



Highlights of Experiences With Environmental Assessments, Environmental Impact Statements, and Social Impact Management Systems

JKA has experience in pioneering the social impact and citizen involvement aspects of many of the federal programs from NEPA to Superfund. JKA is recognized internationally for its approach in preventing and/or resolving conflicts surrounding project development. Our unique system has been used by federal agencies to address the issues of social and cultural impacts from a holistic perspective. JKA has been successful in cross-cultural projects and training throughout North and South America and the Pacific Rim.

1971 -1976 Designed and completed the first Social Impact Assessment for the United States Forest Service (USFS) under the new National Environmental Policy Act (NEPA) of 1969. This project involved the permitting in 1976 of the last major ski area built in the United States at **Beaver Creek**, Colorado. JKA developed a unique process under Section 101 of NEPA which mitigated issues as they were discovered. This major ski development, owned by **Vail Associates**, was approved on an Environmental Assessment because JKA's study and implementation design was so thorough in resolving issues no Environmental Impact Statement was necessary. For this and other related social impact applications with the United States Forest Service (USFS), James A. Kent received the 75th Anniversary Gifford Pinchot Award in 1981 for introducing a socially responsive management system into the USFS. (See www.NaturalBorders.com and look for the Minturn Story.

1972 - 1978 JKA's involvement with energy development began during this period when **ARCO Coal and Coors Energy** announced their intentions to begin large scale development of coal resources in the North Fork Valley of the Gunnison River in western Colorado. Major coal reserves were located on National Forest lands.

The focus of JKA's work was to characterize the current social situation and identify the issues of local residents so that remote decision makers would be aware of the potential social effects of their development plans. This successful project contributed to the first energy EIS produced by the USFS. This third party EIS was funded by ARCO and Coors.

The other major project during this period was the ***Rio Blanco Oil Shale Project (Gulf Oil and Standard Oil of Indiana)*** involving the federal prototype oil shale leasing program, Tract C-a, in the Meeker/Rangely area of northwestern Colorado. This effort performed a preliminary social impact statement to augment the companies' detailed development plan, and to make recommendations for the mitigation of potential negative impacts. This regional impact assessment was followed by three years of work by JKA to implement the social impact management program. During this time an Oil Shale Trust Fund was set up at the Colorado State level funded by the energy developers. This fund was used to equalize the treatment of impacts throughout Western Colorado. The client was Rio-Blanco Oil Shale Project.

Seven social impact assessments were done during this time period. In addition, JKA developed and implemented a ***National Training Program in Social Impact Management and Citizen Involvement***. This program trained 3,000 forest service personnel in a "hands on" experiential process which taught the trainees the function and use of a social impact management processes in everyday decision making. This was done under the auspices of Max Peterson, Chief of the US Forest Service.

1978 - 1980 The development of ***Guidelines for Social Impact Analysis for Wildland Managers in Mineralized Areas*** institutionalized JKA's social impact assessment and management approach in the USFS. This project was performed for the ***Surface Environment and Mining (SEAM) Division*** of the USFS. The objective was to provide managers with a step-by-step set of procedures for in-house social assessments of mineral resource development on and near National Forest lands. The guidelines generated under this contract, ***Approach to Social Resource Management***, outlines a practical management approach for predicting and addressing the influence of mining on the social, economic, and natural resources of an area. These guidelines have been widely used throughout the National Forest Service system.

JKA performed the social assessment and mitigation work for the ***Copper Creek Hydro-Electric Project***. The client was ***Seattle City Light***, a public utility proposing to build a new dam on the Skagit River in the state of Washington. The results of the project are in the social component of the environmental impact statement prepared for the company which included recommendations to management on ways to prevent community disruption in the valley during the construction and operational phases of its plan.

In **1980 and 1981** JKA performed the social and economic assessment for a major ski area known as **Adams Rib** in Eagle, Colorado. It was in this assessment process that JKA developed what became known as the **Colorado Joint Review Process**. This statute was designed to bring every agency that would be a decision maker in the project to the table at the beginning of the project. This prevented institutional ambush from a disgruntled agency filing an appeal or raising an issue at the later stages of completing the EIS. In 1984 JKA conducted the social impact assessment for the

Homestake II project which was a water diversion project for Aurora and Colorado Springs, Colorado. The project was located at the headwaters of the Eagle River. JKA's focus was on the impacts generated at the source of the diversion on the communities of the Upper Eagle Valley.

1985 - Present This period of time saw JKA's social impact assessment and management process grow into full scale application of **Social Impact Management Systems (SIMS)**. The first project was known as **Honolulu SIMS** where JKA redesigned the land use planning system for the City and County of Honolulu. This system provided decision makers with a process that helped to prevent the emergence of disruption during City/County projects. The population base for this 3 year effort was 850,000.

Other social impact assessments completed in the Pacific included **Geothermal Production** on the Big Island of Hawaii, **Windfarms, Ltd** (a windfarms project on the island of O'ahu, Hawaii) and **Clark Air Force Base** in the Philippines.

In **1992 Washoe County** adopted the **Kent Issue Management System** as a process for governance in the Reno/Lake Tahoe area of Nevada. This project allowed for qualitative social processes to be placed into a Geographic Information System (GIS). This remains a first in the development of GIS technology.

In early **1995**, a three year social impact management process was completed by JKA for the **Aspen Skiing Company** to secure a **USFS permit** to expand skiing on Snowmass Mountain to **Burnt Mountain**. This project was delayed for 15 years by a controversy in the community and objections from environmentalists and the Pitkin County Government. With the Aspen Skiing Company as a client, JKA designed a process that helped to free the project from disruption through the involvement of all citizens directly in the decision making process. Social impact mitigations included the development of employee housing and other community amenities that benefited the residents of the Roaring Fork Valley. The USFS issued the approval of the EIS in March of this year.

In June of **1995** JKA became involved with a unique request involving defining and evaluating a new concept called **cultural attachment to place** for an EIS. The American Power Company had proposed the construction of a transmission

line from Oceana, West Virginia to Cloverdale, Virginia that suggests several potential corridors running through the Jefferson National Forest. Local citizens began to oppose the power line after it was announced in 1989. They claimed health risks and unnecessary disruption to their rural culture pointing out that urban industrial corridors existed with power lines already built. The Forest Service, in response to the citizen concerns, identified the concept of cultural attachment to place in early 1995 and requested a consultant be hired to address this **issue of significance**. JKA completed their work on the EIS in October of 1995 under the auspices of Woodward-Clyde Consultants defining *cultural attachment* and designating where it existed in specific geographic areas. The EIS study techniques applied JKA's **Discovery Process**.

The Discovery Process, constructed on an ethnomethodological base, is field intensive creating theory out of everyday experiences of citizens in their bio-social ecosystems. It was developed by JKA over the last 25 years to address process issues, such as culture attachment, where dynamic (qualitative) rather than static (quantitative) study methods are needed to define human context and resolve issues.

On-going social impact management work has been to aid the Clinton administration in the implementation of the **Adaptive Management Area** program with the Applegate Partnership in Oregon. JKA's work with Applegate has been recognized as one of the few successful partnering and collaborative experiences of all partnerships established in 1993. This work is detailed in Chapter 3: "Social Ecology: A New Pathway to Watershed Restoration" in **Watershed Restoration: Principles and Practices**, by Jack E. Williams, Christopher A. Wood and Michael P. Dombeck, Editors; American Fisheries Society, 1997.

In October of **1997-1999** the United States Marine Corp at Kaneohe, Hawaii retained the services of JKA to address in a Community Strategic Plan and an Environmental Assessment the polarization occurring between the Marines and the formally organized Hawaiians over beach landings. This ongoing project has separated the locals, who live near the Makua Beach and use the ocean for sustainability, from the ideologists who see Makua Beach as a possession that belongs to the Hawaiians where no beach landings should occur. By discovering maintenance, survival, and caretaking systems the Marines have the opportunity for a win-win situation. The enhancement and mitigation program addresses the issues of the locals while at the same time integrating the long term concerns of the formal Hawaiian groups. An Integrated Resource Management Plan is being developed that can be used as a model in other hot spots throughout the Pacific and Atlantic regions.

JKA Company Activities with BLM Since 1995

JKA began a long term relationship with the Bureau of Land Management, Department of the Interior, in 1995. Ecosystem concepts were beginning to emerge as part of the BLM Field Office and National Planning and resource management efforts. JKA was an ideal partner for BLM because of the experiences in environmental assessments, environmental impact statements, social impact management systems and its pioneering effort in Human Geographic Mapping that led to the development of the Bio-Social Ecosystem approach to resource development and management. Known as the Human Geographic Issue Management System, now being taught in planning concepts courses at the BLM National Training Center, is a management method to assist Field Office personnel in building a base of support for planning and management efforts.

An early relationship with Charles Pregler who heads up the Partnership Series (P-Series) Training Program at the National Training Center led to the development of and participation in the Community Based Stewardship for Healthy Environments training series as well as other training programs. These unique and successful P-Series programs place training in the communities where Field Offices are located insisting on the participation of the local people in the learning process.

JKA's experience with the BLM is summarized in the following Sections:

1. Task Order History of the JKA Assistance Agreement (Washington Office)
2. Contracts Independent of BLM Assistance Agreement
3. Partnership Series Courses Which JKA Assisted in Development and Instruction
4. Planning Concepts Courses Taught by JKA through the National Training Center

1. Task Order History of the JKA Assistance Agreement

1. Original Mapping Work with national Planning Office, 1997.
2. The Bradshaws start up, Phoenix District Field Office. Contact: Mike Taylor, 1999.
3. One day workshop, Pendleton, Oregon, Snake-John Day RAC, 2000.
4. Central Oregon Initiative, human geographic mapping and social assessment, Prineville District Field Office. Contact: Tina Welch.
5. Cascade-Siskiyou National Monument, Medford District Field Office. Contact: Tim Roussatt.
6. Middle Snake Multi-Use Park, Shoshone District Field Office. Contact: Bill Baker, 2001.
7. Service First, One day workshop, Canon City District Field Office.
8. Farmington BLM Field Office; social and economic assessment for new Resource Management Plan; issue identification and resolution related to oil and gas development. Contact: Steve Henke, 2002
9. Discovery Weeklong, Fieldwork as a Scoping Process for RMP, Yuma District Field Office. Contact: Gail Acheson, 2002.

10. Arizona Strip BLM; courses in Community-Based Stewardship; training in the Discovery Process and Human Geographic Mapping; Contact: Roger Taylor, Diana Hawks, 2003.
11. Presentation to oil and gas industry, Farmington District Field Office.
12. The Discovery Process applied to oil and gas development in New York, Eastern States Regional Field Office.
13. Bradshaws/Agua Fria National Monument Planning Effort, Phase 2, Phoenix District Field Office. Assistance in various aspects of the RMP process, including public contact, issue management, and social/economic analysis. Contact: Teri Raml, 2000-2004.
14. Human Geographic Mapping Project, Willamette National Forest and Eugene/Salem District Field Offices Salem and Eugene Districts. Contact: Julie Dugan, 2002.
15. Discovery Weeklong, Workshops and fieldwork in Community-Based Stewardship, Arizona Strip District Field Office. Contact: Roger Taylor, Diana Hawks, 2003.
16. Yuma FO, Discovery Weeklong, Incorporating Winter Visitors into RMP Planning. Contact: Gail Acheson, Tom Zale, 2003.

2. Contracts Independent of BLM Assistance Agreement

- | | |
|------|---|
| 2005 | A Community-Based Approach to Land Use Planning in BLM's Baker Field Office and Central Oregon Resource Area. Contact: Tina Welsh and Patti Rogers |
| 2004 | Participated in DOI leadership forum, 4C's Task Force, in outlining methods to deepen community based management approaches. Contact: Bob Lamb, Washington Office, Department of Interior |
| 2004 | BLM Oregon/ Washington Leadership Forum, May 10-13. Presentation entitled: Social Ecology: How Do We Engage the Public? Contact: Penny Woods, Baker City. |
| 2003 | Las Cruces FO, Discovery Weeklong, Community Contact for Pre-Plan Development. Contact: Ed Roberson, Tom Phillips. |
| 2000 | Coos Bay FO, One day training. |

3. Partnership Series Courses Which JKA Assisted in Development and Instruction

A. Community-Based Partnerships and Ecosystems: Ensuring a Healthy Environment

Phoenix, AZ	November 28 - December 1995
Butte, MT	September 9 - 12, 1996
Coos Bay, OR	February 25 - 27, 1997

Montrose, CO	April 28 - 30, 1997
Bend, OR	May 13 - 15, 1997
Ely, NV	June 17 - 19, 1997
Boise, ID	February 24 - 26, 1998
Big Bear Lake, CA	April 14 - 16, 1998
Elko, NV	September 15 - 17, 1998
Pinedale, WY	February 9 - 11, 1999
Safford, AZ	February 23 - 25, 1999
Tonapah, NV	March 9 - 11, 1999
Cloudcroft, NM	May 11 - 13, 1999
Yuma, AZ	October 28 - 30, 1999
Espanola, NM	November 4 - 6, 1999
Carlsbad, NM	February 9 - 11, 2000
Lake Pleasant, AZ	April 11 - 13, 2000
Farmington, NM	May 23 - 25, 2000
Silver City, NM	May 31 - June 2, 2000
Cody, WY	February 20 - 22, 2001
Quincy, CA	March 27 - 29, 2001
Lake Havasu City, AZ	April 3 - 5, 2001
Waldorf, Maryland	April 17 - 19, 2001
St. George, UT	May 15 - 17, 2001
Winnemucca, NV	June 26 -28, 2001
Parker, AZ	October 29 - 30, 2001
Bullhead City, AZ	November 7 - 9, 2001
Kanab, UT	January 31 - February 2, 2002
Grand Junction, CO	March 12- 14, 2002
St. George, UT	March 19 - 21, 2002
John Day, OR	April 16 - 18, 2002
Alamosa, CO	November 19 - 21, 2002
Lewistown, MT	December 3-5, 2002
Billings, MT	February 5 - 7, 2003
Miles City, MT	April 7 - 9, 2003
Craig, CO	May 19 - 21, 2003
Dolores, CO	September 11-13, 2003
Taos, NM	September 8 - 10, 2004

B. Learning Community

Lake Pleasant, AZ	November 30 - December 1999
Socorro, NM	May 30 - June 1, 2001
Elko, NV	September 20 -22, 2001
La Grande, OR	December 4 - 6, 2001

C. Community Economic Assessment

Cuba, NM 9/21-23/04
Taos, NM, 8/10-12/04
Battle Mountain, NV 3/23-26/04
Elko, NV, 9/19-21/02

D. Place Based NEPA

Battle Mountain, NV 8/2003
Craig, CO 5/2004
Taos, NM 12/2004

4. Planning Concepts Courses Taught by JKA through the National Training Center (Year 2005 not posted)

Calendar Year 2004 Class Dates

Jan.13 – 15	Little Snake RMP Amendments	Craig, CO
Jan.27 – 29	Yuma RMP	Yuma, AZ
Mar.16 – 18	Las Cruces “Tri County Plan”	Las Cruces, NM
May 4 – 6	Cedar City RMP	Cedar City, UT
Aug. 17 – 19	Roswell RMP	Roswell, NM
Aug. 31 – Sept 2	Cottonwood FO RMP	Grangeville, ID
Sept. 14 – 16	Coeur d’Alene Field Office RMP	Coeur d’Alene, ID
Oct 13 – 15	Hollister Field Office	Hollister, CA
Oct. 26 – 28	Miles City FO RMP	Miles City, MT

Calendar Year 2003 Class Dates

Jan.22 - 24	Moab, Monticello RMPs	Moab, UT
Feb. 18 - 20	Battle Mountain	Battle Mountain, NV
Mar. 11 - 13	Ukiah RMP	Ukiah, CA
May 28 – 30	GS/E NM RMP Grazing Amendment	Kanab, UT
Sept. 16 – 18	Prineville (John Day Basin RMP)	Prineville, OR
Oct. 21 – 23	Kobuk Seward Peninsula RMP	Fairbanks, AK

Calendar Year 2002 Class Dates

Mar.19 – 21	The Black Rock Desert – High Rock Winnemucca, NV	
	Canyon Emigrant Trails NCA	
July 30 - Aug.1	Kemmerer RMP	Kemmerer, WY
Aug. 20 - 22	King Range NCA	Briceland, CA (Arcata FO)
Sept. 4 - 6	Headwaters (Butte) RMP	Butte, MT
Oct. 15 - 17	Glennallen RMP	Glennallen, AK

Calendar Year 2001 Class Dates

March 12 – 14	Price FO (Pilot)	Price, UT
June 4 - 6	Arizona (4-6)	NTC
June 26 – 28	Palm Springs/El Centro FO's	La Quinta, CA
July 10 – 12	Pinedale FO	Pinedale, WY
Aug. 6 - 8	Santa Fe (NH Trail)	Santa Fe, NM
Aug. 22 – 24	Dillon, FO	Dillon, MT
Oct. 10 – 12	Craters of the Moon Nat'l. Mon.	Twin Falls, ID
Oct. 29 - Nov.1	AZ Strip FO	St. George, UT
Nov. 14 – 16	Pocotello RMP	Pocotello, ID
Nov. 27 – 29	Steens Mountain Plan	Burns, OR

PO Box 1267 ♦ Basalt, CO 81621 ♦ 970/ 927-4424 ♦ FAX 970/ 927-4443 ♦ jkent@naturalborders.com
PO Box 3493 ♦ Ashland, OR 97520 ♦ 541/ 488-6978 ♦ FAX 541/ 552-9683 ♦ kpreister@naturalborders.com
PO Box 1214 ♦ Kailua-Kona, HI 96740 ♦ 808/324-4543 ♦ CELL 808/443-9445 ♦ tmalone@naturalborders.com
www.naturalborders.com

Enhancing Productive Harmony between Human and Natural Environments