foundation, Goodwin Consulting Group and R.M. Towill. We would like to continue working to implement the plan to provide affordable housing for Hawaii's people.

If you have questions, please contact me at 808-551-7612.

With Aloha,

A handwritten signature in cursive script that reads "Jeanne Schultz Afuvai".

Jeanne Schultz Afuvai
President & CEO

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;

The Hawaii Institute for Public Affairs (HIPA) generates and communicates new knowledge and original research to improve the quality of life in our Islands. By creating an informed atmosphere for policymakers and community members, the organization opens new opportunities to strengthen Hawaii's economy, society and environment.

HIPA is Hawaii's first independent and nonpartisan public policy institute. The organization is founded on a philosophy of community collaboration, fact-based research, and issues education. HIPA's methods include convening small- and large-scale community conversations, surveying stakeholders and industry leaders, gathering scientific data, measuring public opinion, and communicating through the media, Internet and additional channels.

2. The goals and objectives related to the request;
 1. Creating access to land for housing. Identifying and proposing strategies, existing programs, or new laws which government and the private sector could use to locate and prepare lands suitable for development of housing for Hawaii's residents.
 2. Streamlining the land entitlement and permitting process for housing projects and creating housing pilot projects. Proposing recommendations and legislation to establish more efficient and timely entitlement and permit processes, and to create pilot projects which would provide the flexibility for development of different housing products, the waiver of certain design standards and fees, etc.
 3. Utilizing State and county financial incentives. Presenting information and recommendations regarding the use of various government financial incentives, including, but not limited to, tax exemptions, fee waivers and deferrals, etc.

4. Analyzing infrastructure needs, costs, and phasing, and providing funding for infrastructure and housing developments. Examining the infrastructure required for housing developments, costs of construction and maintenance, and the various financial and phasing strategies to fund the construction of infrastructure and housing. Funding and implementation of government planning efforts as well as funding the construction of infrastructure projects will facilitate the development of more housing.

5. Identifying and employing a Financing Toolbox for housing in Hawaii. Identifying and recommending the application of various financing tools for major infrastructure and housing development, including, among other things, federal, state, and county affordable housing funds and financing programs, and financial strategies, including, but not limited to, Community Facilities Districts (CFD) and Tax Increment Financing (TIF).

6. Proposing legislation to facilitate the development of Housing in Hawaii. Working with housing stakeholders to propose draft legislation affecting housing developments, for consideration by the State and county administrations, the Legislature, and county councils. Legislation may be needed to address concerns relating to land exchanges, Department of Education (DOE) impact fees and other major government-imposed impact fees, and funding.

7. Assembling a Housing Project Team. Acknowledging the importance of assembling a Housing Project Team of consultants who can provide the best chance of success, because they are experienced with the housing development process, financing, infrastructure, and the various government planning and permitting processes.

8. Expanding outreach to government and the community. Providing information and recommendations affecting the "Housing Ladder which demonstrates how government-subsidized housing for lower-income residents allows those residents to save or build equity over time and "move up" the "Housing Ladder" to be eligible for more housing opportunities. Outreach and communication are also important for the successful development of housing projects with the support of various entities - government administration, elected officials, agency staff, private and non-profit organizations, and the community.

9. Supporting buyer/renter qualifications. Recognizing the importance of this issue and identifying the private and public programs which could be utilized by Hawaii residents to help them qualify for affordable home purchases or rentals.

3. The public purpose and need to be served;

Hawaii is in a crisis mode as it relates to homelessness and affordable housing. In its report, "The State of Homelessness in America 2014", the National Alliance to End Homelessness noted Hawaii as the state with the highest rate of homelessness. The Hawaii Housing Planning Study notes Hawaii is short 19,000 affordable rental units and 24,000 affordable sale units.

The HHFDC reports note that the need for affordable housing is not new and the problem grows each year as the needs go unmet. The result is increasing numbers of families and individuals finding it impossible to secure affordable shelter and thus becoming homeless. Much work has been accomplished over the past few years to gain greater understanding of this complex crisis. The challenge now is to gather all groups involved in planning, developing and financing housing to come together with an action plan that will deliver housing options to Hawaii residents that need it the most.

4. Describe the target population to be served;

This project serves the people of Hawaii by providing the comprehensive information that the state's government, business, and community leaders need to advance a strategic solution to the current crisis. All residents at all levels are impacted by the lack of affordable housing. For years, Hawaii has desired to reverse the brain drain, but finds significant challenges in doing so. This has resulted in a generation of Hawaii's young promising residents moving to the mainland for further education and remaining there following graduation because affordable housing is more plentiful on the mainland and the cost of living is within their price range.

Residents are also affected by the increase in homelessness as working families cannot afford or find a place to rent and move in with friends and family or live in unsafe or unsanitary sheltered and unsheltered conditions. There is a resulting burden as families who spend most of their income on housing/transportation then face difficult decisions when it comes to healthcare, food, and other basic necessities.

There is resulting pressure placed on government and the nonprofit social service providers who the families turn to for assistance, on the schools dealing with children of the homeless who come to school hungry, ill-equipped, and unable to focus on learning, on families who want to enjoy parks and open spaces that are now encampments for homeless men and women, on businesses that face the daily tasks of cleaning the sidewalks outside their shops or restaurants, and on the visitors who come expecting a tropical paradise.

5. Describe the geographic coverage.

Statewide, with customized reporting for each island community. The need for affordable housing is a critical issue on all of Hawaii's inhabited islands.

II. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

The scope of work will include the following:

In the first quarter of FY 2017-2018, July 1 – September 30, 2017:

The final scope of work will be determined by the expending agency and also the date of the notice to proceed. The following are the tasks that the HIPA Team is prepared to undertake in the First Quarter.

Facilitate meetings with groups to include but not limited to elected officials, the state Office of Planning and state HHFDC, planning departments and housing agencies of the four counties, HECO, LURF, BIA, ULI, Chamber of Commerce Hawaii, developers, members of the building trades and social service organizations.

The purpose of the meetings is to implement the Housing Action Plan by:

- identifying projects that fit the goal of providing housing that is affordable for Hawaii's people on all four counties.
- calculating the cost of the regional infrastructure required for specific projects.
- developing the strategies needed to implement the identified projects using the financial toolbox from the 2016 HIPA GIA Action Plan.
- working with the counties to create a process for developing additional housing to meet the legislative affordable housing goals.

In the second quarter of FY 2017-2018, October 1 – December 31, 2017:

Draft the report with the input from all parties involved in the process.

Finalize the findings with the assistance of the Office of Planning and HHFDC. Include the goals of the Special Action Team from OP and the TOD Task Force.

Submit the report to the state legislators by December 20, 2017.

In the third and fourth quarters of FY 2017-2018, January 1 – June 30, 2018:

Attend briefings, hearings and town hall meetings during 2018 legislative session to present information and discuss with elected officials and the community.

Communicate plan to the media and the general public. This outreach program will culminate in a Housing Symposium that is outside the scope of this grant request. The date is tentatively planned for the summer of 2017. Private funding will be sought for the Symposium.

- 2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

The annual timeline from July 2017 to June 2018 is attached.

- 3. HIPA will continually monitor the activities of consultants hired to perform the tasks outlined in the scope of work and provide updates to the expending agency. The results will be evaluated in the Draft Report and any additions or corrections will be made at that time.
- 4. The HHFDC, which is administratively attached to the Department of Business, Economic Development and Tourism has agreed to be the expending agency. The HIPA Team will continue to work with HHFDC to create a process for developing the number of housing units needed for the people of Hawaii.

III. Financial

Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
Submitted. Please see attached pages 5 thru 9 of this application
- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2016 - 2017.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$317,543	\$68,045	\$34,022	\$34,023	\$453,633

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2017.
None.
- 4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

None.

5. The applicant shall provide a listing of all federal, state, and county government contracts and grants it has been and will be receiving for program funding.

None.

5. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2015.

HIPA's unrestricted current assets as of December 31, 2015 was \$250,000.

IV. Experience and Capability

A. Necessary Skills and Experience

The Hawaii Institute for Public Affairs is a public policy firm with over 14 years of experience dealing with complicated and difficult issues facing Hawaii. HIPA's skill is to bring together many groups or stakeholders to define an issue, provide the appropriate data and determine a course of action with the appropriate decision makers.

Related to this request, HIPA was awarded a legislative grant in aid to provide a plan to provide housing that is affordable to Hawaii's people. Previously HIPA completed two reports on the state of infrastructure in the state and counties of Hawaii. These two reports were completed with matching funds from the U.S. Department of Commerce, Economic Development Administration. Additional sponsors included Hawaii businesses and associations.

The first report or Phase I identified the physical infrastructure needs for the fiscal years from 2010 to 2015. The second report or Phase II looked at the economic impact and job creation of the high-value physical infrastructure projects from 2014 to 2034.

These reports are available at www.hipaonline.com.

B. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

None.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

Jeanne Schultz Afuvai, President and CEO of HIPA will provide the facilitation necessary for the meetings that will be called. She will be joined by supporting partners from the business, labor, non-profit and utility sectors. Ms. Afuvai's bio is attached.

B. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

Jeanne Schultz Afuvai is the only executive at HIPA. She is supported by the Board of Directors of HIPA and a business management consultant.

C. Compensation

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position..

1. *Jeanne Schultz Afuvai, President & CEO: \$100,000 per year*
2. *N/A; HIPA has no other compensated employees, officers, or directors*
3. *N/A; HIPA has no other compensated employees, officers, or directors*

VI. Other

A. Litigation

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

None.

B. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

None.

C. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.

None.

D. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2017-18 the activity funded by the grant if the grant of this application is:

The objectives of this grant is to work with the counties to create a process by which the identification of future housing projects, the use of the financial toolbox and the support of key decision makers will continue to provide housing that is affordable to Hawaii's people.

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

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2015.

DCCA Certificate of Good Standing is attached.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2017 to June 30, 2018

Applicant: Hawaii Institute for Public Affairs (HIPA)

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	50,000			
2. Payroll Taxes & Assessments	3,080			
3. Fringe Benefits	1,353			
TOTAL PERSONNEL COST	54,433			
B. OTHER CURRENT EXPENSES				
1. Lease/Rental of Space	13,200			
2. Telecommunication	1,200			
3. Utilities	1,200			
4. Supplies	600			
5. Staff Training	-			
6. Lease/Rental of Equipment	-			
7. Insurance	-			
8. Consultant - Financing Plan	200,000			
9. Consultant - Research	100,000			
10. Consultant - Infrastructure Review	20,000			
11. Consultant - Project Coordination	24,000			
12. Consultant - Communications	5,000			
13. Consultant - Report Publication	5,000			
14. Meetings	10,000			
15. Airfare, Inter-Island	15,000			
16. Hotel Rooms for NI Participants	2,000			
17. Travel - rental cars	2,000			
18. n/a	-			
19. n/a	-			
20. n/a	-			
TOTAL OTHER CURRENT EXPENSES	399,200			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	453,633			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested		Name (Please type or print) _____ Phone _____		
(b) Total Federal Funds Requested		Signature of Authorized Official _____ Date _____		
(c) Total County Funds Requested		Name and Title (Please type or print) _____		
(d) Total Private/Other Funds Requested				
TOTAL BUDGET				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2017 to June 30, 2018

Applicant: Hawaii Institute for Public Affair

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
HIPA will not need specialized equipment	N/A	N/A	N/A	N/A
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				N/A
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
HIPA will not need a motor vehicle	N/A	N/A	N/A	N/A
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				N/A
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2017 to June 30, 2018

Applicant: Hawaii Institute for Public Affairs (HIPA)

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: 2015-2016	FY: 2016-2017	FY:2017-2018	FY:2017-2018	FY:2018-2019	FY:2019-2020
PLANS	N/A	N/A	N/A	N/A	N/A	N/A
LAND ACQUISITION	N/A	N/A	N/A	N/A	N/A	N/A
DESIGN	N/A	N/A	N/A	N/A	N/A	N/A
CONSTRUCTION	N/A	N/A	N/A	N/A	N/A	N/A
EQUIPMENT	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL:	N/A					
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS AND / OR GRANTS

Applicant: Hawaii Institute for Public Affairs (HIPA)

Contracts Total: -

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	N/A	N/A	N/A	N/A	N/A
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**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISÉD 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.

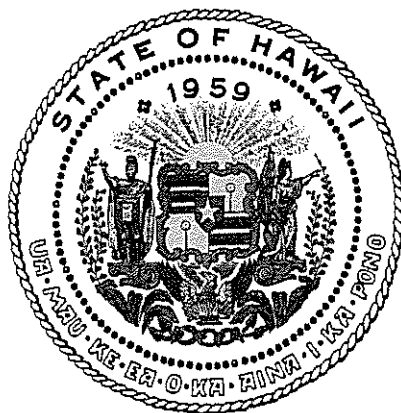
Hawaii Institute for Public Affairs



1/20/17
(Date)

Jeanne Schultz Afuvai
(Typed Name)

President & CEO
(Title)



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

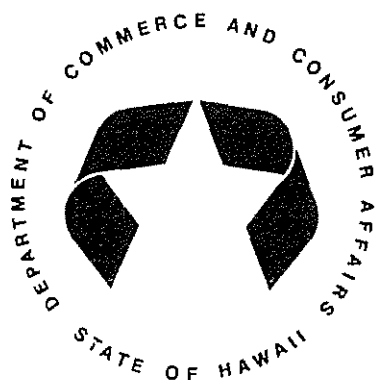
HAWAII INSTITUTE FOR PUBLIC AFFAIRS

was incorporated under the laws of Hawaii on 06/13/2002 ;
that it is an existing nonprofit corporation; and that,
as far as the records of this Department reveal, has complied
with all of the provisions of the Hawaii Nonprofit Corporations
Act, regulating domestic nonprofit 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 20, 2017

Director of Commerce and Consumer Affairs



Jeanne Schultz Afuvai
448 Ili'aina Street
Kailua, Hawaii 96734

Cell: (808) 551-7612
Email: jschultz@hipaonline.com

SUMMARY

Experienced leader in planning and implementing strategies, programs, teams, and projects. Formulated, organized, and carried out public policy, marketing and communication initiatives in local, national and international markets. Experience in formulating advocacy and lobbying strategies with federal, state, county agencies, and congressional and legislative committees. Involved in and committed to making life better for Hawaii's residents.

EXPERIENCE

2006 – Present HAWAII INSTITUTE FOR PUBLIC AFFAIRS (HIPA) Honolulu, Hawaii

President and Chief Executive Officer – Appointed January 2015

Primary responsibility is moving HIPA forward as the premier public policy firm within the state of Hawaii. All projects and fund-raising are the responsibility of Ms. Schultz Afuvai.

Executive Vice President

Primary responsibility is working on local, state and federal public policy initiatives affecting the residents of Hawaii.

The Health Transformation and Implementation Project was completed in 2014. The end goal is an implementation plan for future health care needs and delivery system in Hawaii.

The 21st Century Schools Initiative is completing the Systemic Plan to enhance learning by building and renovating facilities to 21st Century standards in Hawaii's public schools.

Physical Infrastructure in the State of Hawaii – Phase I and Phase II is providing a comprehensive inventory of state and county physical infrastructure projects for the next twenty years. Ms. Schultz Afuvai presented Phase II at the Chamber of Commerce Hawaii Infrastructure and Transportation Summit in June, 2014 and at the Land Use Research Foundation's Housing Summit in December, 2014.

Other projects include the Direct and Indirect Economic Impact of the Military in Hawaii. This project was in partnership with the RAND Corporation and included the assistance of the Pacific Command. The results showed the Military contribution to the Hawaii economy is close to that of the visitor industry.

The Community Well-Being Index was a rolling survey that measured the level of life satisfaction of residents living in Hawaii. This was done in partnership with the Center on the Family at the University of Hawaii and provided good background data for social service providers and business concerns.

All HIPA project work requires extensive coordination with elected officials throughout all levels of state government and the four counties of Hawaii.

Director of Public Policy

Project Manager for the Hawaii 2050 Sustainability Plan. The process began by working from the grassroots level to find out how the general population of the state wants to live in the future.

- Activities included contacts with the federal, state and the City and County of Honolulu, members of the business community, environmental groups, Native Hawaiian groups, health and human services, the educational institutions, transportation experts, labor and faith based groups.
- All this was done to develop a process and guidelines that legislators and the executive branch needed to consider when making future budget decisions.
- Building a grassroots effort, networking and gathering people together were important aspects.

Jeanne Schultz Afuvai

Page two of three

2005 – 2006 MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT Honolulu, Hawaii

Executive Director

Member of the Mayor's Senior Staff responsible for economic development and business expansion for the City and County of Honolulu. The position also oversees the Oahu Film Office, the Small Business Advocate and the Rediscover Oahu program. Grants are also given out of this office to ethnic organizations to perpetuate the eclectic culture of Hawaii. The position required working closely with the Honolulu County Council.

2003 – 2005 THE SCHULTZ COMPANY, LLC Kailua, Hawaii

The Hawaii Jobs Summit – Organized and conducted the research-driven Summit to review impacts of new construction and maritime jobs on education, training, wages, housing, and the family. The Summit was sponsored by HIPA, Chamber of Commerce of Hawaii and Pacific Resource Partnership.

Department of Education Summit – Organized and moderated panels for the DOE's Summit on the future of education in Hawaii.

Oahu Workforce Investment Board Industry Study – Prepared the Portfolio Analysis on the economy of Oahu for this study; the study was done by HIPA and Terabiz.

Comprehensive Economic Development Strategy (CEDS) – Worked with Enterprise Honolulu and the State Office of Planning to develop the Oahu portion of the Statewide CEDS. Projects identified by this process may be eligible for future U.S. Department of Commerce Economic Development Administration (EDA) funding.

Business Advocate for the Hawaii Chamber of Commerce – Served as the Chamber's Business Advocate with special attention on small business issues and challenges. A primary goal is to provide small businesses with the procurement training and contracting knowledge needed to compete for federal, state and local government contracts and subcontracts.

1996 – 2003 THE ESTATE OF JAMES CAMPBELL Kapolei, Hawaii

Marketing Manager

Responsible for all marketing activities - planning, promotions, collateral, identity programs, economic development, market research, presentations, direct marketing and other communication programs - needed to accomplish the Estate's goal of developing the new City of Kapolei.

- Positioned Kapolei as "Hawaii's e-City" locally, nationally and internationally by developing the message that Kapolei's unique telecommunications infrastructure had great potential as a technology hub. This effort included establishing the Hawaii Technology Trade Association to develop and promote Hawaii as a global technology location.
- Created the nomination package that won the 1998 NAIOP National Developer of the Year for the Estate and Kapolei – the first such honor for a Hawaii company.
- Developed strategy and worked with web technicians to implement the web site for the City of Kapolei (www.kapolei.com). Designed the Estate's sales brochures to be downloadable from the website saving several thousands of dollars in printing costs.

1995 THE SCHULTZ COMPANY Honolulu, Hawaii

Formed company when appointed position with the State of Hawaii was finished due to the election of a new Governor. During this interim period, completed small projects and other marketing and advocacy responsibilities for companies and non-profits.

1987 – 1994 STATE OF HAWAII

Honolulu, Hawaii

Director (Interim) – Dept. of Business, Economic Development and Tourism	1994 – 1994
Deputy Director of Tourism – Dept. of Business, Economic Development and Tourism	1992 – 1994
Deputy Director – Dept. of Transportation	1987 – 1992

- Directed Hawaii's efforts and represented the state before US Department of Transportation, resulting in two of the six valuable routes negotiated between the US and Japan being assigned to Hawaii. Value (1989 dollars) to Hawaii's economy, in excess of \$300 million.
- Directed the state's efforts with US Customs and US Immigration to change the international arrival process at Honolulu Airport, reducing waiting time for international visitors from three hours to 30 minutes working directly with federal agencies and Hawaii's congressional delegation in Washington.
- Worked extensively with the Neighbor Islands and the local communities during the often controversial expansions of the Neighbor Island airports.
- Oversight of the state's marketing contractor, the Hawaii Visitor and Convention Bureau, including the review and approval of marketing plans, selection of HVCB's advertising agency and direct marketing response program.
- Organized the 1993 and 1994 Hawaii Tourism Congresses providing a forum for business, government and the community to address issues of public policy relating to the travel and tourism industry.

1969 – 1987 OTHER POSITIONS

CHAMBER OF COMMERCE OF HAWAII	1985 – 1987
ABA INTERNATIONAL INC., Honolulu	1980 – 1985
XEROX CORPORATION	1969 – 1980

- Established the Military Affairs Council to and appointed as its first Executive Director by the Chamber of Commerce of Hawaii. Established Hawaii Military Week, the Education Committee, and created and organized the annual trip to Washington, D.C. for business leaders that has now become a major advocacy and lobbying activity for Hawaii.
- Honored in 1988 with "Citation for Exceptional Service in Support of National Defense" by the Association of the US Army; nominated by the US Marine Corps for the "1986 Citizen of the Year Award"; appointed by the Commander in Chief of the Pacific Command to the national 1986 Joint Military Civilian Orientation Conference.
- With ABA International, served as the SVP of Marketing. Worked in the private sector to develop projects with investment and government partners in Taiwan, Hong Kong, Philippines, Singapore, Indonesia and Egypt during the 1980s.
- Started career with the Xerox Corporation. Advanced to Branch Sales Manager position in the San Francisco office, one of the top Xerox sales branches in the country.

EDUCATION

Bachelor of Science, College of Agriculture, University of Wisconsin, Madison, WI

OUTSIDE ACTIVITIES

Appointed to Citizens Advisory Committee – Honolulu, an Age-friendly City. Founder of Hawaii Technology Trade Association. Previously served on the Executive Boards of Call Center Hawaii, Work Hawaii, Enterprise Honolulu, Aloha Festivals, Leeward/Kapolei Tech Group, the West Oahu Economic Development Association and the Chamber of Commerce Project JOBS.