

Review of the
FIRST YEAR

July 1, 1977 to June 30, 1978



**Hawaii
Community
Development
Authority**

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



HAWAII COMMUNITY DEVELOPMENT AUTHORITY

1000 Ala Moana Boulevard, Suite 200, Honolulu, Hawaii 96813 - (808) 551-7000

GEORGE R. ARYOROKA

Governor

KENNETH F. BROWN

Chairman

ANTHONY J. SUFFAL

Deputy Chairman

January 2, 1979

The Honorable George R. Aryoroka
Governor, State of Hawaii

Many groups and individuals have contributed to the completion of the Authority's goals set for 1977 - 1978. 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 Kakaako Community Development District.

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

Kakaako Community Development District

You will find we have completed the initial task, that meeting the provisions of Chapter 305E of the Hawaii Revised Statutes, the goals and objectives expressed in your State-of-the-State address, as well as the policies of the State General Plan enacted by the State Legislature in 1978.

Also included are immediate future prospects of planning and developmental activities for Kakaako. As we approach and execute these plans, we will again stress the importance of cooperation between government and the private sector.

Respectfully submitted,


Kenneth F. Brown
Chairman



GEORGE R. ARIYOSHI
Governor

KENNETH F. BROWN
Chairman

RAYMOND H. SUEFUJI
Executive Director

HAWAII COMMUNITY DEVELOPMENT AUTHORITY

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

January 2, 1979

LETTER OF TRANSMITTAL

I. THE HAWAII COMMUNITY DEVELOPMENT AUTHORITY

Origin and Purpose

Responsibility

Composition

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

Dear Governor Ariyoshi:

We are pleased to submit the first annual report of the Hawaii Community Development Authority to you, the members of the Tenth State Legislature, and the Citizens of Hawaii. In this report, we summarize our efforts in preparing an overall direction and strategy necessary in laying the groundwork for the revitalization of the Kakaako Community Development District.

You will find we have completed the initial task, thus meeting the provisions of Chapter 206E of the Hawaii Revised Statutes, the goals and objectives expressed in your State-of-the-State address, as well as the policies of the State General Plan enacted by the State Legislature in 1978.

Also included are immediate future prospects of planning and developmental activities for Kakaako. As we approach and execute these plans, we will again stress the importance of cooperation between government and the private sector.

Respectfully submitted,

Kenneth F. Brown
Kenneth F. Brown
Chairman

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Hawaii Community
Development Authority

• Origin and Purpose

• Responsibility

• Composition

1. THE HAWAII COMMUNITY DEVELOPMENT AUTHORITY

to promote a more balanced and diversified economic development in the State of Hawaii. The Authority was established by Act No. 15, Session Laws of 1975, Chapter 15, Hawaii Revised Statutes, as amended. The Authority is a body corporate and politic, with the power to sue and be sued, to own, lease, purchase, sell, convey, and otherwise dispose of real and personal property, and to do all such acts and things as may be necessary or proper to carry out its purposes. The Authority is subject to the general supervision and control of the Department of Planning and Economic Development.

The Authority's primary purpose is to promote a more balanced and diversified economic development in the State of Hawaii. To this end, the Authority is authorized to: (a) study, plan, and coordinate community development projects; (b) acquire, develop, and manage land and other resources; (c) provide financial assistance to community development projects; (d) provide technical assistance to community development projects; (e) provide training and education for community development projects; and (f) perform any other acts and things that may be necessary or proper to carry out its purposes.

The Authority is authorized to exercise all the powers and perform all the duties of a body corporate and politic. It is authorized to enter into contracts, leases, and other agreements with any person or entity. It is authorized to borrow money and to issue bonds or other securities. It is authorized to receive and hold gifts and bequests. It is authorized to sue and be sued, to own, lease, purchase, sell, convey, and otherwise dispose of real and personal property, and to do all such acts and things as may be necessary or proper to carry out its purposes. The Authority is subject to the general supervision and control of the Department of Planning and Economic Development.

Hawaii Community Development Authority

- Origin and Purpose
- Responsibility
- Composition

I. THE HAWAII COMMUNITY DEVELOPMENT AUTHORITY

ORIGIN AND PURPOSE

Senate Bill 2394, SD 1, HD 1, CD 1, of 1976 relating to community development was enacted as Act 153 of 1976, which became effective on May 27, 1976. The Act amended the Hawaii Revised Statutes by adding a new chapter to create the Hawaii Community Development Authority, a body corporate and public instrumentality of the State of Hawaii, to be located within the State Department of Planning and Economic Development for administrative purposes.

The basic rationale underlying the enactment of Act 153 can be derived from the "Findings and purpose" section of the law which reads in part:

...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 developments 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.... (Emphasis added)

The Act, while granting broad coordinating powers and responsibilities to the Authority, has reserved for the legislature the prerogative to designate an area as a community development district. The Legislature, in exercising this prerogative, has established the Kakaako Community Development District defined as that area bordered by King Street, Piikoi Street from its intersection with King Street to Ala Moana Boulevard, Ala Moana Boulevard from Piikoi Street to its intersection with Punchbowl Street, and Punchbowl Street to its intersection with King Street as the initial community development district.

RESPONSIBILITIES

The Hawaii Community Development Authority is empowered to stimulate action and coordinate public and private sector efforts by developing and implementing community development plans and programs in underdeveloped or blighted areas designated by the Legislature. To achieve common goals for the renewal and improvement of such areas, the Authority is charged with the responsibility to administer, guide, and coordinate the pattern of development, the scheduling of implementation and determining the extent or nature of expenditures required of public and private agencies.

As provided by law, community development plans developed by the Authority are to include: community development guidance policies; a district-wide improvement program including determination of assessments against properties specially benefiting from such improvements; and community development rules which, upon adoption, "supersede all other inconsistent ordinances and rules relating to the use, zoning, planning, and development of land and construction thereon."

Broad powers are conveyed to the Authority to implement community development programs, including the right to acquire, sell, lease, or otherwise dispose of property and develop projects on its own, or in cooperation with other public agencies or private entities. The Authority has the power of condemnation; however, such power is limited to the acquisition of property for public facilities. The Authority is exempt from assessments levied by any County or the State.

COMPOSITION

The Authority, as presently constituted, is composed of eleven voting members. Directors of the State Departments of Budget and Finance, Planning and Economic Development, and Social Services, and the State Comptroller, or their designated representatives, serve as ex-officio, voting members. Seven members are appointed by the Governor, three of whom are selected from a list of ten nominees submitted by the City Council, City and County of Honolulu. Total membership would potentially increase to twenty, should community development districts also be established in each neighbor island County.

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

The Authority is now composed of:

HCDA Chairman - Kenneth F. Brown, businessman

Vice Chairman - Helen Griffin, President of the League of Women Voters of Honolulu

Michael J. Coy, Executive Director, Hawaii Economic Development Corporation

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

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

Hideto Kono, Director, Department of Planning and Economic Development

Hideo Murakami, State Comptroller

William R. Norwood, retired

Mitsuo Shimizu, President, Shimizu Associates

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

Yoshio Yanagawa, retired, former director of the Hawaii Housing Authority

The Kakaako Development District

- Designated Boundaries and Description
- Why Kakaako?
- Development Guidance Policies
- Community Development Plan Project
- Plan Process

II. THE KAKAAKO COMMUNITY DEVELOPMENT DISTRICT

DESIGNATED BOUNDARIES AND DESCRIPTION

When Act 153 established HCDA, the Legislature designated Kakaako as the first Community Development District. The Act specifically spells out the Kakaako Development District boundaries. They are Piikoi Street, South King Street, Punchbowl Street and Ala Moana Boulevard. Although HCDA cannot do any construction work outside those boundaries except through specific legislative authorization, it can engage in coordinative activities and prepare studies outside that designated area.

Kakaako presents a three-dimensional record of the physical growth of Honolulu. It contains single-family residences and rooming houses built before World War I, as well as modern apartment towers less than 10 years old. There are some commercial and industrial activities that got underway when Kakaako was a swamp on the outskirts of town. In more recent years, buildings have been constructed to provide office and commercial space at a lower cost than downtown Honolulu provided. The quality and diversity of structures vary greatly. Some are little more than sheds, while others are modern buildings of architectural merit.

Kakaako is strategically situated between busy downtown Honolulu and the Hawaii Capital District on the ewa side, and bustling Waikiki and Ala Moana on the other side.

Retail business, offices, and governmental functions are located in Downtown Honolulu and the Capital District. Ala Moana is a major retail business and professional services area on Oahu, while Waikiki is the State's prime resort and entertainment district, with high-density apartments interspersed. Combined, these areas contain the functions generally found in a dynamic central business district.

In that sense, Honolulu's central business district extends almost 4 miles from Downtown Honolulu to Waikiki, with Kakaako, a greatly under-utilized section, directly in the middle. Kakaako functions as a commercial and industrial service district for the adjacent areas, the Port of Honolulu, and the remainder of Oahu. The land uses are devoted to consumer and professional services, wholesale trade, business services, automobile repairs, retail trade, manufacturing and construction. Often the commercial and industrial activities are combined with office use within the same structures.

Along the major streets of Kakaako there are commercial strips of retail trade establishments oriented to automobile traffic. A major shopping cluster is situated in the district. It consists of Gem Department Store, Ward Warehouse, Ala Moana Farmers Market, and a group of business enterprises along Ward Avenue nearby. The 55-acre Ala Moana Shopping Center is just outside the Kakaako Community Development District.

The State Department of Transportation has its headquarters building in Kakaako. Just outside the district, major offices of the Federal government are housed in the new Prince Jonah Kuhio Kalanianaʻole Federal Building, and the U. S. Immigration and Naturalization Service Building is located on Ala Moana Boulevard.

Although there are a few prominent office buildings in Kakaako, most are on the fringes. They include the News Building on Kapiolani Boulevard at South Street, the IBM building on Ala Moana Boulevard, Hawaiian Electric Company headquarters on Ward Avenue, Victoria Ward Plaza on Ward Avenue, and the recently completed Kawaiahao Plaza at King and South Streets.

Several important historic structures are within or adjacent to Kakaako. They include Kawaiahao Church, the Mission Houses, McKinley High School, Makiki Christian Church, and the Royal Brewery.

Throughout Kakaako there is a scattering of residential and apartment units. Makai of Kapiolani Boulevard there are almost 600 dwelling units. About a third of them are small cottages and one- or two-story rooming house units, in only fair or poor condition.

Mauka of Kapiolani Boulevard, in the vicinity of McKinley High School and Kapiolani Community College, the area is predominantly a low-rise apartment district developed on small lots. The condition of housing there is generally better than in the makai area.

Two high-rise apartment structures are located in Kakaako. One is across from the Neal Blaisdell Center on Ward Avenue; the other is opposite the Ala Moana Shopping Center and Ala Moana Park.

Kakaako has several important public facilities. Foremost is the Neal Blaisdell Center with its concert hall, arena, and meeting rooms. And there is McKinley High School, the Community College nearby, and Pohukaina Elementary School which serves as a special facility for the Department of Education.

WHY KAKAAKO?

The Kakaako Community Development District was established by the Legislature in recognition of the area's economic importance to the State, its central urban location, and, vastly under-utilized, its potential "to become a planned new community in consonance with surrounding urban areas". Further, it was recognized that the district, if not redeveloped, would likely become blighted and deteriorated.

The strategic location of Kakaako in central Honolulu midway between a dense urban corridor extending from Hawaii-Kai to Pearl City, coupled with growing public concern about the need to preserve prime agricultural lands and constrain urban sprawl have been the underlying forces highlighting Kakaako as a major, multi-faceted public issue. Recent years have witnessed much study and debate about the future of Kakaako district. Hence, this area which has been designated by the Legislature will serve as the model community development district concept in the State, and will receive initial priority considerations in planning, resource allocation, and other actions of the Authority.

DEVELOPMENT GUIDANCE POLICIES

The Legislature established guidance policies to govern the Authority's development activities for Kakaako. These policies encourage a mixture of land uses and densities on the basis of sound urban design principles, accommodate existing and future industrial uses in appropriate locations, respect view planes and scenic corridors, and preserve historic and culturally significant elements in the district. These public guidance policies insure development of Kakaako which is compatible with areas adjacent to Kakaako, and which assures the availability of adequate and needed community facilities in support of the residential uses of the district.

COMMUNITY DEVELOPMENT PLAN PROJECT

To carry out the mandates of the Legislature and Chapter 206E, the Authority has embarked upon a three-year community development plan and design project, which starts where other studies have stopped, and will end where actual construction is ready to begin.

The community development plan project will be formulated and implemented with the participation and involvement of many groups and individuals. They include businessmen, residents, landowners, community groups, employers, governmental agencies, and others.

The project schedule for the three-year period will include the following activities:

First Year - July 1, 1978 to June 30, 1979

The administrative functions involve setting up the overall program structure and organization; identifying legislative and community goals, objectives and policies; monitoring and managing staff and consultant activities; and participating with legislative, technical, and community interest groups. Much of the work during the initial six months will include data collection and inventory of resources pertaining to physical, environmental, economic, and social aspects of the Kakaako District and surrounding environs.

Housing will be treated as a special area of study, and detailed market demand/supply analyses and attendant financing programs will be initiated by HCDA staff with consultant services. This effort will also analyze the alternatives for relocation within the project area, or outside the project area if appropriate.

Public participation, information, and education is another basic and significant function of the planning process. In one sense, Kakaako represents the most complex mixture of individual and group interests within an urban setting. Not only is there a variety of activities, but also a diversity of ownership, tenure, management, investment, etc.

The second six months will be concerned with evaluating the information about Kakaako's resources which was collected and tabulated during the first six months. The analysis will examine the capacities and potentials of existing physical, economic, and social systems and their limitations and constraints. Concurrently, multi-dimensional tools will be conceptualized and formulated which will help develop guidelines for urban form and arrangement, view planes and corridors, activity location and linkages, sequential and logistical activities, construction and capital formation, etc.

A portion of the year's time will be allocated to a study of prototypes, and the preparation of tasks and assignments for the second year, such as budgeting, programming, and describing scopes of work for consultants, etc.

Second Year - July 1, 1979 to June 30, 1980

All of the basic functions of the planning project will continue. However, the main thrust of these functions will be directed toward the formulation of alternatives, prototypes, and development criteria. The data bank and new analytical tools will permit the Authority to examine many different combinations of

"uses". These combinations or alternatives will be subjected to public scrutiny and internal tests of compatibility and consistency - environmental, economic, and social. It is anticipated that the prototypes will be the product of the best technical advice--engineering, architectural, financial, and psychological--in order that the product will be "marketable" in the broadest sense.

Third Year - July 1, 1980 to June 30, 1981

The "final" development plan will begin to take form and substance. Public interest and concern will be presented and tested and manifested in one or more plan alternatives, including implementation measures. The plan in all aspects and component parts such as public facilities, streets and walkways, urban design standards, land use guidelines and performance criteria, regulations, special projects, cost estimates and financing programs, etc. will be presented to all participants and interest groups. Suggested changes will be evaluated and incorporated prior to the formal presentation to the public.

Beginning of Fourth Year - July 1, 1981 to December 31, 1981

Formal hearings will be held for public review and comments. Testimony will be reviewed and evaluated, and findings presented to the Authority. Final modifications and amendments will be adopted by the Authority, and an appropriate report will be prepared for transmittal to the Governor and to the 1982 Legislature in accordance with the provisions of Chapter 206E.

PLAN PROCESS

Central to the Kakaako Community Development Plan project is the evolution of a process to derive the plan. The plan will consist of physical, social, and economic components which must be anticipated and orchestrated to achieve an integrated, feasible, and workable plan. The plan process, therefore, must not only anticipate what kind of plan will be suitable for Kakaako, and what comprise the physical, social, and economic parts, but also what the most effective way will be to orchestrate the entire effort from the initial preparatory Prephase activities, through "Final Plan" activities, and into plan implementation. This process must be capable of handling simple day-to-day project management as well as complex evaluation of alternative plans and logistics of implementation. The flow chart (see centerfold) illustrates the sequence of key project activities, and will periodically be refined to show what each activity requires in terms of time and other resources. It should be noted that in some portions of the diagram, many activities are anticipated to be done simultaneously while in

other portions, key decisions are required prior to additional work. For example, review and acceptance of work from one phase is required before the next phase begins. The importance of achieving each set of activities in a timely fashion thereby is critical.

The Kakaako Development Plan Project timetable and specific project activities are shown in Appendix A and Appendix C.

Authority Activities

- Past
- Current Period
- Future Projects and Post Fiscal Year Accomplishments

Authority Activities

- Past
- Current Period
- Future Projects and Post Fiscal Year Accomplishments

III. AUTHORITY ACTIVITIES: AN OVERVIEW

PAST (PRE-JULY 1, 1977)

The first meeting of the Authority was held on May 11, 1977 at which 9 members were in attendance. During the months of May and June, the Authority's efforts were primarily administrative and organizational. Mr. Kenneth Brown was selected by the Authority members as the Chairman and Mrs. Helen Griffin as Vice Chairman, and Mr. Michael Coy as Secretary. Principal activities included orientation and introduction to the legal basis of the Authority's composition and responsibilities; acquaintance with the Authority's mode of conduct; and requirements of law relating to public agency meetings; adoption of interim rules of procedures; and the search for and appointment of an Executive Director. The Authority selected Mr. Raymond Suefuji as its Executive Director as of June 1, 1977.

CURRENT PERIOD (JULY 1, 1977 TO JUNE 30, 1978)

This fiscal year may be designated the interim or pre-phase planning period of the Authority. The first substantive action taken by the Authority were the adoption of 3-4 year developmental planning program for the Kakaako Community Development District, and the accompanying expenditure plan, and project schedule.

PLANNING PROGRAM

Pre-Phase Scope - Objective and Tasks: Systems Organization

Phase I - Data Collection and Inventory. This initial phase will involve the systematic and objective accounting of the physical, economic, social, public, and private resources of the district as well as relevant linkage with other parts of the City.

Inter-Phase I/II. Formulation of quantitative and qualitative standards. Initiation of prototype concepts.

Phase II - Capacity/Constraint Analysis. The second phase will assign measures of value to functional elements or components which were identified and enumerated in Phase I.

Inter-Phase II/III. Refinement of statutory guidelines and statement of principles.

Phase III - Formulation of Alternatives. This phase brings into focus the physical, economic, and social parameters and needs of the Community and provides the basis for preliminary alternative community functional and use concepts and options for implementation.

Inter-Phase III/IV. Development of prototypes and design and development criteria.

Phase IV - Preparation of Plans, Programs, and Projects. All facets of development must be identified, designed, programmed, budgeted, processed, etc., either on the basis of schematics or in reference to prototypes. This phase includes the drafting of rules and regulations and any other legislative and administrative controls or devices necessary to insure compliance with adoptive development plans and programs.

Personnel Requirements - Phase I through IV. This listing of staff personnel requirements is predicated on the use of consultants to conduct the greater part of the technical work. In addition to the 4 positions included in the interim budget, there will be 20 positions--12 professionals and 8 subprofessionals.

Total Budget Estimate. The budget estimate reflects the total anticipated cost of the Kakaako Community Development District for all administrative, pre-planning, and pre-developmental expenses over a 4-year period. Utilizing the same budget format developed for other state agencies, the Authority's program indicates the following:

"A" Personal Services	\$1,726,800
"B" Other Current Expenses	
. Materials and Supplies	560,000 ^{1/}
. Professional/Consultative Services	3,600,000
"C" Equipment	22,730
TOTAL	<u>\$5,909,530^{2/}</u>

The following two tables, Table A and Table B, respectively, show the tentative 4-year expenditure plan and the adjusted fiscal year expenditures through June 30, 1978.

^{1/} Includes office rental expense.

^{2/} Amount may be greater subject to potential cost for automotive items.

TABLE A

TENTATIVE 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					
TOTAL	5,909,530	1,994,430	1,571,700	1,371,700	971,700

TABLE B

HAWAII COMMUNITY DEVELOPMENT AUTHORITY

STATEMENT OF EXPENDITURES

FOR THE PERIOD JULY 1, 1977 TO JUNE 30, 1978

<u>Item of Expense</u>	<u>Adjusted Fiscal Year Allocation</u>	<u>Total Expenditures to 6/30/78</u>	<u>Balance</u>
<u>TOTAL</u>	<u>196,505.25</u>	<u>113,513.89</u>	<u>82,991.36</u>
"A" Personal Services		85,271.74	
"B" Other Current Expenses		20,402.61	
3209 Office Supplies		2,763.99	
4019 Postage		268.26	
4029 Telephone		806.48	
4111 Auto Mileage		3.00	
4121 Intra-State Travel		381.75	
4141 Out-of-State Travel		--	
4319 Printing		76.40	
4529 Equipment Rental		1,274.16	
4699 Repairs and Maintenance		105.10	
5339 Miscellaneous Expenses		1,372.66	
4519 Office Rental		12,652.21	
4820 Subscriptions		79.73	
4329 Advertising and Notices		160.61	
5341 Conference		457.26	
"C" Furniture and Equipment		7,839.54	

FUTURE PROJECTS AND POST FISCAL YEAR ACCOMPLISHMENTS
(JULY 1, 1978-DECEMBER 31, 1978)

The beginning of the 1978-1979 fiscal year also signaled the beginning of the plan development program which had been formulated in fiscal year 1977-78. One significant milestone of the project was the release of \$1.1 million early in the 1978-79 fiscal year by the Governor in accordance with the appropriations made for the Kakaako Community Development District by the 1978 Legislature.

Subsequent action to facilitate administrative and staff operations was taken by the Authority. This includes the establishment of HCDA By-Laws and Rules of Practice and Procedures. Of particular interest and concern were the selection procedures and criteria adopted by the Authority for the hiring of consultant firms.

The selection procedure and criteria were based on guidelines employed by the Federal government (see Appendix B). They closely follow the recommendation of the Interprofessional Commission on Environmental Design which represents professional organizations including the:

American Institute of Architects,
Consulting Engineers Council of Hawaii,
American Institute of Planners,
American Society of Landscape Architects,
American Society of Civil Engineers, and
Hawaii Society of Professional Engineers.

Appendix C lists the consultants selected by the Authority, the scope of their assignments, time of performance, and the negotiated amount for their services. Detailed information concerning the activities, types of information, analyses, and other work products are available at the Authority's office.

Other activities which are underway include the processing of Right-of-Entry Agreements with 600+ property owners for topographic, soils and geology, and other development information; construction of a plan management system which will utilize the advantages of electronic computer equipment for work monitoring, evaluation, critical path, resource allocation, etc.; and formulation and development of scenarios, prototypes, and other cost-effective analytical and simulation tools.

Two critical and significant projects are nearing completion by the end of December, 1978. These are (1) a Participation, Information, and Education Program and (2) a Housing Program for Kakaako: Concept, Strategy, and Implementation alternatives.

STAFF (as of June 30, 1978):

Mr. Raymond H. Suefuji, Executive Director
Mrs. Aileen Fukunaga, Secretary
Mr. Paul Tajima, Coordinator
Mr. Robert Itagaki, Engineer
Mr. Richard Senelly, Planner

Appendices

- Appendix A (Kakaako Development Plan Project)
- Appendix B (Consultant Selection Procedure)
- Appendix C (Kakaako Community Development Project Consultant Contracts--Summary Information)

Appendices

- Appendix A (Kakaako Development Plan Project)
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APPENDIX A

TENTATIVE PROGRAM SCHEDULE

(Based on Desired Three-Year Plan Period)

<u>December 1, 1977</u>	1. Begin program draft and Plan Management System. 2. Initiate public participation, information and education program. Draft job specifications for staff positions.
<u>March 1, 1978</u>	Execute portion Plan Management System (available balance - oper. funds).
<u>April 1, 1978</u>	Begin draft of nine consultant contracts and scopes of services.
<u>April 30, 1978</u>	Complete draft - public participation, information and education program.
<u>May 1, 1978</u>	Draft job specifications and scope of work for projects funded positions.
<u>June 30, 1978</u>	Complete portion of contract for Plan management System.
<u>July 1, 1978 to</u>	Begin recruitment and
<u>September 30, 1978</u>	Finalize nine consultant contracts.
<u>October 1, 1978</u> (9 months)	Begin Phase I (data collection) and Inter-Phase I/II. Begin Phase II (capacity and constraints studies) and Inter-Phase II/III.
<u>June 30, 1979</u>	Complete Phases I, I/II, II, and II/III.
<u>July 1, 1979</u>	Begin Phase III (plan alternatives and regulations) and Inter-Phase III/IV.
<u>June 30, 1980</u>	Complete Phase III (design criteria and prototypes) and Inter-Phase III/IV.

<u>July 1, 1980</u>	Begin Phase IV (final plans, specifications programs, projects, financing, etc.).
<u>June 30, 1981</u>	Complete draft of Kakaako Development Plan and Regulations.
<u>July 1, 1981</u>	Begin public hearings.
<u>August 15, 1981</u>	Distribute final copies of plan documents and proposed regulations to the public.
<u>September 30, 1981</u>	Last public hearing by Authority.
<u>October 21, 1981</u>	Authority action.
<u>October 31, 1981</u>	Transmit to Governor a plan for implementation, which as programs with attendant costs and nine or ten developmental guidelines and regulations.
<u>January 1, 1982</u>	Begin pre-development program.

N O T E: ASSUMPTIONS, FUNDING, AND ALLOTMENT CONDITIONS TO MEET THREE-YEAR PLAN DEVELOPMENT SCHEDULE.

- a. That Legislative authorization for \$5.9 million would be granted; and funds shall be expended as indicated over a four-year period (July 1, 1978 to June 30, 1982).
- b. That allotments to the Authority's revolving fund will be made annually during first quarter of fiscal year.
- c. That recruitment of project staff will begin on July 1, 1978.
- d. That no delays will occur by reason of events or forces beyond the control of the Authority.

APPENDIX B

CONSULTANT SELECTION PROCEDURE

1. Send questionnaire to consultants and professional organizations for distribution to interested consultants.
2. Evaluate questionnaire from consultants.
3. Arrange interview of interested consultants.
4. Based on "Criteria for Consultant Selection", select consultant for specific assignment.
5. Submit name of selected consultant and specific assignment for approval by the Authority.
6. Request work program and schedule from selected consultant.
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.

CRITERIA FOR CONSULTANT SELECTION

The technical and non-technical criteria for consultant selection shall be as follows:

1. Technical Criteria

- 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.

2. Non-technical

- a. Ability to communicate and work closely with government agencies and other interested groups or individuals.
- b. Availability to consult with members of the Authority, their staff, government agencies, and other interested groups or individuals.
- c. Where work will be performed.
- d. The ability to manage and be managed by program evaluation and review techniques.
- e. The willingness to accept proposed contractual requirements.
- f. Present and projected workload.
- g. Disclosure indicating the presence or absence of any past, present, or proposed work within project area.

APPENDIX C

CONSULTANT CONTRACTS - SUMMARY INFORMATION

TOPOGRAPHIC SURVEY

Topographic survey depicts the existing property lines, terrain, size and type of buildings, utilities, roadways, and other improvements. This information establishes the physical basis from which to develop alternative development plans.

1. Topographic Survey Area #1
Name of Firm: William Hee & Associates, Inc.
Address: Suite No. 1, Building 1, 1020 Auahi
Street, Honolulu, Hawaii 96814
Contract Amount: \$86,700.00 Length of Assignment:
28 weeks
2. Topographic Survey Area #2
Name of Firm: VTN-Pacific Inc.
Address: 1164 Bishop Street, Suite 906,
Honolulu, Hawaii 96813
Contract Amount: \$81,500.00
Length of Assignment: 26 weeks
3. Topographic Survey Area #3
Name of Firm: Austin, Tsutsumi & Associates, Inc.
Address: 745 Fort Street Mall, Suite 900,
Honolulu, Hawaii 96813
Contract Amount: \$81,500.00
Length of Assignment: 26 weeks
4. Topographic Survey Area #4
Name of Firm: Park Engineering, Inc.
Address: Suite 2085, Pacific Trade Center,
190 South King Street, Honolulu, Hawaii 96813
Contract Amount: \$84,000.00
Length of Assignment: 28 weeks

SOILS AND GEOLOGY INVENTORY AND ANALYSES

Soils and geology information is required to evaluate substrata ground conditions which would determine the desirability and feasibility of locating new land uses and structures.

Capacity-constraint analyses for soils and geology in and around the HCDA Kakaako District are needed to determine capacity of existing sub-strata and its desirability and feasibility to locate the facilities implied by existing policies, plans and ordinances as well as those under consideration.

5. Name of Firm: Ernest K. Hirata & Associates, Inc.
Address: Makai Suite, 905 Makahiki Way, Honolulu, Hawaii 96826
Contract Amount: \$40,000.00
Name of Subcontractor: Fewell Geotechnical Engineering, Ltd.
Address: 2825 Koapaka Street, Honolulu, Hawaii 96819
Amount of Subcontract: \$18,766.00
Length of Assignment: 28 weeks

WATER AND GAS SYSTEMS INVENTORY AND ANALYSES

Water and gas systems data are required to analyze and evaluate existing systems and to determine the adequacy of existing lines, prepare estimates for the replacement, enlargement or addition which may be needed to accommodate the proposed development, and identify additional constraints such as age and capacity of off-site water and gas facilities.

Capacity-constraint analyses for water and gas systems in and around the HCDA Kakaako District are needed to determine the capacity of the existing water and gas systems to accommodate the requirements of the present policies, plans, and ordinances relating to Kakaako, and the extent to which the existing resources could be revised, relieved, or replaced in order to accommodate those requirements.

6. Name of Firm: Stanley S. Shimabukuro & Associates, Inc.
Address: 1126 12th Avenue, Honolulu, Hawaii 96816
Contract Amount: \$40,000.00
Length of Assignment: 22 weeks

SEWER AND DRAINAGE SYSTEMS INVENTORY AND ANALYSES

Sewer and drainage systems data are required to analyze and evaluate existing systems and to determine the adequacy of existing sewer and drainage lines, prepare estimates for the replacement, enlargement, or addition which may be needed to accommodate the

proposed development, and identify additional constraints such as age and capacity of off-site sewer and drainage facilities.

Capacity-constraint analyses for sewerage and drainage systems in and around the HCDA Kakaako District are needed to determine the capacity of the existing sewerage and drainage systems to accommodate the requirements of the present policies, plans, and ordinances relating to Kakaako, and the extent to which the existing resources could be reused, relieved, or replaced in order to accommodate those requirements.

7. Name of Firm: Wilson, Okamoto & Associates
Address: 1150 South King Street, Honolulu,
Hawaii 96814
Contract Amount: \$80,000.00
Length of Assignment: 32 weeks

ELECTRICAL AND TELEPHONE SYSTEMS INVENTORY

Electrical and telephone systems data are required to analyze and evaluate existing systems and to determine the adequacy of existing electrical and telephone lines, prepare estimates for the replacement, enlargement, or addition which may be needed to accommodate the proposed development, and identify additional constraints such as age and capacity of off-site facilities.

8. Name of Firm: Albert Chong Associates Inc.
Address: 765 Amana Street, Suite 408, Honolulu,
Hawaii 96814
Contract Amount: \$10,213.00
Length of Assignment: 11 weeks

TRANSPORTATION SYSTEM INVENTORY AND ANALYSES

Traffic and circulation data are required to evaluate existing traffic conditions, and to determine adequacy of roads and specify roads which require widening and improvement to City standards. Also needed are additional characteristics such as ownership and carrying capacity of existing roadways.

Capacity-constraint analyses for transportation systems in and around the HCDA Kakaako District are needed to determine the capacity of existing roadways, pedestrianways, and mass transit system to accommodate the requirements of the present policies, plans, and ordinances relating to Kakaako, the extent to which transportation resources may constrain accommodation of those requirements, and the extent to which those resources may be modified to relieve the constraints.

9. Name of Firm: URS Company Hawaii
Address: Suite 909, 1164 Bishop Street, Honolulu,
Hawaii 96813
Contract Amount: \$60,000.00
Name of Subcontractor: Henry Tuck Au
Address: 33 South King Street, Room 507,
Honolulu, Hawaii 96813
Amount of Subcontract: \$14,550.00
Length of Assignment: 28 weeks

LAND AND BUILDINGS INVENTORY AND ANALYSES

Information about land and buildings is needed to determine what exists, where they exist, what their dimensions are, their physical condition relative to the safety, health, and well-being of their users, and their physical potential for continued and future use. This determination will be used in evaluating the present capacity of existing land and buildings, and the degree to which they may constrain or enhance further development of Kakaako.

Capacity-constraint analyses for land and buildings in and around the HCDA Kakaako District are needed to determine the capacity of existing land uses and building facilities, the nature and extent of change in existing use patterns and facilities implied by existing policies, plans, and ordinances as well as those under consideration, the extent to which existing facilities can be reused, conserved, or preserved in the course of implied changes, the extent to which existing use patterns and facilities may constrain change, and the extent to which they can be modified to relieve those constraints.

10. Name of Firm: Belt, Collins & Associates, a
division of Lyon Assoc. Inc.
Address: 514 Hawaii Building, 745 Fort Street,
Honolulu, Hawaii 96813
Contract Amount: \$116,800.00
Length of Assignment: 36 weeks

OPEN SPACE INVENTORY AND ANALYSES

Information about open space is needed to determine what it is, where it is, what is its significance, how it is used, and how it is perceived. This determination will be used in evaluating the present capacity of existing open space, and the degree to which it may constrain or enhance further development of Kakaako. In defining what constitutes open space, three general categories shall be developed: areas (two-dimensional), systems, and spaces (three-dimensional). In general, open space is to be defined as exterior space not covered by buildings.

Capacity-constraint analyses for open space in and around the HCDA Kakaako District are needed to determine the capacity of existing open space resources to accommodate open space requirements of present policies, plans, and ordinances relating to Kakaako, the extent to which existing open space resources can be reused, conserved, or preserved in accommodating those requirements, the extent to which existing open space resources may constrain accommodation of those requirements, and the extent to which those resources may be modified to relieve the constraints.

11. Name of Firm: Woolsey and Miyabara, Inc.
Address: 81 South Hotel Street, Room 211,
Honolulu, Hawaii 96813
Contract Amount: \$37,490.00
Length of Assignment: 30 weeks

HISTORIC, CULTURAL, VISUAL, AND AESTHETIC RESOURCES

Information is needed about the value of Kakaako's features relative to historic, cultural, visual, and aesthetic considerations in order to encourage conservation, these resources in general, and to preserve historic sites, and culturally significant facilities, settings or locations, through development of a classification system for these factors, inventory and classification of Kakaako features according to that system, and evaluation of significant features. This information will be used in evaluating existing and future area potentials for further urban development.

Capacity-constraint analyses for historic, cultural, visual, and aesthetic resources in and around the HCDA Kakaako District are needed to determine their capacity to accommodate the requirements implied by present policies, plans, and ordinances, the extent to which those resources can be reused, conserved, or preserved in accommodating implied changes, the extent to which those resources may constrain implied changes, and the extent to which those resources can be modified to relieve those constraints.

12. Name of Firm: Phillips, Brandt, Reddick &
Assoc. (Hawaii), Inc.
Address: Suite 1111, Financial Plaza of the
Pacific, 130 Merchant Street, Honolulu,
Hawaii 96813
Contract Amount: \$37,500.00
Length of Assignment: 30 weeks

POLICIES, PLANS AND ORDINANCES INVENTORY

Information about public and private policies, plans, ordinances, etc. is needed for determination of what presently governs uses and activities in and around the HCDA Kakaako District, and what standards apply to their development, operation, and maintenance. This includes policies, plans, and ordinances which are currently under consideration as well as those currently in force. This determination will be used in evaluating the impact of policies, plans, and ordinances on further development of Kakaako the present capacity of area resources to accommodate their fulfillment, and the degree to which they may constrain or enhance further development of Kakaako.

13. Name of Firm: H. Mogi - Planning and Research, Inc.
Address: Suite 104, 1210 Auahi Street,
Honolulu, Hawaii 96814
Contract Amount: \$30,000.00
Length of Assignment: 20 weeks

PROTOTYPE STUDIES

One of the important areas of work which continues throughout the life of the project is the study of development/redevelopment prototypes. For our use, prototype means a model or concept to exemplify or enhance achievement of particular project goals and objectives. It may also be an element which is repeated throughout the project to achieve systematic results yet which has validity as an individual element. The prototype may be physical, social, economic, or a combination of features. The study of prototypes will parallel overall project planning providing it with continuous, specialized input. The initial work on prototypes will involve the development of criteria for formulation and selection of prototypes.

14. Name of Firm: Group '70 Inc.
Address: 924 Bethel Street, Honolulu, Hawaii
96813
Contract Amount: \$31,190.00
Length of Assignment: 36 weeks

ACTIVITIES INVENTORY

In attaining the mandates and objectives of Chapter 206E, the Authority is required to formulate a development plan for the project area that will result in a variety of uses--industrial, commercial, residential, public, and others. It is necessary in the

planning process to obtain and classify the information on all activities in the study area, pertaining to type, size, location, space utilization, management, ancillary services, capital, and labor requirements, etc. This information is needed by the Authority and its consultants to determine appropriate types and mixture of uses which are compatible with plans and development of the Hawaii Capitol District and other areas surrounding the project area; encourage industrial uses in appropriate locations within the project area; preserve environmental values such as open space, culturally and historically significant sites and/or facilities, and view corridors; and provide residential facilities and amenities for residents of many different capabilities, desires, and values, etc. In short, the activities inventory and characteristics are basic to the determination of uses which individually and collectively are economically viable, environmentally compatible, and socially desirable from the standpoint of residents, workers, business persons, landowners, governmental bodies, community groups, and the public-at-large.

15. Name of Firm: Survey & Marketing Services, Inc.
Address: Alexander Young Building Mezzanine,
1015 Bishop Street, Honolulu, Hawaii 96813
Contract Amount: \$56,000.00
Length of Assignment: 19 weeks

ECONOMIC BASE STUDIES, HUMAN RESOURCES AND DEMOGRAPHY

Most of the current activities in the study area deal primarily with light industrial and commercial establishments. These activities involve manufacturing, fabrication, assemblage, repairs and maintenance, food processing, storage, wholesaling, retailing, personal, and business services, etc. In coordinating community development for the project area, the Authority is mandated in its planning and designing to respect and support the present function of Kakaako as a major economic center. It is therefore anticipated that these activities will continue to a greater or lesser degree depending upon technological changes, management practices, and changes in economic policies and conditions at the county, state, national, and international levels. The primary purpose of this scope of work is to identify and describe major economic sectors of the state and their relationships to activities in the study area. It will be necessary to identify qualitative and quantitative economic measures which the Authority needs to estimate the future potential of establishments in the project area, and their capability to manage growth and change.

In addition to economic resources and activities, the project area includes facilities and establishments which provide social values. These activities and resources are also expressed in

cultural, civil, and residential uses. The basic information being sought in this work assignment deals primarily with the study area's de facto population including residents and "transients", and secondarily with social institutions. For purposes of this study, the term "Transients" includes all persons who go to the study area for work, entertainment, recreation, shopping, delivery of merchandise or service, sightseeing, visiting, etc. but live elsewhere.

The information will be used to establish a social or demographic base which will provide quantitative and qualitative references in the formulation of alternative "futures".

16. Name of Firm: Hambleton & Associates, Inc.
Address: Suite 1458, 1314 South King Street,
Honolulu, Hawaii 96814
Contract Amount: \$37,200.00
Name of Subcontractor: Survey & Marketing
Services, Inc.
Address: Alexander Young Building Mezzanine,
1015 Bishop Street, Honolulu, Hawaii 96813
Amount of Subcontract: \$14,000.00
Length of Assignment: 20 weeks

MARKET ANALYSES FOR COMMERCIAL, INDUSTRIAL AND SERVICE ACTIVITIES

The Authority will require information and understanding of the market and economic characteristics as they relate to the demand for and supply of space for commercial, industrial, and service activities. Specifically, this scope of work will deal with examining the current (existing) price-quantity relationships in the study area, ascertaining the trends in these relationships by an analyses of management practices, technological changes, potential changes in demand, etc., and projecting anticipated demand and supply quantities for the project area in five-year increments over a twenty-five year period.

17. Name of Firm: John Child & Company, Inc.
Address: 130 Merchant Street, Suite 1040,
Honolulu, Hawaii 96813
Contract Amount: \$34,000.00
Length of Assignment: 19 weeks

DATA BASE SYSTEM

The work assignments of the various consultant firms will generate a great deal of information to support the planning and

decision-making processes involved in revitalizing Kakaako. The Authority is faced with the additional tasks of recording and storing these data, providing flexible access to data, and periodically updating the data base. Moreover, the analytical studies will require the integration of land use information with economic, demographic, attitudinal, and related social data. The requirement of a data system to meet the needs of the Authority's planning and designing programs have been specified in the data base system's scope of work. This includes the documentation and varification of data, operations of data processing, and coordination with the Authority and other involved state agencies or private firms.

18. Name of Firm: Data House, Inc.
Address: 651 Ilalo Street, Honolulu, Hawaii
96813
Contract Amount: \$22,478.00
Length of Assignment: 30 weeks