

House District \_\_\_\_\_

Senate District \_\_\_\_\_

THE TWENTY-SEVENTH LEGISLATURE  
APPLICATION FOR GRANTS AND 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): \_\_\_\_\_

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: Girl Scouts of Hawai'i

Db:

Street Address: 410 Atkinson Drive, Honolulu, Hawaii 96814

Mailing Address: 410 Atkinson Drive, Suite 2E1, Box 3, Honolulu, Hawaii 96814

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name GAIL MUKAIHATA HANNEMANN

Title Chief Executive Officer

Phone # 808 595-8400 (main); 808 675-5502 (direct)

Fax # 808 691-9340

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 - PAVING THE WAY TO CAMP PAUMALŪ

4. FEDERAL TAX ID #: \_\_\_\_\_

5. STATE TAX ID #: \_\_\_\_\_

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2015: \$4,500,000

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 \$ \_\_\_\_\_ 0 \_\_\_\_\_

FEDERAL \$ \_\_\_\_\_ 0 \_\_\_\_\_

COUNTY \$ \_\_\_\_\_ 0 \_\_\_\_\_

PRIVATE/OTHER \$ \_\_\_\_\_ 194,000 \_\_\_\_\_

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

GAIL MUKAIHATA HANNEMANN, CHIEF EXECUTIVE OFFICER  
NAME & TITLE

JANUARY 31, 2014  
DATE SIGNED



## 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;

Rooted in its near 97-year history of providing exceptional leadership experiences, the Girl Scouts of Hawai'i (GSH) continues to invest in girls during much of their formative years so they can develop the necessary skills and abilities to realize their personal dreams and aspirations of making the world a better place. Their growth is guided by caring adults and occurs as they actively engage in a wide range of activities and projects that encourages them to seek new challenges, learn to be resourceful and creative problem solvers, and discover how to form and nurture healthy relationships. As GSH boldly works toward its 100<sup>th</sup> Anniversary in 2017, it is strategically partnering with other entities to transform the way youth, girls in particular, engage in leadership.

**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), Kaula'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 GSH in 2008.

Today, **GSH is a statewide 501(3)(c) nonprofit organization** governed by a volunteer Board of Directors whose members are elected by the organization's membership. A team of professional staff, led by the Chief Executive Officer, 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. **All donations and gifts raised by GSH stay in Hawai'i.** (see <http://www.girlscouts-hawaii.org>)

**GSH 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, 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>)

**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 quality and skills to positively influence everyday circumstances and challenges in ways that better the world for others.

2. The goals and objectives related to the request;

The goal of the GSH – Paving The Way To Camp Paumalū Project (The Project) is single in its focus:

Create easier and greater access to Camp Paumalū by upgrading and improving the camp's surface transportation infrastructure that includes but is not limited to paved and unpaved roads, roadways, driveways, and parking areas.

By realizing this goal, the GSH will be able to:

- Provide year-around outdoor leadership experiences for the youth of Hawai'i;
- Address public safety issues related to the ingress and egress access to the camp; and
- Provide emergency vehicle access to and from Camp Paumalū.

3. The public purpose and need to be served;

Creating easier and greater access to Camp Paumalū addresses three public purposes:

1) Increases public safety; 2) Improves academic success of Hawai'i girls; and 3) Culturally Relevant Environmental Stewardship.



### Public Safety

Through a master planning process, 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 their 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.

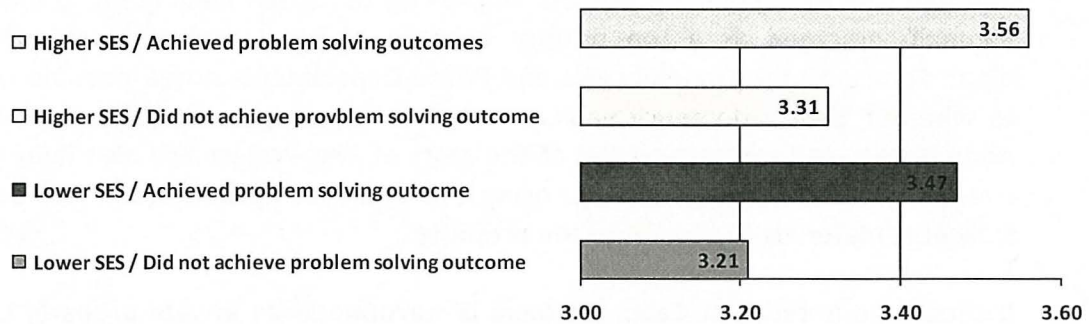
Thus, transportation related improvements will not only mean safer access for camp visitors but will also address public safety concerns related to medical, fire, environmental, and other emergencies. Emergency vehicles such as fire engines need easier access to the property in order to protect campers, camp grounds and surrounding neighbors and forested area in the case of a fire on the premise or within the region.

Additionally, if there is a need for a coastal evacuation due to tsunami type conditions, access to an improved road and roadway will mean North Shore residents and visitors will have an inland option to higher grounds. If an extended stay is required, the improved camp could accommodate at least 200 people overnight.

### Academic Success

While the Girl Scout mission is not about improving girls' test scores or grades in school, 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 career. 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 of Hawai'i designed to prepare students for life after high school through community partnerships. This program strategy centers on schools and community working together with students entering Intermediate, High School, and Graduation 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 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 align 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/](http://www.girlscouts.org/program/national_program_portfolio/curriculum/)) as well as **Hawai'i Content and Performance Standards**. All journeys are designed to engage girls by being girl-led, learning by doing (experiential), and cooperative learning (teamwork).

#### Environmental 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 Scout 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 their destination of their choosing.

Furthermore, 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.

Imagine how different this world would be if we nurtured the leadership aspirations of each child at an early age through environmental stewardship. As they are growing up and seeing needs in their families, communities and the world, they are unafraid and well equipped with the knowledge, wisdom and skills to effect positive and systemic change in timely and effective ways. The world would truly be a better place. Thus, the people of Hawai'i will hugely benefit by GSH's efforts to steward our lands in a responsibly and respectful way in order to ensure future generations can enjoy their beauty and resources.

4. Describe the target population to be served; and

The beneficiaries of GSH's leadership outdoor program include both Girl Scouts and non-Girl Scouts, including 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 there are limited venues in the State to camp and have hands-on 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 in order to increase their proficiency and confidence.



The primary target market of The Project is youth, with two particular focuses:

1. Youth in grades K-12 in public and private schools in Hawai'i
2. High school youth participating in leadership programs from the U.S. and other countries seeking a Hawaiian place-based leadership program

As part of Koziol's Camp Development Plan (see Section IV – Experience and Capability), the consultants interviewed local private schools regarding the need for and their potential use of Camp Paumalū. They all said that would like to utilize Hawai'i camps a lot more but currently they do not offer the educational programs and facilities in line with their standards. [*Camp Paumalū Plan, Koziol, LLC*]

In addition to private schools, there is also large potential demand from public schools. As part of their research for the Camp Development Plan, Koziol spoke to the staff at Camp Erdman who estimated that there are 180,000 public school students on O'ahu and "...only 10,000 per year utilize Camp Erdman, leaving a sizeable market of untapped public school students available for other camps." [*Camp Paumalū Plan, Koziol, LLC*]

Additionally, the surrounding communities where the camps are located will be served. Case in point, in the North Shore Sustainable Communities Plan, compiled by the City and County of Honolulu Department of Planning and Permitting, in consultation with North Shore community groups, states "Provide safe, suitable sites and facilities for a variety of recreational activities on the North Shore. Existing recreational resources should be protected and enhanced. Recreational opportunities should be expanded by providing greater access...Promote recreational activities that are compatible with the preservation of open space, rural character, scenic resources, and environmental quality."

5. Describe the geographic coverage.

Camp Paumalū encompasses 135.509-acres and is located on Girl Scout Road a continuation of Comsat Access Road, Paumalū, Oahu (TMK: 1-5-9-006-012). It was conveyed to GSH on May 31, 1951 by Hawaiian Pineapple Co., Ltd. It is situated on the North Shore of O'ahu and is located approximately 3 miles inland from Sunset Beach. It sits along the ridges of the Ko'olau mountain range, providing a secluded environment for campers. As part of the ahupua'a of Paumalū in the moku of Ko'olauloa, it is adjacent to the ahupua'a of Pūpūkea, Waimea, and Kaunala. It is boarded 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 and Kawaihoa Forest 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. (see map labeled: Plate 2 Ahupua`a Map)

## II. Service Summary and Outcomes

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

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

As noted, the GSH Camp Paumalū property is surrounded by private properties on all sides and is landlocked without any frontage to a public right-of-way. Access to the property is from Kamehameha Highway, Comsat Access Road, and a private driveway owned by Intelsat. Currently, an existing 44-foot wide easement agreement with Intelsat allows for the Girl scouts to utilize its driveway for access purposes, which was part of the original deed when the property was acquired in 1951. (see map labeled: Plate 3 Location Map)

Kamehameha Highway (State Route 83) wraps around the North Shore of O`ahu along the coastline and is a State-owned, two-way, two lane asphalted paved highway. The highway serve as the primary access roadway for the North Shore, and vehicles heading into Camp Paumalū must arrive via Kamehameha Highway. The camp is approximately 40 miles from Honolulu. There is no secondary vehicular access to the project site.

Comsat Access Road is a two-way, asphalt-paved road. Although privately owned, the road is maintained by the City and County of Honolulu and accessible to the public. There are several private residences off the road along the section closest to the highway, and the road is utilized mainly by residents, Intelsat, and guests of Camp Paumalū. From the highway, Comsat Access Road continues mauka to the Intelsat facility and the Girl Scouts' Camp Paumalū. A mechanically-operated metal gate located approximately ¼ mile uphill from the highway controls access (for the Girl Scouts and Intelsat only) to the private driveway beyond.

The two-lane paved driveway with pavement marking continues up the hillside to the Intelsat facility. Shoulder space is limited along the incline and a section of the roadway only allows one-way traffic. The direction of flow, which at one section has a lane reversal, and vehicular right-of-way is controlled via a traffic light, loop sensor, and vertical-arm gate at the two ends of the one-way section.

At the Intelsat facility, the private driveway forks to the left (makai) to Intelsat and to the right (mauka) to Camp Paumalū. A second mechanically-operated gate at this location limits access to a narrow gravel driveway that leads up to Camp Paumalū.



Once at the camp, a network of unpaved driveways and paths provide vehicular and pedestrian access between the various facilities and campsites.

Access to Camp Paumalū is restricted to invited guests only. The majority of guests arrives and departs using mass transportation such as busses and vans, which is organized prior to each function. Primary parking is located in the center of the site near the lodge on an unpaved grassed open field. Access by private passenger vehicle is limited.

The private driveways from the end of Comsat Access Road up to and within the camp do not appear to be compliant with Honolulu Fire Department access requirements in many locations primarily due to limited width and lack of pavement or adequate turnaround areas with limited site distance, narrow travel widths, steep grades and lack of roadside barriers. (see map labeled: Plate 4 Camp Paumalū Existing Conditions)

Thus, improvements to the paved and unpaved roadways to Camp Paumalū from Comsat Road are required. A total of approximately 3.2 miles of roadway will be assessed and improved. This includes one mile of roadway from the first gate at the end of Comsat Road up to the Intelsat facility, and 2.2 miles of roadway from Intelsat to Camp Paumalū. The improvements will address roadway deficiencies, as well as support the increased site utilization at Camp Paumalū, as projected by the master plan. Improvements are based upon the following issues: (see map labeled: Plate 7 Future Condition – Site Plan)

- Roadway geometries may require upgrade (based upon feasibility) to meet applicable codes and requirements. In certain locations, driveway widths, slopes, turning radii, and stopping sight distance all appeared to be potential issues on both the Camp Paumalū site and on the main entry roadway through Intelsat. Improvements may include widening or relocating the existing driveways.
- Maintenance of the driveways is required to ensure continued functionality and safety. Repair may be required for sections of the driveways where rutting and flooding were observed or pavement is distressed. Improvements may include roadside barriers and curb and gutters on the driveway that is cut into the steep hillside leading up to Intelsat. Striping, signage, fencing, and gates would be installed or upgraded as necessary.
- Access by the fire department may be required at each of the campsites and to the newly proposed structures including the Lodge and Central Showers, per initial discussions with Honolulu Fire Department (HFD). A significant amount of improvements required by HFD may be needed on property not controlled by GSH. Improvements would include the construction of a 20-foot wide asphalt roadway surface capable of supporting a 73,000 pound HFD truck. Geometric



improvements to provide acceptable turning radii and turnarounds may be included. Approved signage and striping would also be required.

- New driveways will be required at Camp Paumalū to provide additional circulation and access to new or relocated Camp Units and structures. Other driveways will be extended to the existing Camp Units that will be renovated.

Particularly, driveway improvements will likely consist of the following:

- Resurface the existing asphalt paved driveway from the first gate near the residential area off of Kamehameha Highway to the Intelsat gate near the communication facility. Install new curb and gutter, upgrade existing fencing or gates, construct roadside barriers where required. Install new signage and striping.
- Construct a new 20-foot wide, 2" AC over 6" base course roadway from the Intelsat gate to the Camp Paumalū gate to replace the existing gravel roadway. Grading/earthwork will be required to install the new roadway. Install new drainage improvements, which may include culverts, drain inlets, and piping as needed. Upgrade existing fencing or gates. Install new concrete headers, signage, and striping.
- Construct new 20-foot wide, 2" AC over 6" base course driveways on-site from the Camp Paumalū gate to the Central Showers building to replace the existing gravel or dirt roadways on-site. Grading / earthwork will be required to install the new roadway. Install new drainage improvements, which may include culverts, drain inlets, and piping as needed. Upgrade existing fencing or gates. Install new concrete headers, signage, and striping. Install new driveways to new or relocated campsites as proposed by the Master Plan. Extended existing driveways to existing campsites as required.

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

The work that needs to be done for this project can be organized into three broad phases: 1) Assessment and studies that include survey, roadway assessment, soil reports and other environment consideration; 2) Design and Permitting; and 3) Construction. The corresponding outcomes are: 1) A completed Environmental Assessment; 2) Building permits secured with construction commencing and progressing towards completion; 3) Completion of roadway improvements.

Although at the time of this writing the full extent of the work is not known, the master plan does indicate that due to the topography of the campgrounds, the layout of the

roads must remain the same. Thus, assuming funds were available at the start of a year, it may be possible to be executing phase two (2) in that same year. If this were the case, phase three (3) can be completed in the following year.

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

Because most tasks associated with surface infrastructure upgrades related to Camp Paumalū require permitting, inspections, and/or certifications, GSH will assess whether the improvement efforts are successful by ensuring compliance with the appropriate federal, state, and local laws, regulations and guidelines, including the American Disabilities Act. For example, public safety officials must be satisfied that the appropriate emergency vehicles can properly access the property.

4. 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 will require the GSH to issue signed contracts for services rendered. Because these instruments are designed to clearly spell out expectations, they inherently have standards that the State can objectively use to access whether The Project has achieved or accomplished its purpose.

The use of State monies will necessitate The Project complies with state environmental laws; an Environmental Assessment of The Project will be prepared and submitted for review and approval prior to construction of improvements.

### **III. Financial**

#### **Budget**

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

[See attached Budget Justification Capital Project Details]

- The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2015.

<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Total Grant</b>
\$500,000	\$750,000	\$2.0 m	\$1.2 m	\$4.5 m

- The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2015.

Atherton Family Foundation  
 Cooke Foundation, Ltd.  
 Samuel N. and Mary Castle Foundation  
 Schuler Family Foundation  
 Strong Foundation

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

NOT APPLICABLE

- The applicant shall provide the balance of its unrestricted current assets as of December 31, 2013.

Unrestricted current assets is \$1,724,754. A significant amount (\$1,468,838) is actually Board restricted. Thus, in reality, GSH had at the end of December 2013, \$255,916 for operating funds.

The Board restricted funds are from monies realized when GSH accepted an unsolicited offer from Hawaii Baptist Academy to buy its headquarters, affectionately known as the Girl Scout Hale. In 1993, the council, then known as Girl Scout Council of Hawaii, procured and restored a historical home in Nu`uanu Valley, later named The Harry and Jeanette Weinberg Hale. After years of constantly moving from donated and rented spaces, the Hale purchase meant the council had a permanent headquarters. Yet, in 2011 a decision to accept an unsolicited offer from Hawaii Baptist Academy to buy the Hale was made. The school needed more classroom space. Buying the Hale made it possible to move school's administrative offices off-campus but within walking distance. The offer was made in September 2011 and GSH moved to a temporary location in early April 2012. GSH was able to make a timely decision because in a prior



year, it had conducted a property reserve study, only to learn the Girl Scout Hale required more than one million dollars of repairs. Subsequently, in June 2012, GSH learned from the U.S. Environmental Protection Agency that it needed to remove its cesspools on its three camps, thus elevating the renovation of its camps as a top priority. In the meantime, GSH is still looking for a permanent location for its headquarters, thus, the reason why the Board designated these funds be set aside for this specific purpose.

## **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 environmental education work in 2006 when the GSH's Board of Director (Board) convened a Property Task Force.<sup>1</sup> 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 – Camps Paumalū, Kilohana, and Pi`iholo - 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 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, out-door learning environments provide real life context to classroom discussions.

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

Given this situation, GSH retained a consultant to develop and oversee the solicitation of bids in response to an RFP that was 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 Force<sup>2</sup> 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 Zoziol 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.

During the same time period (2006-2008), GSH began working with its national organization, Girl Scouts of the USA (GSUSA) and other Girl Scout councils to transform the Girl Scout Movement. This included, but was not limited to overhauling every aspect of our businesses. One of the great benefits that came out of this effort was 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. 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 – Tell It!" concentrates on developing girls' communication skills. This work set the framework for the programmatic aspects of GSH's STREAM'G Leadership Youth Platform.

### **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.

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<sup>22</sup> 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.



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 resource material 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 Operating 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 \$38,000 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 resources 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 camp. 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 Scout mission. First, and most importantly, 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 are camps are situated. For example, GSH supports the North Shore of Oahu community efforts to protect and perpetuate the `āina.

With this in mind, and other compelling matters such 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 beauty of The Project as well as the physical configuration of Camp Paumalū, allow GSH to continue offering programs as infrastructure and facilities are being upgraded. GSH will be able to offer smaller scale workshops or symposiums in the preceding years leading up to its 100<sup>th</sup> Anniversary. In 2017, it plans to host a STEAM conference at Camp Paumalū. 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.

## **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. The applicant shall also describe how the facilities meet ADA requirements, as applicable.

As a statewide organization, GSH owns or leases properties/facilities in all four counties. Below is a synopsis of our various properties and facilities:

### **OAHU**

Ala Moana - GSH's main office occupies 4,630 square feet on the 2<sup>nd</sup> 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`uanu. While some may find this a curious decision, the location meet the four criteria GSH established prior to the search: 1) Reasonable and affordable lease; 2) Area where locals frequent; 2) Convenient and affordable parking; 3) Safe environment for girls, volunteers, and staff. Additionally, this locale could

support GSH's greater vision to become a gathering place for youth who want to better the world.

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 is boarded 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 accommodate 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, and 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 wean 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 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 owns and operates the property, with GSH leasing its office space. 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 a three-person management team known as, The Project Team. The team will be led by Gail Mukaihata Hannemann, GSH's Chief Executive Officer (CEO). She joined the staff as CEO nearly twelve years ago. In this capacity, she has worked with the Board to research, study, and develop the strategic direction related to GSH's properties, including Camp Paumalū. Additionally, as part of her duties, she will be responsible for coordinating construction related endeavors. This also includes managing the project funding sources and expenditures.

The second member of The Project Team is Reyna Kaneko, Chief Operating Officer (COO), who has been on staff for over eight years. One of her primary responsibilities is overseeing the delivery of the Girl Scout Leadership Experience (GSLE). Specific to The Project, she supervises the staff responsible for providing timely financial reports to The Project Team as well as the Property Manager/Camp Paumalū Ranger, Michael Koehne. Mr. Koehne has lived and worked at Camp Paumalū for eleven years.

The third member of The Project Team is consultant, Cheryl Ka'uhane Lupenui, founder and principal of The Leader Project. She is charged with overseeing the development and implementation of standards- and place-based, STEAM educational programs



within in a global context. The Leader Project was contracted in May 2011 to develop and implement the first phase of the Paumalū specific curriculum, tied specifically to its ahupua`a where GSH's camp is situated. Ms. Lupenui's involvement in educational issues in her capacity as a Board Member of the Hawaii State Board of Education and other entities brings a unique perspective to this work. Additionally, 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.

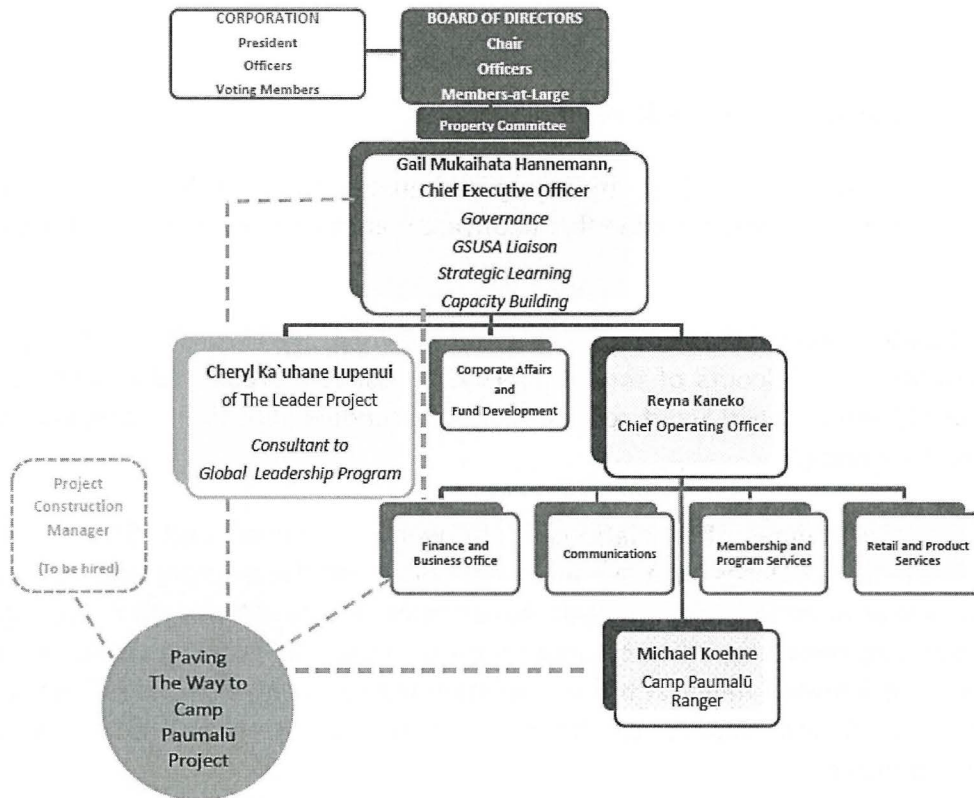
Additionally, GSH will hire a project construction manager who will be responsible for overseeing the day-to-day construction related activities. GSH intends to conduct an industry wide search for the appropriate person. At a minimum, this person must have proven experience related to property development 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 Project. As described, CEO and The Leader Project will provide the necessary administration and supervision of contractors and GSH staff as needed.





**C. Compensation**

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

████████████████████, Chief Executive Officer, \$96,850;

████████████████████, Chief Operating Officer, \$85,000

████████████████████, Director of Retail and Product Sales, \$60,000

**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**

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

Girl Scouts' legal structure is a federated nonprofit. Within this context, its national organization, Girl Scouts of the USA (GSUSA), issues a credential known as 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.





Plate 2 Ahupua'a Map







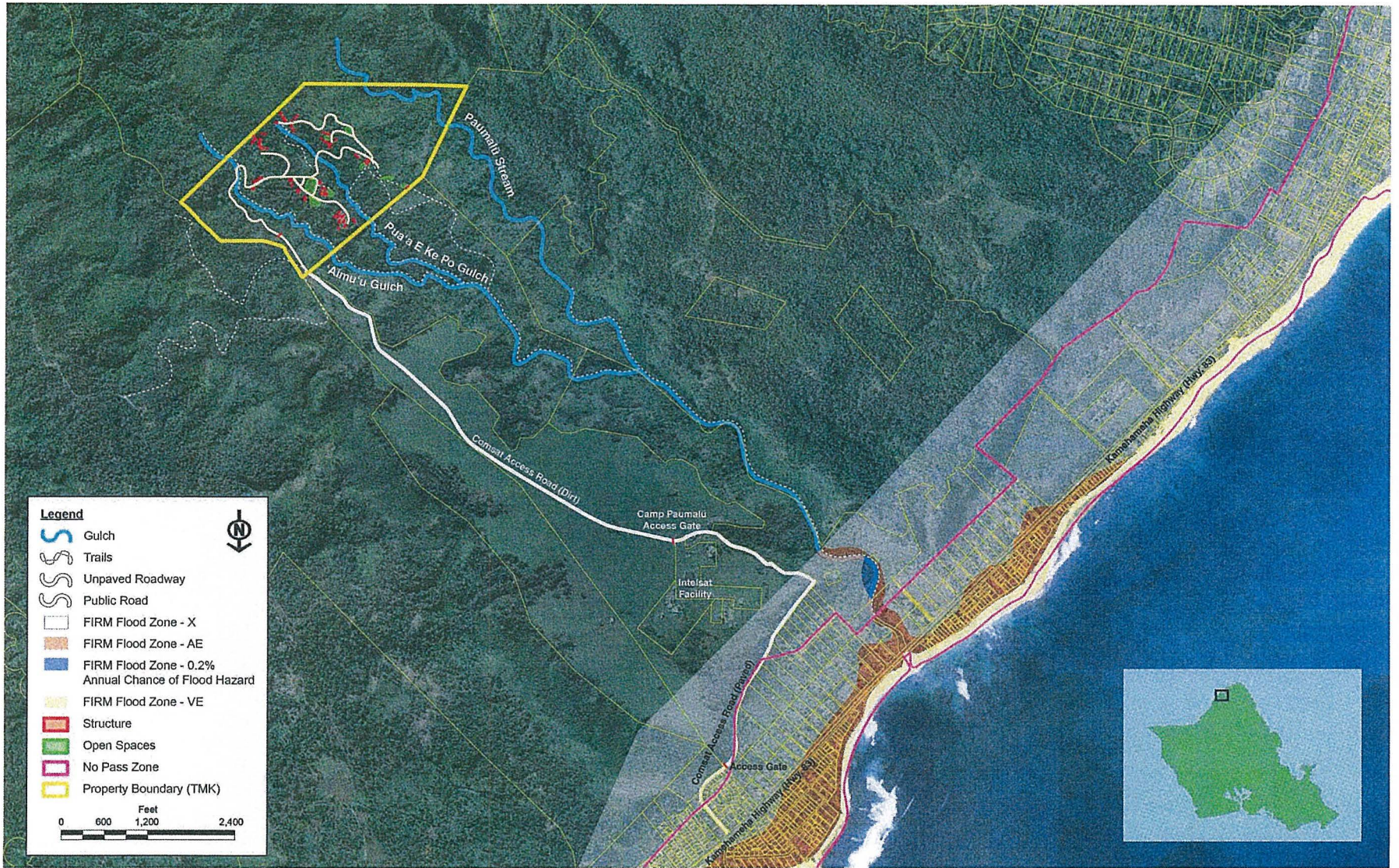


Plate 3 Location Map







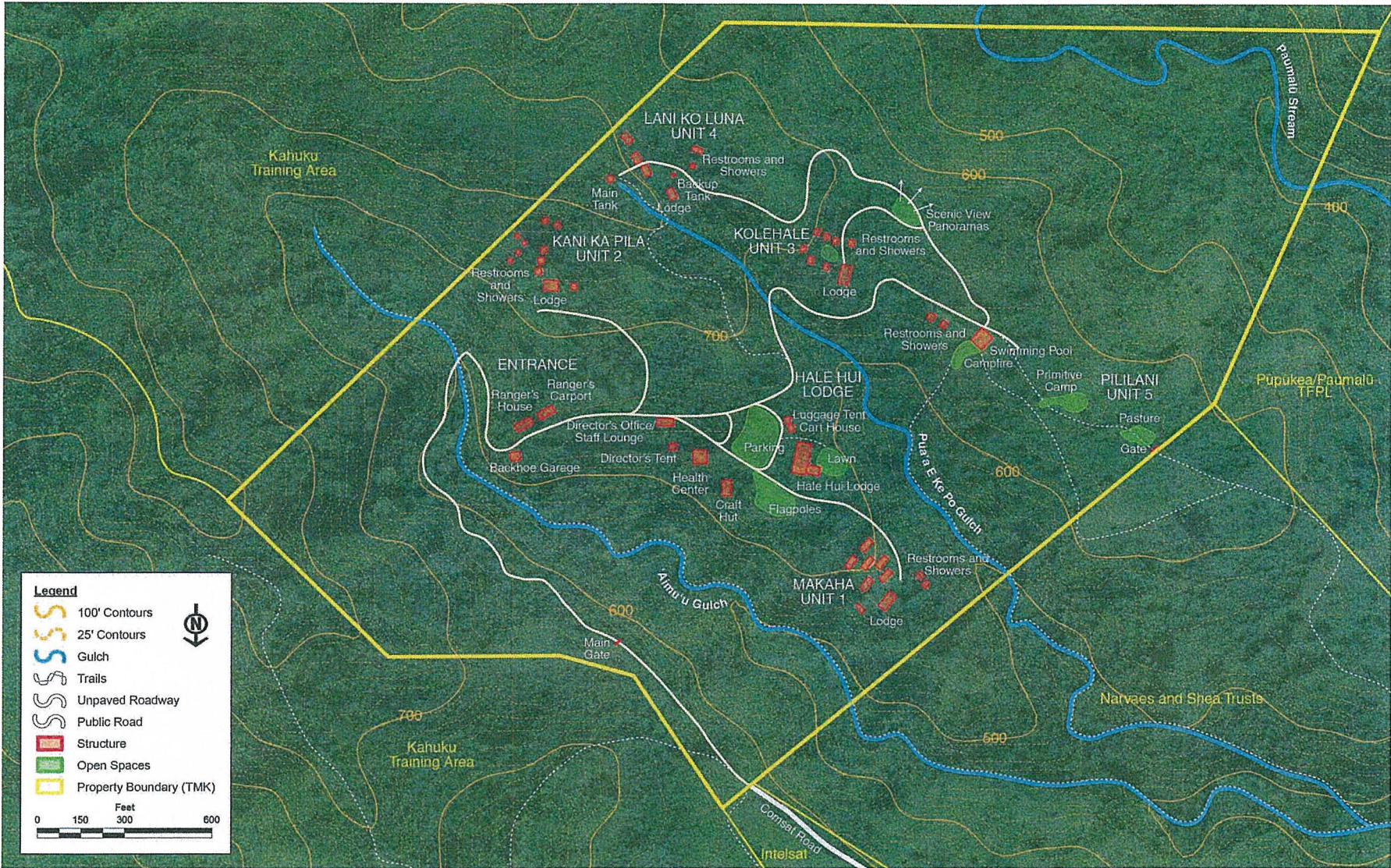










Plate 7 Future Condition - Site Plan







**BUDGET JUSTIFICATION  
CAPITAL PROJECT DETAILS**

Applicant: Girl Scouts of Hawai'i

Period: July 1, 2014 to June 30, 2015

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2012-2013	FY: 2013-2014	FY:2014-2015	FY:2014-2015	FY:2015-2016	FY:2016-2017
PLANS	39000	39000	290000	300000		
LAND ACQUISITION	0	0	0	0		
DESIGN	0	0	140000	150000		
CONSTRUCTION	0	0	4050000	4520000	450000	
EQUIPMENT	0	0	0	0		
<b>TOTAL:</b>	<b>39000</b>	<b>39000</b>	<b>4,480,000</b>	<b>4,970,000</b>	<b>450,000</b>	
JUSTIFICATION/COMMENTS:						
Please see II. Service Summary and Outcomes, Questions 1 and 2						



**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2014 to June 30, 2015)

Applicant: Girl Scouts of Hawaii

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	4,500,000			
<b>TOTAL (A+B+C+D+E)</b>				
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	4,500,000	Gail Mukaibata Hannemann (908) 675-5502		
(b)		Name (Please type or print)		
(c)		Phone		
(d)	4,500,000	[REDACTED]		
<b>TOTAL BUDGET</b>		Gail MUKAIBATA Hannemann, CEO		
		Name and Title (Please type or print)		





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

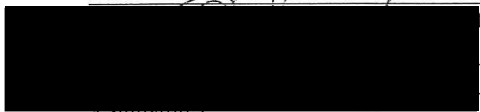
The undersigned authorized representative of the applicant certifies the following:

- 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.

Girl Scouts of Hawai'i



(Signature)

Gail Mukaihata Hannemann

(Typed Name)

ion)

January 31, 2014

(Date)

Chief Executive Officer

(Title)

