

House District 99

Senate District 99

**THE TWENTY-SEVENTH LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES**

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

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

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

DEPARTMENT OF LAND AND NATURAL RESOURCES

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:

Girl Scouts of Hawai'i

Dba:

Street Address: **410 Atkinson Drive, Ste. 2E1, Box 3
Honolulu, HI 96814**

Mailing Address: same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name: **GAIL MUKAIHATA HANNEMANN**

Title: **Chief Executive Officer**

Phone #: **595-8400 main; 675-5502 direct**

Fax #: **691-9340**

e-mail : **gmh@girlscouts-hawaii.org**

3. TYPE OF BUSINESS ENTITY:

NON PROFIT CORPORATION

FOR PROFIT CORPORATION

LIMITED LIABILITY COMPANY

SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

GIRL SCOUTS OF HAWAI'I GLOBAL LEADERSHIP CIP PROJECT

4. FEDERAL TAX ID #:

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: **\$ 5,163,617.00**

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

NEW SERVICE (PRESENTLY DOES NOT EXIST)

EXISTING SERVICE (PRESENTLY IN OPERATION)

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

STATE \$24,500.00

FEDERAL \$ 0.00

COUNTY \$ 0.00

PRIVATE/OTHER \$100,329.00

GAIL MUKAIHATA HANNEMANN
NAME & TITLE

JANUARY 31, 2013
DATE SIGNED

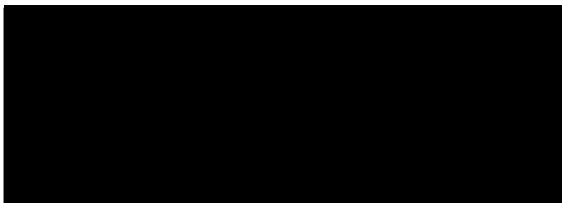
**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS AND SUBSIDIES PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.
- 2) The applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.



January 31, 2013
(Date)

Gail Mukaihata Hannemann
(Typed Name)

Chief Executive Officer
(Title)

Application for Grants and Subsidies

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

I. Background and Summary

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

1. A brief description of the applicant's background

Girl Scouts began in the State of Hawai'i in 1917. Just five years after Girl Scouts was launched in the United States, the first two troops were organized in Hawai'i. Florence Lowe, a schoolteacher at Kamehameha School for Girls, began one troop. Also, Queen Lili'uokalani agreed to have a Girl Scout troop organized in her honor. Her troop, known as the Hibiscus Troop, was presented a Hawaiian flag that graced the Queen's piano after her death. This flag now hangs in the Girl Scout's statewide headquarters as a proud reminder of the organization's early leadership roots. Girl Scouting soon spread to Hawai'i Island (1919), Maui (1920), Moloka'i (1924), Kaua'i (1933) and Lāna'i (1936). In July 1966, the various island councils merged to become Girl Scout Council of the Pacific, Inc. Our name was subsequently changed to the Girl Scout Council of Hawaii in 1990 and finally to Girl Scouts of Hawai'i in 2008.

Today, **Girl Scouts of Hawai'i (GSH) is a statewide 501(3)(c) nonprofit organization** governed by a volunteer Board of Directors (Board) whose members are elected by the organization's membership. A team of professional staff, led by the Chief Executive Officer (CEO), are responsible for overseeing the strategic direction of the organization as well as managing the day-to-day operations, including supervising the volunteers who are primarily responsible for working with the girls. GSH is solely responsible for securing and managing the resources needed to support Girl Scouting in the State of Hawai'i. (see <http://www.girlscouts-hawaii.org>)

Girl Scouts of Hawai'i is locally rooted and globally connected. GSH has over 4,800 members statewide – 2,670 girl members in grades K-12 as well as 2,330 adult members. It is one of 111 Girl Scout councils nationwide. Together with our national organization, Girl Scouts of the USA (GSUSA), there are 3.2 million Girl Scouts – 2.3 million girl members and 880,000 adult members – working primarily as volunteers and serving girls in every zip code. Our worldwide family, the World Association of Girl Guides and Girl Scouts (WAGGGS), has 10 million members in 145 countries. (see <http://www.girlscouts.org> and <http://www.wagggsworld.org>)

The Girl Scouts' mission – *Girl Scouting builds girls of courage, confidence, and character, who make the world a better place* – is about girl leadership. Our mission speaks to our belief that every girl can be a great leader since a leader is not defined by a position or title, limited by age or dictated by one's social-economic status. Rather, it is about having the daily courage, confidence and character to use one's character and skills to positively influence everyday circumstances and challenges in ways that better the world for others. Girls say this is the type of leadership they believe in and aspire to achieve. Helping girls realize their leadership aspiration is the work of Girl Scouts. (http://www.girlscouts.org/research/publications/girlleadership/change_it_up.asp)

2. The goals and objectives related to the request;

Girl Scouts of Hawai'i plans to expand its leadership program by becoming a "global gathering place" for youth – locally, nationally and internationally. Utilizing its three outdoor learning properties on O`ahu, Maui and Hawai'i Island, GSH will offer leadership experiences so the youth can better understand themselves, their relationship to the larger world, and how they can individually and collectively become impactful leaders within a global context. Specifically, **the overarching goal of the Global Leadership CIP Project (The Project) is to offer leadership learning opportunities for Hawai'i youth so they can truly become global citizens**, as they have opportunities to meet, interact and travel with their peers across the state, nation and world.

Unique programs will draw on both the Hawaiian culture and Girl Scouts' national research-based leadership curriculum. The learning process will use modern and indigenous science, technology, engineering and math (STEM) concepts and practices in project and place-based outdoor environments. In this way youth expand their creativity, team building and problem-solving skills.

The objective of this Project is to develop a network of global leadership centers across the State of Hawai'i. With a capital investment to improve the infrastructure and facilities at its properties statewide, GSH can then offer its experiential programs to youth groups outside of Hawai'i. Hawai'i offers the world a special place and cultural context to learn from that includes a leadership model that values diversity, inclusion and collaboration. Fee-based programs enable GSH to redesign its properties as social enterprises that are mission-based, culturally grounded, and environmentally and financially sustainable.

As renovations are completed, Hawai'i youth can put into practice their leadership skills in service to others, grounding themselves in both Hawaiian and Western perspectives on STEM. **The target date of completion of all construction work is 2017, when GSH will observe its 100th Anniversary.** GSH plans to celebrate this auspicious occasion by welcoming the youth of the world to its network of global leadership centers. It will do

so by hosting a **Global STEM Conference in 2017** in partnership with the APEC Education and Exchange Program. The main activities will take place at Camp Paumalū, with extracurricular activities occurring at Camps Kilohana and Pi'iholo. At that time, youth leaders of Hawai'i will play the role of host. GSH will use the years leading up to this conference to prepare our youth leaders by offering relevant STEM programming opportunities. For example, last year GSH partnered with a high school in San Jose to offer an extraordinary opportunity for girls to send a scientific experiment to the International Space Station (ISS). Consequently, GSH organized a team of eight high school girls who come from various schools on Oahu to work on this ISS Project. They have been meeting every Saturday since September 2012 to research, conceptualize, design, program and construct their micro lab that will hydroponically grow 'Nalo Farm arugula seeds in space. Their project will be launched on March 1, 2013.

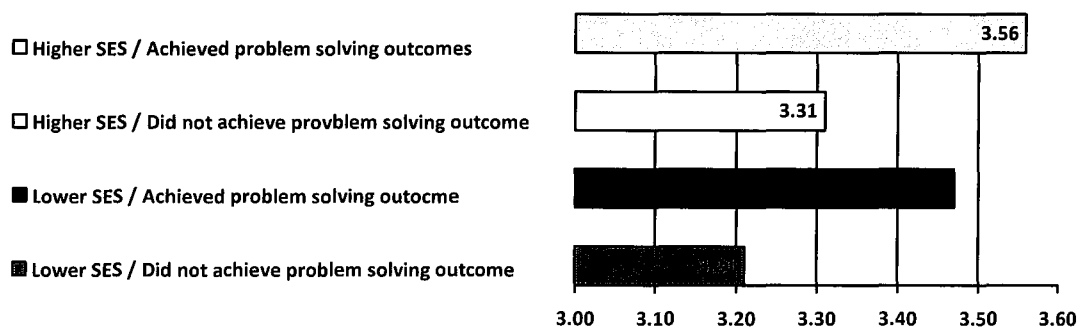
3. State the public purpose and need to be served

The stated public purpose is threefold: **1) Academic Success; 2) STEM; and 2) Stewardship.**

ACADEMIC SUCCESS

While the Girl Scout mission is not about improving girls' test scores or grades in school per se, a recent research study that examined the relationship between Girl Scout experiences and success in school found evidence that **Girl Scouting does positively influence academic success**. Specifically, the research demonstrates that girls who gain experience solving problems and seeking challenges in Girl Scouting are more successful in school than girls who gain less experience. Not surprisingly, the research also revealed that girls from families of comparatively low socio-economic status (lower-SES girls) report greater benefits from Girl Scouting than do "higher-SES" girls. [*Linking Leadership to Academic Success: The Girl Scout Difference*"; Girl Scout Research Institute; New York, New York; 2012]

The Relationship Between Problem Solving and Scholastic Competence by SES



The research validates what GSH has observed through its After School Hours Program (ASHP). ASHP targets girls attending Title I public schools where at least 40% of students' family incomes are at or federal poverty level.

The need for leadership development and a network of adult and peer support comes at a critical time as the Hawai'i Department of Education focuses its efforts and resources on preparing all students for college and careers. Qualitative data, as well as statistics, indicate curriculum and instruction have not engaged students to the point where they are active participants in their own education. Parent, family and community engagement also continues to be a challenge in the public education system. Recent studies provide evidence that Girl Scouting and improved leadership skills can boost girls' academic engagement and achievement. Thus, GSH is well positioned to be a unique part of an integrated educational system in Hawai'i designed to prepare students for life after high school through community partnerships. This program strategy centers on schools and communities working together with students entering intermediate, high school and matriculation so they transition successfully.

To facilitate the learning of girls, Girl Scouts developed three sets of curricula that are developmentally appropriate for girls in K-12. Each series is organized into six "journeys" based on the Girl Scouts six program levels. As girls progress through their journeys, they spend time reflecting on their experiences and earn Awards that represent levels of mastery of learning. Furthermore, each journey has specific program objectives and outcomes that aligns with the internationally benchmarked **Common Core State Standards adopted by Hawai'i's Department of Education in 2010** (see http://www.girlscouts.org/program/national_program_portfolio/curriculum/). All journeys are designed to engage girls by being girl-led, learning by doing (experiential), and cooperative learning (teamwork).

STEM

As part of our leadership mission, **Girl Scouts is answering the nation's call to invest in our youth in ways that encourage them to pursue STEM-related professions.** Science, Technology, Engineering and Math (STEM) is a national priority necessitated by the private sector and championed by the public sector because the United States is lagging behind other nations in producing qualified workers in these fields. Such workers serve a critical role in assuring sustained U.S. economic growth and are vital to the U.S.'s ability to lead in a global economy. "STEM workers drive our nation's innovation and competitiveness by generating new ideas, new companies and new industries." [U.S. Department of Commerce, October 2011]

Girl Scouts also recognizes that **regardless of a girl's professional interest – environment, health care, law, communication, marketing, retail, fashion design, sports – she must master a basic understanding of STEM subjects and develop her leadership skills to be a contributing member of the workforce.**

Yet, girls start losing interest in math and science during middle school. What Girl Scouts understands is how to address this challenge. Through research Girl Scouts now knows what is **crucial to STEM learning is the development of girls' LEADERSHIP skills and abilities**. Girl Scouts knows that millions of girls dream of making an impact on the world. To accomplish their aspirations as girls and as women, girls must not only become technically skilled to solve problems, but also learn to inspire and connect with others to take action about the causes that matter most.

Girl Scouts also knows that **girls must see STEM as a catalyst for social change otherwise they are likely not to be interested in STEM fields**. Girls interested in STEM (STEM girls) — a total of 74% of teen girls — have philanthropic motivations, such as helping people (94% vs. 83% of non-STEM girls) and making a difference in the world (92% vs. 82% of non-STEM girls). Yet, most girls do not see how STEM fields can help them develop the critical and creative-thinking skills needed to realize their personal aspirations to better the world.

(see http://www.girlscouts.org/research/publications/stem/generation_stem.asp)

STEWARDSHIP

Since the founding of Girl Scouts, girls have been taught to “leave a place better than you found it.” This practice highlights the value Girl Scouts places on teaching girls how to be good stewards of the earth. As a result, Girl Scouts councils across the nation continue to own and operate properties because these outdoor settings provide great learning experiences. In fact, many girls and women tell us that they learned their respect for the great outdoors through organized activities provided by Girl Scouts. Under the guidance of trained adult leaders, girls often take their first hike, experience what it is like to sleep under the stars, and gain the skills of planning a destination of their choosing.

Interestingly, GSH's view of stewardship parallels the Hawaiian concept of *kuleana*, as follows:

Stewardship of our environment – preserving and restoring our natural resources through the education and guidance of our young people and leading by example through the restoration and preservation of our camp sites.

Stewardship of our culture and history – respecting and honoring our roots in the culture and history of Hawai'i by highlighting and helping to perpetuate it through educational programs/activities, further research and documentation of Girl Scouts of Hawai'i's rich history in the state, and the restoration/conservation of our camp sites.

The people of Hawai'i will hugely benefit by GSH's efforts to steward our lands in a responsible and respectful way in order to ensure future generations can enjoy Hawai'i's beauty and resources.

4. Describe the target population to be served

The beneficiaries of the Girl Scouts of Hawai'i's expanded programs include Girl Scouts worldwide, students of local public and private schools, and youth-serving organizations in Hawai'i. (Note: the term 'youth' refers to both females and males.)

Given that there are limited venues in the State to camp and have hands-on, place-based STEM and environmental learning experiences, GSH is committed to improving our camping properties not only for the benefit of our Girl Scouts but also for all of Hawai'i's youth who are interested in developing their skills and abilities to better the world. By expanding the reach and relevancy of programming to non-Girl Scouts in Hawai'i, GSH can provide quality leadership training and more adult and peer support to those who are struggling academically to increase their proficiency and confidence.

Three primary target markets for The Project include:

- High school-age youth (grades 8-12) in public and private schools in Hawai'i
- Senior and Ambassador Girl Scouts (grades 8-12) in the United States
- High school youth leadership programs from the U.S. and other countries seeking a Hawaiian culture-based leadership program

5. Describe the geographic coverage

As stated, GSH is strategically working to develop a network of global leadership centers for youth throughout the State of Hawai'i. The Project begins these efforts by focusing on the three camp grounds that GSH owns and operates:

- Camp Paumalu is a 135-acre property located on Girl Scout Road, Paumalu, Oahu (TMK: 1-5-9-006-012);
- Camp Pi'iholo is a 12 acre camp located on Pi'iholo road, Makawao, Maui (TMK: 2-2-4-013-074); and
- Camp Kilohana is a 7 acre property located off Saddle Road on Hawai'i Island (TMK: 3- 4-4-015-005).

II. Service Summary and Outcomes

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

1. Describe the scope of work, tasks and responsibilities

BACKGROUND

Girls in Girl Scouting are taught to be good stewards of the earth. One of the most effective ways this learning has occurred is at camps in wooded and/or forested areas. In the early years such campgrounds were plentiful. Yet, overtime, these places have dwindled as more and more open spaces have succumbed to urban and rural development. For example, the Honolulu City and County has only one campground that is a non-beach camp. In the case of the State, while it has a larger inventory, there are relatively few given the size of the population and the number of visitors who seek eco-tourism experiences.

The numbers are even smaller, roughly a dozen, when you consider camps statewide that are owned and operated by private organizations. GSH owns and operates three: Camps Paumalū, Pi`iholo and Kilohana. Users tell us that they highly value the opportunity to utilize the properties because they develop a greater appreciation and understanding of the environment and, most importantly, what it takes to steward the land. The experiences provide a concrete context to discussions abstractly taught in classrooms.

Currently, GSH's camps are primarily used for "primitive" camping by Girl Scouts and a few other youth organizations. Given the rustic facilities and deteriorating infrastructure, Camp Paumalū is annually utilized 25% of the time. The situation is similar for Camps Kilohana and Pi`iholo. The capacity for scalable growth exists for each camp.

The immediate challenge is that each property needs significant work on its infrastructure, systems and facilities. Not only are they deteriorating due to usage, weather and age, the situation is further complicated in that many of the structures were built by volunteers prior to the 1970s and most likely do not meet today's industry and government standards. The scope of work for The Project can be grouped into three categories: 1) Upgrading the wastewater system for all three camps; 2) Upgrading the access roads going up to and on Camp Paumalū; and 3) Upgrading the remaining infrastructure and facilities at Camps Kilohana and Pi`iholo.

WASTEWATER SYSTEMS

With regards to the wastewater systems, in May 2012 the U.S. Environmental Protection Agency (EPA) formally requested from GSH information regarding the large capacity cesspools (LCC) at Camps Paumalū, Pi'iholo and Kilohana. Through this, GSH learned it was in violation of the EPA's Underground Injection Control (UIC) regulations, 40 Code of Federal Regulations (C.F.R.) § 144.88, promulgated pursuant to section 1421(a)(1) of the Safe Drinking Water Act (SDWA), 42 U.S.C. § 300(a)(1). In 1999, the EPA promulgated regulations under the UIC Program which required closure of all existing cesspools by April 2005 (40 C.F.R. § 244.88). Cesspools allow raw sewage to be discharged into the ground and are a public health and environmental concern. A LCC is a cesspool which serves multiple dwellings or, for non-residential facilities, has the capacity to serve 20 or more persons per day.

Understandably, the EPA instructed GSH to properly close and abandon or convert the LCCs at the camp properties to meet approved standards for Individual Wastewater Systems (IWS). Subsequently, GSH has met with the Hawai'i Department of Health (DOH) to review the existing issues and interim solutions, while GSH develops a master plan for each camp that meets DOH guidelines. GSH has also begun to secure the necessary funds to make the camps be in compliance. GSH has discontinued using any of the camps' noncompliant systems and has rented portable toilets onto its camps. Fortunately, because the current usage by campers is relatively small, any negative environmental impact can be managed in the near term.

CAMP PAUMALŪ ROADS

Through a master planning process managed by Group 70 International, Inc., improving the roads leading up to and on Camp Paumalū emerged as a top priority because of public safety issues. Preliminary discussions with the Honolulu Fire and Police Departments noted possible concerns as to whether emergency vehicles could easily navigate throughout the property. Additionally, improving the road at the start of The Project will also help to manage overall costs associated with improving the entire camp because it will be easier to transport materials in and out of the property.

It should be noted that Camp Paumalū is surrounded by private property on all sides and is landlocked without any frontage to a public right of way. Therefore, users of the site must traverse privately-owned property via a privately-owned driveway. An existing 44-foot wide easement for access purposes is provided, which was part of the original deed when the property was acquired in 1951. Due to poor records at the State Land Court, as part of The Project, GSH would resolve any issue with another landowner related to access easement and other relevant matters.

CAMPS KILOHANA AND PI'İHOLO INFRASTRUCTURE AND FACILITIES

GSH intends to follow a similar process that it is utilizing for Camp Paumalū. GSH began the work by securing the services of Group 70 International, Inc. to develop a Feasibility Study and Master Plan. Because the size and scope of Camps Kilohana and Pi'iholo are relatively small compared to Camp Paumalū, GSH was able to work with industry experts to develop a preliminary capital improvement budget, phasing timelines and costs. GSH did so with the intention that we would circle back and fund formal studies and plans that would include the same six components as the ones used for Camp Paumalū. However, GSH will appropriately scale the scope relative to the acreage and potential usage of the properties.

1. Traditional Cultural Property (TCP) Study: Establish the cultural foundation of both camps by conducting a TCP study that will research both the history and culture of the land and ahupua`a where the camps are located.
2. Fact Gathering: Evaluate existing conditions including site observations and investigation of Kilohana and Pi'iholo. Research physical and regulatory constraints. Develop GIS mapping of property, which identifies zoning, property boundaries and topography data. Meet with City and County officials on regulatory constraints and impacts.
3. Assessment/Evaluation: Evaluate infrastructure needs and the potential for development to address the GSH program needs. Assess zoning and building code requirements. Investigate infrastructure condition and capacities; assess the physical condition change requirements for new construction, adaptive reuse, and/or renovation of the facility. Research and evaluate alternative waste water systems to replace existing large capacity cesspools.
4. Master Planning: Prepare a conceptual planning diagram for the property utilizing a charrette process to capture the lifestyle and define the major themes that GSH envisions for the Paumalū property. In response to the EPA violation, GSH will be initiating corrective action to replace the large capacity cesspool(s). The planning would include identifying preferred location(s) of the septic system to address the long-term vision for development of the site.
5. Budgeting: Prepare construction cost estimates for the preferred plan to include facility, infrastructure and other developmental costs.
6. Implementation Plan: Prepare implementation plan based on findings of the feasibility study. Develop and present a phased master plan document.

The Feasibility Studies and Master Plans are critically important in order to:

- Best utilize the property's natural attributes in a way that preserves its health and integrity;
- Enable and enhance the continuation of high quality programs and support the development of high quality new programs based on market conditions and research;
- Provide broad direction for the property, facilities and services that can be efficiently and effectively operated and maintained;
- Utilize GSH financial resources in an effective manner;
- Incorporate environmentally sustainable practices and concepts;
- Foster environmental stewardship and build place-based relationships with the environment for all camp users.

Upon completion, GSH will have the detailed information needed to raise the critical resources that will transform its property and facilities and enhance the leadership learning experience for youth of all ages.

In the case of Camp Kilohana, the U.S. Department of Defense Innovative Readiness Training (IRT) program recently approached GSH with a proposal to renovate the camp. The scope of work that has been proposed includes remodeling of the lodge kitchen, new waste water systems compliant with EPA and DOH guidelines, ADA shower facilities, window installation, electrical work, grading of entry road, construction of sleeping cabins and water tank replacement. There is a site visit scheduled in February 2013 between IRT, County Council Brenda Ford and GSH staff to review the proposed scope of work. IRT plans to be on site starting in February 2014. The expectation is that IRT will donate their labor and GSH will provide the necessary supplies over a two year construction period.

2. The applicant shall provide a projected annual timeline for accomplishing the results or outcomes of the service

The Project timeline can be best explained by examining the camps separately:

CAMP PAUMALŪ

FY	Task/Activity	Outcome
2014	Architect & Engineering Site Work and Road Construction	<ul style="list-style-type: none"> • Plans completed • EPA and DOH wastewater issues resolved • Road completed
2015	Phase 1 – Construction of buildings	<ul style="list-style-type: none"> • 1st phase of camp cabins available for occupancy
2016	Phase 2 – Construction of buildings	<ul style="list-style-type: none"> • 2nd phase of camp cabins available for occupancy

FY	Task/Activity	Outcome
2017	Construction Completion	<ul style="list-style-type: none"> • Main lodge and staff cabins available for occupancy

CAMPS KILOHANA and PI`IHOLO

FY	Task/Activity	Outcome
2014	Architect & Engineering Site Work and Building Construction	<ul style="list-style-type: none"> • Plans completed • EPA and DOH wastewater issues resolved • Cabins available for occupancy
2015	Construction Completion	<ul style="list-style-type: none"> • Camp cabins available for occupancy • Lodge is renovated

3. The applicant shall describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results

For the most part, the work and tasks that need to be accomplished can be organized into three categories: 1) Upgrading the wastewater system on all three camps; 2) Upgrading the roads up to and on Camp Paumalū; and 3) Upgrading the remaining infrastructure and facilities at Camps Kilohana and Pi`iholo. Because most tasks associated with these endeavors require permitting, inspections and/or certifications, GSH will assess whether our efforts are successful by ensuring compliance with the appropriate federal, state, and local laws, regulations and guidelines, including ADA regulations. For example, the definitive way to assess the quality of the work related to wastewater issues is whether GSH satisfactorily addresses the concerns of U.S. Environmental Protection Agency (EPA) and Hawai'i State Department of Health (DOH). Similarly, public safety officials must be satisfied that the appropriate emergency vehicles can properly access the property.

4. The applicant shall list the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

In most cases, the work that needs to be done on each camp will require GSH to issue RFPs and eventually contract the services. Because these instruments are designed to clearly spell out expectations, they inherently have standards that the State can objectively use to assess whether The Project has achieved or accomplished its purpose.

III. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.

OVERALL PROJECT BUDGET

The overall project budget is \$13.5 million over four fiscal years (FY 2014-2017). The project is front loaded in year one at \$5.2 million, with the greatest costs associated for upgrading the roads up to and on Camp Paumalū and resolving wastewater issues. Expenditures in years two, three and four are allocated to upgrading camp facilities, with \$3.5 million in 2015 and \$2.4 million in 2016 and 2017.

Another way of viewing the same expenses is to examine them by camps. Understandably, because the physical size of Camp Paumalū is significantly greater than Camps Kilohana and Pi`iholo, the costs associated with Camp Paumalū are substantially greater (\$11,280,287). While Camp Kilohana is slightly smaller in size than Camp Pi`iholo, the work that needs to be done is almost identical, therefore the costs are similar (\$1,106,674/camp).

CIP PROJECT REQUEST

The CIP Project request for FY 2013-2014 is \$5,163,617.

- Plans – \$75,000
GSH plans to follow the protocol used to develop Camp Paumalū's Feasibility Study and Master Plan for Camps Kilohana and Pi`iholo. (see Section II. Service Summary and Outcomes for scope of work)
- Land Acquisition - \$0
As noted, the project objective is to develop a network of global leadership centers. Currently, three permanent sites have been identified – Camps Paumalū, Kilohana and Pi`iholo. Because GSH already owns these properties that have an assessed value of more than \$5.5 million, the budget does not include monies for land acquisition.
- Design - \$250,000
Using the Master Plan to inform this work, GSH will work with industry experts to flesh out the designs for each camp.

- Construction - \$4,838,617
 The vast majority of the project request is related to construction costs. The expenditures associated with this line-item can be organized into three categories: 1) Upgrading the wastewater systems on all three camps (\$1.25 million); 2) Upgrading the roads up to and on Camp Paumalū (\$3.45 million); and 3) Upgrading the remaining infrastructure and facilities at Camps Kilohana and Pi'iholo (\$140,000). The budget indicates in FY 2013-2014, GSH will secure \$480,000. This amount represents an estimated value of the labor the U.S. Department of Defense Innovative Readiness Training (IRT) program will donate when they renovate Camp Kilohana. (see Section II. Service Summary and Outcomes for scope of work)

 - Equipment - \$0
 The budget indicates that GSH does not anticipate funds to acquire equipment.
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2012-2013.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$1,936,410	\$1,290,940	\$1,290,940	\$645,326	\$5,163,616

3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2012-2013.

AHS Foundation
 Alexander & Baldwin Foundation
 Bank of Hawaii Foundation
 Bill Healy Foundation
 Caroline M. Shipman Foundation
 Change Happens Foundation
 Cooke Foundation, Ltd.
 Firedoll Foundation
 First Hawaiian Bank Foundation
 J. Watumull Fund
 James & Abigail Campbell Family Foundation
 McInerny Foundation
 O.L. Moore Foundation
 Samuel N. and Mary Castle Foundation
 Schuler Family Foundation
 Strong Foundation
 The Bretzlaff Foundation, Inc.
 The Clarence T. C. Ching Foundation
 The Harry and Jeanette Weinberg Foundation, Inc.
 The Joseph and Vera Long Foundation

The William G. Irwin Charity Foundation
Ululani Foundation
Wallace Alexander Gerbode Foundation
William J. and Dorothy K. O'Neill Foundation

4. The applicant shall provide a listing of all state and federal tax credits that have been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

NOT APPLICABLE

IV. Experience and Capability

A. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

PROPERTY TASK FORCE

GSH began laying the foundation for its Global Leadership vision in 2006 when the GSH's Board convened a Property Task Force.¹ Under the direction of this distinguished panel, GSH raised nearly \$50,000 from several foundations for a property assessment study to review all properties/facilities owned or leased by GSH. At that time this included five properties owned and three leased offices. (Note: Today, GSH owns four properties and leases three offices.)

What emerged from the study was the recommendation that GSH consider selling its then headquarters because of the maintenance and repair issues related to a historically registered building. It was felt that GSH could redirect this money in ways that better supported mission driven programming. (Note: In 2010, GSH sold the building to Hawaii Baptist Academy.)

The Property Task Force also recommended that GSH consider developing its three camps to better support program opportunities and to yield a better financial return. The driving force behind these recommendations was the desire for GSH to remain

¹ Task Force Property Members: Stanford Carr, Beadie Kanahele Dawson, Christopher Hart, James Kerr (Co-Chair), Stanley Kuriyama, Francis Oda, Karl Piotrowski, Leilani Williams-Solomon (Co-Chair).

financially viable and to ensure that the children of Hawai'i would always have opportunities to learn how to be good stewards of the earth. Having access to safe, outdoor learning environments provides real life context to classroom discussions.

Given this situation, GSH retained a consultant to develop and oversee the solicitation of bids to help GSH identify and select a well-respected and successful camp development and operations firm to partner with in developing and operating GSH's three camps. Although the RFP was both widely circulated and targeted to firms in Hawai'i and throughout the mainland, no bids were received. Subsequent research showed three findings: 1) There were no Hawai'i organizations and/or companies with the necessary expertise and/or capital; 2) The camping industry is not at a level of sophistication where there were many companies able to establish new ventures in Hawai'i; and 3) Any company marketing camps in Hawai'i would most likely need to find external markets to be successful. It became clear GSH would have to drive its own process.

BUSINESS STRATEGY TASK FORCE

GSH's Board also convened a Business Strategy Task Force²² in 2007. This body was charged with answering the question, "What should GSH do in the next five years to be a financially viable and vibrant organization?" One of the outcomes produced by this distinguish group was an offer by Task Force Member Peter Koziol to invest \$65,000 of his company's funds (Koziol LLC) to develop a Camp Development and Management Plan (CDMP). The CDMP is comprehensive in its approach, covering five core areas: 1) Business Model; 2) Development and Construction; 3) Asset Management and Operations; 4) Capital and Financing; and 5) Community. The work he produced laid the groundwork for future work.

TRANSFORMING THE GIRL SCOUT MOVEMENT

During the same time period (2006), GSH began working with GSUSA and other councils to transform the Girl Scout Movement. This included, but was not limited to, overhauling every aspect of our business. While this transformational work is not yet complete, one of the great benefits that have come out of this effort is a complete redesign of its program model and curriculum. This particular effort ended up taking six years. The results exceeded expectations. GSUSA developed three sets of award-winning curricula for each of the six program levels for girls in K-12 grade. The first set of journeys, "It's Your World – Change It!" concentrates on helping girls understand and practice the three keys of leadership – Discover, Connect and Take Action. The second set, "It's Your Planet – Love It!" is environmentally focused. The third, "It's Your Story –

²² Business Strategy Task Force Members: Roger Godfrey, Neal Kanda; Melvin Kaneshige, Peter Koziol, Richard Lim, Bennette (Evangelista) Misalucha; Leigh-Ann Miyasato; Caroline Oda; and Bonnie Rice.

Tell It!" concentrates on developing girls' communication skills. This work set the framework for the programmatic aspects of GSH's Global Leadership Initiative.

OHA FUNDING

In 2012, GSH received OHA funding to launch The Paumalū Leadership Project to develop a culture-based leadership program for guests at Camp Paumalū. This project included the development of a Traditional Cultural Property (TCP) Study of Paumalū. Research included: 1) Primary Hawaiian source material from pre-Mahele land use dating from the late 1700s through the mid 1800s, 2) Mahele (1845-1852) land records and succeeding government leases and sales of lands as well as early 1900 homesteading reports of Paumalū and 3) Mid 1800 Mission records and government correspondence as well as 20th-century oral histories. Using this rich collection of primary source materials as background, the Girl Scouts of Hawai'i now has a more accurate account of the people who lived and worked within the ahupua'a – their lifestyle, traditional occupations and customs.

As intended, the TCP Study will be the cultural foundation for the Girl Scouts' global leadership program efforts at Camp Paumalū so that more community members have a greater value and appreciation for Hawaiian history and culture through Paumalū.

FEASIBILITY STUDY AND MASTER PLAN

In addition, the research that resulted from the TCP Study became central to the redesign plans for Camp Paumalū. GSH contracted Group 70 International, Inc. to conduct the Feasibility Study and Master Plan that highlighted the need to upgrade the facilities, infrastructure and wastewater systems. Most importantly, a sense of place at Paumalū is a major theme that now runs throughout the conceptual plan and will continue to guide future program and property development there.

GSH plans to follow a similar protocol as it develops Camps Kilohana and Pi'iholo.

CURRENT STATE

Annually, GSH spends over \$200,000 to maintain its three camps. We also annually fund a full-time Property Manager who resides on-site at Camp Paumalū to ensure a safe learning environment and the proper caretaking of the property. The Property Manager, in conjunction with the Chief Financial Officer, work to not only manage Camp Paumalū but also Camps Kilohana and Pi'iholo.

Throughout the year, GSH provides a variety of leadership learning opportunities for Girl Scouts and other youth. Close to 3,000 youth stay at these camps, generating approximately \$60,000 in revenues. While these funds help defray the costs associated

with managing the property, they fall significantly short of actual expenses. Yet, as noted, GSH continues to raise revenue from other sources because it is committed to preserving and perpetuating these lands as well as offering the youth of Hawai'i great stewardship learning opportunities.

FUTURE STATE

Strategically, the Board as part of its fiduciary responsibility seriously considered the possibility of selling GSH's camps. As part of this exercise, the Board concluded that there is a compelling rationale for keeping the camps because they offer significant opportunities to support the Girl Scouts mission. First, and most important, camping provides critical learning experiences for our youth. Among its many advantages, camping helps them understand the stewardship of the land. Furthermore, the Board also understands the important role that GSH can play in helping to preserve the nation's dwindling inventory of open spaces, particularly in the State of Hawai'i. Similarly, GSH wants to remain a good "corporate" citizen amongst the communities where our camps are situated. For example, GSH supports the North Shore of Oahu community efforts to protect and perpetuate the `āina.

With this in mind, as well as the impact Girl Scouts has on academic learning and the role that Girl Scouts can play in engaging girls in STEM, in 2012 GSH launched its Strategic Learning Process that yielded great insights as to how to strategically become an international gathering place for youth who want to change the world in great and powerful ways. The Project is a direct outcome of this effort.

As GSH's future unfolds, The Project and the physical configurations of the camps, allow GSH to continue offering programs while infrastructure and facilities are being upgraded. GSH will be able to offer smaller scale workshops and symposiums in the years leading up to the **Global STEM Conference in 2017**, when GSH will celebrate its 100th Anniversary. Also, as the properties are developed, new programming opportunities will also be developed. For example, having camps that operate with alternative energy resources create unique learning opportunities for campers to see first-hand how to be good stewards of the earth.

Furthermore, the one county that GSH does not own or operate any property is Kauai. As the network of Global Leadership Centers expand, GSH would like to identify a camp site on Kauai that it can bring into the fold. GSH would like to consistently offer the same type of programming opportunities to the youth growing up on Kauai or to those who want to travel there.

B. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities. Also describe how the facilities meet ADA requirements, as applicable.

As a statewide organization, GSH owns or leases properties/facilities in all four counties. The management companies that oversee the office spaces GSH leases comply with ADA requirements. GSH will be able to address any ADA deficiencies on its properties through the renovation process. Below is a synopsis of our various properties and facilities:

OAHU

Ala Moana - GSH's main office occupies 4,630 square feet on the 2nd floor of the Ala Moana Hotel. This leased space serves as home base for the vast majority of volunteers, staff and consultants. It houses technology and office services such as computers, fax, wireless internet, video conferencing, photocopying, conference calling and meeting space. Additionally, for its retail operations, GSH occupies 800 square feet on the lobby level. GSH moved to this site in March 2011 after it sold its historically registered headquarters in Nu'uano. While some may find this a curious decision, the location meets the three criteria GSH established prior to the search: 1) Area where locals frequent; 2) Convenient and affordable parking; 3) Safe environment that was easily accessible to the public. Additionally, this locale could support The Project objective to develop a network of global leadership centers for our Girl Scouts, other Hawai'i youth and students from around the world to gather and develop their leadership skills and abilities by learning to work together.

Camp Paumalū – This 135,509 acre property was conveyed to GSH on May 31, 1951 by Hawaiian Pineapple Co., Ltd. The camp is situated on the North Shore and is located approximately 3 miles inland from Sunset Beach, Pūpūkea and Kamehameha. It is bordered by lands belonging to the Federal Government to the south and east, as part of Kahuku Training Area, and to the State of Hawai'i to the west, as part of the Pūpūkea-Paumalū State Park Reserve. The north side of the site is bordered by land belonging to Intelsat Global Service and a private trust, which is used for agriculture purposes.

The camp is over 60 years old, with the original facilities built around 1952. There are four separate camping sites consisting of cabins or tents, a lodge, and restroom and shower facilities for each, and accommodates approximately 150 people in total. A fifth camp site does not have facilities on-site and is reserved for tent camping. Wastewater systems accommodate up to 220 persons. Common facilities include a dining hall and main lodge, kitchen, craft hut, health center, showers and a pool.

HAWAI`I ISLAND

East Service Center – Donated to GSH by W.H. Shipman, Ltd. on December 27, 1978, the office sits on a 1.911 acre lot at Kea`au, District of Puna. The size of lot was reduced from 2.001 acres to its current state in 2000 as result of the Hawai'i Department of Transportation eminent domain proceedings.

West Service Center – For a number of years, GSH rented office space at various locations on the Kona side of the island. However, when the economy began to wane and technology became more affordable, GSH moved to a virtual office scenario as a way to support our girls and volunteers while managing expenses. In 2012, GSH hired an employee who is based on the Kona side and primarily works from home. She regularly commutes to the East Service Center to work with girls, volunteers, and schools.

Camp Kilohana – The camp site is on a 6.875-acre property just off of Saddle Road, 10 miles from the Waimea-side junction, with an elevation of 6,000 feet high. It is situated in the District of Hamakua. Its adjacent borders are shared with the Government Land of Kaohe 3, Section B and land of Waikoloa. It was an old army radio station that was conveyed to GSH by the Territory of Hawaii on June 25, 1954. Campers who use the facilities have access to two lodges, three wooden sleeping shelters, three lavatories and a kitchen.

KAUA`I

Kaua`i Service Center – GSH leases a 340 square feet commercial office space in Lihue within a complex that houses eight other businesses. Conveniently located on Rice Street, it is easily accessible to vehicle and foot traffic.

MAUI

Maui Service Center – The 700 square feet office built by GSH is situated on a property that also houses the office for Maui County Council Boy Scouts of America. Boy Scouts leases the property from the State of Hawai'i and subleases office space to GSH. The Boy Scouts office is at one end of the rectangular shaped building with GSH on the other end. An adjoining conference is situated between the two offices.

Camp Pi`iholo – Originally conveyed to GSH as two plots from Dwight H. Baldwin and Virginia Wellington Well, the camp is situated on a total of 14.37 acres, on Ehu Road in Makawao. The structures include a main lodge plus 5 cabins and 4 tent shelters for campers and a storage room. Once considered remote, the surrounding areas are now peppered with homes.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

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

The oversight of The Project will be the responsibility of The Project Management Team. The team will be led by Ivy Mixer Vinayaga, GSH's Chief Financial Officer (CFO). She is responsible for all construction related endeavors. Additionally, she is responsible for managing the project funding sources and expenditures, and providing timely financial reports to the project team, GSH's CEO and the Board.

Ms. Mixer Vinayaga joined the staff of GSH as a full-time employee seven months ago. She came to the job with over twenty-five years of direct experience in financial management, property management and development, and accounting. This includes an MBA in Finance from Babson College. [See attached resume for Ivy Mixer Vinayaga]

Ms. Mixer Vinayaga will work in tandem with consultant, Cheryl Ka'uhane Lupenui, founder and principal of The Leader Project. She is charged with developing the program content related to the Global Leadership Project. The Leader Project was contracted in May 2011 to develop the GSH's global leadership initiative and implement the first phase at Paumalū. The Leader Project advocates for the integration of Hawaiian cultural concepts and practices into business and leadership. Her work includes place-based business development, leadership program design, community network building and strategic mapping. Prior to The Leader Project, she served as the Chief Executive Officer for the YWCA of O'ahu for eleven years. Ms. Lupenui submits monthly work plans to ensure the quality and effectiveness of her work in accordance to her contract and the diversity of her various projects. [See attached resume for Cheryl Ka'uhane Lupenui]

Other members of the team will be such individuals as Michael Koehne, Property Manager/Camp Paumalū Ranger. Michael Koehne has lived and worked at Camp Paumalū for ten years. He directly reports to Ms. Mixer Vinayaga.

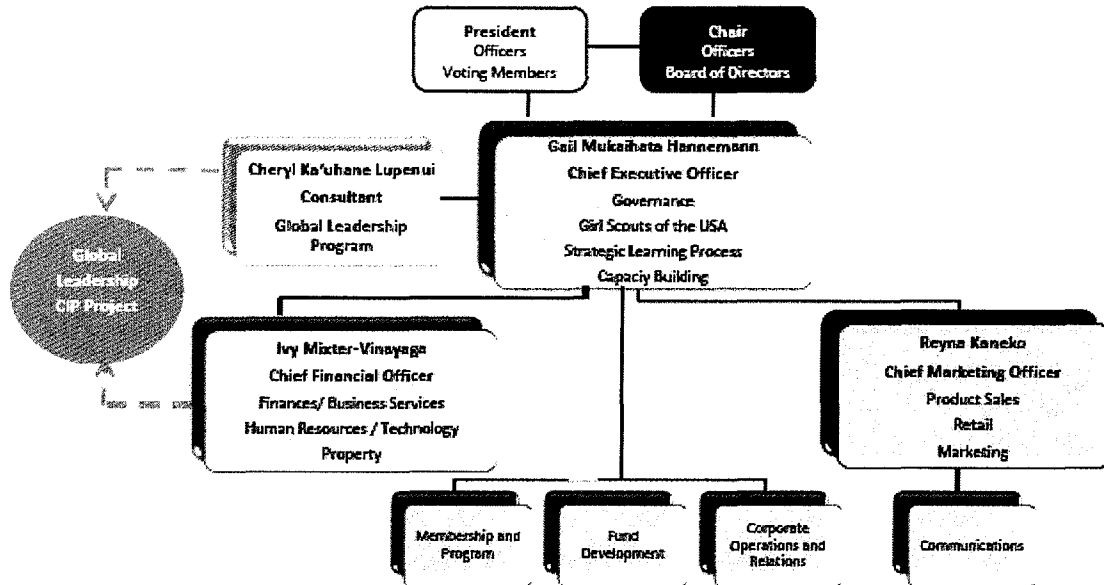
Additionally, GSH will hire a project construction manager who will be responsible for overseeing the day-to-day construction related activities. GSH intends to conduct an industry wide search for the appropriate person. At a minimum, this person must have proven experience related to property development and construction, as well as project management.

B. Organization Chart

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

The GSH Property Task Force, a committee of the Board of Directors, will provide strategic oversight and technical expertise for the Global Leadership CIP Project. As described, the CFO and The Leader Project will provide the necessary administration and supervision of contractors and GSH staff as needed.

GIRL SCOUTS OF HAWAI'I



VI. Other

A. Litigation

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

Not Applicable

B. Licensure or Accreditation

Specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.

Girl Scouts' national organization, Girl Scouts of the USA (GSUSA), issues a credential known as a Girl Scout Council Charter to Girl Scout councils in good standing. For the record, GSH is a council in good standing.

The charter defines the relationship between a council and GSUSA. It also sets performance standards such as: ability to deliver on the mission; and advance the Girl Scout Movement through strategic governance and leadership that employ effective systems and structure; advance organizational impact by growing resources, effectively promoting a united national brand and standing up for girls on issues that affect their well-being. It also expects compliance with federal, state and local laws as well as GSUSA policies.

RESUME OF IVY K. MIXTER VINAYAGA

Experience:

- 2012 to
current **Girl Scouts of Hawai'i, Honolulu, Hawaii**
Chief Financial Officer
Administration of the Finance, Accounting, Human Resource, IT and Property departments; Financial statement preparation and analyses; Development and management of various budgets and capital plans.
- 2010 to
2012 **Honolulu Builders LLC, Honolulu, Hawaii**
Controller
Administration and financial management for a local commercial construction company.
- 2008 to
2009 **Central Pacific Glass, Inc., Kailua Kona, Hawaii**
Controller
Financial, accounting and administration management for a national glass contractor.
- 2005 to
2008 **Tinguely Development, Inc., Kailua Kona, Hawaii**
Controller
Responsible for all financial operations and accounting management for a Hawaii based Real Estate Construction Company and affiliated Development entities. Primarily involved in the development operations from site development through construction, financing, property leasing and sales. Served as administrator for all insurance and pension plans and provided assistance for legal issues.
- 1988 to
2005 **Shell Management Hawaii, Inc., Kailua-Kona, Hawaii**
Regional Controller
Managed accounting and administrative staff responsible for all aspects of the financial operations for five vacation ownership and resort properties on the islands of Hawaii, Oahu and Kauai. Responsible for the preparation of operating analyses, financial statements, external audits, capital reserve/investment analyses and budgets for multiple hotel, resort and association entities.
- The Shell Group, Kailua-Kona, Hawaii**
Controller - Shell Development Corporation
Managed accounting and administrative staff for resort and vacation ownership development and operations for the islands of Hawaii and Maui. Prepared operating, budgets, financial and consolidation statements for multiple entities and generated Sales and Marketing analyses.
- 1986 to
1988 **Half Moon Gallery, Kauai, Hawaii**
Manager/Owner
Established and managed a Japanese folk art and antique gallery.

1983 to **The Cambridge Group/First Cambridge Properties, Newton, MA**
1986 **Vice President/Treasurer**

Responsible for real estate acquisition and investment analyses, financing and property management for eleven private partnerships totaling over \$10 million in equity funding.

Education:

Babson College, Wellesley, MA MBA Finance
Pepperdine University, Malibu, CA BS Management
Northeastern University, Boston, MA AS Science

2002 - 2007 Hawaii Island United Way – Advisory Panel
2004 - 2007 Treasurer – Holualoa Elementary School PTO
2004 - 2007 Holualoa School – Reading Program

RESUME OF CHERYL LEHUA KA'UHANE LUPENUI

PROFESSIONAL EXPERIENCE

Founder and Principal

May 2011- Present

The Leader Project

Honolulu, Hawai'i

Provides shared leadership for social change initiatives at the start-up or reinvention phase. Blends Hawaiian and Western business cultures as a source for innovating and sustaining these change efforts. Uses an integrated cultural framework to guide each special project. Current projects include rethinking strategies for global leadership, workforce development, education, culture preservation and social service delivery systems.

President and Chief Executive Officer

April 2001- April 2011

Young Women's Christian Association of O'ahu

Honolulu, Hawai'i

Managed organizational net assets over \$10 million, an operating budget of \$3.0 million, 5,000 women and girls served, 2,300 members, over 300 volunteers and 70 employees. Led strategy and culture change towards a more sustainable business model:

- Revitalization of the YWCA's membership roots for a new community building strategy. Launched a re-branding effort and three-phase \$12 million capital campaign to renovate Laniākea, its historic, downtown facility, for new women and girl programs. Raised \$6 million to date and successfully completed first phase of capital improvements. Recognized a 38% increase in social enterprise income as a result of capital investments made in all facilities.
- Management of capital improvements of three historic facilities funded by an \$8 million campaign resulting in new transitional housing for women, health and fitness facilities, gymnasium and meeting facilities. Fernhurst Residence and Kokokahi were financially sustainable after first year of operation post renovations under the agency's new strategic plan.
- Contribution of over \$2.2 million in grants for new economic and youth program development including Dress for Success® Honolulu, Camp \$tart-Up, Culinary Arts for Enterprising Youth, HomeBase at Fernhurst,, Life Inc. and Ways to Work.

Additional YWCA Experience

Senior Vice President, Chief Operating Officer

2000-2001

Director of Laniākea and Service Excellence

1998-2000

Director of Restaurant and Catering Operations

1997-1998

Owner/Sole Proprietor

1995-1997

Cheryl L. Ka'uhane d.b.a. "Broke the Mouth"

Honolulu, Hawai'i

Owned and operated a start-up, retail, food service business with a socially conscious goal of building a market for sustainable agriculture and providing a convenient, healthy meal made from locally grown produce.

Business Development Consultant

Specialized in small business consulting for entrepreneurial and non-profit companies. Clients included: **Department of Education** – Host/Associate Producer of "Entrepreneurship", a televised course educating high school students on self-employment and business plan writing skills.

Alu Like, Inc. – Management and Technical Assistant targeting start-up and business survival techniques for Hawaiian-owned and operated businesses.

'Aha Punana Leo – Consultant on projects including evaluating the feasibility of expanding sales of Hawaiian language printed materials to enhance the mission-related performance as well as build a non-traditional funding base.

Assistant Vice President - Business Development Division

1991-1994

Servco Pacific Inc.

Honolulu, Hawai'i

Developed and managed retail operations in the apparel, food service and music industries with results including:

- Fully automated operations and relocated music operations within budget to achieve maximum efficiencies in sales, inventory, purchasing, financial, and reporting functions. Developed commission and incentive programs for improved morale and reduced payroll below industry average. Overall sales performance increased 38%.
- Created an image and marketing campaign for a new food service location resulting in a 48% increase in sales.
- Developed and implemented a new business strategy and test marketed concept of an off-price apparel store in the downtown, Honolulu business district.

Corporate Management Trainee

1987-1989

Servco Pacific Inc.

Honolulu, Hawai'i

Performed management responsibilities in each of the diversified operations such as General Merchandising, Financial Services, and International Operations. Highlights included:

- Implementation of changes in marketing and management strategies that resulted in first-time net profit and record increase in sales in a video retail franchise,
- Appointment by C.E.O. to organize and implement all program activities for Servco Pacific's 70th Anniversary Trade Show entailing promotion design, entertainment, and event planning,
- Management of all aspects of weekly store promotions for a retail-shopping complex in Agana, Guam.

ADDITIONAL PROFESSIONAL EXPERIENCE

Hungarian National Oil and Gas Trust, Budapest Hungary

International Intern

International Trade Administration, Department of Commerce, Hawai'i

Student Intern

Maryland Federal Savings & Loan Association, Maryland

Loan Officer

Congressman Daniel K. Akaka, Washington, D.C.

Congressional Intern

COMMUNITY ACTIVITIES – CURRENT

Hawaii State Board of Education

Board Member

Feed the Hunger Foundation

Board Member

Kamehameha Schools Trustee Selection Committee

Committee Member

Center for Asian Pacific American Women

National Board Member

Hawai'i Tourism Authority – Hawaiian Cultural Advisory Committee

Advisory Board Member

PBS Hawaii

Advisory Board Member

Hogan's Entrepreneurs Program, Chaminade University

Advisory Board Member

Hālau Mōhala 'Ilima

Hula Student

AWARDS AND RECOGNITIONS

- Hawai'i Business Magazine in 2007 Recognition as one of "25 People Who Will Shape the Next 25 years"
- Hawai'i Women's Business Center 2006 Hawai'i's Outstanding Women Leaders
- Asian Pacific American Women's Leadership Institute National Fellow
- Pacific Century Fellows Program - Class of 2003
- SBA 2002 Women in Business Advocate for the State of Hawai'i
- Pacific Business News 2002 Forty Under 40 award recipient

EDUCATION

Master of Business Administration, May 1991

A.B. Freeman School of Business, Tulane University, New Orleans, Louisiana

Concentration in Marketing, Management and Finance • A.B. Freeman Academic Scholarship Recipient

Bachelor of Business Administration May 1987

College of Business Administration, University of Hawai'i, Honolulu, Hawai'i

Major in International Business • Graduated with Distinction

Study Abroad Programs

Haute Etudes Commerciales (HEC-ISA), Paris, France

McGill University, Montreal, Quebec, Canada








BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: Girl Scouts of Hawai'i

Period: July 1, 2013 to June 30, 2014

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2011-2012	FY: 2012-2013	FY:2013-2014	FY:2013-2014	FY:2014-2015	FY:2015-2016
PLANS			75,000		-	
LAND ACQUISITION			-		-	
DESIGN	73,500	39,000	250,000		-	
CONSTRUCTION			4,838,617	480,000	3,514,455	2,407,781
EQUIPMENT		12,329	-			
TOTAL:	73,500	51,329	5,163,617	480,000	3,514,455	2,407,781
JUSTIFICATION/COMMENTS:						



- Legend**
-  Gulch
 -  Trails
 -  Unpaved Roadway
 -  Public Road
 -  Structure
 -  Open Spaces
 -  No Pass Zone
 -  Property Boundary (TMK)

