

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.

C2I 1) Hawaii Compliance Express Certificate (If the Applicant is an Organization)

2) Declaration Statement

3) Verify that grant shall be used for a public purpose

4) Background and Summary

g 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](#))

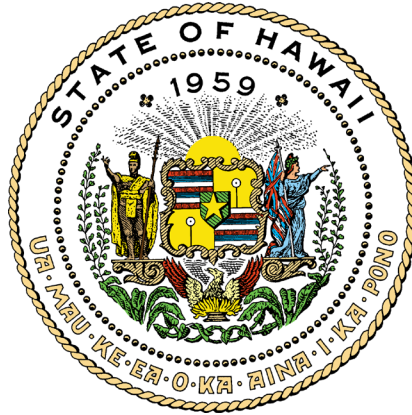
7) Experience and Capability

8) Personnel: Project Organization and Staffing


AUTHORIZED SIGNATURE

RICHARD PEZZULO
PRINT NAME AND TITLE

1/17/2025
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 according to the records of this Department,

HI'IPAKA LLC

was organized under the laws of the State of Hawaii on 12/05/2007 ;
that it is an existing limited liability company in good standing
and is duly authorized to transact business.



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: January 16, 2025

Director of Commerce and Consumer Affairs

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISD 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 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 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; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawaii 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.

Hi'ipaka LLC

(Typed Name of Individual or Organization)


(Signature)


(Date)

Richard Pezzulo

(Typed Name)

Executive Director

(Title)

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

Type of Grant Request:

D Operating **i** Capital

Legal Name of Requesting Organization or Individual: Oba:

Hi'ipaka, LLC

Amount of State Funds Requested: \$ 70_0_0_0_0_00

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

Hi'ipaka LLC respectfully requests GIA funds to support the perpetuity of the Hawaiian culture and history with K-12 students, community organizations, visitors and Native Hawaiians through the building of a cultural training and education center at Waimea Valley called Pu'ukua Hale.

Amount of Other Funds Available:

State: \$ 0 _ _ _ _ _

Federal: \$ 0 _ _ _ _ _

County: \$ a _ _ _ _ _

Private/Other: \$ 0 _ _ _ _ _

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

\$ \$266,713

Unrestricted Assets:

\$ \$14,992,765

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

Type of Business Entity:

i 501(C)(3) Non Profit Corporation

D Other Non Profit

O other

Mailing Address:

59-864 Kamehameha Hwy

City:

Haleiwa

State:

HI

Zip:

96712

Contact Person for Matters Involving this Application

Name:

Richard Pezzulo

Title:

Executive Director

Email:

rpezzulo@waimeavalley.net

Phone:

808-638-5851

Authorized Signature

Richard Pezzulo

Name and Title

ate Signed

GIA Narrative

I. Certification – Please attach immediately after cover page

1. Hawaii Compliance Express Certificate (If the Applicant is an Organization)

A copy of the Hi'ipaka, LLC Hawaii Compliance Express Certificate from the Department of Commerce and Consumer Affairs that is dated January 16, 2025, is inserted immediately after the Cover Page as requested.

2. Declaration Statement

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

Hi'ipaka, LLC declares that it is in compliance with Section 42F-103, Hawaii Revised Statutes, and that it:

(A) Grants shall be awarded only to individuals who, and organizations that:

- (1) Hi'ipaka, LLC is not required to be licensed or accredited to conduct the activities or provide the services for which a grant is awarded;
- (2) 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;
- (3) Agrees not to use state funds for entertainment or lobbying activities; and
- (4) 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

(B) In addition, that Hi'ipaka, LLC:

(1) Is:

- (a) Incorporated under the laws of the State;
 - (b) Spends at least ninety per cent of its operating budget in the State; and
 - (c) Is registered with the department of commerce and consumer affairs and in possession of a valid certificate of vendor compliance issued by the State that documents the organization's compliance and good standing with the United States Internal Revenue Service, department of taxation, department of labor and industrial relations, and department of commerce and consumer affairs; and
- (2) 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.

(C) Further, Hi'ipaka, LLC is a nonprofit organization:

- (1) It has been determined and designated to be a nonprofit organization by the Internal Revenue Service; and
- (2) Hi'ipaka, LLC has a governing board whose members have no material conflict of interest and serve without compensation.

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.

Hi'ipaka, LLC will use funds from this grant solely to support the creation and development of Pu'ukua Hale and program.

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:

Our project addresses the support, preservation and perpetuation of Hawaiian culture and practices through the building of a cultural education and training center called Pu'ukua Hale. Our project supports cultural practices through educational programming with K-12 student learning activities about the *ahupua'a* land system and way of life and by supporting and engaging cultural practitioners who will interact with the students and other visitors.

Waimea Valley is a living museum of Native Hawaiian history and culture. It is the only fully intact *ahupua'a* (land division from the mountain to the sea) on the island of O'ahu that is interpreted to the public through programs and exhibits. Habitation is documented as early as 1090 A.D. and through the mid-1800s when as many as 1,000 people lived in the Valley. Waimea was a thriving community where inhabitants applied the *ahupua'a* system of land management that included all the natural resources from *ma uka* (uplands) to *ma kai* (sea). A large population lived in the lower valley and uplands, with documentation of traditional *hale* (houses), dryland and wetland *kalo* (taro) farming, fishing, burial practices, *kālai pōhaku* (stone carving), canoe-making, and Makahiki seasonal celebrations and games. They lived within a complex system of farming and fishing subsistence, prayer to various *akua* (gods), natural resource management, and the *kapu* system of religion.

Waimea served as a significant location on O'ahu where practitioners of the *kahuna* tradition (experts in maintaining and perpetuating wisdom) became advisors to *ali'i* (ruling leaders) across Hawai'i. Its Hale O Lono *heiau* (religious site) is carbon dated to as early as 1470 A.D. Accounts of early governance at Waimea describe a system overseen by *kahuna nui* (high priests). As early as 945 A.D., Kamapua'a, chief of O'ahu, gave all lands containing the word "wai" to the *kahuna* (priest) class. Later chief Kahiki'ula and his brothers redistributed the lands, specifically giving Waimea to the priestly class. Waimea became known as "The Valley of the Priests." In 1090 A.D., Waimea *ahupua'a* was awarded to famed and powerful *kahuna nui* Lonoawohi, who served four *mō'i* (rulers) during his lifetime. In 1650, Kaopulupulu, a highly skilled *kilolani* (astronomer) was appointed *kahuna nui*. When the warrior *ali'i* Kahekili won the rule of O'ahu in 1783, he appointed his high priest Kaleopu'upu'u to Waimea, who in turn appointed his son, Koi, a warrior priest in Kahekili's army. Koi is believed to have used Pu'u O Mahuka Heiau and Kūpopolo Heiau, two large *heiau* that sit atop the east ridge and west ridge overlooking the Valley. Through transfers of power in the late 1700s, Waimea was given in perpetuity to the Pā'ao class of *kahuna*, who were expert navigators. King Kamehameha

appointed Puou as his first *kahuna nui* of Waimea. When Puou died, his son Hewahewa became *kahuna nui*.

Hewahewa turned out to be the last reigning *kahuna nui* at Waimea. He died in 1837, distinguished as the longest-serving *kahuna nui* of Waimea. His death coincided with continuous rapid changes in Hawaiian society. The 1848 Māhele division of land that converted the traditional model of land stewardship and *mālama 'āina* to private ownership and title had detrimental impacts on the *maka 'ainānā* (Hawaiian commoners) residing in Waimea who became disenfranchised from the land where they lived and had cultivated for generations. Traditional habitation of Waimea *ahupua'a* came to an end. Waimea Valley today is a resting place for *iwi kūpuna* (the bones of our ancestors). Hewahewa is buried in Waimea at an undisclosed location.

Today Waimea Valley has a reconstructed *kauhale* (village) built on the original footprints of an authentic village that existed hundreds of years ago. The *kauhale* consists of a *Hale Wa'a*, a canoe-building *hale* (structure); *Hale Kapa*, a *hale* to pound bark into cloth, mix natural color dyes, and stamp designs onto finished cloth; *Hale Ola* (house of health) to pound and blend medicinal herbs; *Hale Mua* (men's eating house); *Hale 'Āina* (women's eating house); and *Hale Noa* (family sleeping house). It also includes an *imu*, an outdoor cooking pit that serves as an underground oven when lined with rocks and covered with coconut fronds. Just outside the *kauhale* is *Hale Papa'a*, a farmer's storehouse, that sits above a *kalo* (taro) garden with several heirloom *kalo* varieties.

Other cultural sites include the Kū'ula Stones, a shrine dedicated to the god of fishermen, and a games site as well and *Hale Iwi* (house of bones) and several burial sites that are intentionally kept secret in order to protect the sanctity of the burials. Visitors will see ancient agricultural terraces with remnants of rock walls and formations still in place. The Valley is also a notable ethnobotanical landmark, which is intricately linked to its cultural importance.

2. The goals and objectives related to the request:

The project components all support the preservation and perpetuation of Hawaiian culture and practices. The Pu'ukua education program will include construction of an open air hale, curriculum development and the design and planting of an agro and native forest for outdoor classroom learning.

The new hale and garden will provide dedicated space for school programming, with better logistical features for safe student drop-offs, conveniently located teaching tools and garden features that will enhance learning outcomes. The Pu'ukua area will include a large agro-forest, mala, lei and la'au lapa'au garden and will have a separate education and sensory garden, so Waimea programs can build in more hands-on cultural and natural resource management learning experiences.

The design of the hale is included as part of the Architect and Engineering contract under an EDA grant with the construction cost covered by Hi'ipaka LLC. Construction is not expected to take place until late 2025 with a program launch in early 2026. In the interim, the agroforestry garden will be out planted.

This project will strengthen our cultural education program by bringing K-12 student audiences to the Valley to learn about the *ahupua'a* system and all of its connections to cultural practices.

It will strengthen our cultural education for adults by giving them an opportunity to observe cultural practitioners and engage with them and even perform some of the cultural activities and tasks themselves. These achievements will be measurable through our School Visits calendar, recorded feedback of students and teachers, visitor satisfaction surveys, and daily written reports completed by the cultural practitioners.

3. The public purpose and need to be served:

The need for more cultural experiences was identified during our recent Strategic Planning process by staff and community stakeholders who expressed a desire for more daily authentic cultural experiences. They requested a shift from stagnant stations to more interactive and hands-on experiences and opportunities. They recommended we forge partnerships with schools to engage youth and offer incentives such as reduced or free admission fees and *kama 'āina* days. With this project we can promote lifelong learning and discovery that starts for children in K-12 school visits and continues for adults, visitors, and attracts *kama 'āina*, to come and learn about Hawaiian culture, practices and the history of the Valley.

4. Describe the target population to be served:

The primary audience of our project are children in grades K-12 and the 400,000 visitors who come to Waimea Valley each year. The visitor count includes approximately 80,000 *kama 'āina* (20%) who visited the Valley each year. *Kama 'āina*, the North Shore community, and the Hawaiian community have been involved in planning for Waimea Valley through our recent Strategic Planning process. A community survey was sent to 4,002 people, and 43% of them requested more authentic cultural experiences and more focus on sharing Waimea Valley's history and Hawaiian culture. Key stakeholders also participated in two days of in-person, facilitated discussion.

Our primary mission is to serve and represent the Hawaiian community in sustaining heritage, culture, and knowledge. To that end, the ultimate beneficiaries of this project are Native Hawaiians who are likely to be aided in the long-term by this project because Waimea Valley is their legacy.

5. Describe the geographic coverage.

The geographic coverage of this project would be all Hawaii schools K-12, communities, organizations and visitors that want to learn and engage with Hawaiian culture and practices.

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;

New construction of a Hawaiian educational site at Pu'ukua including an agroforestry garden and traditional Hawaiian *hale*. The Pu'ukua property acquired by Waimea Valley in 2018. The three-acre site was purchased through a partnership with the North Shore Community Land Trust, which holds the conservation easement, and the City and County of Honolulu Clean Water Natural Lands program. The partnership agreement includes a plan to develop the site for

cultural education use by Waimea Valley's cultural program staff who envision a 2,400sf traditional Hawaiian *hale* to host school groups and a 10,000sf educational garden that includes heirloom plant cultivars of *kalo*, *'awa*, *kō*, and *mai'a*, developed over hundreds of years by Native Hawaiian ancestors.

Under the leadership of the Executive Director and managers, Hi'ipaka LLC will use funding to support the building and development of Pu'ukua Hale.

- Collaborate with a contractor to plan and develop a project strategy to build a cultural education and training facility at Waimea Valley called Pu'ukua Hale.
- Provide oversight, management and support of construction activities for Pu'ukua Hale
- Utilize project plans and calendars to help facilitate completion of project construction and activities

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

Project Timeline:

- Q1 FY 2026- Start construction of Pu'ukua Hale
- Q2 FY 2026- Completion of Pu'ukua Hale

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

Hi'ipaka LLC will evaluate and monitor quality assurance by:

- Utilizing a project plan and timeline
- Surveying project completion goals
- Surveying quality of performance by project contractors

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.

Hi'ipaka LLC will report the following:

- The project plan timeline and completion
- The project plan budget and any additional costs or changes in materials from the project plan
- A final report featuring details of the project
- A utilization report 1 year after completion of the project

**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)

See attached document

b. Personnel salaries and wages (Link)

See attached document

c. Equipment and motor vehicles (Link)

See attached document

d. Capital project details (Link)

See attached document

e. Government contracts, grants, and grants in aid (Link)

See attached document

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2026.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$350,000	\$350,000			\$700,000.00

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2026.

Hi'ipaka LLC has annual income from admission fees, contracted services, vendors, events, donations, federal, state and community grant funding. It is also currently seeking funding from federal, state and community grants.

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.

Not Applicable

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 2026 for program funding.

Federal EDA, IMLS, DOI, HHS, NRCS State FSP, Legacy Lands,(DLNR)

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2024.

Hi'ipaka LLC's estimated unrestricted current assets as of December 31st, 2024, are \$14,992,765

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.

Hi'ipaka LLC, board of managers, staff and volunteers are long standing cultural education and training facilitators with the history and knowledge of Hawaiian culture and Waimea Valley.

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.

Hi'ipaka LLC maintains an office at Waimea Valley 59-864 Kamehameha Hwy, Haleiwa, HI 96712. Grant activities will be focused at the same location.

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.

Hi'ipaka LLC, its leadership and staff have dedicated their careers and lives to supporting the preservation and perpetuity of Waimea Valley, its history and the Hawaiian culture that existed and continues to exist today. Current board members include individuals of the community and Native Hawaiian ancestry.

Hi'ipaka LLC is an organization currently with the appropriate staff to run the many programs it supports:

- The Executive Director has supported the organization for over 10 plus years and has responsibility for all administrative and operational duties of the Hi'ipaka LLC office and supports the Board of Managers.
- The executive team has the responsibility of developing quality professional managers of the different programs within the organization.
- The program managers ensure operational needs are met with the appropriate staff, training and personnel performance.
- The coordinators help facilitate and implement the tasks, duties and goals for the organization.
- General staff support and implement organizational goals and initiatives during their day-to-day performance.

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.

The Executive Director is the sole individual responsible for the supervision and completion of the funded project.

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.

Executive Director range \$175,000-\$195,000

Director of Operations \$120,000-\$145,000

Retail Store and Services Manager \$95,000-\$110,000

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.

Not applicable

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.

Not Applicable

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.

Not Applicable

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2026 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2026, but**
- (b) Not received by the applicant thereafter.**

Hi'ipaka LLC will continue to seek funding from annual membership passes, events, foundations, stakeholders, and grants

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2025 to June 30, 2026

App

Hi'ipaka LLC

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				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
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17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	700,000			
TOTAL (A+B+C+D+E)				
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	700,000	Ashton Ho / 808-638-5866		
(b) Total Federal Funds Requested	0	Name (print) Phone		
(c) Total County Funds Requested	0	1/17/2025		
(d) Total Private/Other Funds Requested	0	Signature of Authorized Official Date		
TOTAL BUDGET	700,000	Richard Pezzulo Executive Director Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: Hi'ipaka, LLC

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				0.00
JUSTIFICATION/COMMENTS: Not Applicable				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: _____ Hi'ipaka, LLC _____

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	0
JUSTIFICATION/COMMENTS: <div style="text-align: center; font-size: 1.2em;">Not Applicable</div>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				0
JUSTIFICATION/COMMENTS: <div style="text-align: center; font-size: 1.2em;">Not Applicable</div>				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2025 to June 30, 2026

Applicant: Hi'ipaka LLC

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:2023-2024	FY:2024-2025	FY:2025-2026	FY:2025-2026	FY:2026-2027	FY:2027-2028
PLANS	0	0	0	0	0	0
LAND ACQUISITION	0	0	0	0	0	0
DESIGN	0	0	0	0	0	0
CONSTRUCTION	0	0	700000	0	0	0
EQUIPMENT	0	0	0	0	0	0
TOTAL:	0	0	700,000	0	0	0
JUSTIFICATION/COMMENTS:						
Construction Contract to build Hawaiian Hale						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Ap Hi'ipaka, LLC Contracts Total: 5,269,054

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Federal EDA	2022-2027	EDA	U.S.	3,750,000
2	IMLS	2024-2025	IMLS	U.S.	150,000
3	DOI	2022-2025	DOI	U.S.	225,000
4	HHS	2022-2025	HHS	U.S.	642,208
5	NRCS	2021-2030	NRCS	U.S.	181,633
6	State FSP	2015-2026	DLNR	State	266,713
7	Legacy Lands	2024	DLNR	State	51,000
8	FSP Planning	2024	DLNR	State	2,500
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HAWAIIAN HALE

Hi'ipaka, LLC
PROJECT DIRECTORY

HI'IPAKA, LLC
59-864 KAMEHAMEHA HWAY
HALEIWA, HAWAII 96712
808.638.7766
RICHARD PEZZULO
RPEZZULO@WAIMEAVALLEY.NET

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55 MERCHANT STREET, SUITE 1400
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DEMPSEY PACIFIC
P.O. BOX 10384
HONOLULU, HI 96816
808.227.2043
POC: TY DEMPSEY
TY@DEMPSEYPACIFIC.COM

SCHNACKEL ENGINEERS INC.
1585 KAPIOLANI BLVD. SUITE 1320,
HONOLULU, HI 96814
808.892.3660
CHARLES LOVELACE
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PROJECT ADDRESS :	59-864 KAMEHAMEHA HIGHWAY, HALEIWA, HAWAII 96712
TMK:	6-1-002:002 AND 6-1-002:005
PROJECT DESCRIPTION:	CONSTRUCTION OF NEW TRADITIONAL HAWAIIAN HALE, NEW SCHOOL BUS STOP AND SITE IMPROVEMENTS.

[illegible]

PROJECT LOCATION

NORTH

RIM

55 MERCHANT STREET
SUITE 1400
HONOLULU, HI 96813
PHONE: 808.550.0844

www.rimarchitects.com



LICENSE EXPIRES 4-30-2

THIS WORK WAS PREPARED BY ME
OR UNDER MY SUPERVISION AND
CONSTRUCTION OF THIS PROJECT
WILL BE UNDER MY OBSERVATION

SCHEMATIC
DESIGN
DOCUMENTS

HIIPAKA WAIMEA VALLEY - HAWAIIAN HALE
59-864 Kamehameha Highway, Haleiwa, Hawaii 96712

PROJECT TITLE:
ADDRESS:
TMK:
OWNER:
SHEET TITLE:

[illegible]

NO	DESCRIPTION	DATE
DATE :		2024.02.27
PROJECT NO :		223078
DRAWN BY :	DG	
CHECKED BY :	JM	
COPYRIGHT :	2024 RIM ARCHITECTS	

DWG NO:


G-001

SHEET 1 OF 18

CITY AND COUNTRY OF HONOLULU
REVISED ORDINANCE CHAPTER 32,
HONOLULU COUNTY CODE 1990

To the best of my knowledge, this project's design substantially conforms to the Building Energy Conservation Code for:

 X Building Component Systems

Signature:  Date: 2/27/24
Name: EDDIE EBERT
Title: ARCHITECT
License No.: 15931

GENERAL NOTES

1. CAREFULLY REVIEW ALL CONSTRUCTION DOCUMENTS PRIOR TO BID AND START OF CONSTRUCTION. CONFIRM THAT WORK INDICATED IN THE CONSTRUCTION DOCUMENTS IS BUILDABLE AS SHOWN. IMMEDIATELY NOTIFY THE ARCHITECT IN WRITING OF ANY CONFLICTS, DISCREPANCIES AND OMISSIONS IN THE WORK SHOWN.
2. CAREFULLY COMPARE ALL CONSTRUCTION DOCUMENTS WITH EXISTING SITE CONDITIONS PRIOR TO BID AND START OF CONSTRUCTION. IMMEDIATELY NOTIFY THE ARCHITECT IN WRITING OF ANY CONFLICTS, DISCREPANCIES AND OMISSIONS.
3. DO NOT SCALE DRAWINGS. REVIEW ALL DIMENSIONS SHOWN IN CONSTRUCTION DOCUMENTS PRIOR TO BID AND START OF CONSTRUCTION. IMMEDIATELY NOTIFY THE ARCHITECT IN WRITING OF ANY CONFLICTS, DISCREPANCIES AND OMISSIONS.
4. MAINTAIN FIRE DURATION OF WORK EXITS, LIGHTING, FIRE PROTECTION DEVICES AND ALARMS REQUIRED BY ALL APPLICABLE CODES, ORDINANCES AND AUTHORITIES HAVING JURISDICTION. VERIFY WITH AUTHORITY.
5. KEEP IN PLACE AND STORED MATERIALS DRY AT ALL TIMES. REMOVE ITEMS THAT BECOME WET FROM PROJECT SITE AND DISPOSE OF IN A LEGAL MANNER.
6. ALL DIMENSIONS ARE TO STUD OF FINISH U.O.N.
7. PLANS FOR THE SPRINKLER SYSTEMS MUST BE SUBMITTED TO THE BUILDING INSPECTION DIVISION AND APPROVED BY THE FIRE DEPARTMENT.

CODE REFERENCES

GOVERNING CITY/COUNTY CODES

- 2012 INTERNATIONAL BUILDING CODE WITH CURRENT ROH AMENDMENTS
- 2012 INTERNATIONAL EXISTING BUILDING CODE 2012, WITH CURRENT ROH AMENDMENTS
- STATE ENERGY CONSERVATION CODE: HAWAII ADMINISTRATIVE RULES, CH. 3-181.1, PER HRS, SEC. 107-28.
- 2015 INTERNATIONAL ENERGY CONSERVATION CODE 2015 WITH CURRENT ROH AMENDMENTS
- 2017 NATIONAL ELECTRICAL CODE WITH CURRENT ROH AMENDMENTS
- 2012 UNIFORM PLUMBING CODE
- HVAC: HAWAII DEPARTMENT OF HEALTH, TITLE 11, CHAPTER 39 AIR CONDITIONING AND VENTILATION, CHAPTER 48 VENTILATION SYSTEM.
- 2018 NFPA-1 UNIFORM FIRE CODE WITH ALL REFERENCES AND INDUSTRY BENCHMARKS
- SANITATION: HAWAII DEPARTMENT OF HEALTH, TITLE 11, CHAPTER 11.
- THE LAND USE ORDINANCE, [HTTP://WWW.HONOLULU.GOV/OCS/ROH/193-SITE-OCS-CAT/975-ROH-CHAPTER-21.HTML](http://WWW.HONOLULU.GOV/OCS/ROH/193-SITE-OCS-CAT/975-ROH-CHAPTER-21.HTML)
- DPP: DEPARTMENT OF PLANNING AND PERMITTING RULES RELATING TO ADMINISTRATION OF CODES. [HTTP://WWW.HONOLULUDPP.GOV/HOME.ASPX](http://WWW.HONOLULUDPP.GOV/HOME.ASPX)

STATE BUILDING CODES

- 2018 INTERNATIONAL BUILDING CODE
- 2018 INTERNATIONAL ENERGY CONSERVATION CODE
- 2018 FIRE CODE (UFC-2018, NFPA 1)
- 2017 NATIONAL ELECTRICAL CODE
- 2018 UNIFORM PLUMBING CODE
- ELEVATORS. HAWAII ELEVATOR CODE PART 11, CHAPTER 230.1
- HEATING VENTILATION AND AIR CONDITIONING, DEPARTMENT OF HEALTH, TITLE 11, CHAPTER 39
- SANITATION: DEPARTMENT OF HEALTH, TITLE 11, CHAPTER 11
- 1982 ABA: ARCHITECTURAL BARRIERS ACT WITH CURRENT AMENDMENTS

ZONING INFORMATION

STATE LAND USE:	AGRICULTURE DISTRICT CONSERVATION DISTRICT
ZONING (LUO):	AG-1 RESTRICTED AGRICULTURAL DISTRICT COUNTRY DISTRICT P-1 RESTRICTED PRESERVATION
TMK:	6-1-002:002. 6-1-002-002:005
LAND AREA:	78,171,591 SF 1,794.5728 ACRES
FLOOD ZONES:	AE, AEF, D, X, XS
SMA:	YES
SETBACK:	NONE

PARKING

PARKING REQUIRED:	XX
EXISTING PARKING PROVIDED:	95
ADA STALLS PROVIDED:	XX
ADA VAN STALL:	XX
LOADING STALLS PROVIDED:	XX

BUILDING INFORMATION

HAWAIIAN HALE - TRADITIONAL HAWAIIAN ARCHITECTURE

SPRINKLER: NO
OCCUPANCY: A-3
BUILDING AREA: NEW - 1,500 SF

OCCUPANCY LOAD			
	SF	OCC SF	OCC LOAD
ASSEMBLY	1500	5	300

[illegible]

NO	DESCRIPTION	DATE
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DRAWN BY :	DG	
CHECKED BY :	JM	
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DWG NO:

G-002

SHEET 2 OF 18

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LICENSE EXPIRES 4-30-24

Ed Ebert

THIS WORK WAS PREPARED BY ME
OR UNDER MY SUPERVISION AND
CONSTRUCTION OF THIS PROJECT
WAS UNDER MY OBSERVATION

SCHEMATIC
DESIGN
DOCUMENTS

PROJECT TITLE: HIIPAKA WAIMEA VALLEY - HAWAIIAN HALE
ADDRESS: 59-864 Kamehameha Highway, Haleiwa, Hawaii 96712
TWM: 6-1-002:002 AND 6-1-002:005
OWNER: HI'IPAKA, LLC
SHEET TITLE: PROJECT DATA

ABBREVIATIONS

[illegible]

1. THE CONTRACTOR SHALL FOLLOW THE GUIDELINES IN THE CITY AND COUNTY OF HONOLULU'S RULES RELATING TO WATER QUALITY.
2. THE OWNER OF THE PROPERTY OR THEIR AUTHORIZED REPRESENTATIVE AGENT MUST DESIGNATE A PERSON RESPONSIBLE FOR IMPLEMENTING THE ESCP AT THE PROJECT SITE ("ESCP COORDINATOR") PRIOR TO PERMIT ISSUANCE USING THE FORM PROVIDED AS APPENDIX A TO THE RULES RELATING TO WATER QUALITY.
3. THE CONTRACTOR SHALL COMPLY WITH THE PROJECT SCHEDULING REQUIREMENTS OF THE CITY'S RULES RELATING TO WATER QUALITY.
4. MEASURES TO CONTROL EROSION AND OTHER POLLUTANTS SHALL BE IN PLACE BEFORE ANY EARTHWORK IS INITIATED.

WHEN THE DISTURBED AREA WILL NOT BE WORKED FOR 14 CONSECUTIVE DAYS OR MORE.
6. PERMANENT STABILIZATION. ALL DISTURBED AREAS SHALL BE PERMANENTLY STABILIZED USING VEGETATIVE COVERING, PAVEMENT, OR EQUIVALENT. PRIOR TO REMOVING EROSION AND SEDIMENT MEASURES, TRAPPED SEDIMENT AND AREAS OF DISTURBED SOIL SHALL RESULT FROM THE REMOVAL OF THE TEMPORARY MEASURES SHALL BE IMMEDIATELY AND PERMANENTLY STABILIZED.
7. PRESERVE EXISTING VEGETATION. CLEARLY MARK THE EXISTING VEGETATIVE AREAS TO BE PRESERVED WITH FLAGS OR TEMPORARY FENCING. WHERE TEMPORARY FENCING IS USED, FENCING MUST BE ADEQUATELY SUPPORTED BY POSTS AND MAINTAINED IN AN UPRIGHT POSITION.
8. MINIMIZE SOIL COMPACTION. AREAS WHERE FINAL VEGETATIVE STABILIZATION OR INFILTRATION PRACTICES WILL BE INSTALLED SHALL BE PROTECTED FROM EXCESSIVE COMPACTION DURING CONSTRUCTION. VEHICLES AND EQUIPMENT USE SHALL BE RESTRICTED TO TECHNIQUES TO CONDITION THE SOILS TO SUPPORT VEGETATION SHALL BE IMPLEMENTED IN THE AREAS THAT HAVE BEEN COMPACTED AND ARE DESIGNATED TO REMAIN VEGETATIVE OR POST-CONSTRUCTION INFILTRATION AREAS. CLEARLY MARK THE AREAS TO BE AVOIDED WITH FLAGS OR TEMPORARY FENCING. WHERE TEMPORARY FENCING IS USED, FENCING MUST BE ADEQUATELY SUPPORTED BY POSTS AND MAINTAINED IN AN UPRIGHT POSITION.
9. PERIMETER CONTROLS. PERIMETER CONTROLS ARE REQUIRED DOWN SLOPE OF ALL DISTURBED AREAS. MAINTAIN DOWNSTREAM VEGETATED BUFFER AREA.
10. INLET PROTECTION. ALL STORM DRAIN INLETS ONSITE AND OFFSITE SHALL MAY RECEIVE RUNOFF FROM THE SITE. THE SITE SHALL USE AN INLET PROTECTION DEVICE UNLESS THEY ARE DIRECTED TO A SEDIMENT BASIN. SEDIMENT LEVELS MAY NOT EXCEED ONE THIRD OF THE HEIGHT OF A SEDIMENT BARRIER OR INLET PROTECTION DEVICE AT ANY POINT ALONG THE LENGTH OF THE SEDIMENT BARRIER OR THE INLET PROTECTION DEVICE. SEDIMENT BARRIERS AND INLET PROTECTION DEVICES MUST BE UNOCLOGGED AND CLEANED WHEN PERFORMANCE IS COMPROMISED. TORN, WEATHERED OR SAGGING SEDIMENT BARRIERS OR INLET PROTECTION DEVICES MUST BE REPAIRED OR REPLACED IMMEDIATELY.
11. SEDIMENT TRAP. SEDIMENT TRAP MUST BE KEPT IN EFFECTIVE OPERATING CONDITION AND SEDIMENT SHALL BE REMOVED TO MAINTAIN AT LEAST ONE THIRD OF THE DESIGN CAPACITY AT ALL TIMES.
12. VELOCITY DISSIPATION DEVICES. CHANNEL LININGS, STRUCTURES, OR FLOW BARRIERS THAT ARE PLACED AT OUTLETS FOR STORM DRAINS, PIPES, CULVERTS, STEEP DITCHES, FLUMES AND AREAS OF CONTACTED FLOW TO LOWER FLOW VELOCITIES. PREVENT SCOUR AND DISSIPATE ENERGY. NO STORM DRAIN FACILITIES SHALL BE PROVIDED FOR THE PROJECT, SO VELOCITY DISSIPATION DEVICES ARE NOT ANTICIPATED FOR THE PROJECT.
13. TRACKING CONTROL. MINIMIZE SEDIMENT TRACK-OUT ONTO OFF-SITE STREETS, OTHER PAVED AREAS, AND SIDEWALKS FROM VEHICLES EXITING THE CONSTRUCTION SITE BY RESTRICTING VEHICLE TRAFFIC TO PROPERLY DESIGNATED AREAS AND USING ADDITIONAL CONTROLS TO REMOVE SEDIMENT FROM VEHICLE TIRES PRIOR TO EXITING THE SITE. VEHICULAR PARKING AND MOVEMENTS ON PROJECT SITES MUST BE CONFINED TO PAVED SURFACED OR PREDEFINED PARKING AREAS AND VEHICLES SHALL BE MARKED WITH FLAGS OR BOUNDARY FENCING. ALL POLLUTANTS AND MATERIALS THAT ARE DROPPED, WASHED, TRACKED, SPILLED, OR OTHERWISE DISCHARGED FROM A PROJECT SITE TO OFF-SITE STREETS, OTHER PAVED AREAS, SIDEWALKS OR THE MS4 MUST BE CLEANED USING DRY METHODS SUCH AS SWEEPING OR VACUUMING. WASHING POLLUTANTS AND MATERIALS THAT ARE DISCHARGED FROM THE PROJECT SITE TO THE MS4 INTO DRAIN INLETS OR CATCH BASINS IS PROHIBITED UNLESS THE MATERIAL IS SEDIMENT AND THE INLETS ARE DIRECTED TO A SEDIMENT BASIN OR SEDIMENT TRAP.
14. BEST MANAGEMENT PRACTICES (BMPs) SHALL NOT BE REMOVED UNTIL FINAL STABILIZATION IS COMPLETE FOR THE PROJECT.
15. REFER TO CITY AND COUNTY OF HONOLULU BEST MANAGEMENT PRACTICES MANUAL - CONSTRUCTION, FOR MORE INFORMATION ON BMPs.
16. THE FOLLOWING BMPs WERE DETERMINED TO BE NOT APPLICABLE BASED ON THE SPECIFIC SITE CONDITIONS. A BRIEF EXPLANATION OF WHY EACH OMITTED BMP IS UNNECESSARY OR IMPRACTICABLE FOR THE PROJECT HAS BEEN PROVIDED UNDER SEPARATE DOCUMENTATION TO DPP. AS CONSTRUCTION PROGRESSES, REVISIONS MAY BE NECESSARY AND WILL BE PROVIDED TO DPP INSPECTORS.
 - VELOCITY DISSIPATION DEVICES ARE NOT APPLICABLE
 - DEWATERING PRACTICES ARE NOT APPLICABLE

1. INSTALL STABILIZED CONSTRUCTION ENTRANCE, PERIMETER CONTROLS, INLET PROTECTION, AND TEMPORARY FENCING FOR PROTECTED AREAS. CLEARING AND GRUBBING AS NECESSARY FOR TeIE INSTALLATION OF TeIESE BMPS.
2. CONSTRUCT TEMPORARY SEDIMENT TRAP, STABILIZE IMMEDIATELY.
3. CONSTRUCT TEMPORARY SWALES TO DIRECT RUNOFF INTO THE SEDIMENT TRAP, STABILIZE IMMEDIATELY.
4. INSTALL PERMANENT DRAINAGE SYSTEM WITeI TEMPORARY INLET PROTECTION FOR INLETS TeIaT DO NOT DRAIN TO TeIE SEDIMENT BASINS. CLEAR AND GRUB AS NEEDED FOR INSTALLATION.
5. CLEAR, GRUB AND GRADE TeIE SITE, REFER TO SITE PLAN. RELOCATE, RECONSTRUCT AND MAINTAIN BMPS AS NEEDED TO KEEP TeIeM EFFECTIVE AT ALL TIMES. INITIATE TEMPORARY STABILIZATION IMMEDIATELY ONCE GRADING IS COMPLETED.
6. PROCEED WITeI CONTRACTION WITeI LEAST POSSIBLE DISTURBANCE OF VEGETATIVE AREAS AND TEMPORARY STRUCTURES.
7. PLANT PERMANENT GROUND COVER ACCORDING TO TeIE LANDSCAPING PLAN AS SOON AS POSSIBLE.
8. REMOVE OR DISMANTLE TEMPORARY EROSION CONTROL STRUCTURES AFTER FULL ESTABLISeIEMENT OF PERMANENT VEGETATIVE COVER.
9. PRACTICE GOOD eIHOUSEKEEPING MEASURES TeIROUGeI TeIE DURATION OF CONSTRUCTION.
10. INSPECTIONS WILL BE PERFORMED MONTeI LY.

1. BMP AND SITE MAINTENANCE SHALL INCLUDE:
a. VEHICLE TRACKING CONTROL
b. FILTER SOCKS
CONTRACTOR TO MAINTAIN EROSION CONTROL PROVISIONS THROUGHOUT ALL PHASES OF CONSTRUCTION WORK, AND ADJUST TELE LOCATIONS AND CONFIGURATIONS OF SITE BMPs AS REQUIRED TO ACCOMMODATE TELE WORK INVOLVED.
2. DURING CONSTRUCTION, PREVENTATIVE MEASURES SHALL BE USED TO CONTROL FORESEEABLE DUST, EROSION OR SEDIMENTATION PROBLEMS WHICH MAY ARISE AS TELE JOB PROGRESSES.
3. TELE CONTRACTOR, AT HIS OWN EXPENSE, SHALL KEEP TELE PROJECT AREA AND SURROUNDING AREA FREE FROM DUST NUISANCE. TELE WORK SHALL BE IN CONFORMANCE WITH TELE AIR POLLUTION CONTROL STANDARDS AND REGULATIONS OF TELE STATE DEPARTMENT OF HEALTH. DUST CONTROL SHOULD BE APPLIED TO REDUCE DUST EMISSIONS. CONTRACTOR SHALL WATER DURING CONSTRUCTION TO CONTROL DUST.
4. STREET SWEEPING AND VACUUMING. ALL POLLUTANTS DISCHARGED FROM CONSTRUCTION SITE TO OFF-SITE AREAS MUST BE SWEEPED OR VACUUMED EACH DAY BEFORE LEAVING TELE JOB SITE.
5. MATERIALS DELIVERY, STORAGE AND USE MANAGEMENT. PREVENT, REDUCE, OR ELIMINATE TELE DISCHARGE OF POLLUTANTS FROM MATERIAL DELIVERY, STORAGE, AND USE TO TELE STORM WATER SYSTEM OR WATERCOURSES BY MINIMIZING TELE STORAGE OF HAZARDOUS MATERIALS ON-SITE. STORING MATERIALS IN A DESIGNATED AREA, INSTALLING SECONDARY CONTAINMENT. CONSTRUCTION MATERIALS, WASTE, TOXIC AND HAZARDOUS SUBSTANCES, STOCKPILES AND OTHER SOURCES OF POLLUTION SHALL NOT BE STORED IN BUFFER AREAS, NEAR AREAS OF CONCENTRATED FLOW, OR AREAS ADJACENT TO MS4 RECEIVING WATERS, OR DRAINAGE IMPROVEMENTS TELE DISCHARGE OFF-SITE. PRIMARY AND SECONDARY CONTAINMENT CONTROLS AND COVERS SHALL BE IMPLEMENTED TO TELE MAXIMUM EXTENT PRACTICABLE.
6. SPILL PREVENTION AND CONTROL. CREATE AND IMPLEMENT SPILL PREVENTION AND RESPONSE PLANS TO ELIMINATE AND MINIMIZE TELE DISCHARGE OF POLLUTANTS TO TELE MS4 AND RECEIVING WATERS FROM LEAKS AND SPILLS BY REDUCING TELE CHANCE FOR SPILLS, ABSORBING, CONTAINING, AND CLEANING UP SPILLS AND PROPERLY DISPOSING OF SPILL MATERIALS. AT A MINIMUM, ALL PROJECTS SHALL CLEAN UP ALL LEAKS AND SPILLS IMMEDIATELY.
7. HAZARDOUS MATERIALS. PREVENT OR REDUCE TELE DISCHARGE OF POLLUTANTS TO STORM WATER FROM HAZARDOUS WASTE THROUGH PROPER MATERIAL USE AND WASTE DISPOSAL. IN TELE EVENT THAT HAZARDOUS MATERIALS ARE DISCHARGED TO TELE MS4, THE PROPERTY OWNER OR ESCP COORDINATOR SHALL IMMEDIATELY NOTIFY TELE DEPARTMENT OF FACILITIES MAINTENANCE, HONOLULU FIRE DEPARTMENT, AND HONOLULU POLICE DEPARTMENT OF TELE DISCHARGE BY TELEPHONE. A WRITTEN REPORT DESCRIBING TELE POLLUTANTS THAT WERE DISCHARGED, THE REASONS FOR THE DISCHARGE, AND TELE MEASURES THAT HAVE BEEN TAKEN OR WILL BE TAKEN TO PREVENT A REOCCURRENCE OF TELE DISCHARGE SHALL BE SUBMITTED TO TELE DIRECTOR NO LATER THAN 3 DAYS AFTER NOTIFICATION BY PHONE.
8. NON-HAZARDOUS MATERIALS. IN TELE EVENT THE NON-HAZARDOUS MATERIALS ARE DISCHARGED TO TELE MS4, TELE PROPERTY OWNER OR ESCP COORDINATOR SHALL NOTIFY TELE CITY DEPARTMENT OF FACILITIES MAINTENANCE BY TELEPHONE NO LATER THAN TELE NEXT BUSINESS DAY. A WRITTEN REPORT DESCRIBING TELE POLLUTANTS THAT WERE DISCHARGED, THE REASONS FOR THE DISCHARGE, AND TELE MEASURES THAT HAVE BEEN TAKEN OR WILL BE TAKEN TO PREVENT A REOCCURRENCE OF TELE DISCHARGE SHALL BE SUBMITTED TO TELE DIRECTOR NO LATER THAN 3 DAYS AFTER NOTIFICATION BY PHONE.
9. VEHICLE AND EQUIPMENT CLEANING. ELIMINATE AND MINIMIZE TELE DISCHARGE OF POLLUTANTS TO STORM WATER FROM VEHICLES AND EQUIPMENT MAINTENANCE OPERATIONS BY USING OFF-SITE FACILITIES WHEN FEASIBLE. WASHING IS DESIGNATED CONTAINED AREAS ONLY, AND ELIMINATING DISCHARGE TO THE STORM DRAIN SYSTEM BY EVAPORATING AND/OR TREATING WASH WATER, AS APPROPRIATE OR INFILTRATING WASH WATER FOR EXTERIOR CLEANING ACTIVITIES THAT USE WATER ONLY.
10. VEHICLE AND EQUIPMENT FUELING. PREVENT FUEL SPILLS AND LEAKS BY USING OFF-SITE FACILITIES, FUELING ONLY IN DESIGNATED AREAS, ENCLOSING OR COVERING STORED FUELS, AND IMPLEMENTING SPILL CONTROLS SUCH AS SECONDARY CONTAINMENT AND ACTIVE MEASURES USING SPILL RESPONSE KITS.
11. VEHICLE AND EQUIPMENT MAINTENANCE. ELIMINATE AND MINIMIZE TELE DISCHARGE OF POLLUTANTS TO STORM WATER FROM VEHICLE AND EQUIPMENT MAINTENANCE OPERATIONS BY USING OFF-SITE FACILITIES WHEN FEASIBLE. PERFORMING WORK IN DESIGNATED AREAS ONLY. USING SPILL PADS UNDER VEHICLES AND EQUIPMENT, CHECKING FOR LEAKS AND SPILLS, AND CONTAINING AND CLEANING UP SPILLS IMMEDIATELY.
12. SOLID WASTE MANAGEMENT. PREVENT OR REDUCE DISCHARGE OF POLLUTANTS TO TELE LAND, GROUNDWATER, AND IN STORM WATER FROM SOLID WASTE OR CONSTRUCTION AND DEMOLITION WASTE BY PROVIDING DESIGNED WASTE COLLECTION AREAS, COLLECT SITE TRASH DAILY, AND ENSURING THE CONSTRUCTION WASTE IS COLLECTED, REMOVED, AND DISPOSED OF ONLY AT AUTHORIZED DISPOSAL AREAS.
13. SANITARY/SEPTIC WASTE MANAGEMENT. TEMPORARY AND PORTABLE SANITARY AND SEPTIC WASTE SYSTEMS SHALL BE MOUNTED OR STAKED IN, WELL-MAINTAINED AND SCHEDULED FOR REGULAR WASTE DISPOSAL AND SERVICING. SOURCES OF SANITARY AND/OR SEPTIC WASTE SHALL NOT BE STORED NEAR TELE MS4 OR RECEIVING WATERS.
14. STOCKPILE MANAGEMENT. STOCKPILES SHALL NOT BE LOCATED IN DRAINAGE WAYS, WITHIN 50 FEET FROM AREAS OF CONCENTRATED FLOWS, AND ARE NOT ALLOWED IN THE CITY RIGHT-OF-WAY. SEDIMENT BARRIERS OR SILT FENCES SHALL BE USED AROUND TELE BASE OF ALL STOCKPILES. STOCKPILES SHALL NOT EXCEED 15 FEET IN HEIGHT. STOCKPILES GREATER THAN 15 FEET IN HEIGHT SHALL REQUIRE 8 FOOT WIDE BENCHING IN ACCORDANCE WITH RULE CHAPTER 14, ARTICLE 15. STOCKPILES MUST BE COVERED WITH PLASTIC SHEETING OR A COMPARABLE MATERIAL IF THEY WILL NOT BE ACTIVELY USED WITHIN 7 DAYS.
15. LIQUID WASTE MANAGEMENT. LIQUID WASTE SHALL BE CONTAINED IN A CONTROLLED AREA SUCH AS A HOLDING PIT, SEDIMENT BASIN, ROLL-OFF BIN, OR PORTABLE TANK OF SUFFICIENT VOLUME AND TO CONTAIN THE LIQUID WASTES GENERATED. CONTAINMENT AREAS OR DEVICES MUST BE IMPERMEABLE AND LEAK FREE, AND SHOULD NOT BE LOCATED WHERE ACCIDENTAL RELEASE OF THE CONTAINED LIQUID CAN DISCHARGE TO WATER BODIES, CHANNELS, OR STORM DRAINS.
16. CONCRETE WASTE MANAGEMENT. PREVENT OR REDUCE TELE DISCHARGE OF POLLUTANTS TO STORM WATER FROM CONCRETE WASTE BY CONDUCTING WASHOUT OFF-SITE OF PERFORMING ON-SITE WASHOUT IN A DESIGNATED AREA CONSTRUCTED AND MAINTAINED IN SUFFICIENT QUANTITY AND SIZE TO CONTAIN ALL LIQUID AND CONCRETE WASTE GENERATED BY WASHOUT OPERATIONS. PLASTIC LINING MATERIAL SHOULD BE A MINIMUM OF 10 MILLIMETER POLYETHYLENE SHEETING AND SHOULD BE FREE OF HOLES, TEARS, OR OTHER DEFECTS THAT COMPROMISE TELE IMPERMEABILITY OF TELE MATERIAL. CONTAINMENT AREAS OR DEVICES SHOULD NOT BE LOCATED WHERE ACCIDENTAL RELEASE OF THE CONTAINED LIQUID CAN DISCHARGE TO WATER BODIES, CHANNELS, OR STORM DRAINS. WASHOUT FACILITIES MUST BE CLEANED, OR NEW FACILITIES MUST BE CONSTRUCTED AND READY FOR USE ONCE TELE WASHOUT IS 75 PERCENT FULL. ONCE CONCRETE WASTES ARE WASHED IN THE DESIGNATED AREA AND ALLOWED TO HARDEN, THE CONCRETE SHOULD BE BROKEN UP, REMOVED, AND DISPOSED OF AS SOLID WASTE.
17. CONTAMINATED SOIL MANAGEMENT. AT MINIMUM, CONTAIN CONTAMINATED SOIL BY SURROUNDING WITH IMPERMEABLE LINER, BERMS OR COVER EXPOSED CONTAMINATED MATERIAL WITH PLASTIC SHEETING. CONTAMINATED SOIL SHOULD BE DISPOSED OF PROPERLY IN ACCORDANCE WITH ALL APPLICABLE REGULATIONS.

1. TELE FOLLOWING WILL BE PERFORMED WHEN HEAVY RAINS, TROPICAL STORM OR HURRICANE IS IMMINENT OR IS FORECASTED IN TELE NEXT 48 HOURS.
2. TEMPORARY SUSPENSION OF ACTIVE GRADING AND TRENCHING.
3. INSPECT ALL SEDIMENT TRAPS, TEMPORARY DITCHES/SWALES, PERIMETER CONTROLS, AND INLET PROTECTION DEVICES, AND MAINTAIN AS NEEDED. REINSTALL ANY PERIMETER CONTROLS THAT WERE REMOVED DUE TO ACTIVE WORK IN TELE AREA. IF A SEVERE STORM IS EXPECTED, REMOVE INLET PROTECTION DEVICES TO PREVENT FLOODING ON SURROUNDING STREETS.
4. COVER OR RELOCATE MATERIAL STOCKPILES AND LIQUID MATERIAL CONTAINERS TO AVOID CONTACT WITH RAINWATER.
5. PLACE SPILL PANS OR OIL-ONLY SPILL PADS UNDER CONSTRUCTION VEHICLES TO PREVENT RUNOFF FROM CONTACTING ANY SPILLED PETROLEUM PRODUCTS. PROPERLY DISPOSE OF ANY ACCUMULATED OILY WATER AFTER THE RAIN EVENT.
6. RE-INSPECT AFTER TELE APPROACHING HEAVY RAINS, TROPICAL STORM OR HURRICANE AND REPLACE OR MAINTAIN BMPS AS NEEDED.

RM

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Exp. 4/30/24

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THE SUPERVISION AND CONSTRUCTION OF THIS
PROJECT. RM, BE UNDER EYE OBSERVATION.

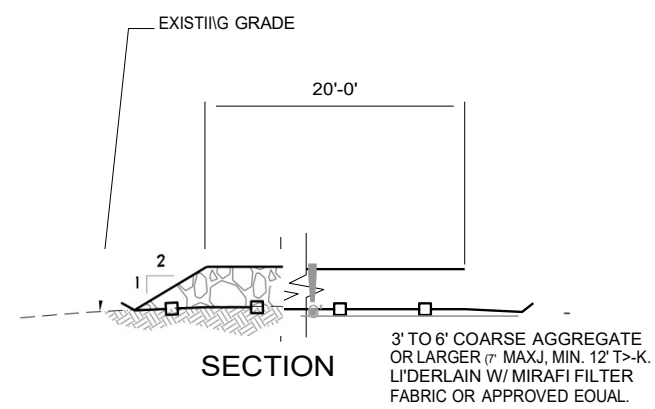
**WAIMEA VALLEY AMPHITHEATER
& VISITOR'S CENTER RENOVATIONS**

[illegible]

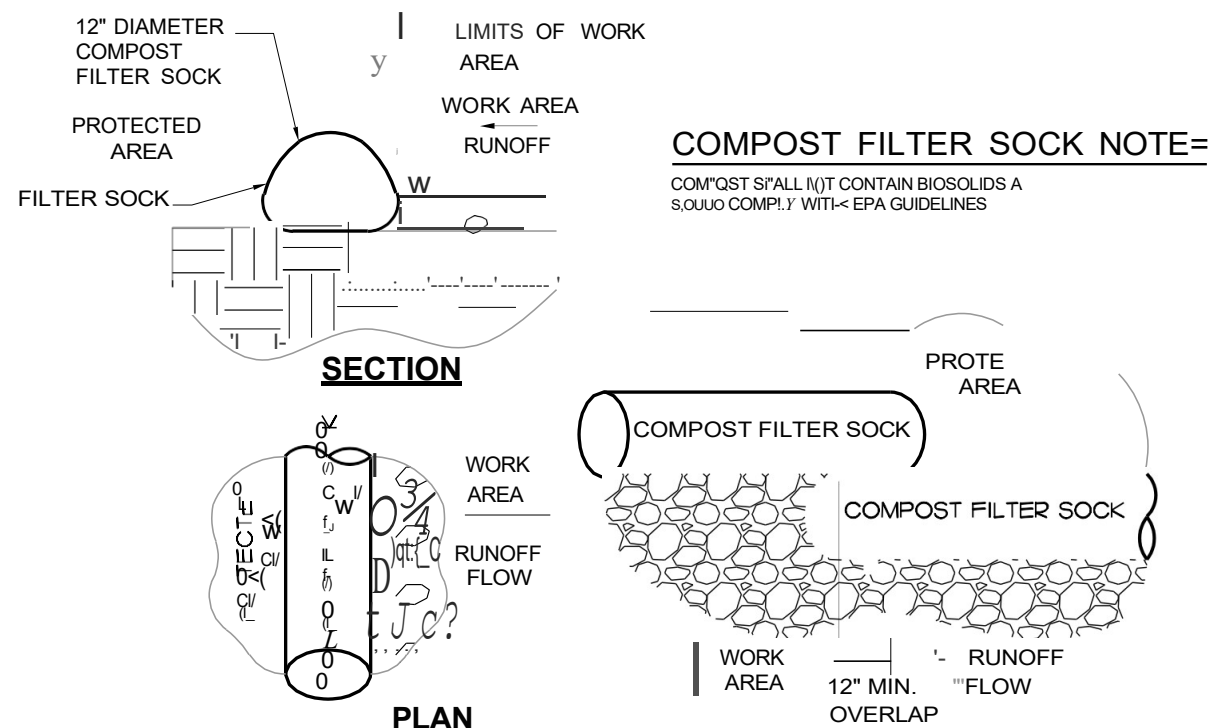
NO	DESCRIPTION	DATE
DATE		2023.11.22
PROJECT NO :	J23.09	
DRAWN BY :	JC	
CHECKED BY :	TD	
COPYRIGHT :	2023 RIM ARCHITECTS	

DWG NO:

C002

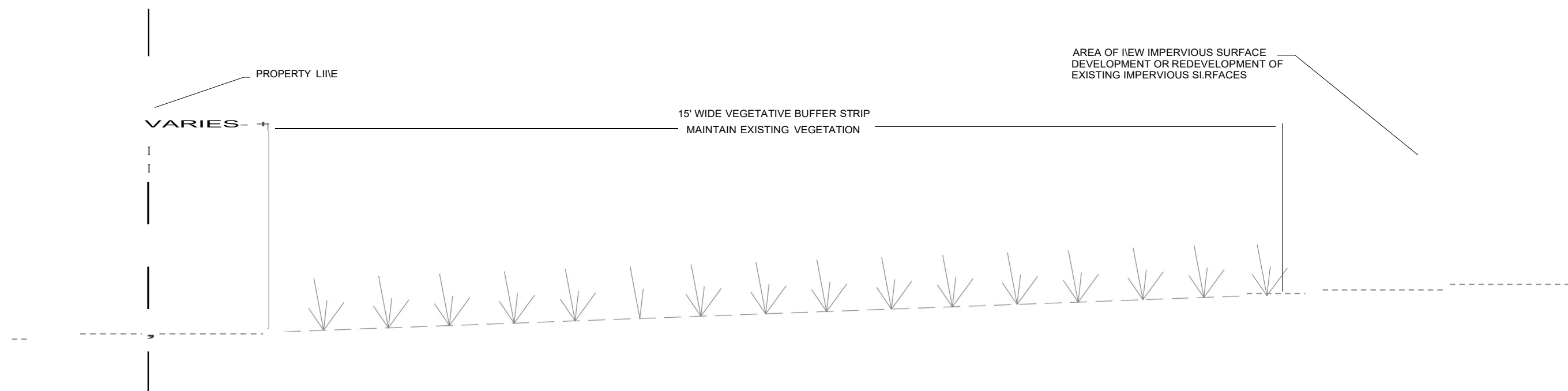


 **STABILIZED CONSTRUCTION ENTRANCE DETAIL**
NOT TO SCALE



COMPOST FILTER SOCK DETAIL

NOT TO SCALE



3
CO03

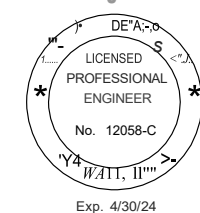
VEGETATED BUFFER STRIP DETAIL
SCALE: 1" = 1'

VEGETATED BUFFER STRIP NOTES=

1. EXISTING VEGETATION TO BE UTILIZED A MAINTAINED AS VEGETATED BUFFER STRIP,
- 2 IF EXISTING VEGETATION IS IN POOR CONDITION OR BARE IN CERTAIN AREAS FOUND DURING CONSTRUCTION (OR DAMAGED DURING CONSTRUCTION), CONTRACTOR 51-ALL PROVIDE SEED 1-0'DROM.I.Cel ON T AREAS SO VEGETATED BUFFER STRIP AS PERMANENT VEGETATION IN ALL LOCATIONS.


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SCHEMATIC

**WAIMEA VALLEY AMPHITHEATER
& VISITOR'S CENTER RENOVATIONS**
(1) 6-1-002 : 002
59-864 KAMEHAMEHA H  1.
HALEIWA, HI 96712
HI'IPAKA LLC
ESCP DETAILS

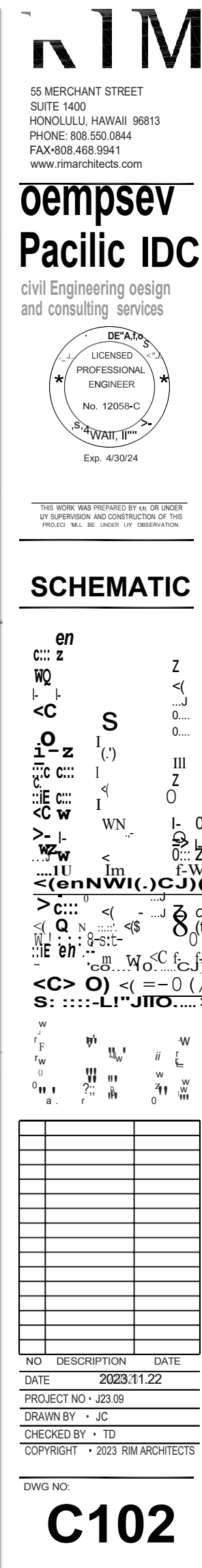
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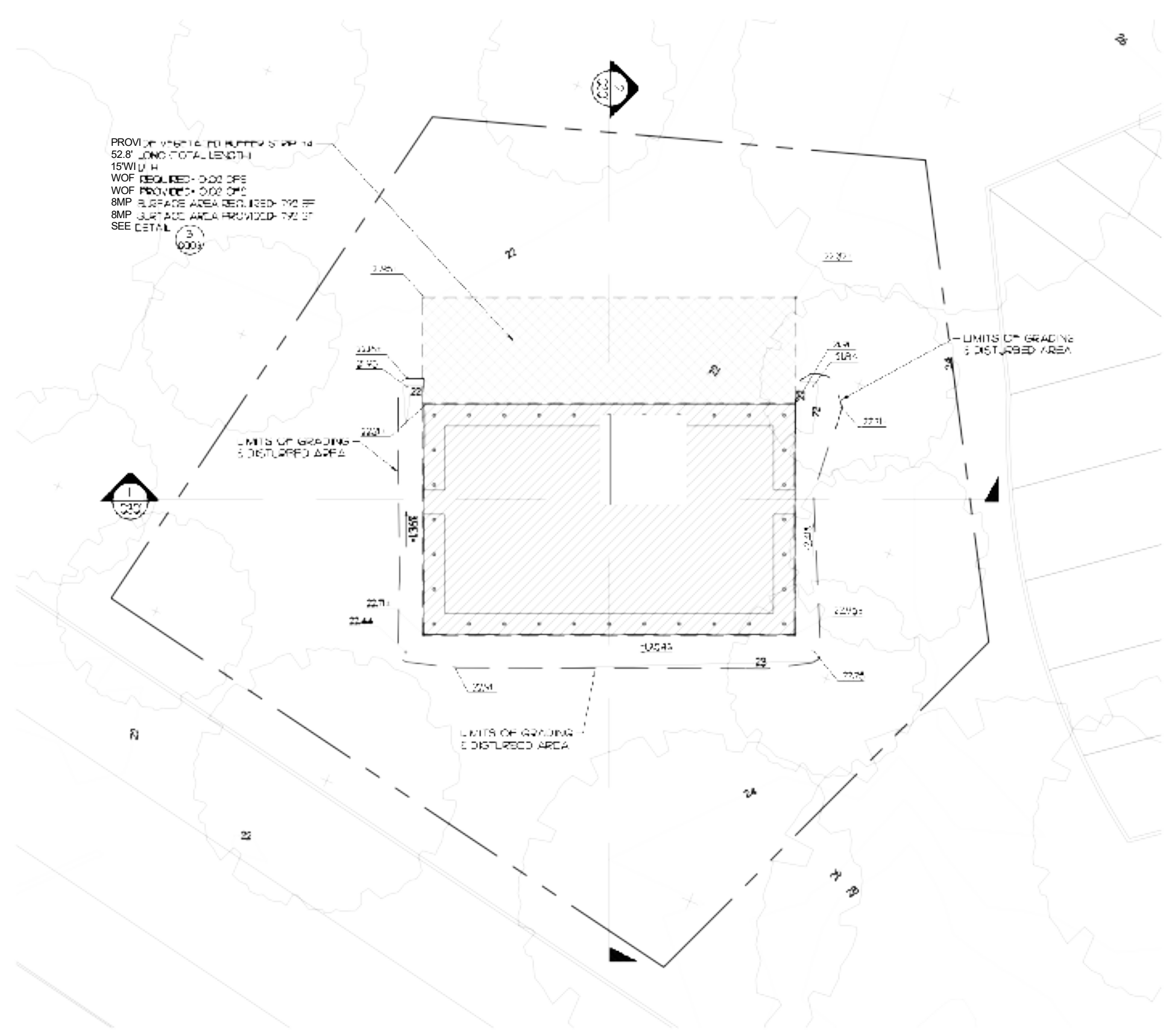
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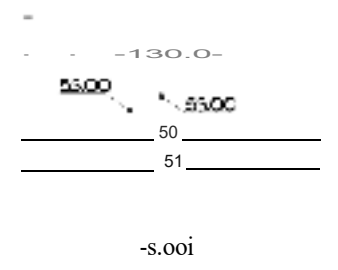


PROVIDE WHITE POLYURETHANE
52.8' LONG TOTAL LENGTH
15WIDE
WOE REQUIRED: 0.00 CFS
WOE PROVIDED: 0.00 CFS
8MP SURFACE AREA REQUIRED: 792 SF
8MP SURFACE AREA PROVIDED: 792 SF
SEE DETAIL

AWAIIAN AMPHITHEATER GRADING PLAN
SCALE: 1" = 10'

LEGEND

- PROPERTY LINE
- EXIST. CONTOLR
- \$POT ELEVATION, PROPOSED
- PROPOSED CONTOLR MAJOR
- PROPOSED CONTOLR MINOR
- LIMITS OF GRADING AND DISTURBED AREA
- PROPOSED GRADE SLOPE
- DIRECTIOJ OF RUNOFF

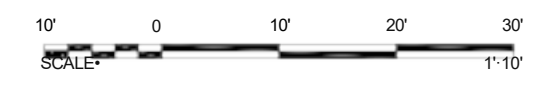


EARTHWORK QUANTITIES:

CFOR PERMIT PURPOSES ONLY	
AREA TO BE GRADED	0.012 ACRES
AREA TO BE DISTURBED	0.012 ACRES
EXCAVATION	3 CY
EMBANKMENT	0CY

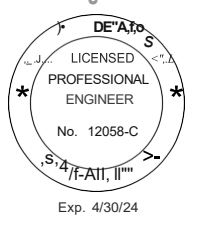
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GRAPHICAL SCALE:



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SUITE 1400
HONOLULU, HAWAII 96813
PHONE: 808.550.0844
FAX: 808.468.9941
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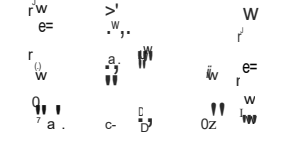
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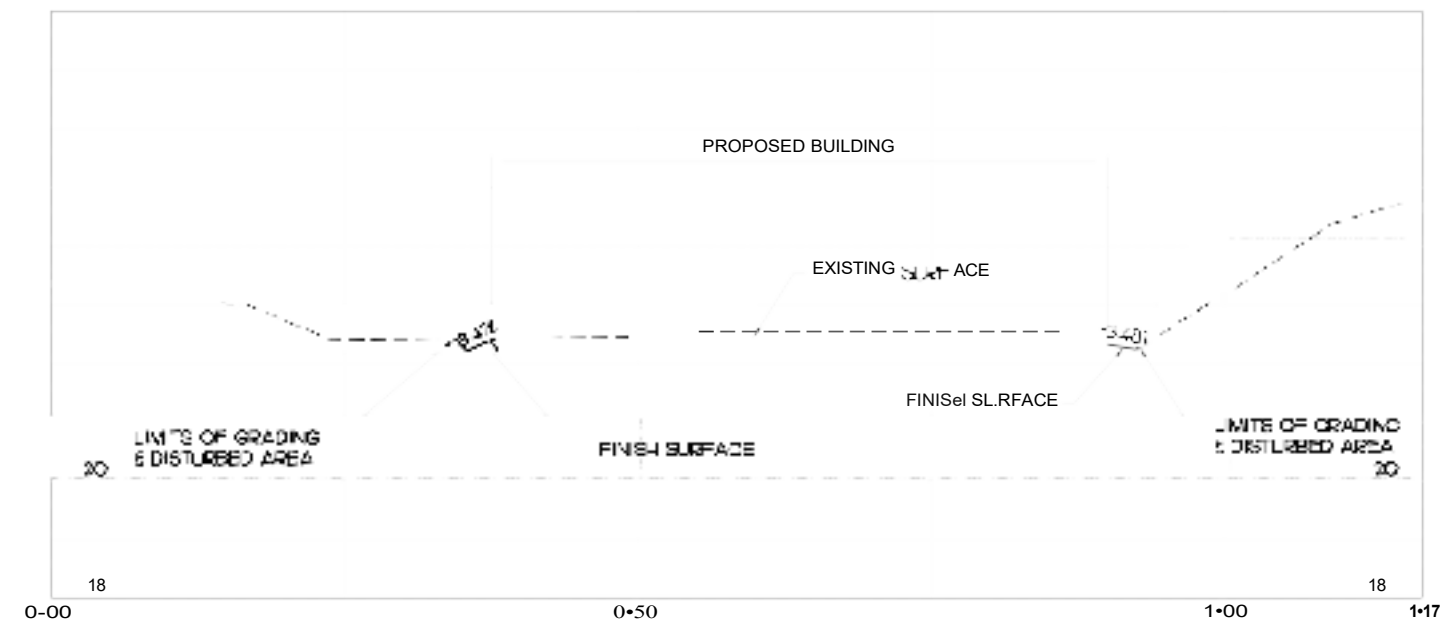
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& VISITOR'S CENTER RENOVATIONS**
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HALEIWA, HI 96712
HIIPAKA LLC
GRADING PLAN
HAWAIIAN HALE

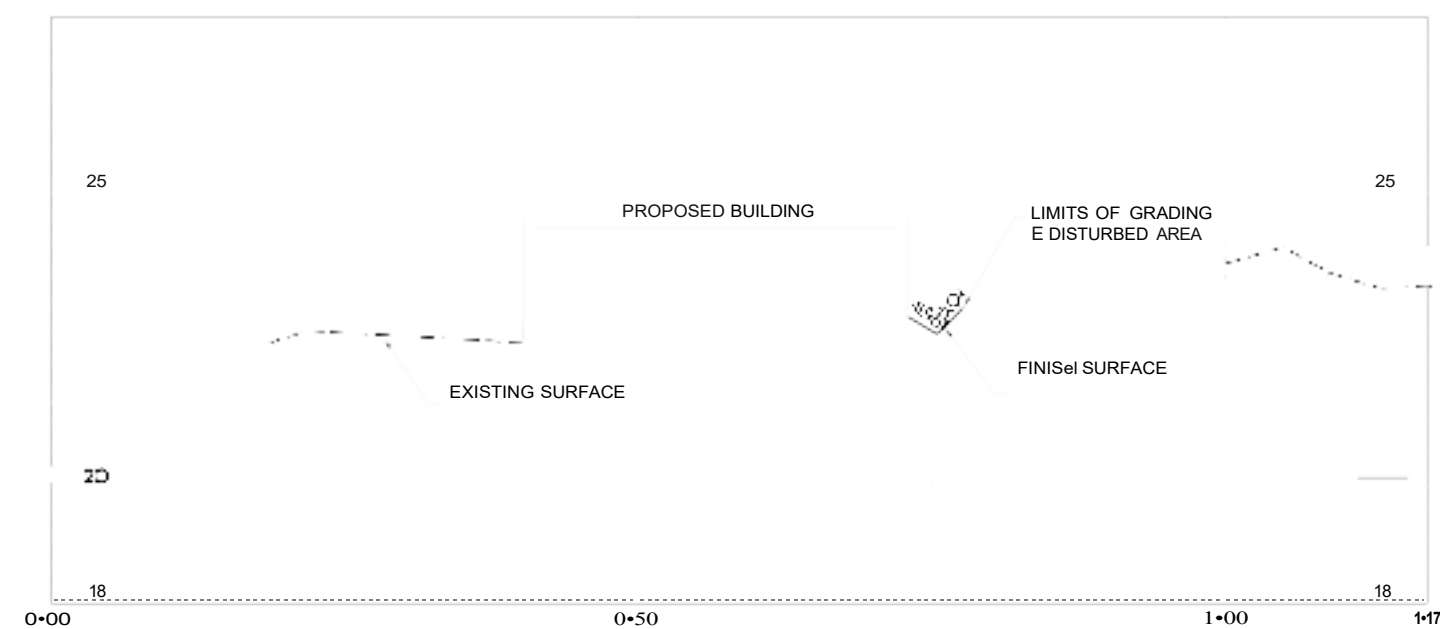


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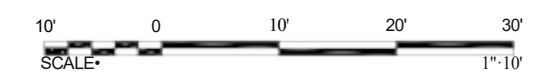
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@ AWAIIAN ALE GRADING SECTION I
SCALE: VERT. 1" = 2'
OR 1" = 10'

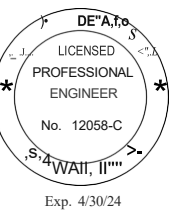


!! **ALE GRADING SECTION 2**
OR 1" = 10'



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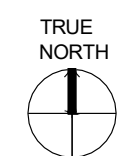
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HALEIWA, HI 96712
HI'IPAKA LLC
GRADING SECTIONS
HAWAIIAN HALE

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ING NO:

C301



GRAPHIC SCALE

FIRE EXTINGUISHERS	
MAXIMUM TRAVEL DISTANCE TO BE 75' - 0"	
EGRESS REQUIREMENTS	
PROJECT OCCUPANT LOAD:	300 PERSONS
EXIT CAPACITY PROVIDED:	640 PERSONS
LONGEST TRAVEL DISTANCE TO EXIT:	25' 0"
MAXIMUM TRAVEL DISTANCE TO EXIT ALLOWED:	150'

SCHEMATIC
DESIGN
DOCUMENTS

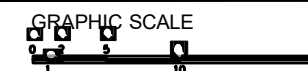
PROJECT TITLE: HIIPAKA WAIMEA VALLEY - HAWAIIAN HALE
ADDRESS: 59-864 Kamehameha Highway, Haleiwa, Hawaii 96712
ITMK: 6-1-002:002 AND 6-1-002:005
OWNER: HI'IPAKA, LLC
SHEET TITLE: EGRESS PLAN - HAWAIIAN HALE

[illegible]

DWG NO:
A-003
SHEET 10 OF 18



SHEET 12 OF 18



SHEET 15 OF 18

FINISH SCHEDULE

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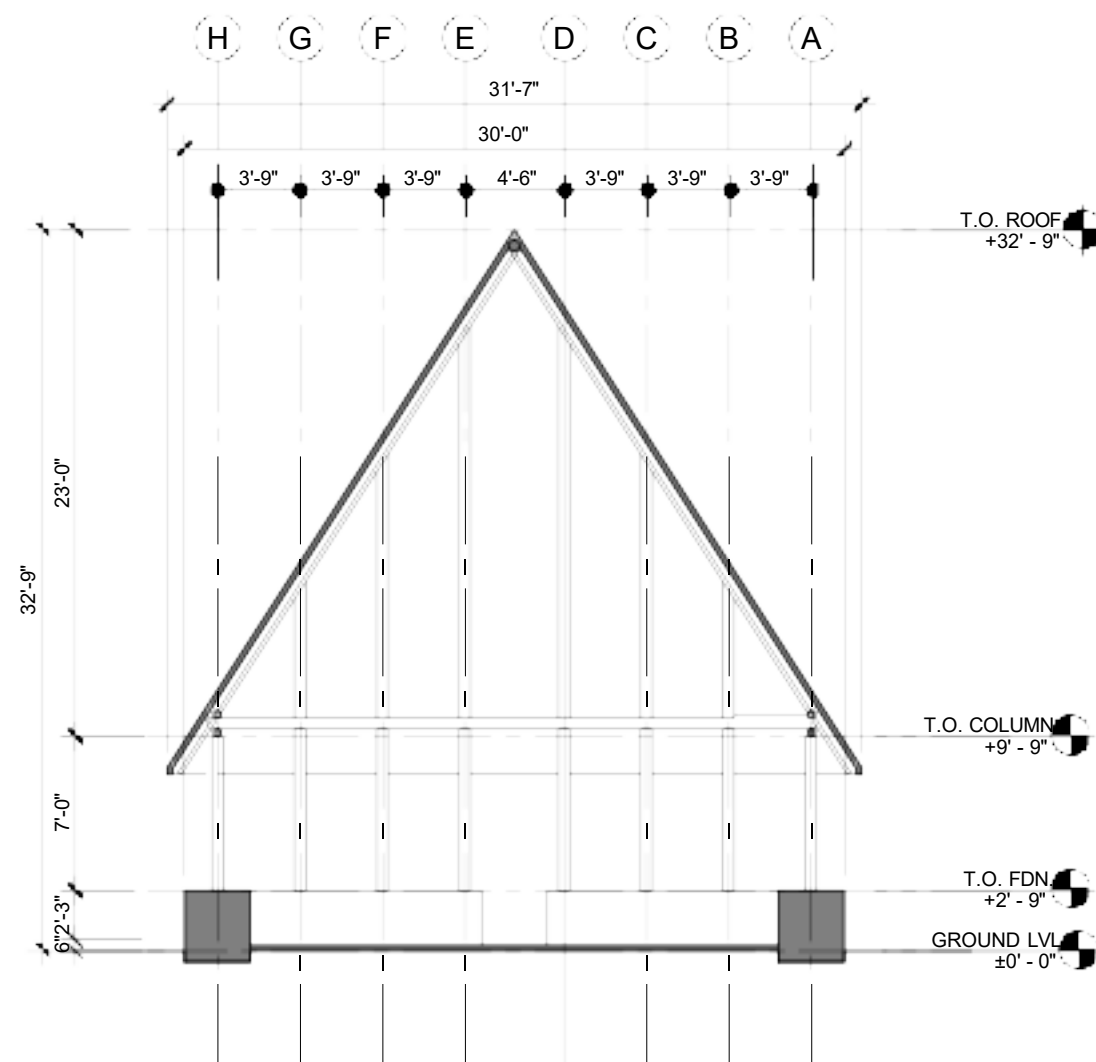
HIIPAKA WAIMEA VALLEY - HAWAIIAN HALE
59-864 Kamehameha Highway, Haleiwa, Hawaii 96712
6-1-002:002 AND 6-1-002:005
HIIPAKA, LLC

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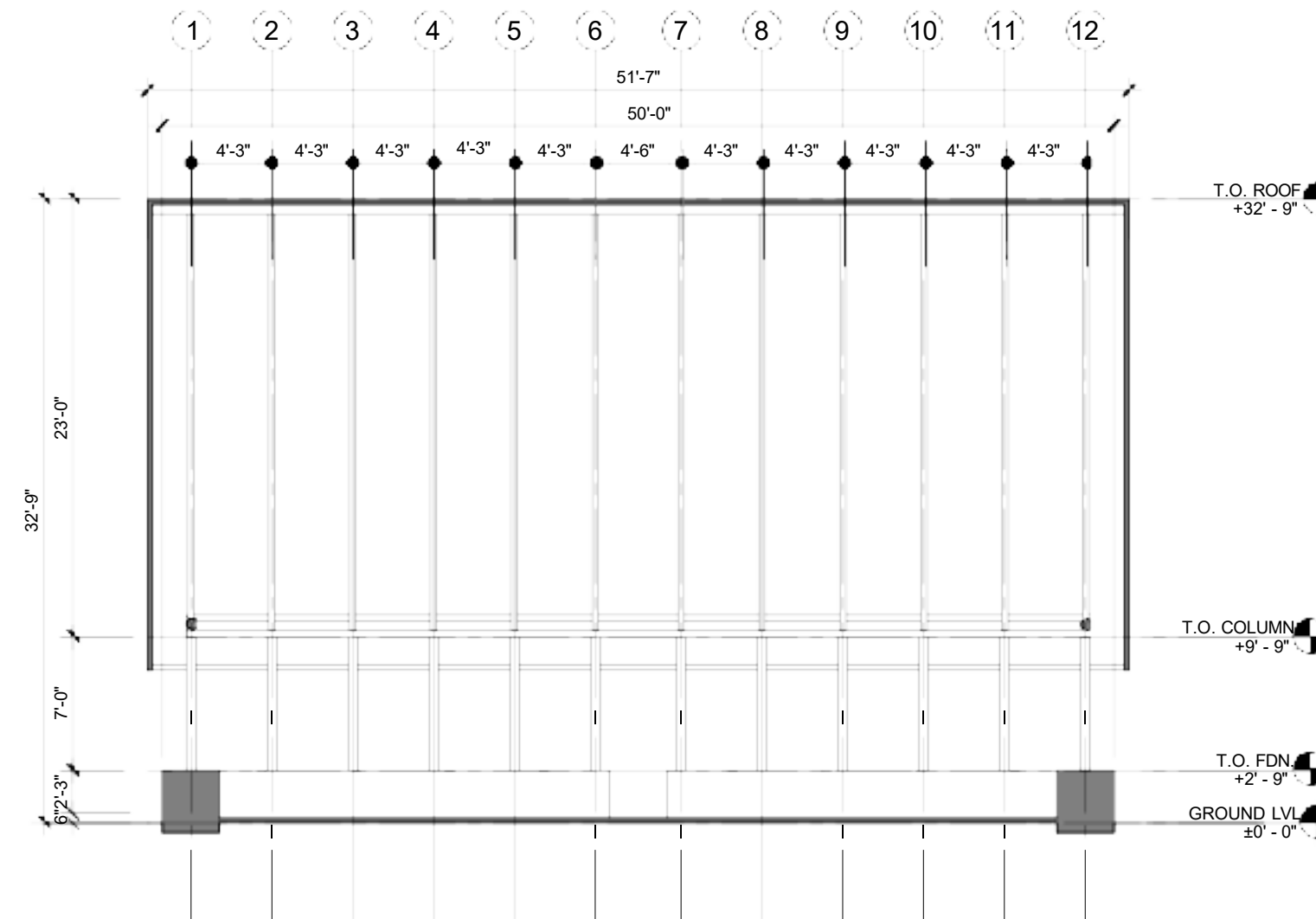
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A-300



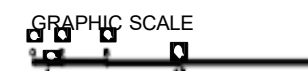
1 HAWAIIAN HALE - EXT. ELEVATION

SCALE: 3/16" = 1'-0"



2 HAWAIIAN HALE - EXT. ELEVATION

SCALE: 3/16" = 1'-0"



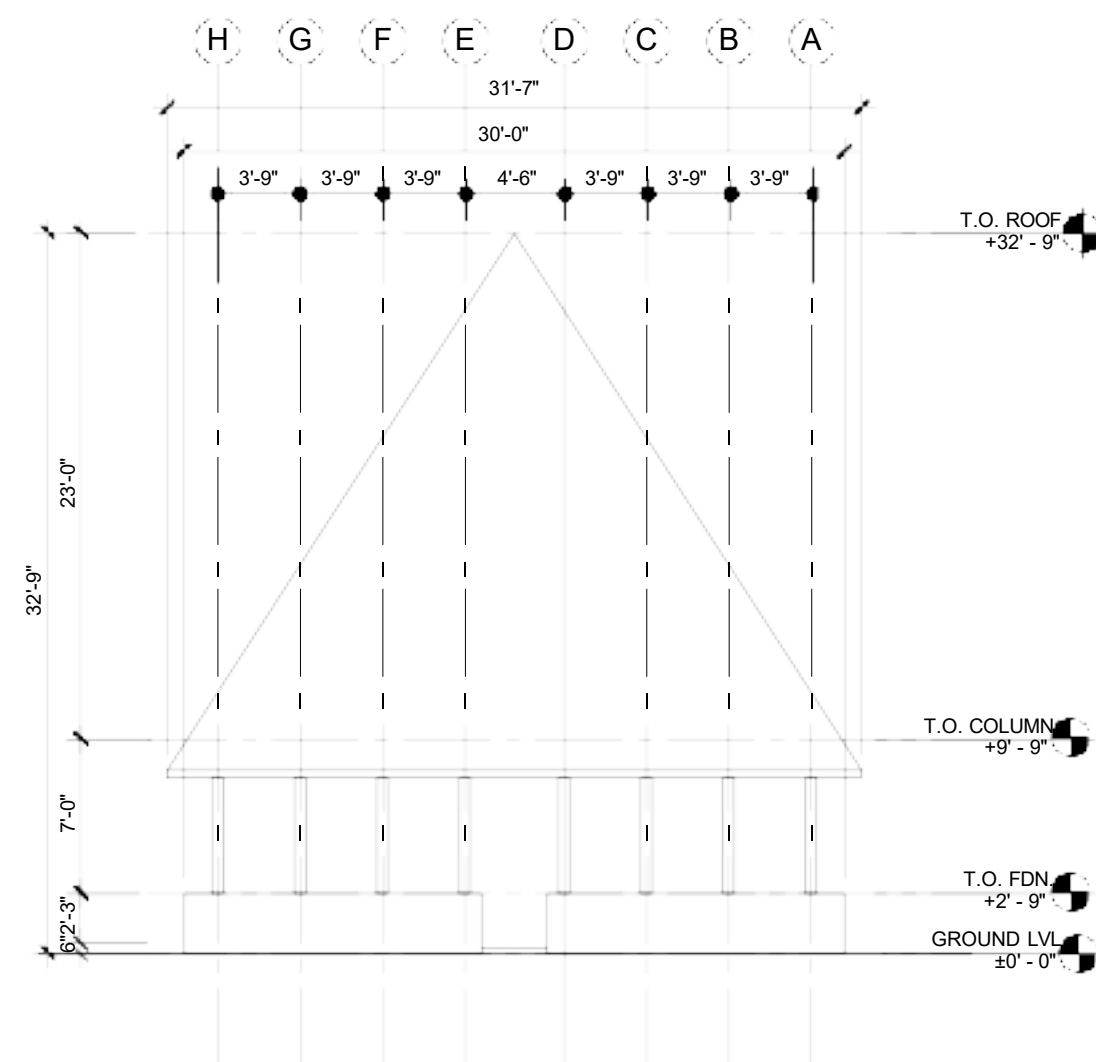
LEGEND

KEY NOTES EXTERIOR ELEVATIONS

- 1 LOAD-BEARING 6" WOOD COLUMN TO FOLLOW RHO CHAPTER 16-12, HALE HALAWAI DESIGN STANDARDS, -TYP.
- 2 36"W x 39"H x 48" L ROCK FOUNDATION WALL TO FOLLOW RHO CHAPTER 16-12, HALE HALAWAI DESIGN STANDARDS, -TYP.

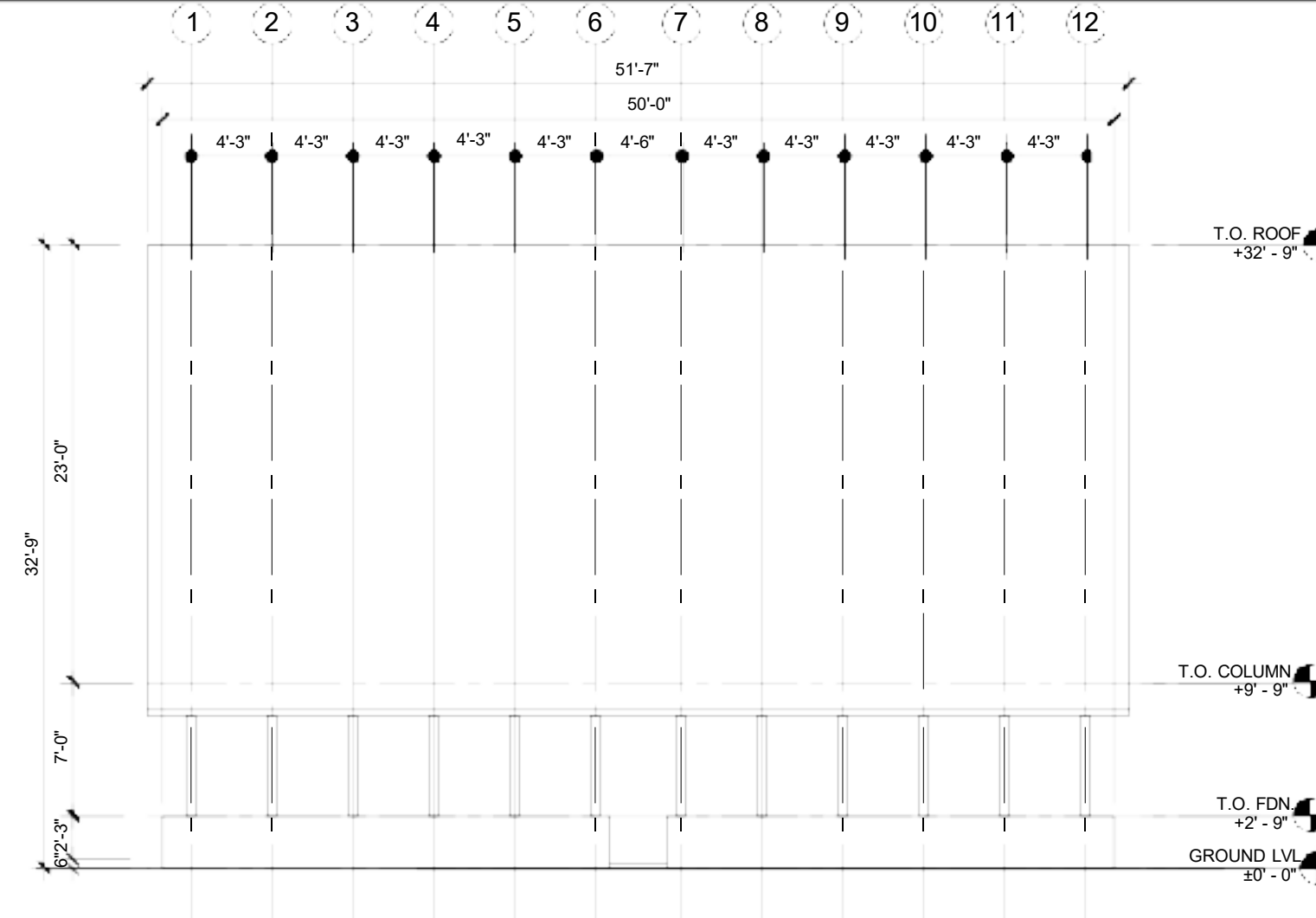
KEY NOTES BUILDING SECTIONS

- 1 LOAD-BEARING 6" WOOD COLUMN TO FOLLOW RHO CHAPTER 12, HALE HALAWAI DESIGN STANDARDS, -TYP.
- 2 3" DIA. MAIN RIDGE POST AND 2" DIA. UPPER RIDGE POST TO FOLLOW RHO CHAPTER 12, HALE HALAWAT DESIGN STANDARDS - TYP.
- 3 4" DIA. WALL PLATE TO FOLLOW RHO CHAPTER 12, HALE HALAWAT DESIGN STANDARDS - TYP.
- 4 4" DIA. RAFTER TO FOLLOW RHO CHAPTER 12, HALE HALAWAT DESIGN STANDARDS - TYP.
- 5 CANOPY EDGE.



2 HAWAIIAN HALE - BLDG. SECTION

SCALE: 3/16" = 1'-0"



4 HAWAIIAN HALE - BLDG. SECTION

SCALE: 3/16" = 1'-0"



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[Signature]

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SCHEMATIC
DESIGN
DOCUMENTS

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6-1-002:002 AND 6-1-002:005

59-864 Kamehameha Highway
6-1-002:002 AND 6-1-002:005
HI'IPAKA, LLC

HAWAIIAN HALE - EXTERIOR ELEVATIONS & BUILDING SECTIONS

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DWG NO:

A-400

SHEET 17 OF 18



WAIMEA VALLEY
HI'IPAKA LLC

2024 – 2029 BUSINESS PLAN

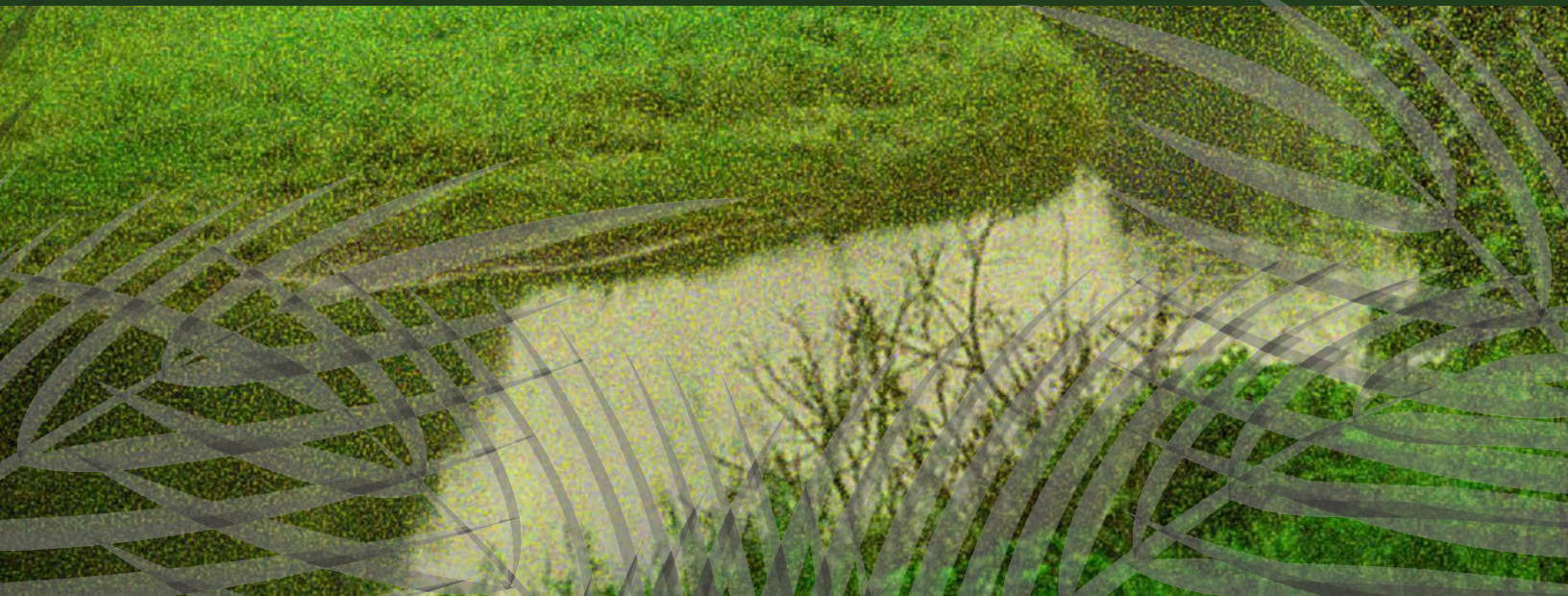


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INTRODUCTION

The Hi'ipaka LLC Managers directed the Executive Director to prepare a Business Operating Plan covering the period of 2024 to 2029, following the creation of a new Strategic Plan.

With an ongoing commitment to identify future strategic priorities and initiatives and develop a CEO succession plan in light of the executive director's retirement in 2025, Waimea Valley conducted a strategic planning process at the end of 2023 with support from DTL Consulting.

From September through November 2023, a series of engagement opportunities were made available to Waimea Valley staff, vendors, and the community at large to identify goals, objectives, and strategic priorities to support the mission and vision of Waimea Valley for years to come. Engagement opportunities included:

- 41 staff surveys via Survey Monkey and 31 in-person surveys were conducted for those who do not have emails. A total of 57 responses were received.
- Focus groups conducted for all staff.
- A Waimea Valley Community Engagement Survey sent to 4,002 people with 658 responses received.

The information gathered from these outreach efforts was used to inform a new 2024-2029 Strategic Plan, and also support the transition and succession of the Executive Director in 2025.

During this planning process, Waimea Valley staff recommitted to the vision and mission as adopted by the organization in years prior.





VISION

Waimea as a living pu‘uhonua (place of refuge) for and by the kānaka for Hawai‘i and the world.



MISSION

E mālama a e ho‘omau i nā waiwai kānaka, mo‘omeheu, a kūlohelohe o Waimea no kēia hanauna a me nāhanau e hiki mai ai i loko o ka ho‘ona‘auao ‘ana a me ka ho‘okahu ‘ana.

To preserve and perpetuate the human, cultural and natural resources of Waimea for generations through education and stewardship.

Staff also indicated that they would like to see the three Strategic Priorities from 2021-2023 continue with the addition of a staff development priority in 2024-2029.

A major observation from the engagement surveys and strategic planning meetings is Waimea Valley should improve the visitor experience. The visitor experience is a combination of cultural features, botanical features, and signage. All three enhance the entire visitor experience at Waimea Valley.



Suggestions for improving the visitor experience include:

- The cultural experience can be improved by integrating more interactive and authentic experiences, more artisans, local vendors, and demonstrations, as well as knowledgeable tour guides integrating culture and Hawaiian language. Many staff believe it is important to have guided tours, audio tours and exhibits of Waimea Valley's historical and cultural sites.
- Signage can be improved in the botanical gardens and throughout the Valley by providing clearer signs, adding directional signs, replacing faded signs, and displaying signs with *mo'olelo* (stories).
- The botanical garden features 5,000 tropical and subtropical plants and more information can be provided to visitors on plant identification, plant usage, plant care, and propagation.

Over the five-year period we will continue our strategies to target local visitors, *"E Ho'i Hou Mai... Please Return,"* and to provide a meaningful cultural and botanical experience for all visitors. We will continue to shift the focus away from the waterfall to the cultural significance and botanical aspects of the Valley and incorporate many of the ideas and suggestions noted in the previous section. We will offer an enhanced visitor experience, with a strong focus on cultural programming, for all visitors through:

- Initiating a prepaid Botanical and Culture Shuttle Tours.
- Conducting regular community sourced and presented Hula in the Valley.
- Replacing plant label signs in the Valley.
- Increasing the number of artisans, cultural practitioners, and staff to educate and interact with visitors throughout the Valley.
- Implementing the Ka'apuni o Waimea program that ties three cultural sites together to educate visitors about Waimea Valley and Hawaiian culture and history.
- Implementing the Department of Interior Ho`ihi grant that supports artisans to provide visitors with hands on activities to include a cultural take-away.
- Opening of the new Kauhale displays and audio exhibit funding by the Institute of Museum and Libraries Services grant.

We expect financial performance to increase by 5 to 10% annually as a result of increased sales and inflation.

Staffing needs and the organization structure have been adjusted to support the new strategic plan with a strong focus on staff development to ensure an efficient transition to a new Executive Director beyond 2025.

Social media, radio, print, and TV advertising will be increased to highlight the botanical gardens, cultural programming, kama`āina discounts and promotions, and special events. The increased advertising will help to shift the visitor focus away from the waterfall to the cultural and botanical aspects of the Valley along with increasing the kama`āina visitor numbers.



STRATEGIC PRIORITIES & INITIATIVES

Strategic Priorities

The Waimea Valley strategic priorities support our mission as follows:

- 1 Maintain Hawai'i resident visitor base by promoting the natural and cultural aspects of the Valley, conducting community focused events, and offering financial incentives.
- 2 Maintain financial sustainability by offering authentic cultural, botanical and other experiences that will attract visitors to Waimea Valley.
- 3 Perpetuate the human, cultural and natural resources of Waimea Valley as a model not-for-profit outdoor learning center for plant conservation and cultural preservation.
- 4 Promote staff stewardship within Waimea Valley through staff development.

The strategic priorities are supported by a number of initiatives and activities as follows:

PRIORITY I

- KAMA'ĀINA DAYS
- DAILY PROMOTIONS
- DISCOUNTED ADMISSION PRICING
- ANNUAL PASSES
- SPECIAL EVENTS
- BUSINESS INCUBATOR PROGRAM
- PU'UKUA EDUCATION PROGRAM
- WEDDING/SPECIAL EVENTS VENUES
- WEEKLY PLANT SALE
- CONSERVATION/GARDEN SUPPORT OPPORTUNITIES

PRIORITY II

- KA'APUNI O WAIMEA PROGRAM
- KAUAHALE DISPLAY/ EXHIBITS
- ARTISAN DEMONSTRATION
- SPECIAL TOUR GROUP PACKAGES
- GUIDED BOTANICAL WALKING TOURS
- GUIDED SHUTTLE TOURS
- WI-FI INFORMATION STATIONS
- TOA LŪ'AU
- HULA HĀLAU IN THE VALLEY
- FACILITIES UPGRADES

PRIORITY III

- GARDEN/CONSERVATION SUPPORT OPPORTUNITIES
- CONSERVATION PROGRAM
- EDUCATION PROGRAM
- RESEARCH PROGRAM
- VOLUNTEER PROGRAM
- COMMUNITY EXCHANGE PARTNERSHIP PROGRAM
- COMMUNITY PARTNERSHIPS
- KA WAI KUPUNA FUNDRAISER
- SIX-YEAR STRATEGIC PLAN

PRIORITY IV

- EMPLOYEE ORIENTATION PROGRAM
- TRAINING INCENTIVES FOR PROFESSIONAL AND TECH TRAINING
- PROSERVICE TRAINING PROGRAM
- MONTHLY CULTURAL AND BOTANICAL TRAINING SESSIONS
- HO'OKIPA TRAINING
- EMPLOYEE OF THE QUARTER
- PAY RATE STRUCTURE
- EXECUTIVE DIRECTOR TRANSITION

PRIORITY I



PRIORITY I

Maintain Hawai'i resident visitor base by promoting the natural and cultural aspects of the Valley, conducting community focused events, and offering financial incentives.

KAMA'ĀINA DAYS

Kama'āina will be offered several discounted or free admission days throughout the year to increase the number of resident visitors to the Valley. These discount days may include:

HOLIDAY/CELEBRATION	DATE	KAMA'ĀINA
King Charles Lunalilo Birthday	JAN 31 st	Free entry
King Kamehameha IV Birthday (Alexander Liholiho)	FEB 9 th	50% off
Prince Kūhiō Day	MAR 26 th	Free entry
Prince Albert Edward Kauikeaouli Kaleiopapa a Kamehameha Birthday	MAY 20 th	50% off
Kamehameha Day	JUN 11 th	Free entry
Queen Lili'uokalani's birthday/Hawaiian History Month	SEP 2 th	Free entry
King Kalākaua Birthday	NOV 16 th	Free entry
La Kū'oko'a- Hawaiian Independence Day	NOV 28 th	50% off
Prince Lot Kapua'iwa Birthday	DEC 11 th	50% off
Princess Bernice Pauahi Pākī Birthday	DEC 11 th	50% off

DAILY PROMOTIONS

Waimea Valley will continue with its current weekly promotions such as Kama'āina early morning walker days, Lā 'Ohana (Family Day) and Keiki Day as follows:

SUNDAY | Lā 'Ohana Day (3rd Sunday only) 50% off for kama'āina and military

WEDNESDAY | Keiki Day (no change): Free admission for kama'āina and military keiki

THURSDAY | Kama'āina Thursday: Free admission for kama'āina and military from 12 pm to 3 pm

SATURDAY | Plant Sale (no change); geared toward local growers/home gardeners

Other promotion days may be added to attract kama'āina visitors.

DISCOUNTED ADMISSION RATES FOR KAMA'ĀINA

Individual/Group Rate Admission

Admission for kama'āina and military visitors will be priced to encourage our local community to rediscover this treasured cultural site and botanical garden. The admission pricing is as follows:

YEAR	2024	2025	2026	2027	2028	2029
Kama'āina/Military Adult	\$10	\$10	\$12	\$12	\$15	\$15
Kama'āina /Military Senior/Student	\$8	\$8	\$10	\$10	\$10	\$10
Kama'āina /Military Child	\$6	\$6	\$8	\$8	\$10	\$10
Kama'āina /Military Group	\$10	\$10	\$12	\$12	\$12	\$12

WAIMEA VALLEY COMMUNITY MEMBERSHIP

Individual and Family Memberhsip

Annual individual and family members receive a 10% discount at the Wahi 'Āina Grill and gift shop items along with the "Early Morning Walker Program" which allows access to the botanical gardens starting at 7:30 am every day.

Annual Individual and Family Membership Pricing

Individual, family, and lifetime membership prices will increase as follows:

YEAR	2024	2025	2026	2027	2028	2029
Kama'āina/Military Individual	\$40	\$40	\$50	\$50	\$50	\$50
Kama'āina /Military Family	\$80	\$80	\$100	\$100	\$100	\$100
Kama'āina /Military Lifetime	\$800	\$800	\$1,000	\$1,000	\$1,000	\$1,000

It has been decided to increase the annual membership price. However, the plan is to improve the membership program with additional benefits that were available before the COVID-19 pandemic. The new elevated annual membership program will use Wild Apricot, which is a membership management software we currently use to communicate with our annual pass holders. It will send reminders of upcoming events, promotions, and membership renewals. The additional benefits will vary monthly and may include free admission passes for those not covered with membership, discounts on plants, free passes to paid internal events, or a souvenir booklet.

ANNUAL ORGANIZATION MEMBERSHIP PROGRAM

Annual organization membership will be offered to organizations who would like to provide their employees with a way to relax and recharge in the Valley. The price of the membership will be based on the number of employees as follows □

The annual organization membership will allow the employee and their family members daily admission for one year. There will not be any additional incentives provided with the organization membership. We plan to conduct a marketing campaign to promote the program through various channels. This includes targeting businesses and organizations we have collaborated with in the past and utilizing LinkedIn, the Hawai'i Employers Council, and companies and organizations that volunteer at Waimea Valley.

No. of Employees	Annual Fee
1 -10	\$500
11 -20	\$1,000
21 -30	\$1,500
30 -50	\$2,500
50 -100	\$3,500
100 -150	\$5,000
150+	\$10,000

SPECIAL EVENTS

Community events are designed to attract the local community to enjoy family activities and to learn about important issues and interesting botanical, cultural, and environmental topics. The major events that will be conducted annually are as follows:

Hale'iwa Farmer's Market
Valentine's Day Dinner
Easter Brunch & Egg Hunt
Earth Day
Moon Walk
May Day Lei Day
Mother's Day
Ocean Day

Father's Day BBQ
Screen on the Green
Summer Concert Series
Kalo & 'Awa Festival
Arbor Day
Harvest Moon Dance
Makahiki Festival & Te Moana Nui Games
Mai'a Festival

The ancestral crop gardener position was created in 2024 to place a stronger focus on the many species and varieties of ancestral crops growing in the Valley. Over the next six years, several ancestral crop festivals will be developed and conducted, modeled on the Kalo and 'Awa Festival concept.

BUSINESS INCUBATOR PROGRAM

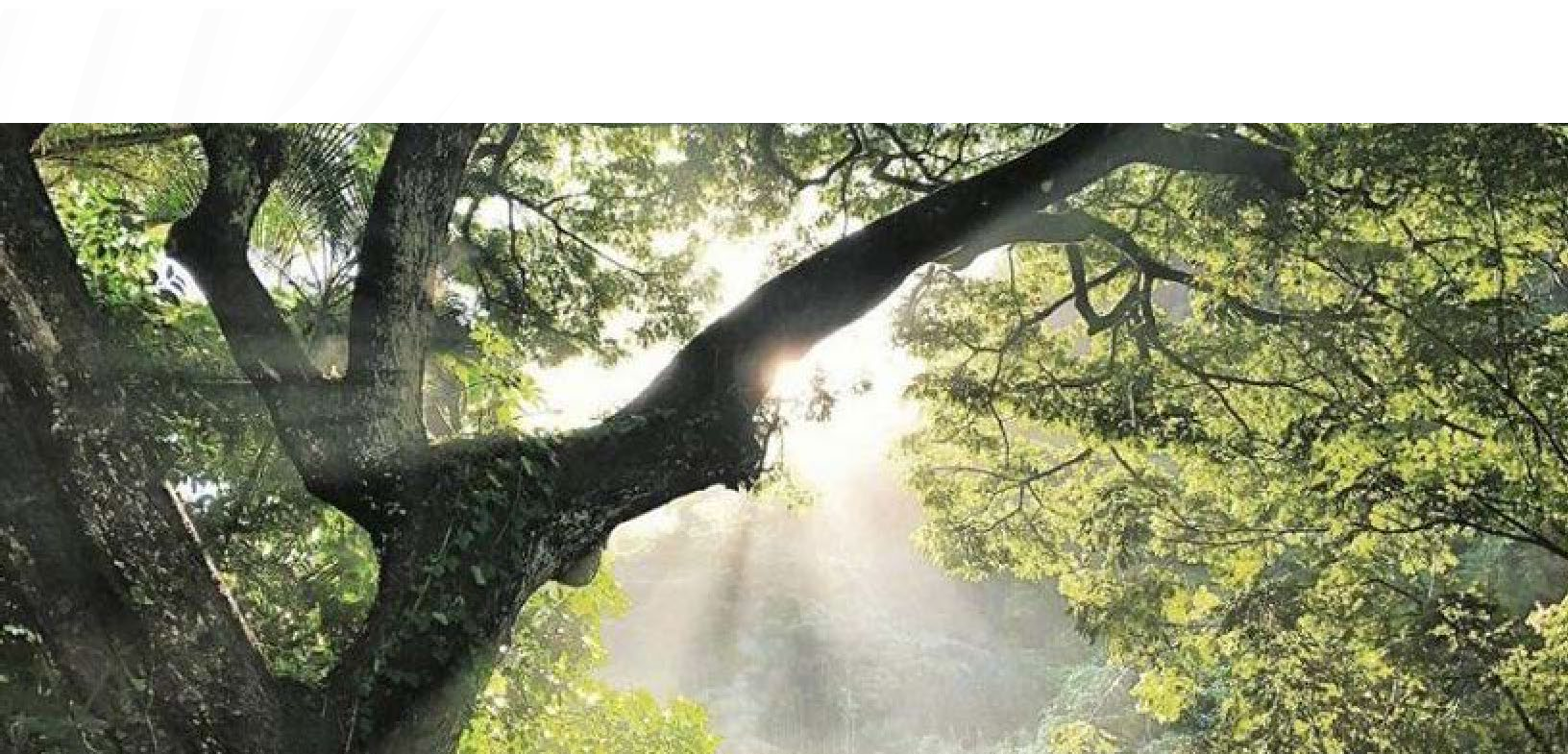
Hi'ipaka was awarded a grant by the Administration for Native Americans to operate a Business Incubator to help Native Hawaiian veterans, artisans, small business owners, and microbusiness owners create and build successful businesses. The program assists existing and new businesses to establish new markets for their products and provides opportunities for these businesses in Waimea Valley.

The goal of the project is to increase the number of successful Native Hawaiian owned businesses in our community. The project will serve a total of 45 business participants in 2023, 2024, and 2025. We will offer 10 workshops a year on various business topics and three one-to-one technical assistance sessions with each participant. Three business networking events will be held each year.

As part of the Incubator program, we will correlate successful business practices to Hawaiian cultural values, an essential component in making Native Hawaiians feel that earning money is compatible with their culture. Successful cohort one businesses from 2023 continue to be tracked and supported.

Hi'ipaka will support the program with a small grant to strategically enhance the launch or growth of successful graduates of the program in 2024 by focusing on implementation of their business plan.

Outside grant funding to continue the program beyond 2025 may be explored along with internal funding of the program by Hi'ipaka LLC.



PU'UKUA EDUCATION PROGRAM

The Pu'ukua education program will include construction of an open air hale, curriculum development and the design and planting of an agro and native forest for outdoor classroom learning.

The new hale and garden will provide dedicated space for school programming, with better logistical features for safe student drop-offs, conveniently located teaching tools and garden features that will enhance learning outcomes. The Pu'ukua area will include a large agro-forest, mala, lei and la'au lapa'au garden and will have a separate education and sensory garden, so Waimea programs can build in more hands-on cultural and natural resource management learning experiences.

The design of the hale is included as part of the Architect and Engineering contract under an EDA grant with the construction cost covered by Hi'ipaka LLC. Construction is not expected to take place until late 2025 with a program launch in early 2026. In the interim, the agroforestry garden will be out planted.

WEDDINGS & SPECIAL EVENTS

Waimea Valley has several unique and beautiful wedding and private event venues including the Pīkake Pavilion, Main Lawn, u\Upper Meadow, Palm Meadow, Proud Peacock, Waterfall, Pūhala, and the Amphitheater. As we get ready for renovations of the Pīkake Pavilion and Main Lawn at the end of summer 2025, starting in 2024 we will be focusing on selling the event venues Upper Meadow, Palm Meadow, and Amphitheater. Several amenities will be added to these venues with a slight increase in the venue rental fee to cover upgrades. The upgrades include single-stall trailer restrooms, increased electric power access and wi-fi capabilities, perimeter lighting for evening event breakdown, beautification of the gardens, and storage facilities.

We also support several recurring event contracts to include TOA Lū'au, community weekly yoga, Hale'iwa Farmers Market, North Shore Regional Realtors monthly meetings, community hālau practice, and North Shore Mission Service all held at the Proud Peacock and Pīkake Pavilion. We expect renovations to the Pīkake Pavilion to end in spring 2026 and will host the TOA Lū'au from Monday to Friday requiring the Hale'iwa Farmers Market to be relocated to another Valley site in 2025.

WEEKLY NURSERY PLANT SALES

Waimea Valley will continue to hold the Saturday nursery plant sale. The nursery is USDA certified and will explore increasing online sales through e-Bay and other sites. Advertising and promotions will continue for the weekly plant sale featuring weekly social media posts of plants in stock. For the rare plants there will be targeted advertising via Facebook to selected markets in the U.S.

GARDEN/CONSERVATION SUPPORT

For those kama'āina interested in dedicating a garden to a family member, friend, or supporting our botanical and conservation work we offer several opportunities to include:

ADOPT-A-GARDEN PROGRAM

Organizations and companies can select a garden to adopt and can create a safe and stimulating plan for that garden. Volunteer days to maintain each garden will be arranged through the Volunteer Coordinator.

DEDICATION BENCHES

Dedication benches will be offered for sale utilizing wood harvested from the Valley. The price of a dedication bench is \$10,000. A plaque will be added, and the bench location will be decided with the family.

DEDICATION GARDENS

The dedication garden/cultural program will be implemented by the botanical or cultural staff. A donation of \$10,000 will qualify an individual, family, organization, or company to dedicate a garden to a loved one, organization or company, special event, or milestone.

CONSERVATION TREE / CARBON OFFSET PROGRAM

The Conservation Tree Program invites visitors and community members to support planting of native trees on Waimea Valley's mauka conservation lands by donating \$30 per tree as a carbon offset. The trees will be planted by the botanical and conservation department with a goal of planting 200 trees total.

PRIORITY II



PRIORITY II

Maintain financial sustainability by offering authentic cultural, botanical and other experiences that will attract visitors to Waimea Valley.

The new strategic plan places a strong emphasis on the cultural significance, features, history, and natural resources of the Valley.

The main strategy for attracting visitors to the Valley is to provide an authentic cultural and/or unique botanical experience. During the six-year period, several programs and activities will be introduced as suggested during the strategic planning process.

HAWAIIAN HISTORY AND CULTURAL WALK

In the next three years we plan to design and install an outdoor exhibit that will be a "History and Culture Walk" along a 50-foot pathway from the Visitor Center to Hale Hō'ike. The purpose of the walk is to introduce visitors to the cultural practices and values of Native Hawaiians that were central to maintaining a self-sufficient and resource-rich society. Concepts such as *aloha 'āina* (love of the land) and *malama 'āina* (caring for the land) and their relationship to the management of traditional Hawaiian land units known as *ahupua'a* will show how agricultural practices, rain forest management, stream management, and conservation ensured that natural resources were kept in pristine condition to provide ample food for the people of Waimea.

In addition to interpreting Waimea's abundant past, the exhibit will also help visitors to understand how *ahupua'a* management principles can help to address climate change issues in the islands while providing a model for addressing Hawai'i's overreliance on imported foods to feed our growing population. The exhibit will be supported with a combination of grant and Hi'ipaka funds. In late 2023, a grant application was submitted to the National Endowment for the Humanities in the amount of \$400,000. Other grant funding will be sought before using Hi'ipaka LLC funds. The exhibit is expected to launch in mid- to late 2026 after the gift shop extension is completed.

KA'APUNI O WAIMEA

Ka'apuni o Waimea, offers visitors a semi-guided experience that interprets three cultural sites: Hale Ho'ike, Kauhale and Kahua Pa'ani. The cultural staff facilitate Hawaiian values and ʻōlelo Hawai'i learning points associated to each site. The visitor has a chance to collect stamps at each station, and if they complete two or more stations and retain the learning points, they earn the status of "Ho'okipa Ambassador" and a souvenir pin. This activity helps the visitor take their time while in the valley and get introduced to foundational cultural values.

KAUHALE DISPLAY AND EXHIBIT

Institute of Museum and Library Services awarded Waimea Valley with a museum grant to produce an audio exhibit in Kauhale. The cultural team developed a work plan to design and install the exhibit that includes audio and physical media planned for each hale. Next steps will include fabricating the physical components of the displays in each of the hale. Physical installation and an exhibit opening will take place in 2024. Programming integrating the new exhibit will continue through 2029.

ARTISANS DEMONSTRATIONS

The artisan program was redesigned in 2021 to increase the number of artisans and cultural practitioners who demonstrate and educate visitors on Hawaiian culture and history in the Valley. The artisans and practitioners are stationed in 10 key locations throughout the Valley including Kauhale, Hale Kipa, waterfall turn around, and Hale Hō'ike. At the end of 2023, there were 12 artisans retained and additional artisans will be added over the six-year period to provide visitors with a unique and interesting cultural experience as follows:

YEAR	2024	2025	2026	2027	2028	2029
Number of Artisans	15	16	18	18	18	20
Artisan Hours per month	700	760	880	880	880	1000

A Department of Interior, Hōi'hi grant was awarded to Hi'ipaka in late 2022 with an extension for an additional three years. The Hōi'hi Nō Waimea project will educate visitors on traditional Native Hawaiian cultural practices and the history, usage, purposes of, and protocols associated with each practice. The program will focus on cultural practices such as: kapa making, lei making, coconut frond weaving, lauhala weaving, wood working, hale building, kukui nut use, 'ukulele lessons, hula demonstration and mo'olelo, rope making (sennit), and poi pounding. Visitors are given the opportunity to try in each of those actual practices in a hands-on activity led by the practitioner, inspiring greater understanding and appreciation of Hawaiian culture and Hawai'i. Visitors take home tangible keepsakes that reflect their participation.

SPECIAL GROUP TOUR PACKAGES

Over the past several years, several special tour group packages have been organized through destination marketing companies. The packages include a traditional welcoming ceremony, cultural demonstrations, cultural and botanical tours, entertainment, and food. We will aggressively target these group tours through new marketing materials and partnerships with several destination marketing companies.

GUIDED WALKING TOURS

The walking tours offered to guests are an easy and affordable way to engage visitors in the botanical wonders of Waimea Valley. The botanical tours are offered daily for free (with admission) at 12:30pm. These tours are 45-60 minutes and showcase, "What's Blooming in the Valley." The cultural team incorporated a guided 20 minute walking tour of Kauhale into the the programming of Ka'apuni o Waimea. This tour offers the guests the option to complete the Ka'apuni o Waimea learning points in a fully-guided experience of the re-constructed living site.

Private botanical or cultural tours can be arranged via prior inquiries, for an additional fee. This option provides the visitor with a more extensive, exclusive experience of the botanical gardens and cultural sites.



GUIDED CULTURAL/BOTANICAL SHUTTLE TOURS

In 2024, we will explore the addition of utilizing a 14-passenger electric shuttle to offer cultural and botanical expertise tours for pre-purchase through the booking site FareHarbor. These tours are intended to be insider looks into the world of Waimea Valley. The cultural and botanical experts will present on specialized topics geared toward the visitor that prefers a guided experience of the Valley on the shuttle. This program will explore interesting themes, such as archeology and history, and Hawaiian flora, and other frequently requested areas of interest to visitors and community members.

The guided tours will be marketed through social and other media that target visitors who are interested in learning about the unique cultural and botanical features of the Valley.

Unsold seats will be promoted by our staff at the Visitor Center and ticket booth. Initially the tours will be offered twice weekly with the expectation that they will be increased to seven days per week by 2028 as follows:

YEAR	2024	2025	2026	2027	2028	2029
Cultural Shuttle Tours per Week	2 - 4	4	5	6	7	7
Botanical Shuttle Tours per Week	2 - 4	4	5	6	7	7

WI-FI INFORMATION STATIONS

Five information stations were created in 2021 as a start to the information station program giving our visitors in-depth knowledge of the Valley's history, culture, and gardens. They are located throughout the gardens, close to the main pathway. Once visitors connect to Wi-Fi they can look for the kalo leaf signs with QR codes. With their smartphone and devices, guests can scan the QR code to retrieve a video or photographs of a cultural site or plant located in front of them. The five information stations are closely monitored to determine if additional stations should be created. We reproduced the signs to a brighter color to help them stand out and catch guests' eyes and intrigue their curiosity. We are excited to announce that a new and improved Wi-Fi system will be implemented in mid-2024 to enhance Wi-Fi accessibility throughout the property. The new Wi-Fi system will enable us to increase the number of Wi-Fi stations throughout the Valley, allowing guests at Waimea Valley to access informative content such as videos with narration and other media. This will provide an excellent opportunity for guests to enjoy a self-guided tour at their own pace. We will explore increasing our Wi-Fi capability to add more information stations over the next six years as follows:

YEAR	2024	2025	2026	2027	2028	2029
Information Stations	5	5	6	8	10	10

TOA LŪ'AU

TOA Lū'au started at Waimea Valley in 2017 to offer a Polynesian lū'au experience for the entire family several times a week in the Pīkake Pavilion. With grant support from the EDA the Pīkake Pavilion will be expanded and upgraded to host up to 350 guests. As part of the renovation, a kitchen will be added to the pavilion area to expedite the food service. The show is currently offered at 12:30 pm, two to three days per week, and at 5:30 pm, four days per week. During construction, the lū'au will be relocated to Parking Lot 3, the paved lot adjacent to Pu'ukua. The site will be equipped with a large tent that can accommodate 200 guests, a performance stage, and guest check-in. The lū'au's activity demonstration area and umu will be along the outskirts of Pu'ukua closest to the tent. Our large trailer restroom with six stalls and a handicap stall will be relocated for the lū'au, and there will be an off-site prep kitchen.

Once construction is completed the show will be offered Monday to Friday at 5:30 pm. Pavilion expansion construction is not expected to begin until late 2025 with the expanded facilities ready for use in mid-2026.

During the construction period a temporary site will be created in parking lot 3. A tent to accommodate up to 220 guests will be purchased and set up in the parking lot next to the Pu'ukua site. The site will be used for activities and the umu demonstration.

FOOD SERVICES

Ke Nui Kitchen (KNK) will continue to provide both in-house food service and catering (onsite and offsite). KNK will explore the reopening of the Proud Peacock restaurant as one of their food venue options.

The KNK lease agreement expires in December 2025 with negotiations taking place for renewal to begin in 2024. The new lease will include all current lease items along with the newly built pavilion kitchen, bar and prep room.

HULA HĀLAU

A hula presentation program will be initiated in 2024 to enhance the visitor experience. Hula hālau will be in the Valley one to two times per week with a focus on the weekends to attract kama'āina to the Valley. Various hula hālau, with preference given to locally (North Shore) based hālau, will be selected to perform using live or recorded music. The hālau will be contracted to perform on selected dates throughout the year and compensated per day. The experience will not only be a highlight to guests but to the hālau and performers as a means of fundraising for future competitions, travel, and miscellaneous expenses.

The number of hālau and performances will be expanded over the six years of this Operating Plan with the goal of providing hula performances daily.

FACILITIES UPGRADE

The EDA grant will provide a number of major renovations for the Valley to include:

- 1 Renovate the old Education Center to create a Community Resource Center for contract artisans and docents. Located adjacent to the Waimea Valley Botanical Library building, it is to be used as a staff and community research facility. A rockfall impact fence will be installed to protect the Resource Center.
- 2 Renovate the site of TOA Lū'au at the Pavilion, move the central column out of the view plane, install a new flat roof for covered seating, renovate kitchen station for cooking, and extend bar area. The final capacity for this site is estimated at 350 people with tables and chair seating.
- 3 Renovate the gift shop and bathrooms in the Visitor Center (VC). Create a larger 600 square foot still within the existing building footprint. Renovate the 2,000 square foot gift shop and incorporate an additional 600 square foot of covered deck space into a cultural walk that would introduce the Valley's history and cultural significance to visitors. The renovated area would also display items for sale by native artisans and cultural practitioners. This will help Native Hawaiian artisans to increase their sales volume and total revenue.
- 4 New construction of a traditional Hawaiian *hale*. The plan is to develop a *hale hālāwai* for cultural education use by Waimea Valley's cultural program staff who envision a 1,500 square foot traditional Hawaiian hale to host school groups and an educational garden that includes heirloom plant cultivars of *kalo*, *'awa*, *kō*, and *mai'a*, developed over hundreds of years by Native Hawaiian ancestors.

Construction is not expected to begin on the EDA funded projects until the design, entitlements and permitting is completed in mid-2025. Hi'ipaka LLC will need to supplement the \$3.75 million EDA grant in the amount of \$1,878,684 as indicated in the following table:

ITEM	EDA Funding	Hi'ipaka Funding	2023	2024	2025	2026	Total
PROJECT TOTAL	\$3,750,000	\$1,878,684	\$148,284	\$665,027	\$446,437	\$4,368,936	\$5,628,684
EDA Funded			\$85,808	\$176,855	\$91,047	\$3,396,290	\$3,750,000
Hi'ipaka Funded			\$62,476	\$488,172	\$355,390	\$972,646	\$1,878,684

A detailed breakdown of grant expenditures by year can be found in Appendix 1.

A number of facilities and infrastructure upgrades are planned over the six-year period to include:

- Upgrade and maintain Palm Meadow road for easy access to our wedding venue sites.
- Pave the main parking lot and the main road to the waterfall. The main road will be paved after the waterline replacement is completed.
- Maintain North Valley road to provide access to our *mauka* reforestation areas.
- Upgrade our water system to reduce leaks and improve pressure to the upper Valley.
- Install conservation fence to protect mauka reforestation areas and Pu'ukua agro-forest areas.
- Install water catchment system for mauka reforestation.
- Replace the culvert at 'Elehāhā stream.
- Upgrade electrical lines to support building upgrades, composter and water system pump.
- Conduct rock fall mitigation to address erosion issues below the fruit collection.
- Install fire hydrant as required by the Board of Water Supply as a result of building development in the Valley.
- Install traffic light as a result of traffic study.
- Upgrade the caretake house.
- Conduct rock fall mitigation work.
- Replace aging kitchen equipment.
- Electric shuttle and golf cart replacement.
- Replace Sewage Treatment Plant.

FUTURE CIP SUPPORT

A direct request for federal appropriations in support of cultural and environmental stewardship and a State of Hawaii grant in aid (GIA) for capital improvements are currently being evaluated. With the successful implementation of the EDA project funding, future support in the form of a public works grant from EDA is possible. Future projects include the replacement of the aging sewage treatment plant and additional rockfall impact fencing. The possible monetary contribution to traffic signal design and construction at Kamehameha Highway and Waimea Valley Road is another potential high-cost project in the current forecast period. Hi'ipaka, LLC will continue the strategy of identifying and applying for government and private foundation grants that can cover some of the capital improvement costs to support continued operations and the stewardship of the Valley.

PRIORITY III



PRIORITY III

Perpetuate the human, cultural, and natural resources of Waimea Valley as a model not-for-profit outdoor learning center for plant conservation and cultural preservation.

CONSERVATION PROGRAM

Waimea Valley is a place where conservation of natural resources and culture go hand in hand. Careful monitoring and restoration of native ecosystems within the ahupua'a of Waimea Valley demonstrate how cultural uses and gathering can encourage stewardship from within the local community. Our mission at Waimea Valley is to preserve and perpetuate its human, cultural, and natural resources.

As stewards of the Valley, we are committed and are active partners in the conservation and management of natural resources on a local and global scale. The conservation team continues with community reforestation efforts and facilitates the Hānai 'Āina volunteer programs with the volunteer coordinator. The team continues to remove invasive species valley-wide, with a major focus on the mitigation of Coconut Rhinoceros Beetle (CRB) population in the Valley. Waimea Valley remains on the community forefront of CRB mitigation practices and will prioritize the health of our palm collections.

The development of the Pu'ukua property will move forward by propagating native trees and shrubs in our nursery now in preparation of creating an educational native Hawaiian lowland forest and agroforestry demonstration site.

In 2024-2029, we will continue forestry plantings on Kalāhe'e Ridge, native forest habitat protection in the Mauka Restoration Site, as well as native wetland bird habitat management.

EDUCATION PROGRAM

Waimea Valley has been offering education programs to over 100 schools and groups on Oahu for the past 12 years. With over 300 acres of conservation land from mauka to makai, Waimea Valley in O'ahu's idyllic North Shore is a wonderland for learning. By connecting young people to the 'āina and mo'olelo of the Valley, we empower and engage younger generations to not only deepen their understanding of Hawai'i's rich history and traditions, but to also become environmental and cultural stewards in our global community.

Waimea Valley's K through 12 educational programs is thoughtfully designed to perpetuate indigenous natural resource management knowledge in meaningful ways that extend far beyond the classroom. From problem solving skills to building self-confidence, strengthening ancestral ties, and igniting a renewed curiosity about our world, Waimea Valley's hands-on framework for learning can be customized to meet our local schools educational needs and goals for any and all ages. Programs have been especially designed to be three hours long.

The number of school programs provided in 2023 surpassed 2019, and we are seeing a return to pre-pandemic school program operations. We expect that the number of school programs will stabilize through 2024-2029, hosting about 6,000 K-12 students annually.

An education program will be created for the Pu`ukua site. The education program will be developed based on the Pu`ukua property to include the construction of an open air hale, curriculum development, and agro and native forest for outdoor classroom learning. The Cultural team will create a curriculum and the Botanical team will design and implement a plan for the development of the agro and native forest. The development of the Pu`ukua property is included in the EDA construction grant.

RESEARCH PROGRAM

The Waimea Valley property is vast and can benefit from scientific support in biology, botany, and geology. A number of botanical and cultural surveys were completed in the past but have not yet encompassed the entirety of the Valley's 1,875 acres. We encourage researchers of all scientific and cultural backgrounds to study our land, fauna, and flora within our mission to "Preserve and perpetuate the human, cultural, and natural resources of Waimea for generations through education and stewardship." Research project proposals will be evaluated prior to acceptance by the Executive Director and staff. Upon completion of the research, Waimea Valley will be acknowledged in publications and media pertaining to the project accomplished on site.

VOLUNTEER PROGRAM

The volunteer program at Waimea Valley has always sought to include the community in fulfilling the mission of Hi'ipaka LLC. In 2022, 'Ohana volunteer days were added twice a month to (1) accommodate families with children to join in service-learning activities in the Valley, and (2) Mālama Mala service work opportunities tackling invasive species eradication in the lower gardens. Hui Hānai 'Āina will continue with conservation work in the mauka and riparian areas of Waimea conducting invasive species control and planting native species. The facilitation of group activities has been expanded to offer an 'adopt a garden' program that would see groups return to the same area each visit to learn to care for a specific part of the botanical collection. In 2024, we will expand the volunteer program to recruit docents with a focus on botanical and cultural areas. The goal is to increase the opportunities for visitors to learn about the Valley and Hawai'i.

COMMUNITY EXCHANGE PARTNERSHIP PROGRAM

The community exchange partnership program (CEPP) is a collaboration between Waimea Valley and Native Hawaiian organizations, non-profits, hālau, schools, and other related groups to bring more of their kama'āina network into the Valley, and in exchange Hi'ipaka will donate the kama'āina admissions for the day to the group. Group selection will be based on the group's mission and fundraiser objective. Once the group and date are selected, a marketing collaboration effort will be put in place to maximize the group's fundraising efforts and attract as many kama'āina to enjoy the day at Waimea Valley as possible while supporting the participating group's fundraiser. The program will be offered once a quarter throughout the year as requests come through.

COMMUNITY OUTREACH & PARTNERSHIPS

We will continue our strategic partnerships with the Aha Hui Advisory Group, Hewahewa 'Ohana and Waimea Valley Arboretum Foundation to achieve existing and future goals. We have recently initiated new projects and anticipate strong connections with The Kōkua Hawai'i Foundation and the North Shore Community Land Trust.

THE KŌKUA HAWAI'I FOUNDATION

The Kōkua Hawai'i Foundation is a 501(c)3 non-profit organization that supports environmental education in local schools and communities. They recently purchased a parcel of land in Hale'iwa to establish agricultural, educational, and retail activities that benefit the community and promote local food, waste reduction, and environmental stewardship. In 2022, the Johnson 'Ohana Foundation donated \$5,000 to complete a waste audit at Waimea Valley. The audit results showed the most prevalent waste category by weight was organic waste. In line with our sustainability initiatives, Hi'ipaka purchased a composter with a generous donation of \$10,000 from the Johnson 'Ohana Foundation.

THE NORTH SHORE COMMUNITY LAND TRUST

The North Shore Community Land Trust (NSCLT) is a non-profit organization striving to protect, steward, and enhance the natural landscapes, cultural heritage, and rural character of *ahupua'a* from Kahuku Point to Ka'ena on the North Shore of O'ahu. Waimea Valley provides Hawaiian native plants for NSCLT's restoration site at Kahuku point. The NSCLT also holds the easement and creates the annual report of the Pu'ukua property.

AHA HUI ADVISORY GROUP

The Aha Hui Advisory group is comprised of North Shore community leaders and a representative of the Hewahewa family, all of whom have a strong interest in Waimea Valley and have provided advice and support over the past nine years.

HEWAHEWA 'OHANA

The Hewahewa 'Ohana have a strong, historical connection and interest in Waimea Valley. The burial site of their ancestor, Kahuna Nui Hewahewa, is in the Valley, and the family conducts regular visits and memorial activities here. The 'ohana was instrumental in helping Waimea Valley to purchase the Pu'ukua land and will be asked to help implement the strategic initiatives relating to Pu'ukua. In 2023, Aunty Na'mi from the Hewahewa 'ohana was part of the Ka Wai Kūpuna planning committee and organized a fashion show and silent auction made up of Hawaiian artisans and designers. In 2024, we plan on more events and organized visits coordinated by the Hewahewa 'ohana to help increase the kama'āina visitor count and reintroduce Waimea Valley to the Hewahewa descendants.

WAIMEA ARBORETUM FOUNDATION

The Waimea Arboretum Foundation (WAF) has had a long history of supporting Waimea Valley with its botanical gardens and rare plant preservation. The Foundation was created 43 years ago, and has limited activity over the past 10 years, and revived its activities by recruiting an Executive Director, Michael Letzring, at the end of 2021. Michael supports the WAF and Waimea Valley partnership by performing working visits to the valley, providing professional development opportunities to staff to enhance botanical, conservation, and horticultural skills sets. He assists with botanical walking tours, garden renovations, rare plant collections, and maintenance.

In 2024-2029, Waimea Valley staff will assess the partnership for strategic opportunities, beginning with redefining an operating agreement and reporting procedures.

OTHER PARTNERS AND NETWORKS

Other partners and networks include:

- Mālama Pūpūkea-Waimea
- Office of Hawaiian Affairs
- Koʻolau Watershed Mountain Project
- University of Hawaiʻi
- Waiwai Collective
- Department of Land and Natural Resources
- Eddie Aikau Foundation
- Laukahi Network
- City and County Department of Parks and Recreation Lei Court
- Council for Native Hawaiian Advancement
- Aloha United Way
- Helping Hands Hawaiʻi
- Hawaiʻi Alliance of Nonprofit Organizations
- Hawaiian Civic Clubs
- Hawaiʻi Green Growth/Local2030 Islands Network Initiative

PRIORITY IV



PRIORITY IV

Promote staff stewardship within Waimea Valley through staff development.

Training and professional development is imperative to the success of our teams and the important work performed at Waimea Valley. Staff are empowered to take part in several training programs designed to promote professional competencies, bolstering efficacy and teamwork on an all-staff level.

MONTHLY CULTURAL & BOTANICAL TRAINING SESSIONS

The staff specialists from the Cultural and Botanical teams develop a new training subject to teach at all-staff monthly training sessions. These trainings are geared to enhance the general staff knowledge of the valley and empower informed responses to visitor inquiries. From our conservation program to la'au lapa'au plants (and where to find them) to the historic mo'olelo o Waimea – our specialists have much to teach each other and the next generation of Waimea Valley stewards.

In 2024 the theme of the series is Nā Ala Hele: Walking the Pathways, to strengthen staff knowledge on the major features along the visitor corridor. The series will continue with new subjects through 2029.

DEPARTMENTAL TECHNICAL TRAININGS

The departments conduct their own series of shadowing programs and preparedness trainings to equip staff for specific job tasks. These trainings programs focus on honing a high level of efficacy, safety, and competency in each job type. The facilities, conservation and botanical departments participate in safety tasks analyses, equipment training and task technique training – such as plant knowledge, pruning, first aid, chainsaw training, etc.

The cultural team leaders provide training series to ensure staff readiness for the variety of teaching capacities. With many of our lead and education staff having DOE teaching and cultural practice experience, these trainings inform our education staff to blend a culturally grounded, place-based knowledge with the standards-driven curriculum that fulfill the participating schools desired learning outcomes. Educators and cultural team members are responsible for providing a high-level of program content accuracy which requires immersive, continuous training, and knowledge building.

TRAINING INCENTIVES & PROFESSIONAL & TECHNICAL TRAININGS

Waimea Valley supports academic and technical training pursuits on the individual level. Opportunities for several professional and technical training courses are planned for annually within department professional development budgets.

Staff are also encouraged to utilize the Tuition Assistance Program that allows for degrees or individual course tuition to be reimbursed upon successful completion. There is an application process to determine if the course qualifies as relevant to job duties and professional growth at Waimea Valley.

PROSERVICE & ON DEMAND TRAINING PROGRAMS

Staff development and support will be provided to the department managers and key staff through ProService in person, virtual and on-demand training modules. As an HR partner, ProService trainings increase staff competency in employment law standards and best practices, and a variety of administrative and operational skills. In 2024-2029, staff will choose ProService trainings they feel will benefit them in their professional development. Staff with potential for advancement will be identified and scheduled for the ProService management series.

HO'OKIPA TRAINING SERIES

Developing a Ho'okipa Training Program was a focus in 2023 that will remain foundational for staff in 2024-2029, particularly front-line staff in the cultural and retail departments. Several customer service training sessions are required as on-boarding activities and these are reiterated through follow-up sessions. The frontline staff also meets a few times weekly before the ticket booth opens to build camaraderie, discuss upcoming events, understand daily programming as a unit, and reinforce priority Ho'okipa and operational concepts.

EMPLOYEE OF THE QUARTER

The employee of the quarter program offers managers an opportunity to select a staff member that has truly been an example of excellent *ho'okipa* (hospitality) and has gone above and beyond to provide exceptional service and create memorable experiences for customers. The award acknowledges those who embody the principles of exceptional service delivery, problem-solving, and genuine commitment to exceeding customers' expectations. The staff member has implemented the Hawaiian values, safety guidelines, and information distributed through training and other outlets. The individuals are recognized at the semi-annual all-staff meeting, staff summer event, and the staff end-of-year event.

PAY RATE STRUCTURE

In 2023, a comprehensive Pay Rate Structure study was performed to develop a pay structure that is fair to all employees, offers equitable salaries, is competitive with other employers, and attracts valuable candidates. After extensive research and discussion, a pay rate structure and pay grades were established for each job position at Waimea Valley, taking into consideration the skills and knowledge that are required for each job and whether a college degree is required. As a result, we now have a pay rate schedule similar to the federal GS schedule with grades G-1 through G-5 and 10-20 step levels within each grade.

Salaries of all existing Waimea Valley employees were brought in compliance with this new Grade and Step schedule. Going forward this schedule will be used to determine the starting salaries of new employees and for any promotions or changes of jobs within the organization. The Pay Rate Structure provides enough room for growth for Waimea Valley employees for at least the next five years. Pay rates can be adjusted in time with significant increases in the cost of living and/or changes in the national job and employment conditions.



EXECUTIVE DIRECTOR TRANSITION

With the current Executive Director, Richard Pezzulo, retiring in December of 2025 after 14 years leading the efforts at Waimea Valley, there is a desire to ensure a seamless transition for the organization. Waimea Valley is under the stewardship of Hi'ipaka LLC, a sub-entity of Hi'ilei Aloha LLC, which is a sub entity of the Office of Hawaiian Affairs. Hi'ipaka owns and manages the 1,875-acre *ahupua'a*. The *Ho'omau Waimea Plan* was created to establish a comprehensive process of continued leadership succession of Waimea Valley's Executive Director.

The Executive Director is responsible for the proper management of all aspects of the Company's activities which include, but are not limited to, sound financial operation compatible with the best interests of the Company, its Member, and their guests, and the security and protection of the Company's assets and facilities. All employees of the Company are under the direction and supervision of the Executive Director.

The objective of the Ho'omau Waimea Plan is to create a strategic framework and communications plan for the promotion, search, and coherent transition of the current Executive Director, Richard Pezzulo, following his retirement. Communication plays a critical role in the transitions for the outgoing leader, the incoming leader, the incumbent leadership team, and the overall organization, with material impacts on engagement and performance. In Hawai'i, it is critical to carefully transition the complex set of stakeholder relationships, both internal and external.

The recruitment process will begin mid-2025 and continue until a candidate has been selected and onboarded. We anticipate that onboarding for the new executive director will begin in the fall of 2025 allowing several months of transition and onboarding.

It is recommended that Richard Pezzulo stay on as a consultant to the Managers or as a fourth Hi'ipaka LLC Manager to ensure a smooth transition, successful completion of the EDA grant, and strong fiscal sustainability for the long-term.

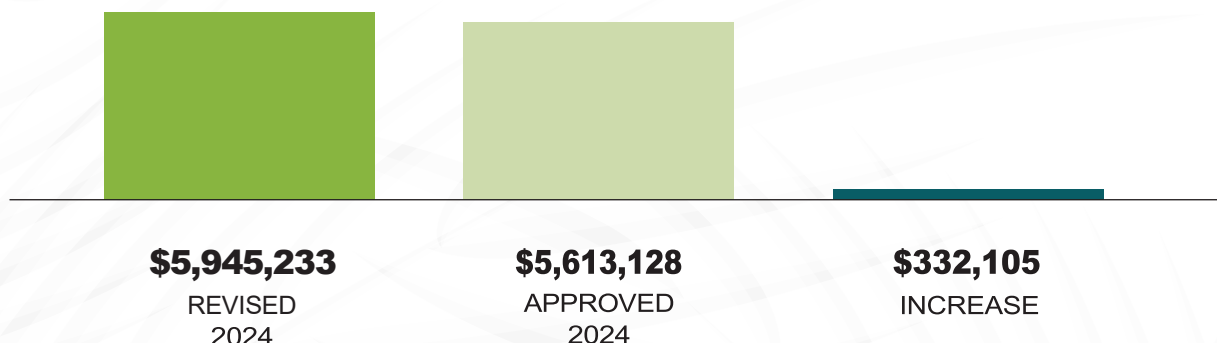
ORGANIZATION STRUCTURE

A number of changes have been made to the organization structure in 2024 to support the transition to a new ED in 2025 and implementation of the new strategic plan. The two existing Assistant ED positions will be redescribed, and four new positions will be created. The COO and CFO will share the current duties and responsibilities of the Assistant EDs and will help the ED to build a strong organization that can support the transition to new leadership. The new positions are as follows:

POSITION	DESCRIPTION
Director of Operations	Implements the new strategic plan and helps build a strong organization for the efficient transition to a new ED.
Director of Finance	Ensures the organization is utilizing finances wisely and troubleshooting any financial risks that may stand in the way of growth.
Director of Research & Training	Integrates interactive and authentic experiences through research and training programs. Provides training opportunities to improve skills & knowledge: professional development & certifications.
Director of Marketing & Communications	Helps shift the visitor focus from the waterfall to the cultural and botanical experiences through marketing and promotions. Improves open communication; creates effective communication tools for staff.
Training Coordinator	Provides training/staff development support under the direction of the Director of Research.
Gardener	Provides Pu'ukua garden development and maintenance.

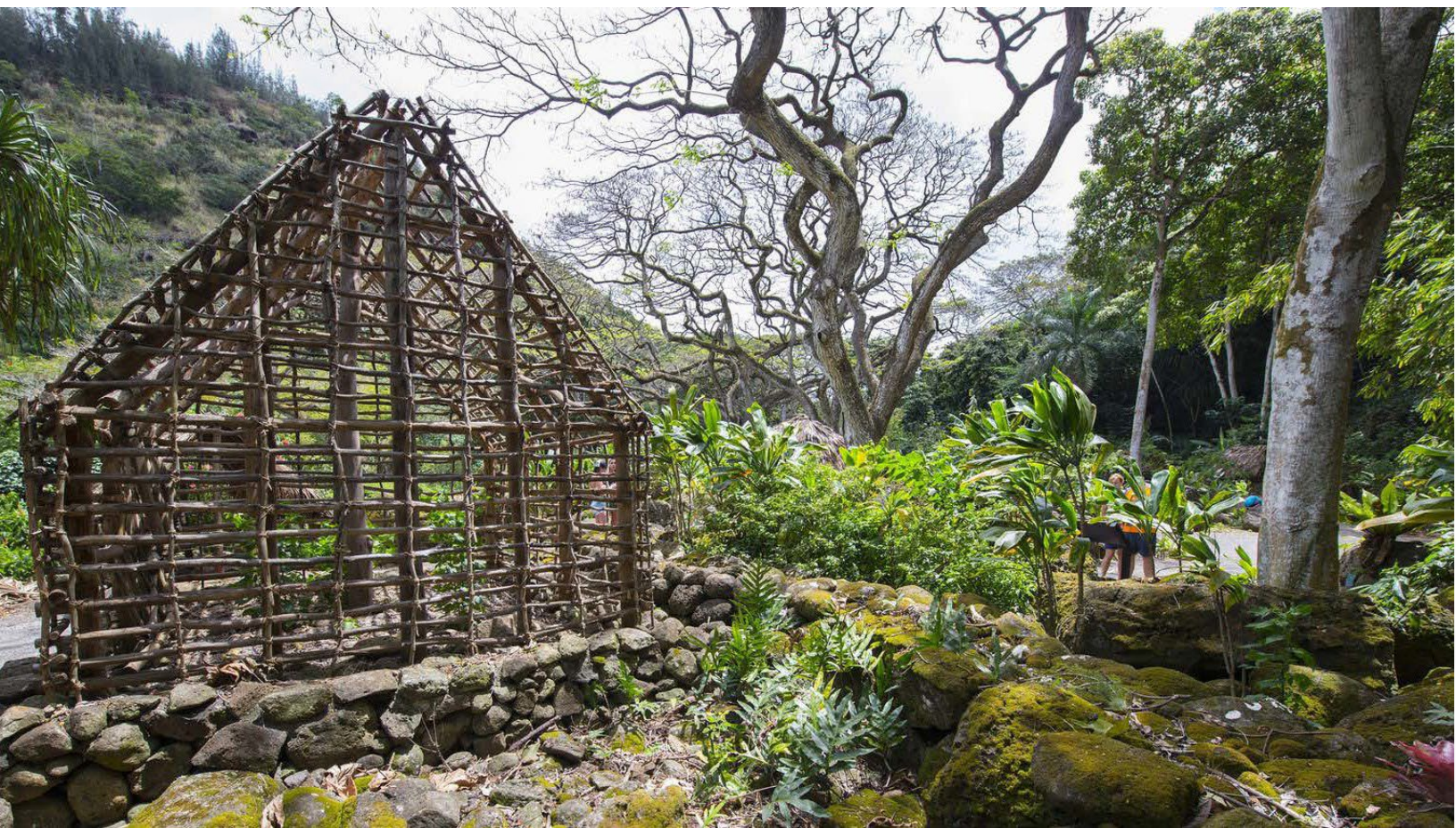
The revised organization structure will result in a payroll increase of \$332,105 annually as follows:

TOTAL SALARY & FRINGE



The recommended changes will result in the following staffing levels:

	2023		2024		ReOrg	
	FT	PT	FT	PT	FT	PT
Executive Office	3	0	3	0	5	
Research/Training					2	
Marketing and Comm.	4	0	3	0	3	
Administration	4	0	4	0	3	
Grants and Evaluation	3	0	4	0	5	
Finance	11	1	10	2	11	2
Cultural Programs	12	0	12	4	12	3
Botanical Group	20	1	21	1	22	1
Property & Facilities Group	12	0	13	0	13	0
Total	69	2	71	7	76	6



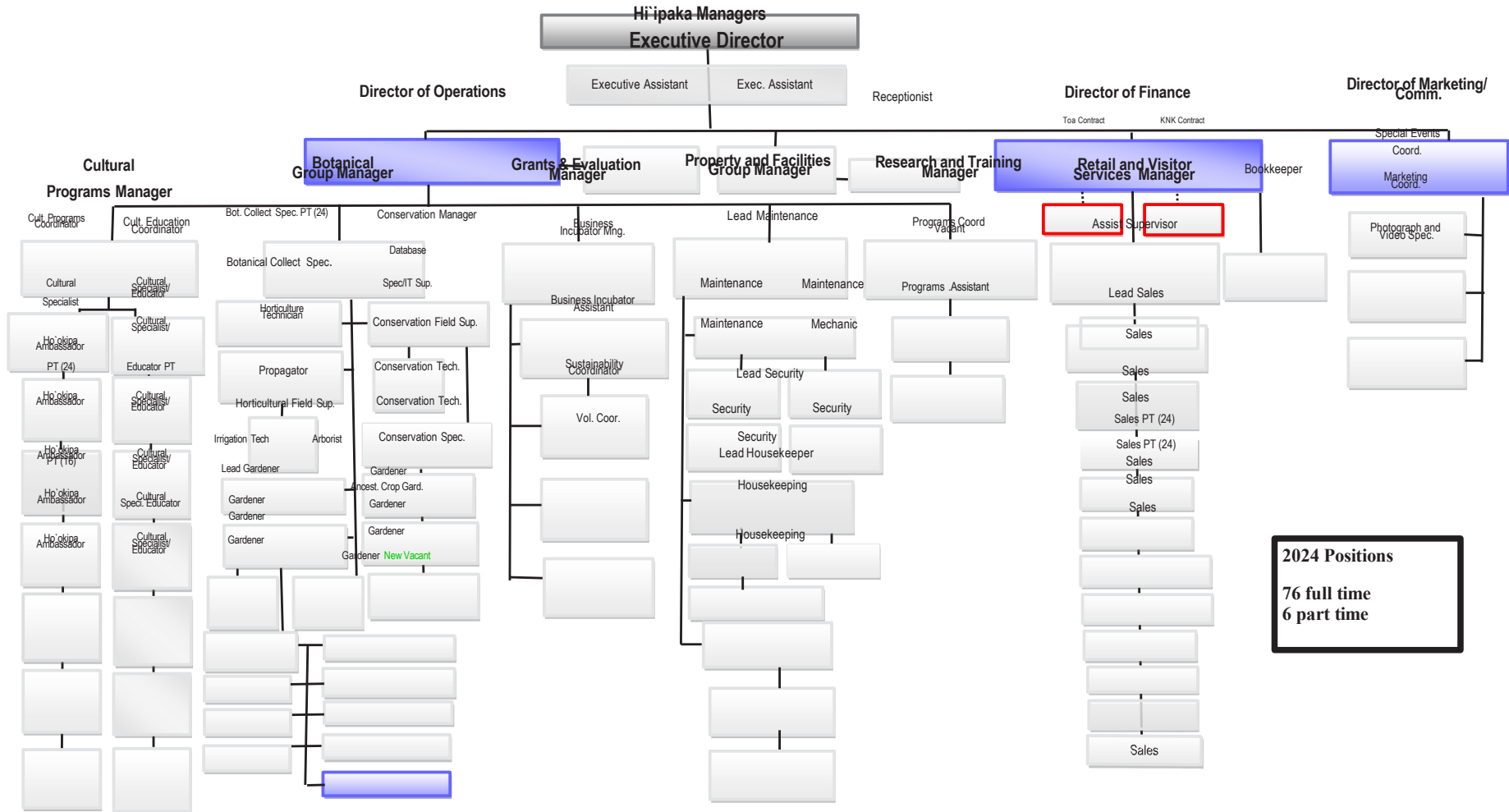
A summary of staffing and major responsibilities can be viewed in the following tables.

DIRECTOR OF OPERATIONS			
Cultural Programs Manager	Botanical & Conservation Manager	Facilities Manager	Grants and Evaluation Manager
Cultural Programs Coord. Cultural Ed. Coord. Cultural Spec. Cultural Spec. Ed. Ho'okipa Ambass.	Botanical Man. Conserv. Man. Plant Specialist Arborist Database Spec. Horticulture Staff Arborist Gardeners	Facilities Staff Mechanic Custodian Staff Security Staff	Volunteer Coord. Sustainability Coord. Business Incubator Manager Business Incubator Assistant
<ul style="list-style-type: none"> • Education Program • Organize/ Implement <ul style="list-style-type: none"> - Ka' apuni o Waimea - Artisan Program - Cultural Tours - Kauhale Exhibit. - Staff Present. 	<ul style="list-style-type: none"> • Bot. Garden Dev. & Maint. • Conservation • Propagation • Irrigation • Plant Database • Tree Maint. • Grounds Maint. • BOT Festivals 	<ul style="list-style-type: none"> • Facilities Repair & Main. • R&M Contract Monitoring • Housekeeping • Vehicle Repair & Maint. • Security • Caretaker • Lifeguard Serv. 	<ul style="list-style-type: none"> • Grant Develop. & Reporting • Business Incubator Program • Volunteer Program • Sustainability Prog.

DIRECTOR OF RESEARCH & TRAINING	DIRECTOR OF FINANCE	DIRECTOR OF MARKETING & COMMUNICATIONS
Training Coordinator Training Assistant	Retail Manager	Marketing Coord. Media Specialist Special Events Coord.
<ul style="list-style-type: none"> • Research & Publications • Program review, improv. and reporting • Staff Development & Training • Employee orientation • WV History & Cultural Walk • Invite & Coordinate outside research 	Assistant. Store Manager Bookkeeper Retail and Visitor Services Staff	<ul style="list-style-type: none"> • Advertising • Promotion develop & reporting • Social Media • Surveys • Signage • Monthly Staff Newsletter • Monthly e Newsletter • Press Releases • Article Publication • Hula Program
	<ul style="list-style-type: none"> • Gift Shop • Admissions • Shuttle Service • Tour Comp. • Beach parking • TOA Lu'au cont. • KNK contract • Controller Contract 	



ORGANIZATION CHART



MARKETING & ADVERTISING

MARKETING/MESSAGING

Marketing will focus on three main objectives:

11. Increasing the number of kama'āina visitors.
22. Increasing visitor interest in the cultural significance and botanical aspects and features of the Valley.
33. Increasing the number of attendees at our special events.

The 2023 messaging consists of the following main points:

Experience the Valley.

- Waimea Valley is a treasure for kama'āina and visitors.
- Discover and reconnect with Hawai'i here.
- Waimea Valley is a living museum.
- Travel Pono.

In 2024, a marketing and messaging workshop will be conducted for the Executive Team, Department Managers, and key staff to review current messaging with a view towards better alignment with the 2024 to 2029 Strategic Plan. The workshop will also be used to review and update current advertising media and content.

MARKETING MATERIALS

Marketing materials will be updated and developed for each of the strategic initiatives outlined in this strategy document to include:

- Daily activities and promotions – promotion materials/schedules/advertisements
- Discounted admission pricing – updated price list/advertisement
- Cultural and Botanical programs and activities
- Individual and group admission pass sales – promotion materials/advertisements
- Garden/Conservation Support promotion materials/advertisements
- Community Partnerships
- Surveys

ADVERTISING

Advertising will focus on the media that will best reach our target markets of local, military, and out-of-state visitor audiences. We will take advantage of opportunities to publish free articles and stories announcing the daily promotions, activities, and discounted pricing. With international visitors counts increasing, the theme of “traveling pono” will be the focus throughout our platforms. Below is the advertising budget for the six-year period.

ITEM	2024	2025	2026	2027	2028	2029
Advertising	\$419,593	\$440,573	\$506,659	\$531,991	\$558,591	\$586,521

Advertising will utilize the following media:

SOCIAL MEDIA	<ul style="list-style-type: none"> • FACEBOOK • INSTAGRAM • LINKEDIN • GOOGLE KEYWORDS
EMAIL/NEWSLETTERS	<ul style="list-style-type: none"> • LOCAL BUSINESS & SPONSORSHIP DATABASE • ANNUAL PASS MEMBERS • WEBSITE SUBSCRIBERS • VOLUNTEER DATABASE • EVENT ATTENDEE DATABASE
PRINT ADVERTISING	<ul style="list-style-type: none"> • HAWAII MILITARY GUIDE • KA WAI OLA • NORTH SHORE NEWS • PAUMALU PRESS • “HĀ: THE BREATH OF LIFE” PLAYBILL AT POLYNESIAN CULTURAL CENTER • HANA HOU MAGAZINE • NORTH SHORE CHAMBER OF COMMERCE MAP
TV/RADIO	<ul style="list-style-type: none"> • HAWAII PUBLIC RADIO • KHON 2 • KHII • KINE-FM 105 HAWAIIAN • NELLA MEDIA GROUP (SELECTED HOTEL ROOM TV) • HAWAII NEWS NOW
DIGITAL	<ul style="list-style-type: none"> • HAWAIIAN AIRLINES IN-FLIGHT ENTERTAINMENT SYSTEM • THE KNOT & WEDDING WIRE • 3RD PARTY ONLINE CALENDARS • HAWAII VISITORS AND CONVENTION BUREAU • O’AHU VISITORS BUREAU • HAWAII TOURISM AUTHORITY
SPONSORSHIP	<ul style="list-style-type: none"> • NORTH SHORE CHAMBER OF COMMERCE 4TH OF JULY EVENT • HALE’IWA ARTS FESTIVAL • KŌKUA HAWAII FOUNDATION • THE EDDIE SURF COMPETITION • HEIVA TU’ARO POLYNESIAN SPORTING COMPETITION • HUGS HAWAII • KALA FOUNDATION • O’AHU WEDDING ASSOCIATION

PRICING

Admission pricing will be adjusted to account for inflation and added visitor programming and activities as follows:

	2024	2025	2026	2027	2028	2029
Visitor Adult	\$25	\$25	\$28	\$28	\$30	\$30
Visitor Senior/Student	\$20	\$20	\$22	\$22	\$25	\$25
Visitor Child	\$15	\$15	\$18	\$18	\$20	\$20
Visitor Group	\$20	\$20	\$22	\$22	\$25	\$25

PROMOTION DAYS

Special pricing will be offered on several days to honor and recognize Hawaiian ali'i birthdays and important dates in Hawai'i's history. Discounts will also be offered on several special days to honor veterans, first responders, teachers, and others who are important to our community. Other possible special promotion days can be found in Attachment 1.

Special discount days are as follows:

DATE	Holiday/Celebration	Discount Day
January 31	King Charles Lunalilo Birthday	Kama'āina Free
February 9	King Kamehameha IV Birthday (Alexander Liholiho)	Kama'āina Half Price
March 27	Prince Kūhiō Day	Kama'āina Free
May 6	National Nurses Day	Nurses with ID Free
May 20	Prince Albert Edward Kauikeaouli Kaleiopapa a Kamehameha Birth	Kama'āina Half Price
May 29	Memorial Day	Retired/Active Military Free
June 11	Kamehameha Day	Kama'āina Free
September 2	Queen Lili'uokalani's birthday / Hawaiian History Month	Kama'āina Free
October 5	World Teacher's Day	Teachers Free
November 11	Veterans Day	Retired/Active Military Free
November 16	King Kalākaua Birthday	Kama'āina Free
November 28	Lā Kū'oko'a - Hawaiian Independence Day	Kama'āina Half Price
December 11	Prince Lot Kapua'iwa Birthday	Kama'āina Half Price
December 19	Princess Bernice Pauahi Pākī Birthday	Kama'āina Half Price

HOURS OF OPERATION

During the shoulder months of January, February, October, and November we will be open six days a week, Tuesday through Sunday, 9:00 a.m. to 4:00 p.m. For the remaining months of the year, Waimea Valley will remain open 7 days a week as noted in the table below.

SEASON	SHOULDER	SPRING BREAK + CHRISTMAS	SUMMER	3 PM CLOSURE
Definition	JAN – FEB, OCT – NOV	MAR – APR DEC	MAY - SEP	Thanksgiving Eve, DEC 24 & DEC 31
Days	TUE - SUN	MON -SUN, 7 days a week	MON -SUN, 7 days a week	
Hours	9:00 am - 4:00 pm	9:00 am - 4:00 pm	9:00 am - 4:00 pm Close 4:00 pm?	9:00 am - 4:00 pm
Ticket booth & Gift Shop open	9:00 am	9:00 am	9:00 am	9:00 am
First shuttle leaves Hale Hō'iike	9:45 am	9:45 am	9:45 am	9:45 am
First shuttle leaves waterfall	10:00 am	10:00 am	10:00 am	10:00 am
Last shuttle ticket sold at Ticket Booth	2:00 pm	2:00 pm	3:00 pm	1:00 pm
Last shuttle leaves Hale Hō'iike	2:15 pm	2:15 pm	3:15 pm	1:15 pm
Last shuttle leaves waterfall (cash)	4:30 pm	4:30 pm	5:30 pm	3:00 pm
Ticket Booth closes	4:00 pm	4:00 pm	5:00 pm	3:00 pm
Gift Shop closes	5:00 pm	5:00 pm	5:30 pm	3:00 pm
Swimming stops	5:00 pm	5:00 pm	5:30 pm	4:00 pm
Waterfall area closes	5:30 pm	5:30 pm	5:45 pm	4:30 pm
Guests exit Valley	5:30 pm	5:30 pm	6:30 pm	4:30 pm
Hale Kope Open-Close	7:30 am - 4:00 pm	7:30 am - 4:00 pm	7:30 am – 5pm	7:30 am – 3:00 pm
Wahi 'Āina Open/Close	10:00 am - 4:00 pm	10:00 am - 4:00 pm	10 am – 5 pm	10:00 am - 3:00 pm
Kikoni Bar Open/Close	10:00 am – 4:00 pm	10:00 am – 4:00 pm	10 am – 5 pm	10:00 am - 3:00 pm
Wailele Snack Bar Open/Close	10:00 am – 4:00 pm	10:00 am – 4:00 pm	10 am – 4:30 pm	10:00 am - 3:00 pm

SURVEYS

Visitor satisfaction surveys will be conducted on a regular basis to obtain feedback on the visitor experience, pricing, and our marketing efforts. Various school clubs or organizations, such as the Distribution Education Clubs of America (DECA), will be recruited to help conduct guest surveys. Marketing staff will also conduct periodic surveys to ensure a reliable sampling is obtained throughout the year.

DIGITAL SURVEYS

A four-question exit survey was distributed to guests via email. Emails are obtained through the login info of the Wi-Fi. The questions ask visitors to rate their experience at Waimea Valley, how they discovered Waimea Valley, their favorite part of their visit (cultural sites, waterfall, or botanical gardens), and to rate the value of their experience based on the admission fee.

TOTAL OPERATING BUDGET

The most recent DBEDT visitor and spending forecast¹ was issued in 2021 which indicates minimal increases over the next two years, as noted in the following table.

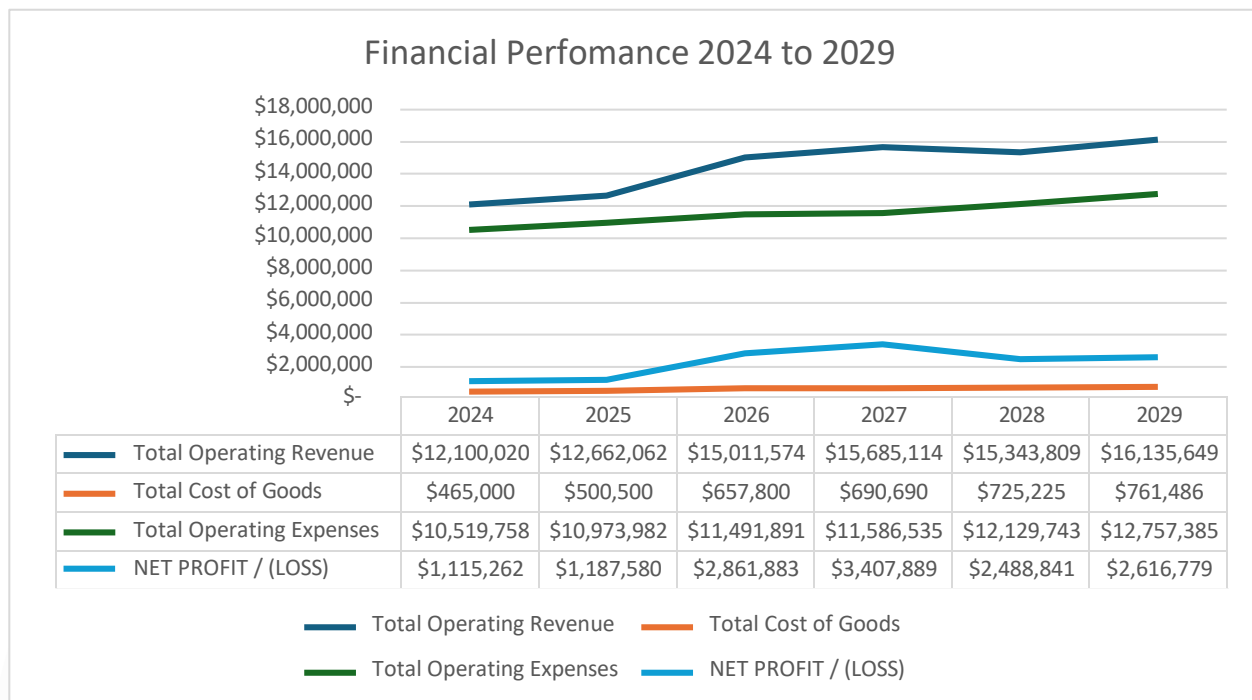
ACTUAL AND FORECAST OF KEY ECONOMIC INDICATORS FOR HAWAI'I: 2020 TO 2025

ECONOMIC INDICATORS	2020	2021 ¹	2022	2023	2024	2025
	ACTUAL		FORECASTED			
Visitor arrivals (thousands)	2,708	6,777	9,129	9,723	10,096	10,329
Visitor days (thousands)	28,660	65,343	82,218	86,249	88,911	90,361
Visitor expenditures (million dollars)	5,162	12,996	17,763	19,029	19,953	20,553

¹DBEDT Research & Economic Analysis Division (READ) at the Hawai'i State Department of Business, Economic Development & Tourism.

Waimea Valley experienced a normalizing of operations in 2023. Visitor numbers, support services, events, and other income-generating activities improved and leveled off, surpassing pre-COVID numbers. Expenses increased with several new positions and programs added. Professional services increased with entitlement and architect and engineering services contracted to support the EDA-funded projects along with the development of the updated strategic plan. A backlog of repair and maintenance work was addressed in 2023 that was postponed due to COVID.

Based on the DBEDT forecast and Hi'ipaka LLC's experience, the financial performance over the six-year period is expected to stabilize with moderate increases in revenue and expenses as noted below.



REVENUE

Admissions

The largest revenue source is admissions generating over 60% of all revenue. The average daily visitor count is conservatively projected to increase at an annual rate of 4%.

	2024	2025	2026	2027	2028	2029
Projected Visitor Count	1,415	1,472	1,530	1,592	1,655	1,722

Revenue generated from admissions will increase in line with the visitor count with larger increases in 2026 and 2028 when admission prices are raised as follows:

	2024	2025	2026	2027	2028	2029
Total Admissions	\$7,800,000	\$8,580,000	\$9,438,000	\$9,909,900	\$10,900,890	\$11,445,935

Other major revenue sources are projected to increase as follows:

	2024	2025	2026	2027	2028	2029
Gift Shop Sales	\$1,300,000	\$1,430,000	\$1,644,500	\$1,726,725	\$1,813,061	\$1,903,714
Shuttle Service	\$450,000	\$472,500	\$496,125	\$520,931	\$546,978	\$574,327
Beach Parking[1]	\$250,000	\$262,500	\$275,625	\$289,406	\$303,877	\$319,070
Rental Leases/ Special Events	\$372,000	\$390,600	\$410,130	\$430,637	\$452,168	\$474,777
Rentals/ Leases TOA Lū'au	\$621,192	\$652,252	\$684,864	\$719,107	\$755,063	\$792,816

Most revenue generating areas are expected to increase moderately with the exception of the gift shop sales which will increase significantly in 2026 with the addition of 600 square feet of retail space as a result of the EDA-funded gift shop expansion project. The selection of locally made items will be increased with retail space dedicated to items produced by Hawaiian artisans.

GRANT FUNDING

Grants are pursued to support and supplement costs for programs, conservation work, operations, and capital improvements. The EDA reimbursements are not expected until 2026 once all permitting is completed. Grant funding secured, by year, is outlined in the following table:

ITEM	2024	2025	2026	2027	2028	2029
Forest Stewardship Prog.	\$49,640	\$47,778	1,530	1,592	1,655	1,722
EQIP 2020	\$80,000					
NRCS CSP	\$3,980					
Architect and Engineer.	\$263,124	\$59,000				
21st Century Learning Ct,	\$7,000					
ANA SEDS	\$198,275	\$203,945				
DOI Ho`ihi	\$73,000	\$75,000				
IMLS NHMS	\$150,000					
Atherton Conservation	\$25,000					
EDA Rockfall Fence			\$296,816	\$296,816		
EDA Resource Ctr.			\$146,319	\$146,319		
EDA VC and Gift Shop			\$311,817	\$311,817		
EDA VC Restrooms			\$308,924	\$308,924		
EDA Pavilion			\$479,894	\$479,894		
Total	\$850,019	\$385,723	\$1,543,768	\$1,543,768	\$0	\$0

Additional grant funding will be sought from public and private institutions over the six-year operating period. In addition to grants, projects can be supported through contracts, cost sharing agreements, and by direct State and Federal appropriations. Hi'ipaka is well positioned as a Native Hawaiian owned nonprofit to compete for program funding to support the cultural, educational, environmental, and capital improvement projects at Waimea Valley. Once grant funding is secured it will be included in the annual budgets and workplans through the Annual Budget and Worksheet document process for Manager approval in December.

COST OF GOODS SOLD

The cost of goods (COGS) for the Gift Shop is projected to be between 35% to 40% of gift shop sales. The average COGS in the past has been around 35%, however, this is expected to increase with the addition of artisan items featured in the expanded gift shop. It is anticipated that the artisan-made items will have a lower mark-up to encourage sales in support of the artisans.

EXPENDITURES

Expenditures are projected to increase annually with the largest increase in salaries and benefits.

	2024	2025	2026	2027	2028	2029
Total Expenditures	\$10,519,758	\$10,973,982	\$11,491,891	\$11,586,535	\$12,129,743	\$12,757,385

SALARIES & BENEFITS

Salaries and benefits are the Hi'ipaka's largest expense representing over 50% of total expenditures. Salaries and benefits include a 5% pay increase based on end-of-year employee evaluations and performance as displayed in the following table.

	2024	2025	2026	2027	2028	2029
Salaries	4,127,300	4,413,068	4,633,721	4,865,407	5,108,678	5,364,112
Benefits	1,485,828	1,532,166	1,608,774	1,689,213	1,773,674	1,862,357
Salaries & Benefits	5,613,128	5,945,234	6,242,496	6,554,620	6,882,352	7,226,469

Summer help will continue to be utilized for the peak seasons from May to early September and during the December holiday period. The Botanical Department will recruit two KUPU interns each year to support the following areas:



ADVERTISING & MARKETING

Advertising will focus on the best approach to reach local, military, and out-of-state visitor audiences with a strong emphasis on digital media. We will take advantage of opportunities to publish free media articles and stories announcing the daily promotions, activities, and discounted pricing.

Non-resident visitors will be targeted with advertising in publications with a captive visitor audience such as in-room hotel TV, Hawaiian Airlines, Polynesian Cultural Center's *Hā: Breath of Life* handbill, and visitor publications. Kama'āina advertising will be focused the North Shore News, TV, and radio. The advertising budget will be increased by 5% annually with a larger increase in 2026 to promote the Historic Cultural Walk and renovations completed under the EDA grant.

	2024	2025	2026	2027	2028	2029
Advertising	\$426,394	\$447,714	\$514,871	\$540,614	\$567,645	\$596,027

FOOD & HONORARIUM

The Food and Honorarium budget will be increased annually over the six-year period. The increase will support expanding the number of artisans and cultural practitioners from 15 to 20 and the number of days they are in the Valley to enhance the cultural visitor experience. The Department of Interior Ho'ihi grant will provide \$73,000 to cover the cost of artisans and the materials for visitor takeaways.

FOOD & HONORARIUM	2024	2025	2026	2027	2028	2029
Number of Artisans	15	16	18	18	18	20
Hours per month	700	760	880	880	880	1000
Hours per Year	8,822	9,120	10,560	10,560	10,560	12,000
Cultural Programs F&H	\$ 352,897	\$364,800	\$422,400	\$422,400	\$ 422,400	\$480,000
Admin F&H	\$ 12,500	\$ 13,125	\$ 13,781	\$ 14,470	\$ 15,194	\$ 15,954
Business Incub. F&H	\$ 6,000	\$ 6,300				
Total Food and Honora	\$371,397	\$384,225	\$436,181	\$436,870	\$437,594	\$495,954

PROFESSIONAL SERVICES

The 2024 budget is \$978,000 with over \$500,000 for consultants to support construction management, entitlement and permit planning, and architect and engineering services for the five EDA-funded projects. Over the next five years, the budget levels off to around \$500,000 to provide operational and program support services as follows.

SERVICE	2024	2025	2026	2027	2028	2029
Graphic Designer	\$32,000	\$33,600	\$35,280	\$37,044	\$38,896	\$40,841
Grant Writing/Capacity Building	\$105,300	\$115,830	\$121,622	\$127,703	\$134,088	\$140,792
Community Outreach	\$10,000	\$24,000	\$25,200	\$26,460	\$27,783	\$29,172
Accounting/Audit Support	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388	\$31,907
Admin Support	\$10,000	\$10,500	\$11,025	\$11,576	\$12,155	\$12,763
Summer Concert Series Producer	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620	\$51,051
Hula Hālau	\$170,000	\$178,500	\$187,425	\$196,796	\$206,636	\$216,968
Event Entertainers	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381
EDA– Rock Fall Fence Design	\$70,000	\$20,700				
EDA A&E/ Entitlement	\$309,134	\$300,000	\$74,819			
EDA Construction Manag. (TWG)	\$70,000	\$102,500				
Palekana	\$19,686					
Earth Engineer	\$7,400					
American Electric	\$13,780					
EDA Goto Engineer	\$24,000					
Contractor to Produce Bot. Signs	\$20,000	\$20,000	\$5,000			
Pueo Audio – Kauhale Exhibit	\$43,129					
Scholar		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Business Incubator Trainers	\$4,000					
Total	\$978,429	\$495,930	\$587,547	\$530,613	\$554,644	\$579,875

The 2024 Total Operating Budget can be found as Attachment 2.

CAPITAL BUDGETS

The capital budget addresses anticipated equipment and CIP needs for the six-year period as follows:

	2024	2025	2026	2027	2028	2029
Capital Equipment	\$366,000	\$505,000	\$90,000	\$195,000	\$220,000	\$125,000
CIP	\$885,000	\$2,030,000	\$2,070,000	\$630,000	\$2,530,000	\$660,000

Equipment purchases are needed to upgrade or replace outdated items and improve efficiency. Funding to replace 10 golf carts each year is included to keep the shuttle fleet current and minimize maintenance costs. Other major purchases include a lū'au tent for use during pavilion construction, and backhoe and Chevy truck replacement.

CAPITAL EQUIPMENT	2024	2025	2026	2027	2028	2029
Upgrade/Replace computers	20,000	20,000	20,000	20,000	20,000	20,000
Food Services equip. upgrade/replacement	40,000	10,000	10,000	10,000	20,000	20,000
Composter for Kitchen	15,000					
10 Electric Carts	60,000	60,000	60,000	60,000	60,000	60,000
14 Passenger Shuttle Replacement		25,000		25,000		25,000
Portable Generator	30,000					
Storage trailer	10,000					
Entrance Gate Sign	20,000					
Wood chipper	66,000	80,000				
2 Restroom Trailers	25,000					
Temporary Toa Luau Tent	80,000					
Pavilion Sound		60,000				
Pavilion Kitchen Equipment		100,000				
Snack Bar Table and Chairs		30,000				
Forestry Mulcher		100,000				
Backhoe Replacement					120,000	
Replace Chevy Truck				80,000		
Replace Tow Behind Blower		20,000				
Total Equipment	366,000	505,000	90,000	195,000	220,000	125,000

Phase 1 and 2 (main road to the Visitor Center) of the water system upgrades will be completed in 2024. Phase 3 (pavilion to the waterfall) will require an SMA permit due to the installation of a pumping station and back flow preventers with construction expected to begin in late 2024 with completion in 2025. The Waimea Valley History and Culture walk will be installed in 2025 along the extended Gift Shop wall. A number of CIP will be completed to support the expansion work under the EDA grant to include traffic light, fire hydrant, gift shop AC, pavilion and gift shop roof replacement, and Pu`ukua hale construction. Other major projects will include replacement of the Cultural Programs trailer in 2025, possible rockfall mitigation work in 2027 and replacement of the Sewage Treatment plant in 2028. Grant funding will be identified and sought to help cover CIP costs.



Budgeting for these items is as follows:

CAPITAL EQUIPMENT	2024	2025	2026	2027	2028	2029
Palm Meadow road upgrade	\$20,000		20,000		20,000	
Road ways and Parking Lots	50,000	50,000	200,000	50,000	100,000	50,000
North Valley Road Maintenance	80,000		50,000		50,000	
Water System Upgrade	400,000	500,000	20,000	50,000	20,000	20,000
Conservation Fence	50,000					
Electrical Engineering	25,000					
Fruit Collection Erosion	50,000					
Mauka Water Collection	10,000			20,000		
Fire Hydrant Installation	150,000					
Traffic Warrant Issue		500,000	1,000,000			
Gift Shop AC Replacement		100,000				
VC and Pavilion Painting						90,000
Proud Peacock Exhaust Fan				150,000		
Renovate Botanical Office				60,000		
Replace Caretaker House					300,000	
Cultural Programs Office Trailer		180,000				
Ele Haha Stream Cluvert			120,000			
Restroom Renovations					60,000	
STP Upgrade and Maint			50,000		2,000,000	
Main Office Upgrade				200,000		
VC Decking Replacement			30,000			
Pavilion Roof Replacement		140,000				
Remove/Replace Solar Panels		80,000				
Gift Shop Roof Replacement		100,000				
Astro-Turf Main Lawn			100,000			
Toa Lū'au Temporary Site		50,000				
History and Culture Walk		180,000				
Pu`ukua Hale	50,000	150,000		100,000		
Rockfall Mitigation			500,000			500,000
Total CIP	885,000	2,030,000	2,070,000	630,000	2,530,000	660,000

A cash flow statement will be prepared annually to ensure sufficient cash is on hand to meet operational and capital expenditures. This is especially important with major construction and renovation work taking place in 2025 and 2026 to implement the EDA grant and the equipment and CIP self-funded by Hi'ipaka LLC.

FINANCIAL RESERVE POLICY

The purpose of the Hi'ipaka LLC Financial Reserve Policy is to support the mission, programs, employment, and ongoing operations of the organization. The Financial Reserve is intended to provide an internal source of funds for situations such as a one-time unbudgeted expense (major unanticipated infrastructure repair), unanticipated loss in revenue or natural disaster (i.e. major flood, fire or rock slide) that may result in the closure of the Valley for an extended period of time, long term capital planning including the purchase of land parcels or site development, and possible future budgeted endowed expenses including but not limited to insurances, equipment and supplies, contractors, personnel, or operational expenses.

The Financial Reserve Fund is defined as a designated fund set aside by action of the Managers. The target minimum Financial Reserve Fund is equal to six months of average operating costs. The calculation of average monthly operating costs includes but is not limited to all recurring, predictable expenses such as salaries and benefits, office, travel, programs, utilities, insurance, supplies, advertising, and ongoing professional services. Depreciation is not included in the calculation.

Financial Reserve Calculation

Avg. Annual Operating Costs	Average Monthly	Months	Total Operating Cost
\$9,600,000	\$800,000	6	\$4,800,000

In the event of a medium to long term emergency closure, staffing and operations will be reduced to essential workers and functions. Non-essential staff will be furloughed and eligible to collect unemployment compensation from the State. If funds allow, medical benefits for the furloughed employees will be met by the company.

INVESTMENT FUND

Investment Objective

The Hi`ipaka LLC Investment Fund is created to grow surplus funds, using low to moderate risk investments, for the purpose of providing an additional layer of emergency funding over the amount outlined in the Hi`ipaka LLC Financial Reserve Policy to ensure Hi`ipaka LLC can fully resume income generating operations after a major catastrophic event that cannot be mediated solely through the Financial Reserve Fund.

In April 2021, the Hi`ipaka LLC Managers signed an Institutional Investment Advisory Agreement with the Bank of Hawaii to establish an Investment Fund. The agreement appoints a Bank of Hawaii Advisor and delegates to Advisor the authority to manage, acquire, and dispose of any and all assets delivered to and accepted by Advisor and deposited to an account for Client's benefit under the terms and conditions set forth in the Institutional Investment Advisory Agreement. With the prior agreement of the Advisor, Client may allocate additional assets to the Account and may withdraw assets from the Account. The Hi`ipaka LLC Managers approved the following asset allocation ranges and asset types:

	LOWER LIMIT	UPPER LIMIT
Short-Term Fixed Income Portfolio as a % of total portfolio	0%	100%
Nontraditional Fixed Income Diversifier as a % of total portfolio	0%	30%
Diversified Equity as a % of total portfolio	0%	30%

Cash funds will be monitored throughout the year with funds moved to the financial reserve or investment account in line with the policies. It should also be noted that the EDA funded projects will require supplemental Hi`ipaka funding from financial reserves.

WORK PLANS

Work plans and supporting budgets will be prepared annually to support the Business Operating Plan and current trends and situations. The work plans will be used to create the annual operating and capital budgets for Manager approval in December.

A budget revision may be proposed to the Managers in September based on year-to-date results and needs for the remainder of the year.

The works plans are used to prepare Individual Performance Plans (IPP) for all staff to clearly identify and monitor individual and collective responsibilities. Manager ensures staff achieve activities and task outlined in the IPP by providing, weekly and monthly guidance and direction. Managers also conduct semi-annual and annual performance reviews. In the case where an employee is under performing, weekly monitoring will be conducted or an improvement performance plan will be prepared and monitored.



ATTACHMENT 1 - POTENTIAL SPECIAL PROMOTIONS DAYS

V - Volunteer Days RS - Retail Specials CP – Cultural Programs C- Conservation
FB- Food & Beverage SM- Social Media B-Botanical VS- Volunteer/Social Media

JANUARY

New Year's Day

FEBRUARY

National Women Physician Day (VS)
Give Kids a Smile Day (VS)
Chinese New Year (CP)
President's Day (VS)
Random Acts of Kindness Day (SM)
World Spay Day (C)
Valentine's Day (FB)
Margarita Day (FB)
National Chili Day (FB)

MARCH

National Hug a GI Day (VS)
National Girl Scouts Day (VS)
Int'l Day of Happiness (VS)
National Doctor Day (VS)
Employee Appreciation Day (R)
Nat'l Mom and Pop Business Day (R)
Int'l Plant a Flower Day (BV)
Int'l day of Forests (VS)
World Water Day (C)
Women's History Month (CP)
Int'l Women's Day (CP)
Spring Equinox (CP)
St. Patrick's Day (FB)
Earth Hour (SM)

APRIL

National Find a Rainbow Day (SM)
Walking Day (VS)
Siblings Day (VS)
Int'l Childrens Book Day (R)
National Handmade Day (R)
National Love Our children Day (R)
World Book Day (R)
World Health Day (V)
Gardening Day (B/V)
Earth Day (V)
Arbor Day (B/V)
Burrito Day (FB)
Easter (FB)
Beer Day (FB)
Make Lunch Count (FB)
Picnic Day (FB)

MAY

Teachers Day (VS/CP)
Nurses Day (VS)
Tourist Appreciation day (VS)
Mother's Day (VS)
Day of Families (VS)
Memorial Day (VS)
27- Sunscreen Day (R)
Endangered Species Day (B/C)
Int'l Biological Diversity (B)
May Day Lei Day (CP)
Scavenger Hunt Day (CP)
Lemonade Day (FB)
Wine Day (FB)
Burger Day (FB)

JUNE

Parents Day (VS)
National Children Day (VS)
Army Day (VS)
Nature Photograph Day (SM)
Father's Day (VS/FB)
Surfing Day (VS)
Yoga Day (VS)
Selfie Day (SM)
Kissing Day (SM)
Camera Day (SM)
Social Media Day (SM)
Hydration Day (FB)
Sunglasses Day (R)
World Reef Awareness Day (C)
World Environment Day (C/B)
Ocean Day (C) ?
Summer Solstice (CP)
World Rainforest Day (C/B)
Kamehameha Day (CP) ?
Flag Day (CP)
Refugee Day (CP)
Donut Day (FB)
Iced Tea Day (FB)
Sushi Day (FB)

JULY

Independence Day
National French Day (FB)
Avocado Day (FB)
Plastic Bag Free Day
Moon Day (CP)
Intern Day (C/Kupu)
Ice Cream Day (FB)

AUGUST

Sister's Day (VS)
Hawai'i Statehood (SM/CP)
Couples Day (VS)
Friendship Day (VS)
World Photograph Day (SM)

SEPTEMBER

Charity Day (VS)
World Tourism Day (VS)
Autumnal Equinox (CP)
Labor Day (VS)
National Clean Up Day (V)
Coffee Day (FB)
Grandparents Day (VS)
Day of Peace/Gratitude Day (VS)

OCTOBER

Custodian Day (VS)
Music Day (CP)
World Animal Day (C)

NOVEMBER

Veterans Day (VS)
Hiking Day (V)
Kindness Day (VS)
Makahiki (CP) ?
Int'l Men's Day (VS)
Sandwich Day (FB)

DECEMBER

Christmas
NYE
Volunteer Day

Attachment 2 – Hi'ipaka LLC 2024 to 2029 Total Operating Budget

Operating Revenue	2024	2025	2026	2027	2028	2029
Donations/Sponsorships	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Grants-Government	\$850,019	\$385,723	\$1,543,768	\$1,543,768		
Grants - Private Foundation	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Parking	\$250,000	\$262,500	\$275,625	\$289,406	\$303,877	\$319,070
Shuttle Service	\$450,000	\$472,500	\$496,125	\$520,931	\$546,978	\$574,327
Catering-Subcontractor Commission	\$199,569	\$209,547	\$220,025	\$231,026	\$242,577	\$254,706
Sales - Admissions	\$7,800,000	\$8,580,000	\$9,438,000	\$9,909,900	\$10,900,890	\$11,445,935
Sales - Educational Programs	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388	\$31,907
Sales - Gift Shop	\$1,300,000	\$1,430,000	\$1,644,500	\$1,726,725	\$1,813,061	\$1,903,714
Plant Sales/Wood	\$35,000	\$36,750	\$38,588	\$40,517	\$42,543	\$44,670
Sales - Tours	\$37,440	\$50,000	\$60,000	\$65,000	\$70,000	\$100,000
Sales Special Events	\$65,000	\$68,250	\$71,663	\$75,246	\$79,008	\$82,958
Rental Leases/Special Events	\$372,000	\$390,600	\$410,130	\$430,637	\$452,168	\$474,777
Rentals/ Leases/TOA Luau	\$621,192	\$652,252	\$684,864	\$719,107	\$755,063	\$792,816
A/V Production Income	\$7,800	\$8,190	\$8,600	\$9,029	\$9,481	\$9,955
Other Income	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	\$63,814
Total Operating Revenue	\$12,100,020	\$12,662,062	\$15,011,574	\$15,685,114	\$15,343,809	\$16,135,649
Cost of Goods						
Cost of Sales - Gift Shop	(\$465,000)	(\$500,500)	(\$657,800)	(\$690,690)	(\$725,225)	(\$761,486)
Total Cost of Goods	(\$465,000)	(\$500,500)	(\$657,800)	(\$690,690)	(\$725,225)	(\$761,486)
Gross Profit	\$11,635,020	\$12,161,562	\$14,353,774	\$14,994,424	\$14,618,584	\$15,374,163
Operating Expenses						
Salaries	(\$4,127,300)	(\$4,413,068)	(\$4,633,721)	(\$4,865,407)	(\$5,108,678)	(\$5,364,112)
Employee Benefits and payroll taxes	(\$1,485,828)	(\$1,532,166)	(\$1,608,774)	(\$1,689,213)	(\$1,773,674)	(\$1,862,357)

Employee Incentives	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)
Accounting Services	(\$40,000)	(\$40,000)	(\$42,000)	(\$44,100)	(\$46,305)	(\$48,620)	(\$51,051)
Advertising	(\$426,394)	(\$447,714)	(\$514,871)	(\$540,614)	(\$567,645)	(\$596,027)	(\$628,019)
Bank Fees	(\$210,000)	(\$220,500)	(\$231,525)	(\$243,101)	(\$255,256)	(\$268,019)	(\$281,484)
Computer Services	(\$85,000)	(\$89,250)	(\$93,713)	(\$98,398)	(\$103,318)	(\$108,484)	(\$113,713)
Donations	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)
Depreciation Expense	(\$300,000)	(\$315,000)	(\$330,000)	(\$346,500)	(\$363,825)	(\$382,016)	(\$401,484)
Dues and Subscriptions Exp	(\$46,040)	(\$48,342)	(\$50,759)	(\$53,297)	(\$55,962)	(\$58,760)	(\$61,684)
Employee Expenses	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)	(\$40,000)
Employee - Background checks	(\$1,500)	(\$1,500)	(\$1,500)	(\$1,500)	(\$1,500)	(\$1,500)	(\$1,500)
Employee - Drug Testing	(\$1,200)	(\$1,200)	(\$1,200)	(\$1,200)	(\$1,200)	(\$1,200)	(\$1,200)
Employee - Training & Staff Mt	(\$15,760)	(\$16,390)	(\$17,046)	(\$17,728)	(\$18,437)	(\$19,174)	(\$19,931)
Employees Tuition Assistance	(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)
Equip/Vehicle Gas & Fuel	(\$15,000)	(\$15,750)	(\$16,538)	(\$17,364)	(\$18,233)	(\$19,144)	(\$20,096)
Equip/Vehicle Rental	(\$150,300)	(\$157,815)	(\$165,706)	(\$173,991)	(\$182,691)	(\$191,825)	(\$201,404)
Equip/Vehicle Repairs	(\$29,000)	(\$30,450)	(\$31,973)	(\$33,571)	(\$35,250)	(\$37,012)	(\$38,856)
Food & Honorarium	(\$371,397)	(\$384,225)	(\$436,181)	(\$436,870)	(\$437,594)	(\$495,954)	(\$500,000)
Small Grants Program - Business Inc.	(\$10,000)	(\$10,500)	(\$11,025)	(\$11,576)	(\$12,155)	(\$12,763)	(\$13,401)
Internship	(\$49,000)	(\$50,000)	(\$52,500)	(\$55,125)	(\$57,881)	(\$60,775)	(\$63,806)
Insurance Expense	(\$400,000)	(\$416,000)	(\$432,640)	(\$449,946)	(\$467,943)	(\$486,661)	(\$506,000)
Legal Services	(\$15,000)	(\$15,000)	(\$15,000)	(\$15,000)	(\$15,000)	(\$15,000)	(\$15,000)
Licenses, Permits & Regist	(\$3,500)	(\$3,675)	(\$3,859)	(\$4,052)	(\$4,254)	(\$4,467)	(\$4,689)
Lifeguard Services	(\$296,000)	(\$307,840)	(\$320,154)	(\$332,960)	(\$346,278)	(\$360,129)	(\$374,536)
Mileage & Parking	(\$10,800)	(\$10,800)	(\$10,800)	(\$10,800)	(\$10,800)	(\$10,800)	(\$10,800)
Office Supplies	(\$6,000)	(\$6,300)	(\$6,615)	(\$6,946)	(\$7,293)	(\$7,658)	(\$8,041)
Payroll Services	(\$89,500)	(\$93,975)	(\$98,674)	(\$103,607)	(\$108,788)	(\$114,227)	(\$119,931)
Postage	(\$2,500)	(\$2,625)	(\$2,756)	(\$2,894)	(\$3,039)	(\$3,191)	(\$3,349)
Printing	(\$7,600)	(\$7,980)	(\$8,379)	(\$8,798)	(\$9,238)	(\$9,700)	(\$10,184)
Professional Svcs	(\$980,429)	(\$927,521)	(\$880,722)	(\$840,613)	(\$804,643)	(\$772,876)	(\$744,301)
Repair & Maintenance	(\$254,000)	(\$266,700)	(\$280,035)	(\$294,037)	(\$308,739)	(\$324,176)	(\$340,361)

Security	(\$10,000)	(\$10,400)	(\$10,816)	(\$11,249)	(\$11,699)	(\$12,167)
Special Events	(\$16,050)	(\$16,853)	(\$17,695)	(\$18,580)	(\$19,509)	(\$20,484)
Supplies	(\$135,840)	(\$142,632)	(\$149,764)	(\$157,252)	(\$165,114)	(\$173,370)
Supplies - Plants	(\$78,000)	(\$81,900)	(\$85,995)	(\$90,295)	(\$94,809)	(\$99,550)
Supplies - Tools & Equipment	(\$13,070)	(\$13,724)	(\$14,410)	(\$15,130)	(\$15,887)	(\$16,681)
Taxes - GET	(\$100,000)	(\$105,000)	(\$110,250)	(\$115,763)	(\$121,551)	(\$127,628)
Taxes	(\$170,600)	(\$179,130)	(\$188,087)	(\$197,491)	(\$207,365)	(\$217,734)
Telephone & Telecommunications	(\$15,000)	(\$15,750)	(\$16,538)	(\$17,364)	(\$18,233)	(\$19,144)
Travel	(\$4,900)	(\$5,096)	(\$5,300)	(\$5,512)	(\$5,732)	(\$5,962)
Tree Trimming	(\$70,000)	(\$73,500)	(\$77,175)	(\$81,034)	(\$85,085)	(\$89,340)
Uniforms	(\$20,000)	(\$20,000)	(\$20,000)	(\$20,000)	(\$20,000)	(\$20,000)
Utilities - Electricity	(\$100,000)	(\$105,000)	(\$110,250)	(\$115,763)	(\$121,551)	(\$127,628)
Utilities - Gas Snack Shop	(\$55,000)	(\$57,750)	(\$60,638)	(\$63,669)	(\$66,853)	(\$70,195)
Utilities - Water	(\$95,000)	(\$99,750)	(\$104,738)	(\$109,974)	(\$115,473)	(\$121,247)
Utilities - Wastewater	(\$115,000)	(\$120,750)	(\$126,788)	(\$133,127)	(\$139,783)	(\$146,772)
Volunteer Expenses	(\$4,250)	(\$4,463)	(\$4,686)	(\$4,920)	(\$5,166)	(\$5,424)
Total Operating Expenses	(\$10,519,758)	(\$10,973,982)	(\$11,491,891)	(\$11,586,535)	(\$12,129,743)	(\$12,757,385)
NET PROFIT / (LOSS)	\$1,115,262	\$1,187,580	\$2,861,883	\$3,407,889	\$2,488,841	\$2,616,779



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