

**THE THIRTIETH LEGISLATURE  
APPLICATION FOR GRANTS  
CHAPTER 42F, HAWAII REVISED STATUTES**

Type of Grant Request:

Operating                       Capital

Legal Name of Requesting Organization or Individual:    Db/a:

Makawao History Museum

Amount of State Funds Requested: \$ 138,000

Brief Description of Request (Please attach word document to back of page if extra space is needed):

The Makawao History Museum is requesting support for increasing its capacity in order to safeguard the museum's stability and long-term growth. Currently, the majority of MHM functions are performed by volunteers. The MHM is therefore requesting funding to support the hiring of an Executive Director and incorporation of the present Administrative Assistants' duties into a full-time Executive Assistant position, as well as support for fundraising and marketing expenses. This funding will provide the support needed to develop and implement marketing and fundraising.

Amount of Other Funds Available:

State:                \$ 0

Federal:            \$ 0

County:            \$ 20,000

Private/Other:    \$ 114,982

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ 0

Unrestricted Assets:

\$ 29,820

New Service (Presently Does Not Exist):     Existing Service (Presently in Operation):

Type of Business Entity:

- 501(C)(3) Non Profit Corporation  
 Other Non Profit  
 Other

Mailing Address:

PO Box 733

City:

State:

Zip:

Makawao, HI, 96768

Contact Person for Matters Involving this Application

Name:  
Mary H. Orwig

Title:  
President

Email:  
maryhorwig@gmail.com

Phone:  
808-573-1075

Federal Tax ID#:

State Tax ID#

Mary H Orwig  
Authorized Signature

Mary H. Orwig, President  
Name and Title

January 14, 2019  
Date Signed

**received**  
1/16/19 10:00 am JR

## Application Submittal Checklist

*The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.*

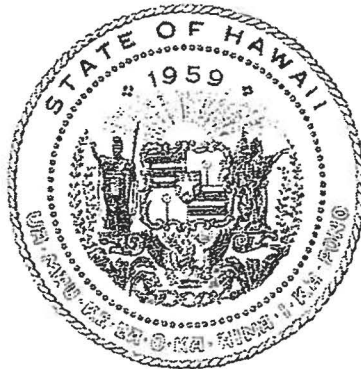
- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
  - a) Budget request by source of funds ([Link](#))
  - b) Personnel salaries and wages ([Link](#))
  - c) Equipment and motor vehicles ([Link](#))
  - d) Capital project details ([Link](#))
  - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

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AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

DATE



**Department of Commerce and Consumer Affairs**

**CERTIFICATE OF GOOD STANDING**

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

**MAKAWAO HISTORY MUSEUM**

was incorporated under the laws of Hawaii on 09/03/2015 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: December 26, 2018

Director of Commerce and Consumer Affairs



## Application for Grants

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

### **I. Certification – Please attach immediately after cover page**

#### **1. Certificate of Good Standing (If the Applicant is an Organization)**

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2018.

**Attached.**

#### **2. Declaration Statement**

The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawaii Revised Statutes. ([Link](#))

**Attached.**

#### **3. Public Purpose**

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. ([Link](#))

If approved and funded, this grant will be used for the public purpose of “preserving and sharing the cultural heritage of our upcountry community by bringing history to life for present and future generations,” as declared in the Makawao History Museum’s mission statement. This public purpose meets the requirements of the Hawaii Revised Statutes, Section 42F-102.

### **II. 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. Please include the following:

#### **1. A brief description of the applicant's background;**

In 2013:

- MHM began as the Makawao History Project in November 2013, funded by the Makawao Community Association (\$8,000) to exhibit historical artifacts from the upcountry region. Volunteers raised an additional \$15,000 to expand the presentation of upcountry artifacts and to house a semi-permanent exhibit for twelve months.



In 2015:

- The Project renamed itself the Makawao History Museum (MHM), developed an organizational infrastructure, moved to a permanent location on Baldwin Avenue in Makawao, and incorporated as a nonprofit.
- MHM received Historic Foundation awards: a Preservation Commendation Award for the initiation of the Museum and first year accomplishments and a Preservation Honor Award for Achievements in Interpretive Media for "Discover Historic Makawao - A Walking Tour."

In 2017-2018, MHM:

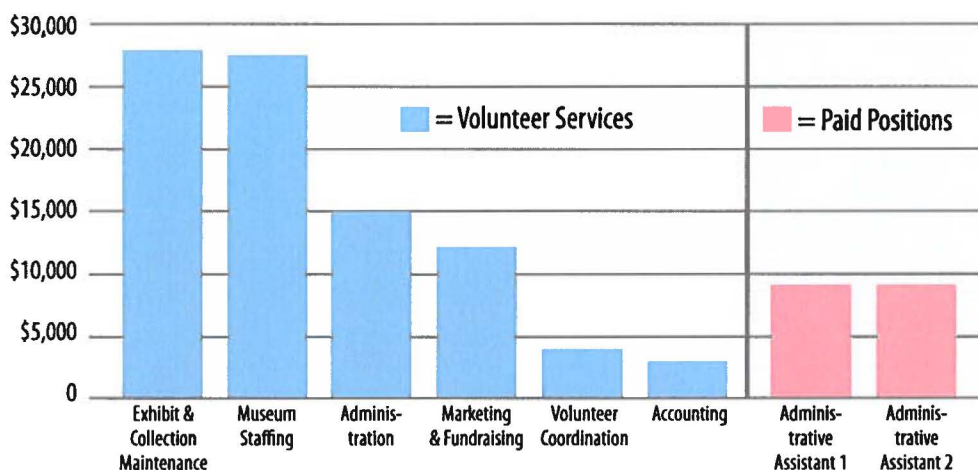
- Had 26,454 visitors.
- Exhibited 310 artifacts and the three rotating exhibitions "Stick Horses," "Never Idle- the Contributions of Ethel Baldwin," and Grandma Vovo's Kitchen: Portuguese Family Memories."
- Offered free admission 7 days a week thanks to a dedicated volunteer force. All other Museum functions are primarily the responsibility of unpaid Board or Community Advisory Council Members.

**2. The goals and objectives related to the request;**

**The MHM's primary goal is to safeguard the Museum's stability and long-term growth by increasing paid management staff and building out its organizational capacity.**

In 2018-2019, an estimated 28 volunteers will contribute 3,512 hours, at a total value of \$89,645.

**Estimated Annual Dollar Value of Volunteer Services vs Paid Positions**



Of this volunteer labor:

- 792 hours (at \$35/hour, valued at a total of \$27,720) will be spent on exhibits and collection maintenance;
- 266 hours (at \$15/hr, for a total of \$3,990) on volunteer coordination;
- 1,829 hours (at \$15/hr, for a total of \$27,435) to staff the Museum year-round;
- 250 hours for marketing and fundraising (at \$50/hr, a total of \$12,500);
- 300 hours for Museum administration (at \$50/hr, for a total of \$15,000);
- 75 hours for accounting (at \$40/hr, for a total of \$3,000).

Though the MHM employs two part-time administrative assistants, volunteers perform most administrative and operational functions currently.

**Thus, the specific goals related to this request are:**

**Goal 1: Improve the long-term stability of the Makawao History Museum.**

***Objective 1:** The Museum Board will hire an Executive Director (ED) in August 2019.*

***Objective 2:** The two part-time administrative assistant positions will merge into the newly formed position of Executive Assistant to be effective in October 2019.*

***Objective 3:** The ED will modify the current 2017-2020 strategic plan to reflect the new organizational structure with full time paid staff and use of increased fundraising and marketing resources.*

***Objective 4:** The ED will ensure that the Museum has reliable and adequate space for the presentation of exhibits and storage of excess artifacts, and organizational and management supplies, equipment, and documents.*

***Objective 5:** The ED will continue to strengthen volunteer support, specifically increasing the size of the MHM board, with a focus on recruiting individuals with financial and business skills and experience.*

**Goal 2: Increase revenues for the Makawao History Museum.**

***Objective 1:** The ED will be responsible for improving the Museum's marketing, fundraising, and development capabilities, including increasing individual and corporate sponsorships and donations to the Museum.*

***Objective 2:** The ED will increase retail revenues, building on – but not limited to -- current projects that raise funds through the sale of books, walking tours, postcards, greeting cards, pins, aprons, t-shirts, and the new annual signature fundraising event, the July Pancake Breakfast, which is presented in conjunction with the Makawao Parade.*

**Goal 3: Successfully transition from a primarily volunteer-run organization to an organization with a lean paid staff, supported by a robust volunteer workforce.**

***Objective 1:** Implement a new administrative and operational structure that avoids volunteer burnout but insures that all administrative and operational tasks are completed.*

***Objective 2:** Increase revenues enough to support the Executive Director and fulltime Executive Assistant in the long run, and to build the capacity to hire additional staff over time.*



The new Executive Director will ensure that the Makawao History Museum’s primary goal and objectives continue to be met, specifically:

**Goal 4: Provide Maui’s visitors and locals with the opportunity to learn of and experience the history of Makawao.**

***Objective 1:** Present Makawao history via compelling exhibits at the Makawao History Museum.*

***Objective 2:** Increase public awareness about Makawao history and Museum activities via traditional, digital, and social media.*

***Objective 3:** Contribute to increased community engagement regarding raising awareness about the Upcountry region, its residents, and culture through living history, and serve as a facilitator for engaged dialogue about, and commitment to, a common vision for Upcountry Maui, as defined in Maui’s County Community Plan for Makawao, Pukalani, and Kula.*

**3. The public purpose and need to be served;**

The Makawao History Museum:

- Was initiated by community members to respond to an identified need in Upcountry Maui.
- Serves the public purpose described in the 1996 Makawao-Pukalani-Kula Community Plan:
  1. *To support public and private efforts to inventory, evaluate, classify, register, and protect, as appropriate, cultural resources to increase public knowledge of the region’s rich and diverse cultural character.*
  2. *To promote community awareness of the Makawao-Pukalani-Kula region’s cultural and historic backgrounds through the establishment of museums, cultural centers and educational programs.*
- Helps preserve the uniqueness of upcountry Maui’s *paniolo*, ranching and plantation life-styles.
- Provides a focal point for informal discussions between old-timers, new residents, and visitors.
- Fosters a sense of belonging and responsibility among current residents.

**A Need Not Met by Others:**

MHM is the only museum that presents the history and cultural diversity of the entire Upcountry region, which the Maui County Community Plan defines as Makawao, (Haliimaile), Pukalani, and Kula.

**Economic Impacts:**

MHM attracts visitors (80% of attendees) and residents alike thereby supporting Makawao merchants’ retail sales and their commitment to preserving an authentic “*paniolo* town” ambiance and a unique shopping experience. These collaborative efforts between the Museum and merchants provide a vital foundation to the Upcountry economy and MHM answers the question, “*Where’s the museum?*” that visitors ask when they hear the word “historic” in front of Makawao Town.

**By educating local residents and visitors from around the world about Upcountry Maui’s shared multi-cultural history and serving as a focal point for the community, the Makawao History Museum meets many of the United Nations Sustainable Development Goals, specifically:**

|   |  |
|---|--|
| <p><b>GOAL #4</b><br/><b>Quality Education</b><br/>The Museum ensures inclusive and equitable quality education and promotes lifelong opportunities for all through exhibits, presentations and other educational program offerings.</p>  | <p><b>GOAL #5</b><br/><b>Gender Equality</b><br/>The Museum works toward achieving gender equality and empowering women and girls through presentations and education about the role women have played in the history of the Upcountry region, and specific exhibits about notable Upcountry residents, such as Ethel Baldwin.</p> |
| <p><b>GOAL #8</b><br/><b>Decent Work and Economic Growth</b><br/>The Museum supports inclusive and sustainable economic growth and full and productive employment by supporting the Upcountry small business community by providing a cultural foundation to the local economy and attracting people to the region.</p> | <p><b>GOAL #10</b><br/><b>Reduced Inequalities</b><br/>The Museum works to reduce inequalities by presenting extensive exhibits and promoting events that celebrate Upcountry Maui’s multi-cultural heritage.</p>  |
| <p><b>GOAL #11</b><br/><b>Sustainable Cities and Communities</b><br/>The Museum helps to make the Upcountry region more inclusive, safe, resilient, and sustainable by fostering a sense of belonging and responsibility among current residents and building a shared community vision.</p>                            | <p><b>GOAL #16</b><br/><b>Peace, Justice and Strong Institutions</b><br/>The Museum promotes peaceful and inclusive societies for sustainable development by serving as a focal point for old and new residents and visitors to gather and engage with each other.</p>   |

**4. Describe the target population to be served;**

- 26,000 residents and visitors.
- Local businesses.
- Local community groups and individuals.
- Members of the community who attend events such as the 4<sup>th</sup> of July parade and third Friday.
- Teachers and students, especially Makawao Elementary, Kalama Intermediate, King Kekaulike High and Montessori schools and Teacher Institute Day.
- Kaunoa RSVP program.
- National Park Service employees.

Thus, in addition to the 26,000 Museum visitors, the Makawao History Museum engages with hundreds of residents annually.

**5. Describe the geographic coverage.**

- MHM impacts are felt throughout the state, nationally, and internationally.
- Diverse visitors interact with the Museum via a strong internet presence, including a website visited by over 1,500 new users in Fiscal Year 2018 and an average of over 100 Facebook page engagements per month currently.

**III. 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;**

The Makawao History Museum will meet its goals and objectives by hiring an Executive Director who will be responsible for all aspects of the Museum's operation, management, and programs, as well as an Executive Assistant, whose role will incorporate the current duties of the two Administrative Assistants, who will no longer be needed, and provide support to the ED.

**The Executive Director** will provide the vision, inspiration, dynamism, and overall leadership for MHM, its staff, its museum board, and its other supporters and volunteers while serving as the key communicator and the public face of MHM to the public, donors, the community and government entities, museums and other institutions.



***He or she will perform the following functions and will report to the Museum Board:***

- Provide executive leadership and direction to the staff of the MHM, planning and overseeing the MHM's programs and activities.
- Hire, direct, and coordinate the activities of the MHM staff.
- Oversee the development, justification, allocation, and execution of the annual operating budget for the MHM.
- Develop and implement operating policy, standards, and procedures to assure the continued high quality of staff performance.
- Provide leadership and direction to volunteers in the areas of exhibitions, educational and public programs, scholarly initiatives, collections management, and external relations.
- Ensure that the MHM continues to fulfill its overall mission and vision.
- Ensure that the MHM adheres to established Museum policies and procedures.
- Develop and administer policies to achieve management objectives in such areas as staff development, labor management, employee relations, and equal employment opportunities.
- Engage with external partners such as museums, academic institutions, artists, and community organizations on initiatives locally.
- Represent MHM on a local, regional, and national level through interactions with entities and officials including, but not limited to, community councils, municipal offices, state and local government agencies and officials, arts and humanities councils, and the National Park Service.

***Working closely with the Board and the Advisory Council, the Executive Director will:***

- Make decisions concerning the MHM's staffing, budget, and organization.
- Ensure strategic alignment and overall board engagement.
- Collaborate on initiatives to increase the visibility and public awareness of the Museum and develop constituencies supportive of the MHM with other community museums.
- Plan, direct, and be deeply engaged in effective fundraising initiatives to support MHM programs and operations, including annual fundraising and fundraising for particular initiatives.
- Identify needs, assign priorities, and locate potential donors from private, corporate, and foundation sources.

***The new Executive Director will also be responsible for maintaining and continuing existing Museum programs, such as:***

Permanent Exhibits:

A saddle collection, a *paniolo* section of the Museum, photos of prominent Portuguese and Chinese families, schools and churches, pineapple farming, and ranching artifacts. The Museum is developing a permanent native Hawaiian exhibit.

Temporary Exhibits:

Two to three original short-term exhibits each year.

***The ED will build on existing special projects and collaborations, and will develop new projects, particularly those that will support increasing revenue sources.***

The Kūpuna Film is an example of a current project:

- The Museum has received \$36,000 in private grant funding to support filming interviews with local *kūpuna* for a documentary (The County of Maui OED, Fred Baldwin Memorial Foundation, Atherton Foundation, and A & B Foundation). The stories of 40 *kūpuna* have been digitally preserved so far. The Museum expects to complete filming of *kūpuna* stories and begin post-production this fiscal year.
- The post-production process will include developing a marketing plan to amplify the film and support distribution of a DVD. Preliminary planning includes working with Akakū and ‘Ōlelo community stations to promote the Museum and the film, utilizing a two to three minute customized trailer, as well as partnering with other community organizations to present the film premiere.
- This project will have a vital cultural and educational benefit for the community and can enhance marketing and development for the Museum. It has already provided a benefit to the *kūpuna* by demonstrating to them that their history is valued.

**The Executive Assistant** will report directly to the Executive Director and assist him or her in all aspects of administrative, development, fundraising, marketing, volunteer coordination, donor gift acknowledgements and database management. He or she will update social media sites and solicit or compose content for the e-newsletter. He or she will assist the Executive Director with exhibit planning, coordinate with the Exhibits Committee regarding dates of installations and related publicity. The Executive Assistant will track grant deadlines and reports, work with the grant writer and ED in the creation of grant applications, and initiate reports for the ED to review.

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

### **June 2019:**

- Establish an Ad Hoc Search Committee, comprised of two to three Board and Community Advisory Council members and two to three community leaders. Search Committee will have Museum experience, past experience working with nonprofit Executive Directors, business acumen, and community leadership in the Upcountry Maui region.
- The Search Committee makes final modifications to the Executive Director Job Description and submits it to the full Board for approval.
- MHM advertises for the Executive Director position at the Hawai`i Museum Association website and other community and nonprofit venues and publications. MHM will also reach out using word-of-mouth.

### **June-July 2019:**

- The Search Committee accepts and reviews applications.
- The Search Committee recommends up to three candidates to be interviewed by the Board.
- The Board interviews final candidates and approves the hiring of the new ED.

**August 2019:**

- New ED begins work.
- Board Members train the new Executive Director.

**October 2019:**

- The Executive Director will hire the Executive Assistant.

**January 2020:**

The Executive Director presents an 18-month marketing and development implementation plan to the Board, building on goals set forth in the 2017-2020 strategic plan, and based on a \$29,925 budget for the following expenses, which will be integrated into the new 2020-2023 Strategic Plan:

- Printing of brochures, letters, postcards: \$3,500
- Travel for seminars to Oahu and the Mainland: \$2,500
- Seminars and conferences: \$2,100
- Lunches with prospective supporters and advocates: \$2,000
- Computer and office equipment: \$5,000
- Donor software and monthly cloud subscription: \$1,200
- Domain name and email maintenance: \$1,500
- Postage: \$2,500
- Holiday events and July Parade: \$625
- Volunteer recognition: \$2,000
- Signage, advertisement placement in local and traveler publications: \$7,000

**May 2020:**

- The Executive Director and Board will develop the 2020-2023 Strategic Plan.

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

- The Ad Hoc Search Committee and the subsequently hired Executive Director will report to the Board, which will monitor and evaluate the search and hiring process. If the Search Committee and/or the new Executive Director do not perform as required, the Board of Directors will approve steps to address issues that arise.
- Once the Search Committee is approved, it will provide reports to the Board, which will approve the final Job Description and Minimum Qualifications. The Board will also be responsible for final approval of the hiring of the new Executive Director.
- Once hired, the Executive Director will work with the Board to modify the current three-year strategic plan adopted in 2017, and modified in 2018, to reflect the new staffing structure. Depending on budget options, he or she will present a marketing plan to the Board by December 31, 2019 and then provide monthly progress reports to the Board addressing the goals of the strategic plan and progress executing the new marketing plan.

- The new Executive Director will provide financial reports monthly, which specifically address marketing and revenue goals, describing new strategies, and reporting on donation and sales totals.
  - On a six-month or annual basis, volunteers will be surveyed regarding their perspectives on the transition.
  - The Board will evaluate the Executive Director after her/his first 90 days on the job and on an annual basis, utilizing best practice performance reviews. The Executive Director will conduct performance reviews of all other staff annually and present those reviews to the Board.
- 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.**

**Measures of Effectiveness:**

- The Makawao History Museum will provide information to the State agency about the new Executive Director, including his or her name and resume, and the start date of the hire.
- The Museum will provide the State agency with the Executive Director's new marketing plan once it is complete.
- The Museum will also report on donations, with a goal of increasing contributions by a minimum of 20% between September 2019 and June 2020.
- The Museum will report on merchandise sales, with a goal of increasing those by a minimum of 20% between September 2019 and June 2020.
- The Museum will report on grants applied for and received, with the expectation of continued funding by the County of Maui Office of Economic Development, increased funding through the Hawaii Community Foundation FLEX grant, and new sources of funds such as the Hawaii Tourism Authority, and local funders such as Bank of Hawaii.
- The Museum will report on newly created programs for revenue development – including for example, a formal corporate giving program with a formal process for soliciting funding, and which includes sponsorship opportunities and unique benefits, such as recognition events and walking tours for corporate staff.

## **IV. Financial**

### **Budget**

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**
  - a. Budget request by source of funds ([Link](#))
  - b. Personnel salaries and wages ([Link](#))
  - c. Equipment and motor vehicles ([Link](#))
  - d. Capital project details ([Link](#))
  - e. Government contracts, grants, and grants in aid ([Link](#))

Please find attached the budget request for support of increasing the capacity of the Makawao History Museum, including the hiring of an Executive Director, incorporating the present Administrative Assistants' duties into a full-time Executive Assistant position, support for fundraising and marketing expenses such as travel, printing, advertising, postage, events, computers, furnishings, and software, as well as partial funding of vital overhead expenses such as administration, rent, insurance, security, cleaning, and utilities. The Museum anticipates that the second year request will include similar line items and amounts.

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.**

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total Grant |
|-----------|-----------|-----------|-----------|-------------|
| \$23,000  | \$38,333  | \$38,333  | \$38,334  | \$138,000   |

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2020.**

MHM expects that all sources of funding besides Hawaii State Grant-in-Aid funding will total almost \$135,000 in fiscal year 2020. In 2019-2020, in addition to Grant-in-Aid funding, the Makawao History Museum will be seeking:

- \$20,000 in funding from the Maui County Office of Economic Development.
- Increased private foundation funding.
- Increased individual donations to at least \$26,000 (compared to \$22,452 in 2017-2018).
- Increased sales of merchandise to approximately \$12,650 (compared to \$10,361 in 2017-18).

Once the Executive Director begins implementing marketing and fundraising strategies, the Museum Board expects revenues to increase in each of the categories above, as well as in new categories, such as corporate sponsorships. Because building relationships with individuals and corporations that result in increased and sustained memberships and support takes time, revenues are not likely to increase substantially during the new Executive Director's first year in the position.



MHM will only apply for Grant-In-Aid funding for two years and by the end of the second year of funding, the Board expects to see significant increases in all sources of revenues that will support paid staff.

- 4. 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.**

The Makawao History Museum has not received any state or federal tax credits in the last three years, nor has the Makawao History Museum applied for or anticipates applying for any.

- 5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2020 for program funding.**

The Makawao History Museum has received Maui county government grants for each of the prior three years, and anticipates continued Maui County Office of Economic Development funding for 2019-2020. The Museum has not received any state or federal funding in the last three years.

- 2018-2019: \$20,000
- 2017-2018: \$25,000
- 2016-2017: \$30,000

- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2018.**

The Makawao History Museum has received a Hawaii Community Foundation FLEX grant of \$10,000 that is unrestricted and which has not yet been expended. The Museum expects to utilize this funding to match GIA funds in support of capacity building.

The Museum has an additional \$29,820 in donations and sales revenues in hand as of December 31, 2018 that are unrestricted.

## **V. Experience and Capability**

### **1. 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.**

The Makawao History Museum has demonstrated its capacity to present the history and culture of Upcountry Maui to visitors and residents seven days a week, as well as its commitment and ability to continue to strengthen the organization and its programs, over the last five years.

Because of its very lean paid staff, the entire Board of Directors is extremely involved in the day-to-day decision-making and operations of the Makawao History Museum.

The following Board Members perform core functions related to operations and fundraising:

- Board President Mary Orwig, who has been a resident of the Makawao area for 40 years, is an accountant with nonprofit accounting experience.
- Vice President Judy Mertens is co-owner of a protea farm and retail store Anuheia Flowers in Makawao. She was the prime mover in the establishment of the Museum as an outgrowth of the Makawao Community Association.
- Treasurer/Secretary Christina Cowan has been an integral part of the Maui arts community for forty-five years as the past President/CEO of the Maui Arts & Cultural Center, an educator, and a professional ceramicist.
- Assistant Secretary Kathy Nelson has been the Museum's volunteer coordinator for the last four years. She is a retired AT&T employee.
- Cherie Attix is Chair of the Exhibits and Collections Committee. In addition to her restoration experience, she is a realtor, and stages homes for sale, with particular expertise in historic homes. She is also an artist who has studied for many years through Hui No`eau Visual Arts Center.
- Marilyn Morikawa is a board member who grew up in pineapple country in Haiku and has lived in Pukalani for 48 years. She has been a member of the Makawao Buddhist Temple for over forty years and is a retired Kalama Intermediate School teacher.
- Patt Narrowe is a board member who has lived on Maui for 34 years during which time she has been self-employed as a graphic designer. She was instrumental in installing two history exhibits at the Kaluanui Estate, one the history of Hui No`eau Visual Arts Center and the other on a history of Haleakala Ranch.
- Michael Takemoto is a board member who is an assistant professor in the art department at University of Hawaii Maui Campus. He is a life-long resident of Maui and currently resides in Kula.
- Katie Matthew is a board member who has a degree in Museum Studies with an emphasis in Collection Management. She lives in Pukalani at works at Haleakala National Park as an archivist in its museum.

In August 2017, the Museum established an Advisory Council including twenty-two community leaders such as property owners, members of regional organizations, and former board members. The Council advocates for and advises the Museum as requested. The Board and Advisory Council members are actively involved in upcountry regional activities and other community groups. These linkages are core to the Museum's ability to achieve its goals and objectives, increasing MHM's outreach in the community and leveraging additional resources and volunteer support.

- The Council is currently in the process of developing a comprehensive email contact list to facilitate dialogue about individual and shared visions for Makawao. This list will include members of the Advisory Council, other property owners, merchants, recipients of the MHM Newsletter, Maui County Council Members, and Hawaii State Legislators.
- The Council will also assist with individual donations in the short-term.
- The Council will work toward longer-term objectives such as finding a larger, permanent home, which could possibly provide new sources of earned income.
- Advisory Council Member Sunny Jordan is the volunteer producer of the *Kūpuna* Film Project. As Vice President of Dolphin Galleries, Jordan ran nine galleries and a staff of 72 (including sales, operations, & office staff). She lived in Makawao for twenty-one years.

The other Community Advisory Council Members include Gail Ainsworth, Peter Baldwin, Steven Capelli, Kathy Collins, John Costales, Karen Fischer, Duane Hamamura, DeBorah Hoopingarner, Wendy Hudson, Wilbert Kajihara, Sissy Lake Farm, Kristina Lyons, Camille Lyons, Theo Morrison, Jim Niess, Brook Starr, Theresa Thompson, Charlene Thompson, and Benny Uyetake.

With regard to hiring and supervising the new Executive Director, the Board has been managing two part-time paid staff members for five years, as well as contractors, including a Grant Writer for two and a half years and a short-term contracted Collections Manager for one year. The Collections Manager developed and implemented a digital archive system for the Museum's artifacts, along with policies and procedures based on museum best practices. This was a very specialized position, which was successfully implemented with the support of private grant funding.

## 2. 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 Makawao History Museum rents two spaces in Makawao Town:

- The 350 square foot site of the Museum at 3643 Baldwin Avenue (\$1,562/month)
- A small 140 square foot office space at 3681 Baldwin Avenue (\$473.96/month)

## VI. Personnel: Project Organization and Staffing

### 1. 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 necessary qualifications for the Executive Director and Executive Assistant will be:

**Executive Director:**

Applicants will clearly demonstrate the necessary level of managerial and leadership skills and competence to successfully perform in this position, specifically to ensure that programs and initiatives are managed successfully, and that the organization transitions from a primarily volunteer-run organization to one with permanent paid staff. Thus, primary to the position will be the ability to develop new revenue sources through aggressive fundraising and marketing strategies.

The ability to embrace and enthusiastically communicate the Museum's mission will be one of the most valued qualifications for the new Executive Director. He or she will also need to be a visionary and a leader, capable of gently evolving the vision over time. He or she will also need to be willing to perform a range of duties, in order to implement that vision. And finally, a demonstrated rapport and understanding of the Upcountry community will be considered an asset and a degree or prior knowledge and experience in museum work or an applicable subject-matter field will be considered beneficial to the position.

**Specialized Experience**

The applications that meet the basic qualifications will be evaluated further against the following criteria:

1. Ability to lead and manage a multi-disciplined and culturally diverse paid and volunteer workforce. This should include fostering teamwork and high morale; attracting, retaining and motivating employees; and implementing EEO/Affirmative Action policies and programs.
2. Demonstrated entrepreneurial ability to build relationships and lead collaborative initiatives internally and externally with organizations to leverage support for and participation in programs.
3. Successful track record of raising funds from individuals, foundations, corporations and governmental organizations through gifts, grants and partnerships.

**Executive Assistant:**

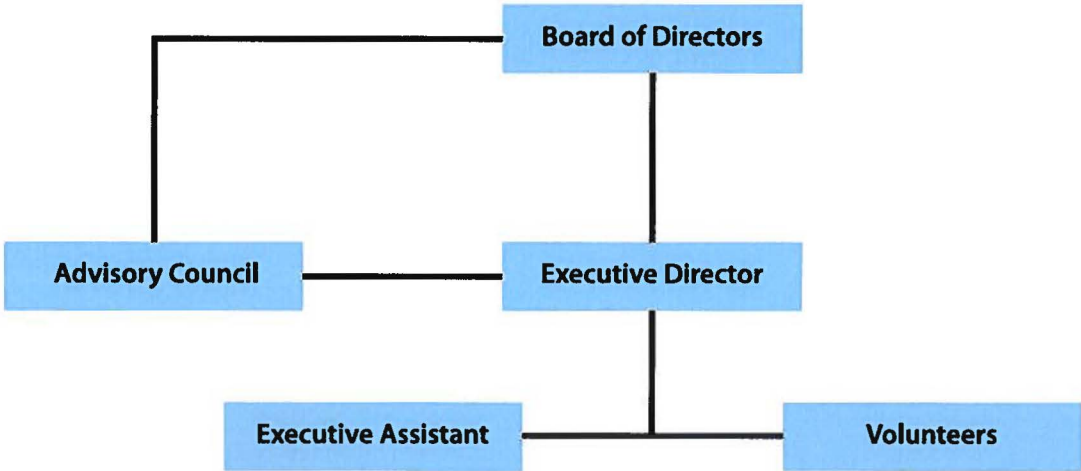
Applicants will have a strong passion for the work that is accomplished within the Museum, and will support the Executive Director. The position requires the applicants to possess some college and business office experience, with a college degree preferred. The applicants must possess an enthusiastic demeanor, flexible and adaptable attitude, strong organizational skills, and a personality that enjoys working with others. Professional oral and written communication skills are required.

**2. 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 organization chart that illustrates the placement of this request.**

Currently, the two part-time administrative assistants report to the Board President.

Once the Executive Director is hired, the Organizational Chart will be configured thusly:



**3. Compensation**

**The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.**

Once the Executive Director is hired, there will be two paid employees for the fiscal year ending June 30, 2020, including the Executive Director at \$64,167 in salary and \$15,973 in health insurance and payroll taxes, as well as an Executive Assistant at \$30,000 salary and \$9,810 in health insurance and payroll taxes.

Currently, the Organization only includes two paid part-time employees, the two Administrative Assistants, who are each paid \$20 per hour for approximately 6 hours per week.

**VII. Other**

**1. 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.**

There is no pending litigation to which the Makawao History Museum is a party.

## **2. Licensure or Accreditation**

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

Makawao History Museum has no specific licensures, nor accreditations, which are relevant to this request.

## **3. Private Educational Institutions**

**The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.**

This grant will not be used to support or benefit a sectarian or non-sectarian private educational institution.

## **4. Future Sustainability Plan**

**The applicant shall provide a plan for sustaining after fiscal year 2019-20 the activity funded by the grant if the grant of this application is:**

- (a) Received by the applicant for fiscal year 2019-20, but**
- (b) Not received by the applicant thereafter.**

The Makawao History Museum has developed a comprehensive capacity building budget including salaries for an Executive Director and an Executive Assistant, partial support of overhead, and funding of the development and initiation of a marketing plan. The Museum Board believes that two years will be required to fully transition from a volunteer-run to a more sustainable agency with paid employees. Thus, the Makawao History Museum will be returning to the State Legislature for a second Grant-in-Aid in 2020-2021. However, if the Museum does not receive Grant-in-Aid funding in 2020-2021, the Board will aggressively seek additional foundation funding, including possible federal support. If necessary, the Executive Director will accelerate the corporate sponsorship and other programs, which he or she will begin to develop as soon as he or she is hired.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

App

Makawao History Museum

| BUDGET CATEGORIES                           | Total State Funds Requested (a) | Total Federal Funds Requested (b)   | Total County Funds Requested (c) | Total Private/Other Funds Requested (d) |
|---|---------------------------------|---|----------------------------------|---|
| <b>A. PERSONNEL COST</b>                    |                                 |   |                                  |   |
| 1. Salaries                                 | 80,167                          | 0   | 1,500                            | 14,000                                  |
| 2. Payroll Taxes & Assessments              | 10,556                          |   |                                  | 4,427                                   |
| 3. Fringe Benefits                          | 10,800                          |   |                                  |   |
| <b>TOTAL PERSONNEL COST</b>                 | <b>101,523</b>                  |   | <b>1,500</b>                     | <b>18,427</b>                           |
| <b>B. OTHER CURRENT EXPENSES</b>            |                                 |   |                                  |   |
| 1. Airfare, Inter-Island                    | 2,000                           |   |                                  |   |
| 2. Insurance                                |                                 |   |                                  | 800                                     |
| 3. Lease/Rental of Equipment                |                                 |   |                                  |   |
| 4. Lease/Rental of Space                    | 3,388                           |   | 15,140                           | 5,904                                   |
| 5. Staff Training                           |                                 |   |                                  |   |
| 6. Supplies                                 |                                 |   |                                  |   |
| 7. Telecommunication                        |                                 |   | 1,860                            |   |
| 8. Utilities                                |                                 |   | 780                              |   |
| 9. Hotel                                    | 500                             |   |                                  |   |
| 10. Kupuna Video                            |                                 |   |                                  | 70,000                                  |
| 11. Exhibits                                |                                 |   |                                  | 3,483                                   |
| 12. Admin Expenses                          | 3,164                           |   |                                  | 13,968                                  |
| 13. Board Training                          |                                 |   |                                  | 1,200                                   |
| 14. Cleaning of Facility                    |                                 |   |                                  | 1,200                                   |
| 15. Facility Security                       |                                 |   | 720                              |   |
| 16. Printing & other advertising            | 10,500                          |   |                                  |   |
| 17. Seminars                                | 2,100                           |   |                                  |   |
| 18. Lunches, gifts, volunteer recognition   | 4,000                           |   |                                  |   |
| 19. Computer Equip, Software, Domain, Email | 7,700                           |   |                                  |   |
| 20. Postage & Holiday Events                | 3,125                           |   |                                  |   |
| <b>TOTAL OTHER CURRENT EXPENSES</b>         | <b>36,477</b>                   |   | <b>18,500</b>                    | <b>96,555</b>                           |
| <b>C. EQUIPMENT PURCHASES</b>               |                                 |   |                                  |   |
| <b>D. MOTOR VEHICLE PURCHASES</b>           |                                 |   |                                  |   |
| <b>E. CAPITAL</b>                           |                                 |   |                                  |   |
| <b>TOTAL (A+B+C+D+E)</b>                    | <b>138,000</b>                  |   | <b>20,000</b>                    | <b>114,982</b>                          |
| <b>SOURCES OF FUNDING</b>                   |                                 | Budget Prepared By:   |                                  |   |
| (a) Total State Funds Requested             | 138,000                         | Mary H. Orwig <span style="float: right;">808-573-1075</span>                   |                                  |   |
| (b) Total Federal Funds Requested           | 0                               | Name (Please type or print) <span style="float: right;">Phone</span>            |                                  |   |
| (c) Total County Funds Requested            | 20,000                          | <i>Mary H. Orwig</i> <span style="float: right;"><i>January 14, 2019</i></span> |                                  |   |
| (d) Total Private/Other Funds Requested     | 114,982                         | Signature of Authorized Official <span style="float: right;">Date</span>        |                                  |   |
| <b>TOTAL BUDGET</b>                         | <b>272,982</b>                  | Mary H. Orwig, President<br>Name and Title (Please type or print)               |                                  |   |



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant:   Makawao History Museum  

| DESCRIPTION<br>EQUIPMENT | NO. OF<br>ITEMS | COST PER<br>ITEM | TOTAL<br>COST | TOTAL<br>BUDGETED |
|--------------------------|-----------------|------------------|---------------|-------------------|
| N/A                      |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
| TOTAL:                   |                 |                  | \$ -          |                   |

JUSTIFICATION/COMMENTS:

N/A

| DESCRIPTION<br>OF MOTOR VEHICLE | NO. OF<br>VEHICLES | COST PER<br>VEHICLE | TOTAL<br>COST | TOTAL<br>BUDGETED |
|---------------------------------|--------------------|---------------------|---------------|-------------------|
| N/A                             |                    |                     | \$ -          |                   |
|                                 |                    |                     | \$ -          |                   |
|                                 |                    |                     | \$ -          |                   |
|                                 |                    |                     | \$ -          |                   |
|                                 |                    |                     | \$ -          |                   |
| TOTAL:                          |                    |                     | \$ -          |                   |

JUSTIFICATION/COMMENTS:

N/A

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: Makawao History Museum \_\_\_\_\_

| 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: 2017-2018                                | FY: 2018-2019 | FY:2019-2020          | FY:2019-2020                     | FY:2020-2021                         | FY:2021-2022 |
| PLANS                    N/A   |  |               |                       |                                  |                                      |              |
| LAND ACQUISITION N/A           |  |               |                       |                                  |                                      |              |
| DESIGN                    N/A  |  |               |                       |                                  |                                      |              |
| CONSTRUCTION    N/A            |  |               |                       |                                  |                                      |              |
| EQUIPMENT            N/A       |  |               |                       |                                  |                                      |              |
| <b>TOTAL:</b>                  |  |               |                       |                                  |                                      |              |
| <b>JUSTIFICATION/COMMENTS:</b> |  |               |                       |                                  |                                      |              |
| N/A                            |  |               |                       |                                  |                                      |              |



**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Apr

Makawao History Museum

Contracts Total:

95,000

|    | <b>CONTRACT DESCRIPTION</b> | <b>EFFECTIVE DATES</b> | <b>AGENCY</b>           | <b>GOVERNMENT ENTITY</b><br>(U.S. / State / Haw / Hon / Kau / Mau) | <b>CONTRACT VALUE</b> |
|----|-----------------------------|------------------------|-------------------------|--|-----------------------|
| 1  | Expected Operations Funding | 7/1/19-6/30/20         | Office of Economic Dev. | Maui County  | 20,000                |
| 2  | Operations Funding          | 7/1/18-6/30/19         | Office of Economic Dev. | Maui County  | 20,000                |
| 3  | Operations Funding          | 7/1/17-6/30/18         | Office of Economic Dev. | Maui County  | 25,000                |
| 4  | Operations Funding          | 7/1/16--6/30/17        | Office of Economic Dev. | Maui County  | 30,000                |
| 5  |                             |                        |                         |  |                       |
| 6  |                             |                        |                         |  |                       |
| 7  |                             |                        |                         |  |                       |
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| 25 |                             |                        |                         |  |                       |
| 26 |                             |                        |                         |  |                       |
| 27 |                             |                        |                         |  |                       |
| 28 |                             |                        |                         |  |                       |
| 29 |                             |                        |                         |  |                       |
| 30 |                             |                        |                         |  |                       |

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS 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 pursuant to Section 42F-103, Hawaii'i 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 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 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.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii'i 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 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'i 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'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant 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 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.

Makawao History Museum  
(Typed Name of Individual or Organization)

Mary H Orwig  
(Signature)

January 14, 2019  
(Date)

Mary H. Orwig  
(Typed Name)

President  
(Title)