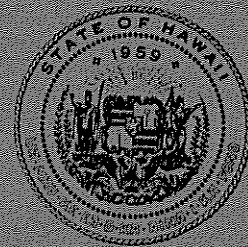


Review of the  
**SECOND YEAR**

July 1, 1978 to June 30, 1979

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**Hawaii  
Community  
Development  
Authority**

*Presented to  
the Governor and the State Legislature  
Pursuant to Chapter 206E, Section 206E-19,  
of the Hawaii Revised Statutes*

Many groups and individuals have contributed to the completion of the Authority's goals set for 1978 - 1979. Among these are elected and appointed officials and civil servants in both the State and City governments, as well as members of the community concerned with the Kaka'ako Community Development District.

We extend our appreciation to these people for their continuing cooperation in the revitalization of Kaka'ako.



State of Hawaii  
Hawaii Community Development Authority

680 Ala Moana Boulevard, Suite 318 Honolulu, Hawaii 96813  
(808) 548-7180

George R. Ariyoshi  
Governor

Kenneth F. Brown  
Chairman

Raymond H. Suefuji  
Executive Director

The Honorable George R. Ariyoshi  
Governor  
State of Hawaii  
Executive Chambers  
State Capitol  
Honolulu, Hawaii 96813

Dear Governor Ariyoshi:

The Hawaii Community Development Authority is now two years in operation and we are pleased to submit a report on the second year to you and the members of the State Legislature.

It has been a significant year for the Authority. The four-phase planning program of the Kaka'ako Community Development District Project began during the fiscal year 1978-1979 and the initial stages of planning, Phase I and Phase II, have been completed as scheduled.

This report contains a summary of the activities which led to these milestones, as well as those which were undertaken in preparation for Phase III of the planning program. Each activity has been designed in consideration of meeting the mandates of Chapter 206E, Hawaii Revised Statutes, and the policies of the Hawaii State Plan enacted by the State Legislature in 1978. Ultimately, each event in the past year is a contribution to Kaka'ako's future, as progress is made in the formulation of the Kaka'ako Community Development Plan.

Respectfully submitted,

*Kenneth F. Brown*

Kenneth F. Brown  
Chairman

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# **Hawaii Community Development Authority**

- Legislative Foundation
- The Authority Members
- The Kaka'ako Community Development  
Plan Project

## I. THE HAWAII COMMUNITY DEVELOPMENT AUTHORITY

### LEGISLATIVE FOUNDATION

The legislative foundation of the Hawaii Community Development Authority is found in Chapter 206E of the Hawaii Revised Statutes (Act 153, Session Laws of Hawaii 1976, as amended). The basic rationale underlying the enactment of this law is expressed in the "Findings and Purpose" section:

*...The legislature finds that many urban areas of the State are substantially underdeveloped or blighted, and are or are potentially in need of urban renewal, renovation, or improvement to alleviate such conditions as dilapidation, deterioration, age, and other such factors or conditions which make such areas an economic or social liability...there exists within the State vast, unmet community development needs... lack of planning and coordination...has given rise to these community development needs and ...existing laws and public and private mechanisms have either proven incapable or inadequate to facilitate or inadequate to facilitate timely redevelopment and renewal...a new and comprehensive authority for community development must be created to join the strengths of private enterprise, public development and regulation into a new form capable of long-range planning and implementation of improved community development....*

Based on these findings, the 1976 Legislature passed Act 153, which the Governor signed into law on May 27, 1976. The Act amended the Hawaii Revised Statutes by adding Chapter 206E to create the Hawaii Community Development Authority, a body corporate and public instrumentality of the State of Hawaii. The Authority is attached to the State Department of Planning and Economic Development for administrative purposes.

The Hawaii Community Development Authority is empowered to stimulate development and coordinate the efforts of the public and private sectors by developing and implementing community development plans and programs in underdeveloped or blighted areas designated by the Legislature.

As mandated by law, community development plans formulated by the Authority are to include community development

guidance policies; a district-wide improvement program, including assessments to be levied against properties specially benefiting from such improvements; and community development rules on health, safety, building, planning, zoning, and land use.

To implement community development projects, the Authority may acquire, sell, lease, or otherwise dispose of property and develop projects on its own, or in cooperation with other public agencies or private entities. Eminent domain may be exercised for the acquisition of property for public facilities. Chapter 206E, HRS, exempts the Authority from assessments levied by any County and from State taxes of any kind.

#### THE AUTHORITY MEMBERS

The Authority is composed of eleven voting members from both the general public and State government. The four government members are the State Comptroller and the Directors of the Departments of Budget and Finance, Planning and Economic Development, and Social Services and Housing. They, or their designees, serve as ex-officio voting members. Seven members are appointed by the Governor, three of whom have been selected from a list of nominees submitted by the City Council of the City and County of Honolulu. Should community development districts be designated in each of the other counties, total membership could potentially increase to twenty.

The Authority is responsible for appointing its Executive Director who serves as chief executive officer. Through its Executive Director, the Authority may appoint other officers and employees deemed necessary.

Presently, the Authority members are:

Chairman - Kenneth F. Brown, businessman

Vice Chairman - Helen K. Griffin, member, League of Women Voters of Honolulu

Secretary - Michael J. Coy, Executive Director, Hawaii Economic Development Corp.

Members -

Don J. Daley, Senior Vice President and  
Manager, Real Estate Division, First  
Hawaiian Bank



Jensen S. L. Hee, Deputy Director, Department  
of Budget and Finance (designee)

Hideo Murakami, State Comptroller

William Norwood, retired

Mitsuo Shimizu, President, Shimizu Associates

Frank Skrivanek, Deputy Director, Department  
of Planning and Economic Development (designee)

Franklin Y. K. Sunn, Executive Director,  
Hawaii Housing Authority (designee)

Yoshio Yanagawa, retired

#### THE KAKA'AKO COMMUNITY DEVELOPMENT PLAN PROJECT

The Legislature, in establishing the Authority, designated Kaka'ako as the first Community Development District. The Kaka'ako Community Development District is bounded by Pi'ikoi Street, King Street, Punchbowl Street, and Ala Moana Boulevard.

The Authority can engage in certain coordinative activities and prepare studies outside that designated area only as necessary to implement the intent of Chapter 206E, HRS. Construction activities are restricted to the District.

The Kaka'ako Community Development District was established by the Legislature in recognition of the area's economic importance to the State, its relative underdevelopment and its potential to become a "blighted and deteriorated area" if not redeveloped or renewed. The Legislature found in Kaka'ako "the potential for increased growth and development that can alleviate community needs such as low-income housing, parks and open space, and commercial and industrial facilities."

Development guidance policies were established by the Legislature to govern the Authority's development activities for Kaka'ako. These policies mandate a mixture of land uses and densities on the basis of sound urban design principles, the accommodation of existing and future industrial uses in appropriate locations, the protection of significant view planes and scenic corridors, and the preservation of historic and culturally significant elements in the District.

To carry out the Legislature's mandates provided in Chapter 206E, HRS, the Authority has embarked on a three-year planning program for the Kaka'ako District. The purpose of this program is to formulate a community development plan for Kaka'ako. In keeping with the Authority's development function, this program requires that options for Kaka'ako be explored at a level of detail from which actual design and construction can be undertaken. Business people, residents, landowners, community groups, government agencies, and other interested persons will be involved in the formulation and implementation of the Kaka'ako Community Development Plan.

The preparation of a workable community development plan for a large and diverse area like Kaka'ako requires that a vast array of activities be coordinated. To do this, the Authority has established a methodical, four-phase planning program.

Phase I - Data Collection and Inventory. The existing systems and resources in Kaka'ako, such as utilities, geologic conditions, buildings, open space and human activities, are inventoried and documented.

Phase II - Capacity/Constraint Analyses. Kaka'ako's existing systems and resources are analyzed to determine their potential to accommodate or constrain development under existing and proposed public policies.

Phase III - Formulation of Alternatives. A range of alternatives for the future development of the District are formulated, from which one alternative is selected by the Authority.

Phase IV - Preparation of Plans, Programs, and Projects. The selected alternative is refined and carefully finalized into a draft of the Kaka'ako Community Development Plan.

The Authority completed Phases I and II in fiscal year 1979. The findings of these studies are the basic information for Phase III, which will commence on July 1, 1979. Phase III, a year-long examination of possible alternatives for Kaka'ako's future, is scheduled for completion by June 30, 1980.

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## **The Year's Activities**

- Phases I and II
- Preparation for Future Activities
- Groundwork for Participation-  
Information-Education
- Administration

## II. THE YEAR'S ACTIVITIES

The activities undertaken from July 1, 1978, to June 30, 1979, have taken the Authority further in the formulation of the Kaka'ako Community Development Plan. The major activities in this period have been the commencement of our four-phase program, particularly the inventory and analysis of systems and resources. This annual report summarizes those activities.

### PHASES I AND II

The initial stage in planning for a community is to examine and document those factors which would affect and be affected by future development. The Authority has identified and studied the following existing resources and systems, each of which has a direct and unique bearing on the Kaka'ako Community Development Plan.

- Topography
- Soils and geology
- Sewerage system
- Drainage system
- Electric system
- Telephone system
- Transportation system
- Land and buildings
- Open space
- Historic, cultural, visual and aesthetic factors
- Activities
- Economic base studies
- Human resources and demographics
- Commercial and industrial activities
- Policies, plans and ordinances
- Prototypes

A 1978 amendment to Chapter 206E, HRS, allows the Authority to engage in studies outside the District, if such areas must be considered in planning. Development activities, however, are restricted to Kaka'ako. The Authority determined that the study area in Phases I and II was to extend Ewa to Mililani Street, mauka to Beretania Street and Diamond Head to Alder Street. On the makai side of the District, the study area extends to the shoreline, from Ala Moana Park to Pier 4 of Honolulu Harbor, inclusive. The information obtained from these areas is as detailed as that for the District. In some cases, studies had to take into consideration regional or island-wide impacts and relationships.

So that each of the resources and systems could be studied systematically and in depth, scopes of work were prepared in FY 1978. The Phase I scopes were instructions for the kinds of inventories of existing resources and systems needed for the formulation of the community development plan. The scopes detailed tasks, the types of information needed and the documentation of the findings. The Phase III scopes called for an analyses of Phase I findings. This analyses related certain systems and resources to the level of development implied in existing and proposed policies, plans and ordinances. Appendix A lists the consultants hired for Phases I and II.

On October 27, 1978, at an Authority workshop, consultants were given notice to proceed with Phase I assignments. They were informed of the project's schedule and contract monitoring system. In addition, instructions for fieldwork and the data system procedures were provided. Also articulated at this time were the goals and objectives of the Authority's Participation, Information and Education program.

Throughout Phases I and II, the agency staff monitored the progression of each assignment. Simultaneous with each of the consultant activities were the review processes conducted by the staff to ensure the completion of the studies in accordance with the scopes.

In the Phase I inventory, consultants researched existing information and collected additional information through fieldwork. The findings were then documented in the Authority's computerized data base, plotted on maps and summarized in narrative reports.

Analyses of the Phase I findings were undertaken in Phase II. Consultants analyzed most of the existing resources and systems for their capacities in terms of the maximum development level allowed in existing and proposed policies, plans and ordinances. Factors which inhibit the development capacities were identified and subsequently applied in this analyses to derive realistic development potentials. The Phase II findings have been fully documented.

Consultants presented their findings to the Authority in a series of workshops.

## PREPARATION FOR FUTURE ACTIVITIES

Simultaneous with Phases I and II were those preparations undertaken to determine the details and assignments of subsequent planning activities to ensure the timely completion of the four-phase planning program.

### Phase III

Of the four phases of the Authority's planning program, it is during Phase III that alternative futures for Kaka'ako actually evolve and become manifest. Both existing development trends and innovative development possibilities will be examined in Phase III to extract appropriate concepts, goals, and procedures for the draft Kaka'ako Community Development Plan.

The final task for the Authority in Phase III is to select one of the Alternatives which, in the Authority's judgment, best meets its legislative mandates and addresses the concerns of landowners, businesses, and community interests.

In FY 1979, Phase III scopes of work were developed. These detail the step-by-step activities necessary to successfully formulate alternatives for Kaka'ako.

In developing the scopes of work for Phase III, the Authority defined a methodical work program which would lead it through the critical plan development process of the following year.

To perform much of the technical work entailed in Phase III, the Authority will contract for the services of consultants, to be selected according to the Authority's established procedures and criteria as shown in Appendices B and C.

### Residential Standards Study

Chapter 206E, HRS, expressed special concerns regarding the lack of housing and suitable residential environments for the people of Hawaii. Because Kaka'ako, in its proximity to the urban core, can meet these community needs, the law states that the District's community development plan must have provisions for residential development. Specifically, residential development must ensure an integration of

residents of varying incomes, ages and family groups, with an increased supply of housing for residents of low and moderate income. There must also be a mixture of densities, building types and configurations, in keeping with appropriate urban design guidelines. In addition, necessary community facilities, such as parks, community meeting places and child care centers must be included in the plan.

These statutory concerns are complex, requiring feasible correlations between socio-economic factors and physical design. To address the complexity of these concerns, the Authority determined that a study, in which standards would be formulated for the residential component of the Kaka'ako Community Development Plan, be conducted separate from those undertaken in Phases I and II.

In FY 1979, the Authority prepared a two-part scope of work for the residential standards study to address the above concerns.

The recruitment of consultants to do the residential standards study will be undertaken in FY 1980. Completion of the study is scheduled for October, 1979.

#### GROUNDWORK FOR PARTICIPATION-INFORMATION-EDUCATION PROGRAM

The Authority was established to act as a catalyst and a mechanism for joining the strengths of the public and private sectors in the revitalization and redevelopment of Kaka'ako. The Authority recognizes that the formulation, adoption and implementation of a plan require the involvement of the people who are affected by or affect the plan.

During FY 1979, the Authority laid the groundwork for the Authority's Participation-Information-Education (PIE) program, the mechanism to facilitate the development of an effective partnership among the various participants involved in the project. The PIE program provides an orderly framework for informing and involving the numerous and diverse members of the community who are involved in this project.

In FY 1979, the general objectives of participation in the Kaka'ako project were articulated by the Authority. These objectives are as follows:

- To assist the Authority in developing planning objectives

- To assist the Authority in developing procedures and standards for measuring the achievement of planning objectives
- To assist the Authority in measuring the achievement of objectives
- To assist the Authority in solving problems related to the achievement of objectives

#### ADMINISTRATION

In the last fiscal year, the Authority filled 17 of the 24 approved staff positions, including four clerical staff. The staff members represent the following fields: engineering, architecture, planning, economics, and communications.

The Authority is housed in Suite 318 at 680 Ala Moana Boulevard, Honolulu, Hawaii.



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# **The Authority's Financial Program**

- July 1, 1978 to June 30, 1979
- Biennium Budget Request

### III. THE AUTHORITY'S FINANCIAL PROGRAM

In 1977, the Authority formulated a four-year expenditure plan which indicated the projected budget necessary to carry out the Authority's planning program for the Kaka'ako District. The total cost for the Kaka'ako Community Development Plan Project was projected to be \$5,909,530. The four-year expenditure plan is detailed in Table A.

TABLE A  
Hawaii Community Development Authority  
Four-Year Expenditure Plan

	<u>Total</u>	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>	<u>4th Year</u>
"A" Personal Services	1,726,800	431,700	431,700	431,700	431,700
"B" Other Current Expenses					
. Materials and Supplies	560,000	140,000	140,000	140,000	140,000
. Professional/Consultative Services	3,600,000	1,400,000	1,000,000	800,000	400,000
"C" Equipment	22,730	22,730	---	---	---
"M" Motor Vehicles					
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total	5,909,530	1,994,430	1,571,700	1,371,700	971,700

July 1, 1978 - June 30, 1979

The Fiscal Year 1978-79 represented the second year of operations for the Hawaii Community Development Authority. \$2,073,626 was appropriated by the Legislature for the Authority to continue the Kaka'ako Community Development Plan Project in FY 1979. As indicated in Table B, the project was financed from General Funds and Bond Funds. Approximately \$1.2 million of the allocated resources was expended or encumbered in the course of this fiscal year.

Table C is a detailed breakdown of expenditures according to expenditure categories and by funding sources. Table D shows the cumulative appropriations and expenditures of the Authority since its commencement of operations in 1977.

TABLE B  
Hawaii Community Development Authority  
Statement of Appropriations, Expenditures, Encumbrances, and Unexpended Balances  
For the Year Ended June 30, 1979

	Unexpended Balance 07/01/78	Appropriations	Transfers Out	Credits	Expenditures	Encumbrances	Lapsed Appropriations	Unexpended Balances 06/30/79	
								Unallotted Appropriations	Allotments
<u>General Funds</u>									
Act 243, SIH 1978	\$ --	\$ 190,626.00	\$13,947.00 <sup>1/</sup>	--	\$ 156,678.08	--	\$20,000.92 <sup>3/</sup>	--	--
<u>Bond Funds</u>									
Act 9, SpSIH 1977 Kakaako Water- front Park	50,000.00								50,000.00
Act 243, SIH 1978 Kakaako Community Dev. District		1,883,000.00			884,245.81	196,463.53	--	782,494.00	19,796.66
<u>Revolving Fund</u>	<u>83,793.10</u>			<u>100,000.00<sup>2/</sup></u>	<u>560.91</u>	<u>--</u>	<u>--</u>	<u>100,000.00</u>	<u>83,232.19</u>
	<u>\$133,793.10</u>	<u>\$2,073,626.00</u>	<u>\$13,947.00</u>	<u>\$100,000.00</u>	<u>\$1,041,484.80</u>	<u>\$196,463.53</u>	<u>\$20,000.92</u>	<u>\$882,494.00</u>	<u>\$153,028.85</u>

- 1/ Unrequired payroll allotments were used to cover payroll deficiencies in other Department of Planning & Economic Development program areas.
- 2/ Act 226, SIH 1976. Funds were received from the Hawaii Housing Authority for the planning and design of Kakaako Housing Project.
- 3/ Funds lapsed resulted primarily from restrictions placed on expenditures to enable the Department of Planning & Economic Development to keep within its assigned General Fund ceiling.

Source: Department of Planning & Economic Development

TABLE C  
Hawaii Community Development Authority  
Statement of Expenditures and Encumbrances for the Year Ended June 30, 1979

	<u>Bond Fund</u>	<u>General Fund</u>	<u>Revolving Fund</u>	<u>Total</u>
<u>Personal Services</u>				
Payroll	\$ 59,858.68	\$131,884.08	--	\$ 191,742.76
Fringe Benefits	11,521.66	--	--	11,521.66
Total Personal Services	<u>\$ 71,380.34</u>	<u>\$131,884.08</u>	--	<u>\$ 203,264.42</u>
<u>Other Current Expenses</u>				
Contractual Fee for Services	770,107.47	--	--	770,107.47
Rental of Office Space	7,484.45	14,900.64	--	22,385.09
Fee for Services	12,275.00	--	--	12,275.00
Rental of Equipment	3,530.56	3,313.50	--	6,844.06
Office Supplies	2,568.92	2,063.48	164.91	4,797.31
Computer Services	4,177.37	--	--	4,177.37
Binding	1,481.74	233.42	--	1,715.16
Publications	1,714.00	--	--	1,714.00
Postage	362.56	1,153.94	--	1,516.50
Telephone	702.15	624.07	--	1,326.22
Educational Supplies	10.00	887.12	--	897.12
Travel - Intra-State	--	731.31	48.00	779.31
Subscriptions	76.50	47.00	--	123.50
Freight and Delivery	--	74.00	--	74.00
Blueprint Services	52.83	--	--	52.83
Auto Mileage	26.83	--	--	26.83
Miscellaneous Expenses	222.18	651.52	--	873.70
Total Current Expenses	<u>\$ 804,792.56</u>	<u>\$ 24,680.00</u>	<u>\$212.91</u>	<u>\$ 829,685.47</u>
<u>Equipment</u>				
Furniture and Office Equipment	8,072.91	114.00	348.00	8,534.91
Total Expenditures	<u>\$ 884,245.81</u>	<u>\$156,678.08</u>	<u>\$560.91</u>	<u>\$1,041,484.80</u>
Encumbrances at June 30, 1979	196,463.53	--	--	196,463.53
Total Expenditures and Encumbrances	<u>\$1,080,709.34</u>	<u>\$156,678.08</u>	<u>\$560.91</u>	<u>\$1,237,948.33</u>

Source: Department of Planning and Economic Development

TABLE D  
Hawaii Community Development Authority  
Cumulative Statement of Appropriations, Expenditures, and Unexpended Balance  
From June 1, 1977 through June 30, 1979

	Cumulative Appropriations	Transfers Out	Credits	Cumulative Expenditures & Encumbrances	Lapsed Appropriations	Unexpended Balance 06/30/79	
						Unallotted Appropriations	Allotments
<u>General Funds</u>							
Act 243, SLH 1978	\$ 190,626.00	\$13,947.00 <sup>1/</sup>		\$ 156,678.08	\$20,000.92 <sup>4/</sup>		
<u>Bond Funds</u>							
Act 9, Sp SLH 1977 Kakaako Waterfront Park	50,000.00						50,000.00
Act 243, SLH 1978 Kakaako Community Development District	1,883,000.00			1,080,709.34		782,494.00	19,796.66
<u>Revolving Fund</u>							
Act 226 SLH 1976 Governor's Office			200,000.00 <sup>2/</sup>	116,767.81			83,232.19
Act 226, SLH 1976 Hawaii Housing Authority			100,000.00 <sup>3/</sup>			100,000.00	
	<u>\$2,123,626.00</u>	<u>\$13,947.00</u>	<u>\$300,000.00</u>	<u>\$1,354,155.23</u>	<u>\$20,000.92</u>	<u>\$882,494.00</u>	<u>\$153,028.85</u>

1/ Unrequired payroll allotments were used to cover payroll deficiencies in other Department of Planning & Economic Development program areas.

2/ Funds were received from the Governor's Office to cover operating costs of the Authority.

3/ Funds were received from the Hawaii Housing Authority for the planning and design of a Kakaako Housing Project.

4/ Funds lapsed in FY 1979 resulted primarily from restrictions placed on expenditures to enable Department of Planning & Economic Development to keep within its assigned General Fund ceiling.

Source: Department of Planning & Economic Development

Biennium Budget Request

In FY 1979, the Authority requested a total of \$3.3 million from the Legislature for the next two fiscal years, July 1, 1979 - June 30, 1980, and July 1, 1980 - June 30, 1981. This amount is roughly equal to the amount that was originally proposed in the 3-1/2 year expenditure plan formulated in 1977. The biennium budget shall fund Phase III (Formulation of Alternatives) and Phase IV (Preparation of Plans, Programs and Projects) of the Authority's four-phase planning program.

	<u>1979-1980</u>		<u>1980-1981</u>	
	<u>requested</u>	<u>appropriated</u>	<u>requested</u>	<u>appropriated</u>
(General Fund)				
OPERATING COSTS	\$ 200,143	\$ 199,178	\$ 204,324	
Personal Services	164,898	164,898	167,074	
Other Current Expenses	35,245	34,280	37,250	to be determined in 1980 legislative session
(CIP)				
PROJECT COSTS	\$ 1,862,000	\$ 1,862,000	\$ 1,066,000	
Personal Services	295,000	295,000	309,800	
Other Expenses	1,567,000	1,567,000	756,200	

---

## **Appendices**

- Consultant Selection for Phases I and II
- Phase III Consultant Selection Procedure
- Phase III Criteria for Consultant Selection

APPENDIX A

Consultant Selection for Phases I and II

<u>Consultants</u>	<u>Study</u>	<u>Contract Amount</u>
William Hee & Associates, Inc.	Topographic Survey Area #1	\$ 86,700
VTN-Pacific Inc.	Topographic Survey Area #2	81,500
Austin, Tsutsumi & Associates	Topographic Survey Area #3	81,500
Park Engineering Inc.	Topographic Survey Area #4	84,000
Ernest K. Hirata & Associates, Inc.	Soils and Geology	40,000
Sub-consultant Fewell Geotechnical Engineering, Ltd.	Soils and Geology	18,766
Stanley Shimabukuro & Associates, Inc.	Water and Gas Systems	40,000
Wilson Okamoto & Associates, Inc.	Sewerage and Drainage Systems	80,000
Albert Chong Associates, Inc.	Electric and Telephone Systems	10,213
URS Company Hawaii	Transportation System	60,000
Sub-consultant Henry Tuck Au	Transportation System	14,550
Belt, Collins & Associates	Land and Buildings	116,800
Woolsey and Miyabara Inc.	Open Space	37,490
Phillips, Brandt, Reddick	Historic, Cultural, Visual and Aesthetic Factors	37,500



<u>Consultants</u>	<u>Study</u>	<u>Contract Amount</u>
H. Mogi - Planning & Research, Inc.	Policies, Plans and Ordinances	\$ 30,000
Group 70 Inc.	Prototype Studies	31,190
Survey & Marketing Services, Inc.	Activities	56,000
Hambleton & Associates, Inc.	Economic Base Studies Human Resources and Demographics	37,200
Sub-consultant Survey & Marketing Services, Inc.	Economic Base Studies Human Resources and Demographics	14,000
John Child & Company, Inc.	Commercial and Industrial Activities	34,000
Data House, Inc.	Data Base System	22,470

## APPENDIX B

### Phase III Consultant Selection Procedure (Revised) April 18, 1979

1. Send announcement to consultants and professional organizations, requesting a letter of interest.
2. Provide prospective consultants with scope of work, criteria for consultant selection, and a request for proposal.
3. Evaluate proposals and select prospective consultants for consideration.
4. Hear presentation of proposals by prospective consultants.
5. Based on "Criteria for Consultant Selection", select consultant for specific assignment.
6. Submit name of selected consultant and specific assignment for approval by the Authority.
7. Determine appropriate scope, conditions and compensation with the selected consultants.
8. Prepare and finalize consultant contract agreements.
9. Present final consultant contract agreement to Authority for ratification and execution.

APPENDIX C

Phase III Criteria for Consultant Selection  
(Revised) April 18, 1979

- a. Past experience of similar projects.
- b. Knowledge of project area.
- c. Qualifications of key personnel.
- d. Specific tasks of key personnel.
- e. Breakdown of participation of key personnel in this project.
- f. Ability to meet firm completion date.
- g. Methodology for accomplishing the assignment;
- h. Work program, including manhours by category for each activity; and
- i. Ability to prepare presentation material and ability to make public presentations.
- j. Present and projected work load.
- k. Disclosure indicating the presence or absence of any past, present or proposed work within project area.
- l. Ability to communicate and work closely with government agencies and other interested groups or individuals.
- m. Availability to consult with members of the Authority, their staff, government agencies and other interested groups or individuals.
- n. Where work will be performed.
- o. The ability to manage and be managed by program evaluation and review techniques.

