

**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:

BEHawaii.org

Amount of State Funds Requested: \$ 41 0000

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

BEHawaii's (BEH) mission is to "Elevate Hawaii's people." We accomplish this mission by connecting and collaborating with local Hawaii businesses and nonprofits on programs and projects. In this economic development project -- designed to support and strengthen Hawaii's music industry, hula, and unique cultural assets statewide, nationally, and globally -- BEH is collaborating with Make Music Hawaii, the Hawaii Food and Wine Festival, and the Hawaiian Music Hall of Fame.

Amount of Other Funds Available:

State: \$ 30,000
Federal: \$ _____
County: \$ _____
Private/Other: \$ _____

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

\$ 30,000

Unrestricted Assets:

\$ 3,459.55

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:

2015 Hillcrest Street
City: Honolulu State: HI Zip: 96817-2026

Contact Person for Matters Involving this Application

Name:
Nalani Jenkins

Title:
Treasurer

Email:
nalani@721llc.com

Phone:
(808) 479-4609

Federal Tax ID#:

██████████

State Tax ID#

██████████



Authorized Signature

Tracy Lawson, President

Name and Title

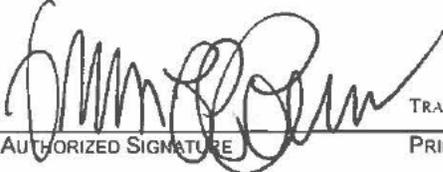
01-20-2022

Date Signed

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


AUTHORIZED SIGNATURE TRACY LAWSON, PRESIDENT 01/20/2022
PRINT NAME AND TITLE DATE

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

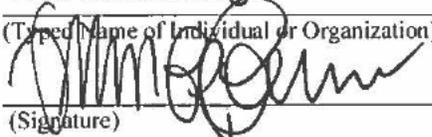
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide 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, Hawai'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, Hawai'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, Hawai'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.

BEHawaii.org

(Typed Name of Individual or Organization)



(Signature)

01/20/2022

(Date)

Tracy Lawson

President

(Typed Name)

(Title)

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, 2021. - Attached

2. Declaration Statement

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

BEHawaii will use the GIA grant funding for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

II. Background and Summary

Concisely summarize/highlight request to provide State Leg a broad understanding of the request. Please include the following:

1. A brief description of applicant's background;

BEHawaii's (BEH) mission is to "Elevate Hawaii's people." We accomplish this mission by connecting and collaborating with local Hawaii businesses and nonprofits on programs and projects – e.g., *Make Music Hawaii*, *Hawaii Food and Wine Festival*, and *the Hawaiian Music Hall of Fame* --- that support and strengthen Hawaii's music industry, hula, and unique cultural assets statewide, nationally, and globally.

Make Music Hawaii (MMH) was founded in Hawaii in 2020, aligning Hawaii with over 1,200 Make Music Day chapters worldwide, a global alliance spanning 120 countries ("Make Music Day | Worldwide Celebration Of Music | June 21, 2021"). Started almost 40 years ago in France, *Make Music Day* worldwide happens on June 21, the Summer Solstice. It is a day when people from all walks of life celebrate music with performances of all types and sizes throughout their cities. Make Music Hawai'i is newly chartered as Hawaii's exclusive statewide chapter of this global alliance. While *Make Music Day* is always a once-a-year event, Make Music Hawai'i: 1) celebrates *Make Music Day* every June 21; and 2) also produces and promotes events all year long. Make Music Hawaii creates music events that connect artists and venues. It successfully piloted its proof-of-concept in 2020 as a global marketing platform and revenue generator for Hawai'i's musicians, the music support industry, and cultural practitioners. This new platform is sorely needed to leverage more local, national, and international opportunities for Hawaii and its creative industries.



Hawai'i Food & Wine Festival is the premier epicurean destination event in the Pacific. The Festival features a roster of more than 150 internationally renowned master chefs, culinary personalities, sommeliers, mixologists, and wine and spirit producers. It was co-founded by two of Hawai'i's own James Beard Award-winning chefs, Roy Yamaguchi and Alan Wong. The Festival showcases culinary experiences, wine tastings, cultural engagement, and exclusive dining opportunities with dishes highlighting the State's bounty of fresh, local produce, seafood, beef, poultry, and spices. Since 2011,

the Festival has given over \$3 million to support local beneficiaries committed to culinary and agricultural education, sustainability, and cultural programs in Hawai‘i.

Hawaiian Music Hall of Fame’s (HMHF) mission is to “Promote, preserve, and perpetuate Hawaiian music and hula by celebrating the achievements of significant individuals and groups.” It celebrates Hawaiian music's unique and authentic history beginning with the Four Royal Composers of the Monarchy Period -- King David Kalakaua, Queen Liliuokalani, Princess Likelike, and Prince Leleiohoku.

2. The goals and objectives related to the request;

This “Make Music Hawaii Concert Series” project allows Hawaii state residents to get involved in a public-private partnership – *with the State government* – that will organically help improve the quality of life for all state residents. More than just event promotions, MMH utilizes proprietary MMD technology (Gemini Portal) -- and innovations (MMH Directory and MMH App) – to 1) connect artists and venues 2) facilitate networking with local and national composers and musicians, and 3) explore new revenue streams and opportunities.

This State of Hawaii/BEH partnership:

- Allows each partner to share its resources.
- Creates an optimal team by combining BEH’s musical concert series’ experience and State GIA funds.
- Transfers operational and project execution risks from the State to BEH, which has more experience in musical concert cost containment.
- By increasing the efficiency of the State’s investment, this collaboration optimizes the use of State GIA funds and allows more funds to be redirected to other important socioeconomic and resiliency areas.
- The greater efficiency of this public-private partnership may help increase the efficacy of the state budget.
- BEH leadership would ensure high-quality standards are maintained throughout the project’s life cycle.

Overall Goals and Objectives:

1. Create Positive Resident/Visitor Interaction: Visitors and locals enjoy music and cultural events. The worldwide live music industry's 2022 projected value is \$31 Billion (Research 2021). This includes ticket sales and sponsorships, with ticket sales 77% of the total (Research 2021). Equally relevant is the “growing demand for ‘Synergy’ between events and brands in the live concert industry” (Research 2021). COVID-19 lockdowns temporarily halted live music events in Hawai‘i, and Waikīkī showrooms/ performance venues have been shuttered for months.

a. Hawai‘i’s natural beauty provides visitors ample opportunities to enjoy beaches and scenic daytime hikes. But evening entertainment options are limited;

b. Music festivals, live events, and robust live music in clubs and restaurants throughout Hawai‘i will cause visitors to stay

longer and spend more. “Importantly, while communal celebrations, such as festivals... provide significant spending channels for local residents and visitors alike” (Pegg and Patterson 2010).

2. **Authentic Ways To Celebrate Hawaii’s Multicultural Heritage:** The largest music festival globally is Mawazine, a Moroccan festival with 2.5M attendees. It publicizes a unified, global love and appreciation of music and promotes Morocco globally as culturally open, tolerant, and inclusive. Similarly, Hawaii music and hula events celebrate our history, express aloha and the spirit of Hawaii, and create lasting memories of Hawaii like no other medium can.
3. **Support Better Community/Tourism Industry Relations:** Music concerts and festivals contribute to social inclusion and help build robust/interconnected communities. “Findings suggest festival organizers may contribute to social inclusion across four areas of society -- consumption, production, political engagement, and social interaction or *communitas* -- through factors such as providing opportunities for local participation, learning new skills, and access to education about social justice” (Laing and Mair 2015).

Make Music Hawaii (MMH) will:

1. Curate five free public live 2022-2023 music events statewide featuring established and upcoming Hawaii musicians.
2. Collaborate with the Hawaii Food and Wine Festival (HFWF) to provide five unique live performances 2022-2023 featuring Hawaii music artists, hula practitioners, and music genres at signature HFWF events.
 - a. Co-produce the live stage at five HFWF events.
 - Events will be live-streamed or recorded, so content is repurposed for TV, digital media platforms, and commercial platforms (in-flight and hotels) to promote Hawaii's artists; market Hawaii as a unique visitor destination, and capture one-of-a-kind content.
3. Brainstorm an annual music festival concept.
4. Create a Hawaiian music artist and venue online directory.
5. Research, design, and create a budget for a Hawaiian music artist and venue app.
6. BEHawaii, MMH, and HFWF will cross-sector co-market to expand the promotional reach to music and hula fans (cultural tourism) and foodies (culinary tourism).

The Hawaiian Music Hall of Fame:

The HMHF was created and is maintained by a tireless group of committed volunteers and community leaders. It features monthly authentic, historic, and culturally grounded HMHF Royal Room live music events that honor Hawaii’s music history. It creates monthly event content for Livestream and rebroadcast over various media channels. These livestreams increase HMHF awareness, highlight/elevate participating musicians and composers, and share Hawaii’s music, history, and culture worldwide. This GIA grant will also provide the funding to focus on the year’s upcoming inductees culminating in the annual “Lei of Stars” gala in May 2023, perpetuating Hawaiian music for visitors and local residents alike.

3. The public purpose and need to be served

The public purpose our project addresses is the critical need for “Economic Development and many of our people back to work” in the state of Hawaii due to the COVID-19 pandemic.

“In 2020, the global pandemic impacted the theatrical and home/mobile entertainment, as many movie theaters and production studios closed temporarily. As millions quarantined, viewers were forced to stay home for their video entertainment. Coinciding with the pandemic, was the emergence of new streaming video services from such prominent studios as Disney, Universal, and Warner Brothers joined Netflix, Hulu and Amazon. Hence, stay-at-home viewers were able to watch premium TV and movies across various screens and providers.” (Source: “The Impact COVID-19 Had On The Entertainment Industry In 2020.” April 13, 2021 / www.forbes.com)

An unfortunate by-product of the significant shift of families seeking more entertainment at home was that it eliminated thousands of jobs for musicians, sound people, technical support – nationwide, including across Hawaii.

"Unemployment is particularly high for performing artists, of whom 27.4 percent report being unemployed. The vast majority of artists have likely lost some or all of their income, not to mention losing the institutions on which they depend to earn their living. And there is no clear path back to pre-pandemic levels of employment." (Source: RAND Corporation Report, August 2020)

In 2020, millions of people who work in the creative industries had their lives upended in ways the usual gig economy ebb and flow could not anticipate. The artists’ gig economy’s large-scale dissolution during lockdown created a radical sea change. Many creators – including many talented Hawaii residents -- have had to reimagine their lives, putting their careers and their art on hold

The Coronavirus decimated Hawaii's economy. While the economic situation has started to improve, it is still plagued by pandemic-related workplace issues due to our heavy workforce dependence on tourism. Unfortunately for our state, disproportionate pandemic-related job losses were concentrated in service sectors – e.g., leisure and hospitality, education, and health services.

Not only did the vast majority of employment positions ground to a halt, but daycare centers, schools, and afterschool programs also closed or operated for minimal hours. This meant many working parents were forced to reduce their work hours or quit their jobs to take on more childcare responsibilities. And many of these experienced employees will not go back to work soon.



Hawaii's music industry grapples with the intense tourism fluctuations due to COVID and the decades-long revenue landslide due to CD burning, digital sales, and brick-and-mortar retail store closings. Hawaii is home to 1.4M people, but almost 10M visit Hawaii every year. They bring in \$17.8 billion

in tourism dollars spent on many things – e.g., Hawaiian music, music events, and music merchandise (Hawaii Tourism Authority, 2019).

Hawaii visitor counts, air travel, cruise ships, and hotel room occupancy declined dramatically during the pandemic. Visitor arrivals were down up to 99% in many months of 2020 (UHERO - Economic Research Organization at the University of Hawaii 2020). These factors created a 'perfect storm' of destruction for Hawaii's music industry. When music and tourism suffer, other Hawaii life aspects and the overall economy suffer.

BEHawaii will collaborate with MMH and the HFWF in planning and executing a 2022 – 2023 musical line-up. These curated MMH musical productions will support the themes for select HFWF events with a goal of co-producing five total HFWF musical performances on O'ahu (2), Hawaii Island (2), Maui (1), that help set the tone for the culinary experiences on these islands.

BEH plans to expand beyond its primary client base on O'ahu. The “Make Music Hawaii Concert Series” provides opportunities to identify and contract artists and music industry service providers (e.g., sound, lights, production, management, etc.) across the state. In its strategic planning, BEH will register tradenames for the various island concerts as a branding tool to elevate their respective talent, projects, and products. These island artists and products will have other opportunities to participate in statewide endeavors that BEH creates and expand their networks.

4. Describe the target population to be served;
Hawaii residents and visitors can attend these MMH concerts or the HFWF and HMHF events in person or view them on Livestream or digital platforms. The “Make Music Hawaii Concert Series” will directly benefit each island’s economy by creating paid opportunities for their musicians, sound companies, and other industry providers, while also promoting their talents and building awareness.
5. Describe the geographic coverage.

The “Make Music Hawaii Concert Series” will consist of five separate outdoor concerts -- O'ahu, Hawaii Island (one Kona side and one Hilo side), Kaua'i, Maui -- that highlight each island’s unique talent, including established and up-and-coming artists, and visiting artists.

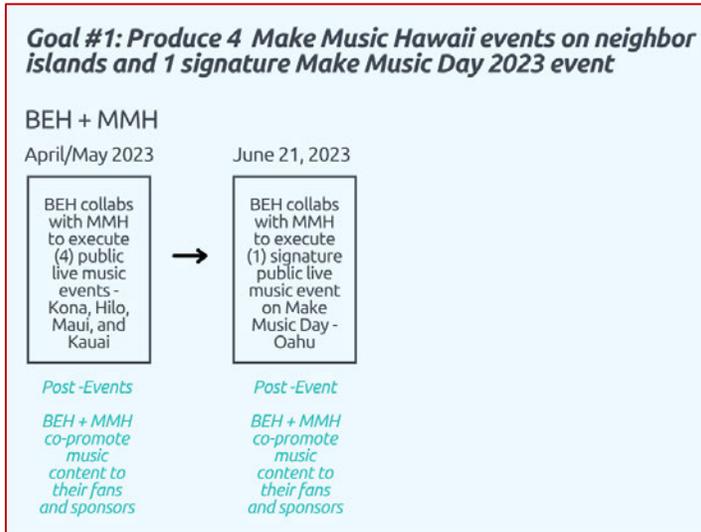
But -- *more importantly* -- the livestreams and video from these concerts will be promoted by MMH in perpetuity on its digital platforms and further co-promoted by other Hawaii businesses. These media initiatives will: benefit the artists directly by marketing their talents and raising awareness of them; and help Hawaii directly by highlighting these talented artists and Hawaii’s beauty.

III. Service Summary and Outcomes

Provide a detailed discussion of BEH’s approach to the request. Clearly and concisely specify results, outcomes, and measures of effectiveness. BEH shall:

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

Goal 1: BEH, in collaboration with MMH, will execute five live public music events on O'ahu, Hawaii Island (Kona and Hilo), Maui, and Kauai to introduce MMH statewide and encourage MMD participation from all six islands.



Goal 1 / Objective 1: Execute one signature public live MMH event on O’ahu, to celebrate Make Music Day 2023. **June 21, 2023.**

- Action Step 1: Produce event
- Action Step 2: Market event
- Action Step 3: Execute event
- Action Step 4: Livestream event
- Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 2 community groups / 2 upcoming musicians or 2 unknown musicians, and 1 headliner
3. Successfully Livestream on MMH platforms
4. Host on BEH and MMH platforms and attain 10,000 views in the first 12-months

Goal 1 / Objective 2: Execute one MMH public live event on Hawaii Island (Kona), to introduce MMH and encourage further participation in ongoing MMH events from all six islands. **April or May 2023.**

- Action Step 1: Produce event
- Action Step 2: Market event
- Action Step 3: Execute event
- Action Step 4: Livestream event
- Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group / 2 upcoming musicians or 2 unknown musicians
3. Successfully Livestream on MMH platforms
4. Host on BEH and MMH platforms and attain 10,000 views in the first 12-months.

Goal 1 / Objective 3: Execute one public live event on Hawaii Island (Hilo), to introduce MMH and encourage further participation in ongoing MMH events from all six islands. **April or May 2023.**

- Action Step 1: Produce event
- Action Step 2: Market event
- Action Step 3: Execute event
- Action Step 4: Livestream event
- Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group / 2 upcoming musicians or 2 unknown musicians
3. Successfully Livestream on MMH platforms

4. Host on BEH and MMH platforms, and attain 10,000 views in the first 12-months.

Goal 1 / Objective 4: Execute a public live event on Maui to introduce MMH and encourage further participation in ongoing MMH events from all six islands. **April or May 2023.**

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

Action Step 4: Livestream event

Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group / 2 upcoming musicians or 2 unknown musicians
3. Successfully Livestream on MMH platforms
4. Host on BEH and MMH platforms and attain 10,000 views in the first 12-months

Goal 1 / Objective 5: Execute a public live event on Kauai to introduce MMH and encourage further participation in ongoing MMH events from all six islands. **April or May 2023.**

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

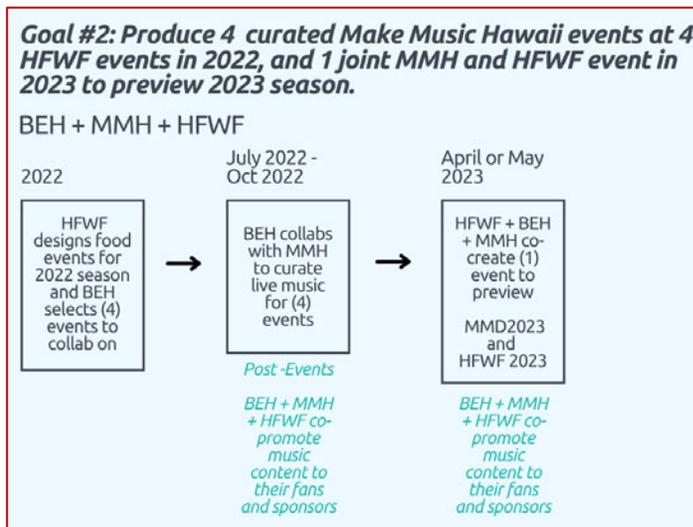
Action Step 4: Livestream event

Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group / 2 upcoming musicians or 2 unknown musicians
3. Successfully Livestream on MMH platforms
4. Host on BEH and MMH platforms and attain 10,000 views in the first 12-months

Goal 2: BEHawaii will collaborate with MMH and the HFWF in planning and executing a 2022 – 2023 musical line-up for HFWF. These curated MMH musical productions will support the themes for five select HFWF events with a goal of co-producing five total HFWF musical performances on O’ahu (2), Hawaii Island (1 or 2), and Maui (1 or 2).



2022 – 2023 musical line-up for HFWF. These curated MMH musical productions will support the themes for five select HFWF events with a goal of co-producing five total HFWF musical performances on O’ahu (2), Hawaii Island (1 or 2), and Maui (1 or 2).

Goal 2 / Objective 1: Execute a signature musical performance on Oahu at a select 2022 HFWF event. **September, October, or November 2022.**

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

Action Step 4: Livestream event

Action Step 5: Further promote

Livestream content on other platforms for more visibility and ongoing fan base engagement.

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group or 1 upcoming musician/ and 1 headliner
3. Successfully Livestream on MMH platforms
4. Host on MMH platforms, share through HFWF platforms and followers and attain 10,000 views over the next 12-months from the event date.

Goal 2 / Objective 2: Execute a signature musical performance on Hawaii Island at a select 2022 HFWF event.

September, October, or November 2022.

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

Action Step 4: Livestream event

Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group or 1 upcoming musician/ and 1 headliner
3. Successfully Livestream on MMH platforms
4. Host on MMH platforms, share thru HFWF platforms and followers, and attain 10,000 views over the next 12-months from the event date.

Goal 2 / Objective 3: Execute a signature musical performance on Maui at a select 2022 HFWF event.

September, October, or November 2022.

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

Action Step 4: Livestream event

Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group or 1 upcoming musician/ and 1 headliner
3. Successfully Livestream on MMH platforms
4. Host on MMH platforms, share thru HFWF platforms and followers, and attain 10,000 views over the next 12-months from the event date.

Goal 2 / Objective 4: Execute a signature musical performance on Maui or Hawaii Island at a select 2022 HFWF event. **September, October, or November 2022.**

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

Action Step 4: Livestream event

Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group or 1 upcoming musician/ and 1 headliner
3. Successfully Livestream on MMH platforms
4. Host on MMH platforms, share thru HFWF platforms and followers and attain 10,000 views over the next 12-months from the event date.

Goal 2 / Objective 5: Execute Oahu's signature music collab event to preview the upcoming 2023 Make Music Day and 2023 HFWF. **April or May 2023.**

Action Step 1: Produce event

Action Step 2: Market event

Action Step 3: Execute event

Action Step 4: Livestream event

Action Step 5: Further promote Livestream content on other platforms for more visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 community group or 1 upcoming musician/ and 1 headliner
3. Successfully Livestream on MMH platforms
4. Host on MMH platforms, share thru HFWF platforms and followers, and attain 10,000 views over the next 12-months from the event date.

Goal #3: Monthly live music events for HMHF

BEH + MMH + HMHF

July 2022 - June 2023

HMHF designs (12) monthly events for 2022 - 2023 season featuring or honoring current and future inductees

Post-Events

BEH + MMH + HMHF co-promote music content to their fans and sponsors

Goal 3: BEH, in collaboration with HMHF, will support 12 monthly public events on O’ahu, to promote the HMHF and its current and future inductees. **July 2022 – June 2023.**

Goal 3 / Objective 1: On the 21st of each month, BEH, in collaboration with MMH, will support HMHF performances on O’ahu to promote the HMHF and its current and future inductees.

Action Step 1: HMHF produces the event

Action Step 2: BEH and MMH co-market event

Action Step 3: HMHF executes the event

Action Step 4: HMHF and MMH Livestream event

Action Step 5: HMHF and MMH to further promote Livestream content on other platforms for more

visibility and ongoing fan base engagement

Performance Measures:

1. # of attendees (will vary based on COVID restrictions)
2. Feature 1 musical performance (solo, duo, trio, or community group)
3. Successfully Livestream on HMHF and MMH platforms
4. Host on MMH platforms, share thru HFWF and HMHF platforms and followers and attain 10,000 views in the first 12-months

Goal #4: Sponsor and support "Lei of Stars" gala for HMHF

BEH + MMH + HMHF

July 2022 - June 2023

HMHF designs "Lei of Stars" gala honoring current inductees

Post -Event

BEH + MMH + HMHF co-promote music content to their fans and sponsors

Goal 4: Sponsor and support the HMHF "Lei of Stars" Gala 2023 on O'ahu. **Tentatively May 2023.**

Goal 4 / Objective 1: Support the "Lei of Stars" Gala

- Action Step 1: Support event production
- Action Step 2: Co-market event
- Action Step 3: Support event execution
- Action Step 4: Share event Livestream

Performance Measures:

- 1. # of attendees (will vary based on COVID restrictions).

- 2. Feature 2023 HMHF inductees
- 3. Successfully share HMHF content on MMH platforms

Goal #5: Research, design and create budget for Make Music Hawaii App.

BEH + MMH

July 2022 - Dec 2022

Working with industry users and leaders, BEH and MMH will collaboratively brainstorm an app that will facilitate clients to book gigs with musicians in Hawaii.

This step 1 is the planning and development phase.

Goal 5: MMH will follow this development process to create a budget for the music artist and venue app. Working with industry users and leaders, BEH and MMH will collaboratively brainstorm an app that will facilitate clients to book gigs with musicians in Hawaii. Step 1 is the planning and development phase. (July 2022 – Dec 2022)

Goal 5 / Objective 1: Research app

- Action Step 1: Design app
- Action Step 2: Create app budget

Performance Measures:

- 1. Ease of use
- 2. # of venues
- 3. # of music artists
- 4. Positive user feedback
- 5. # of return users
- 6. Total number of users

Goal #6: Create Hawaii music artist and venue online directory

BEH + MMH

July 2022 - June 2023

Create and launch online directory, free to all music makers

BEH to launch and maintain directory with support from MMH

Goal 6: Create a Hawaii music artist and venue online Directory.

Goal 6 Objective 1: Create Directory and include the following:

- Action Step 1: Member Name (link to their individual profile.
- Action Step 2: Email address and social media handles.
- Action Step 3: Geographic Location
- Action Step 4: Music genre and band configuration
- Action Step 5: Photograph

Performance Measures:

1. Ease of use
2. # of venues
3. # of music artists
4. Positive user feedback
5. # of return users
6. Total number of users

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

Activities	2022						2023					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
BEH, in collaboration with HMHF, will support 12 monthly public events on O'ahu to promote the HMHF and its current and future inductees.	√	√	√	√	√	√	√	√	√	√	√	√
Execute one signature public live MMH event on O'ahu to celebrate Make Music Day 2023.	√	√	√	√	√	√	√	√	√	√	√	√
Execute signature musical performance on O'ahu at select 2022 HFWF event.			TBD	TBD	TBD							
Execute a signature musical performance on Hawaii Island at a select 2022 HFWF event.			TBD	TBD	TBD							
Execute a signature musical performance on Maui at a select 2022 HFWF event.			TBD	TBD	TBD							
Execute a signature musical performance on Maui or Hawaii Island at a select 2022 HFWF event.			TBD	TBD	TBD							
Execute one MMH public live event on Hawaii Island (Kona) to introduce MMH and encourage further participation in ongoing MMH events from all six islands.										TBD	TBD	

Execute one MMH public live event on Hawaii Island (Hilo) to introduce MMH and encourage further participation in ongoing MMH events from all six islands.										TBD	TBD	
Execute one MMH public live event on Maui to introduce MMH and encourage further participation in ongoing MMH events from all six islands.										TBD	TBD	
Execute one MMH public live event on Kauai to introduce MMH and encourage further participation in ongoing MMH events from all six islands.										TBD	TBD	
Execute O'ahu's signature music collab event to preview the upcoming 2023 Make Music Day and 2023 HFWF.										TBD	TBD	
Sponsor and support the HMHF "Lei of Stars" Gala 2023 on O'ahu .											TBD	
Execute one signature public live MMH event on O'ahu to celebrate Make Music Day 2023.												√

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

Merriam-Webster defines Quality Assurance (Q.A.) as *“the systematic monitoring and evaluation of the various aspects of a project, service, or facility to maximize the probability that minimum standards are being attained by the production process.”*

BEH leadership team understands a Q.A. plan is one of the most critical aspects of successfully implementing any quality system within the organization. The team also recognizes that -- *before beginning a project* -- Q.A. planning for project success evaluation and developing the tools necessary to collect desired data helps ensure:

- data-driven decisions guide the project’s overall success;
- an optimum Return On Investment;
- the efficacy of the project’s approach
- and how/when needed improvements are implemented to increase project success.

BEH’s Q.A. planning begins by forming a group dedicated to this activity. Plan development is an organization-wide activity. Our BEH Team first defines the project’s goals and objectives when planning. We then develop the corresponding quality goal and objective targets needed to ensure the project meets the highest standards.

Our BEH Team develops a Q.A. Plan to ensure all processes required for accomplishing the project are implemented successfully. This includes developing standard operating procedures (SOP). Our BEH Q.A Plan benefits initially by working with staff or partners who experienced challenges with previous projects. BEH understands experienced teams can anticipate and guard against problems during the project, which can affect its performance. We use their input to guide project protocols, techniques, and tools.

Considering the metrics, and collecting data on the efficacy of BEH’s initiatives, has been a root Q.A. practice since BEH’s inception. Project participants are routinely surveyed during and at projects’ end. Their feedback is compiled into a dynamic database where overall trends are analyzed and evaluated. BEH will use surveys and attendance sheets to collect data, assess performance, track client data points, and regularly survey participants and partners regarding their Make Music Hawaii event experience and any recommendations on improvement areas. Data will be compiled and reviewed against the performance metrics to identify areas of needed improvement and determine the best strategies to implement to effect positive change.

BEH is committed to openly sharing the outcomes of our data analysis with all stakeholders and the Senate Ways & Means and House Finance Committee so all involved can learn and benefit from one another’s findings. By sharing successful strategies and learning from each other’s lessons, we believe that we can expedite the roads to successfully addressing some of the critical resiliency needs facing our Hawaii economy. Lessons learned are a critical part of any community’s growth.

4. List the measure(s) of effectiveness reported to the State. The measure(s) will provide a standard and objective way for State to assess program's achievement or accomplishment.

BEH uses quantitative and qualitative Q.A. tools to assess program impact. We intend to collect data related to and evaluate event project performance using the following metrics:

% of attendees who are satisfied	100%
% who are likely to return to project in the future	100%
# of on-island residents attending and/or participating in project	10,000

# of neighbor-island residents attending and/or participating in project	1,500
# of out-of-state US visitors attending and/or participating in project	3,000
# of out-of-state international visitors attending and/or participating in project	1,500
Participants that learned something	100%
Total posts during project year	156
Cumulative followers	3,000
Increase in followers	300%
Percentage of participants that gained cultural knowledge	100%
Total Engagement (Facebook likes, Instagram hearts, Tik Tok likes/views, etc.)	100,000

IV. Financial

Budget

1. BEH will submit a budget using enclosed budget forms to detail request costs.
 - 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](#))

2. BEH will provide its anticipated quarterly funding requests for the fiscal year 2023.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$116,881.50	\$91,056	\$111,006	\$91,056.50	\$410,000

3. BEH will list all other funding sources they seek for the fiscal year 2023. BEH will be looking for funding from federal, other state, county grants. BEH will also be looking for foundation and corporate grants.
4. BEH will list: 1) all state and federal tax credits it has been granted in the prior three years; and 2) all state and federal tax credits it has applied for or anticipates applying for pertaining to any capital project, if applicable. Not applicable.
5. BEH will list all federal, state, and county government contracts, grants, and Grants-In-Aid granted in the prior three years and will be receiving for the fiscal year 2023 for program funding. BEH was just awarded a grant from the Hawaii Tourism Authority for \$30,000
6. BEH will provide balance of its unrestricted current assets as of December 31, 2021. BEH’s unrestricted current assets are \$3,459.55.

V. Experience and Capability

1. Necessary Skills and Experience

Brook Lee:

- Current Artistic Director for HMHF
- Artistic Director, Lei of Stars event for HMHF - The Lei of Stars is the annual induction of Hall of Fame artists and is usually done in person at a gala dinner event, where the inductees are celebrated through musical tributes and an award. HMHF shifted to a virtual version of Lei of Stars during the

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

Applicant: BEHawaii.org

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	95,000			
2. Payroll Taxes & Assessments	21,375			
3. Fringe Benefits	19,200			
TOTAL PERSONNEL COST	135,575			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	23,000			
2. Insurance	9,500			
3. Lease/Rental of Equipment	0			
4. Lease/Rental of Space	0			7,500
5. Staff Training	0			
6. Supplies	3,950			
7. Telecommunication	0			
8. Utilities	0			
9 Project Manager Contractor 1	42,000			
10 Project Manager Contractor 2 App/Dir	42,000			
11 Accountant - Contractor	28,800		3,000	
12 Soundman/Live Stream Contractor	44,500			
13 Event Coordinator Contractor	5,500			
14 Musicians 1	13,650			
15 Musicians 2	4,750			
16 Musicians 3	24,000			
17 Master of Ceremony	1,000			
18 Marketing/PR Contractor	15,500			
19 Administration			3,000	
20 Volunteers				16,375
TOTAL OTHER CURRENT EXPENSES	258,150		6,000	23,875
C. EQUIPMENT PURCHASES	16,275			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	410,000		6,000	23,875
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	410,000	Tracy Lawson (808) 478-2183		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	6,000			
(d) Total Private/Other Funds Requested	23,875			
TOTAL BUDGET	439,875	Tray Lawson, President Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2022 to June 30, 2023

Applicant: Behawaii.org

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	1	\$55,000.00	100.00%	\$ 55,000.00
Administrative Assistant	1	\$40,000.00	100.00%	\$ 40,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				95,000.00
JUSTIFICATION/COMMENTS: Both the Executive Director and the Administrative Assistant works on putting the events together all year round.				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

Applicant: BEHawaii.org

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Video Cameras	2.00	\$3,000.00	\$ 6,000.00	
Lighting	2	\$2,500.00	\$ 5,000.00	
Boom Mics	2	\$1,200.00	\$ 2,400.00	
Streaming Software	1	\$1,375.00	\$ 1,375.00	
Switcher	1	\$1,500.00	\$ 1,500.00	
TOTAL:	8		\$ 16,275.00	
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS: All the events will be lived streamed so they can be seen all over the world.				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

Applicant: BEHawaii.org

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: 2020-2021	FY: 2021-2022	FY:2022-2023	FY:2022-2023	FY:2023-2024	FY:2024-2025
PLANS	N/A					
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS: THIS SECTION IS NON-APPLICABLE						

pandemic as congregating in person was not allowed. Brook Lee produced an hour-long special to induct the Hall of Fame inductees on KHON2, the local Fox affiliate in Hawaii.

- Creator and producer of Modern Wahine Hawai‘i, a weekly magazine format show that highlights women in the local community and airs every Sunday at 7pm on KHII channel 5, the sister station to KHON. Modern Wahine is currently on season 3.
- Aloha Festivals 2021 - The pandemic though difficult for entertainers here in the islands, did create opportunities to think outside the box. When faced with the challenge of having the Aloha Festivals Court Investiture be canceled due to the congregating regulations, Brook pivoted the Investiture live online to preserve the continuity of having a court and successfully produced the investiture of the 2021 court, simultaneously opening up the ceremony to people all over the world.
- Producer of a half hour Aloha Festivals special that celebrated 75 years of Aloha here in the islands and was broadcast statewide on KHON2.

Nalani Jenkins:

- As President of Na Leo Music, Inc., 35-years producing and promoting musical performances in Hawai‘i, Japan, and the mainland US for Na Leo Pilimehana.
 - 25-years producing sound recordings and managing multiple record labels in Hawai‘i.
 - Composer and performing artist, with experience in intellectual property management and copyrights.
- BA in Business and MS in Organizational Leadership: Strategic Innovation and Change.
- As President of 721, LLC, digital platforms manager for Na Leo, 721, LLC, and Lawson & Associates.
- Proficient in Excel, MS Word, QuickBooks, ZOOM, Infusionsoft, and website development.
- 2001 PBN 40 Under 40.
- 2019 Native Hawaiian Chamber of Commerce O‘o Awardee.

Tracy Lawson:

- As President of Lawson & Associates, manages occupational safety and health professionals in construction, general industry, and film.
- COVID compliance support for film and events.
- Co-Founder of the Safety Intelligence Institute, with experience in zoom and digital content creation for training.
- 2021 PBN Business Leader of the Year Honoree
- 2020 PBN Businesswoman of the Year, State of Hawai‘i
- 2019 BBB Torch Award for Ethics
- 2019 SBA Small Businessperson of the Year – Honolulu
- 2015 PBN Best in Small Business winner

2. Facilities

BEH currently works out of a home office in Alewa Heights and can utilize 721, LLC’s office and training center in Kapalama for meetings. Various music events in this proposal are produced at venues Statewide.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

BEH will describe the proposed staffing pattern and proposed service capacity. BEH will also provide personnel qualifications and experience and describe its ability to supervise, train, and provide administrative direction.

PARTICIPATING ORGANIZATIONS

BEHawaii

BEHawaii's mission is to elevate Hawaii's musicians. These pursuits build knowledge, talents, skills, abilities, experience, intelligence, judgment, wisdom, and trust, individually and collectively. It accomplishes this mission by working with local Hawaii businesses and nonprofits on programs and projects – e.g., Make Music Hawaii, Hawaii Food and Wine Festival, and the Hawaiian Music Hall of Fame (HMHF) – that support and strengthen Hawaii's music industry, hula, and unique cultural assets statewide, nationally, and globally.

Make Music Hawaii was founded in Hawaii in 2020, aligning Hawaii with over 1,200 Make Music Day chapters worldwide, a global alliance spanning 120 countries ("Make Music Day | Worldwide Celebration Of Music | June 21, 2021"). Started almost 40 years ago in France, *Make Music Day* worldwide happens on June 21, the Summer Solstice. It is a day when people from all walks of life celebrate music with performances of all types and sizes throughout their cities. Make Music Hawai'i is newly chartered as Hawaii's exclusive statewide chapter of this global alliance. While *Make Music Day* is always a once-a-year event, Make Music Hawai'i: 1) celebrates *Make Music Day* every June 21; and 2) also produces and promotes events all year long. Make Music Hawaii creates music events that connect artists and venues. It successfully piloted its proof-of-concept in 2020 as a global marketing platform and revenue generator for Hawaii's musicians, the music support industry, and cultural practitioners. This new platform is sorely needed to leverage more local, national, and international opportunities for Hawaii and its creative industries.

Our Team

		
Nalani Jenkins Founder, Make Music Hawai'i <small>President of 501(c)(3) of 40-year Filmmakers Museum (Longform), entrepreneur, mother to 3 lovely green kids, and serves to 3 generations.</small>	Kaii Dalire Founding Member, Make Music Hawai'i <small>Kaii's role, from the 1980s, was as a member of the Hawaii Music Academy and Vice President of Hawaii Academy of Recording Arts and Entertainment (HARTE) (now Hawaii Recording Arts and Entertainment) (HARTE), manager and member of 5.</small>	Brook Antoinette Mahealani Lee Founding Member, Make Music Hawai'i <small>Created 1st Hawaiian Production Modern Music Label, former Vice President, member of 2, and Sports Ambassador.</small>
		
Alan Arato Founding Member, Make Music Hawai'i <small>Producer, Producer, 1980s-2000s, Producer for Tom Cruise Productions for 20 years, President of George Clooney's LLC.</small>	Kirra Downing Founding Member, Make Music Hawai'i <small>Editor of Communications at 501(c)(3)</small>	Kaiani Kiaha Committee Member, Make Music Hawai'i <small>Marketing Coordinator at 501(c)(3) since 2016, knowledge ambassador at school of health.</small>

Hawaii Food & Wine Festival

The Hawai'i Food & Wine Festival is the premier epicurean destination event in the Pacific. The Festival features a roster of more than 150 internationally renowned master chefs, culinary personalities, sommeliers, mixologists, and wine and spirit producers. Co-founded by two of Hawai'i's own James Beard Award-winning chefs -- Roy Yamaguchi and Alan Wong -- the Festival showcases culinary experiences, wine tastings, cultural engagement, and exclusive dining opportunities with dishes highlighting the State's bounty of fresh, local produce, seafood, beef, poultry, and spices. Since 2011, the Festival has given over \$3 million to support local beneficiaries committed to culinary and agricultural education, sustainability, and cultural programs in Hawai'i.

Hawaiian Music Hall of Fame

The Hawaiian Music and Dance Foundation -- dba Hawaiian Music Hall of Fame ("HMHF") -- is a 501c(3) nonprofit organization founded in 1994 whose mission is "to promote, preserve, and

perpetuate Hawaiian music and hula by celebrating the achievements of significant individuals and groups." It was founded by the artist Kahauanu Lake, of the famed Hawaiian music Kahauanu Lake Trio, in 1994. HMHF Museum takes advantage of the Beach Walk location to enhance the visitor experience through cultural information and to give local residents a reason to return to Waikīkī.

LEADERSHIP TEAM

BEHawaii Board Member -- Nalani Jenkins

Nalani Jenkins is a founding member, singer, and songwriter of Na Leo Pilimehana, the world's most successful female Hawaiian group, and international recording artists. She has 35 years experience producing Hawaiian music events in Hawaii, the US mainland, and Japan. Nalani is also President of 721, LLC, specializing in communications, marketing, and community engagement activities, including support for cultural practitioners, cultural events, and music event production/promotions. In March 2020, Nalani founded MMH, which helps support Hawaii's music industry's economic revitalization and transformation, including hula and Hawai'i's musicians. In 2020, 721 became a national MMD alliance chapter to bring Hawaii's music to the world. Nalani has a BA in Business and a MS in Organizational Leadership: Strategic Innovation and Change, both from the University of Denver.

BEHawaii Board Member -- Brook Lee

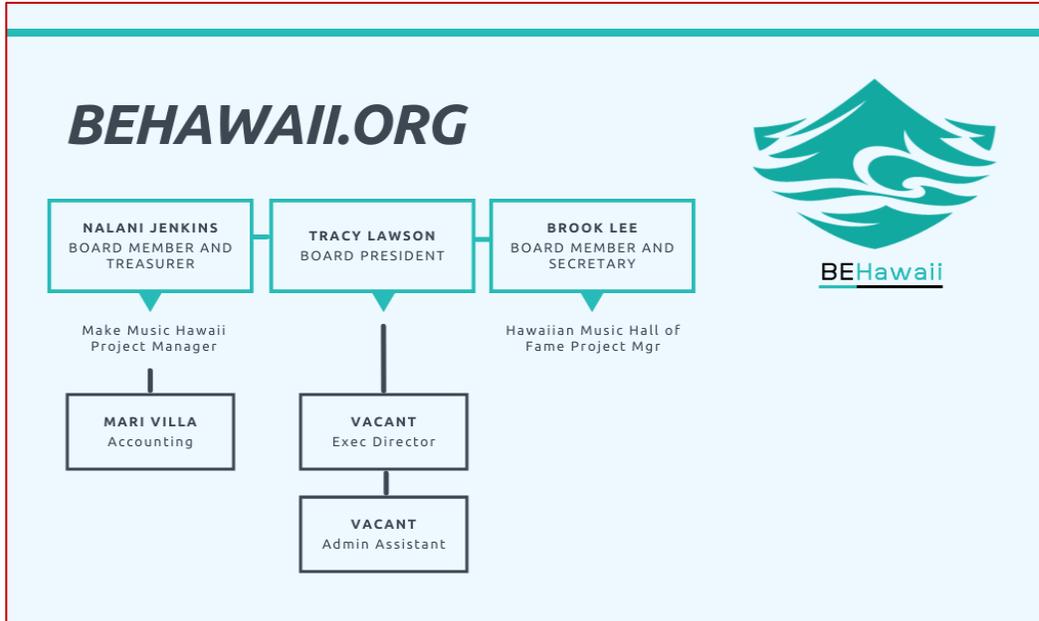
Brook Lee is a former Miss Universe from Pearl City, Hawaii, who represented Hawaii at the Miss USA pageant in Shreveport, Louisiana where she bested 50 other state contestants to win Miss USA. She then represented the US at the Miss Universe pageant in Miami, Florida, where 600 million people tuned in to watch. She spent her year as Miss Universe traveling the globe and went to 13 countries in 12 months. In 2020, Brook joined the MMH Founding Committee to facilitate events promotions and production and media projects that BEHawaii would support with MMD and MMH. She helped implement the MMH Jamms at the Royal Room and helps shape the synergy between MMH and HMHF.

BEHawaii Board Member -- Tracy Lawson

Tracy has over 30 years' experience in the occupational safety & health field. She has a B.S. in occupational safety and health and maintains several certifications. cy's expertise and experience providing COVID compliance on two current Hawaii TV productions is helpful when events plans are required for projects and events to comply with current State and Federal regulations. Tracy's COVID team volunteered support at the recent Aloha Festivals 2021 investiture ceremony.

2. Organization Chart

BEH will illustrate 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.



3. Compensation

BEH will provide an annual salary range paid three highest paid officers, directors, or employees by position title, not employee name.

There are no compensated officers, directors, or employees at this time.

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.

N/A – Does not apply to BEH

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.

N/A – Does not apply to BEH

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.

N/A – Does not apply to BEH

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2023-24 the activity funded by the grant if the grant of this application is:

(a) Received by BEH for fiscal year 2022-23, but

(b) Not received by BEH thereafter.

BEH's volunteers and board are constantly developing and implementing plans to diversify our funding, understanding the importance of long-term sustainability. In the past year, BEH has approached several new grantmakers – and we were, in turn, approached by several grantmakers - - for funding support.

We are pleased to report that – based on our highly successful two-year track record – we are now eligible for: city, state, and federal grants, as well as private, corporate, and community foundation grants. With the support of – and in consultation with our Board of Directors – BEH contracted a grant-writing team on O'ahu.

They will help BEH develop and implement a strategic fundraising plan incorporating an expanded city, state, and federal grant writing campaign. BEH anticipates their efforts, and ours will result in a successful grant-seeking program that will help ensure our financial future.

We are confident BEH will be able to increase our programmatic and organizational sustainability through a combination of several strategies:

- Strengthening both board and staff's fundraising capacity through professional development opportunities
- Building and sustaining relationships with other local foundations
- Developing stronger ties to local corporations as well as to small businesses
- Improving and innovating on our special events to bring in more revenues
- Evolving our annual mailing campaign through innovative donor-centric communication
- Expanding our individual donor cultivation activities, and
- Exploring earned-income strategies

We believe that through a robust fundraising plan -- combined with an organizational culture of philanthropy -- BEH will be able to sustain, expand, and scale its program to effectively serve the community for the long-term – way past this GIA applicable grant period.