

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

Type of Grant Request:

Operating                       Capital

Legal Name of Requesting Organization or Individual: Db a:

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Amount of State Funds Requested: \$ \_\_\_\_\_

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

Ashley Raymond ×

ashley@donkeymillartcenter.org

40,000  
0 0 0

Amount of Other Funds Available:

State: \$ \_\_\_\_\_  
Federal: \$ \_\_\_\_\_  
County: \$ \_\_\_\_\_  
Private/Other: \$ \_\_\_\_\_

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

Unrestricted Assets: 988,994

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

Type of Business Entity:

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

Mailing Address:

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Executive Director

Contact 808-322-3362 letters Involving this Application

Name:

Title:

Email:

Phone:

*Ashley Raymond*  
Authorized Signature

Ashley Raymond, Executive Director  
Name and Title

1/17/25  
Date Signed

# Application for Grants

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

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

See attached.

### **2. Declaration Statement**

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

See attached.

### **3. Public Purpose**

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

The Donkey Mill Art Center expressly states that grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.



STATE OF HAWAII  
STATE PROCUREMENT OFFICE

**CERTIFICATE OF VENDOR COMPLIANCE**

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

**Vendor Name:** **Holualoa Foundation for Arts & Culture**

**DBA/Trade Name:** **DONKEY MILL ART CENTER**

**Issue Date:** **01/07/2025**

**Status:** **Compliant**

Hawaii Tax#: 20491838-01

New Hawaii Tax#:

FEIN/SSN#: XX-XXX7895

UI#: XXXXXX1330

DCCA FILE#: 99668

Status of Compliance for this Vendor on issue date:

| Form  | Department(s)                                     | Status    |
|-------|---|-----------|
| A-6   | Hawaii Department of Taxation                     | Compliant |
| 8821  | Internal Revenue Service                          | Compliant |
| COGS  | Hawaii Department of Commerce & Consumer Affairs  | Exempt    |
| LIR27 | Hawaii Department of Labor & Industrial Relations | Compliant |

**Status Legend:**

| Status        | Description   |
|---------------|---|
| Exempt        | The entity is exempt from this requirement  |
| Compliant     | The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance |
| Pending       | A status determination has not yet been made  |
| Submitted     | The entity has applied for the certificate but it is awaiting approval  |
| Not Compliant | The entity is not in compliance with the requirement and should contact the issuing agency for more information                 |

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, 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.

\_\_\_\_\_  
(Typed Name of Individual or Organization)



(Signature)

(Date)

\_\_\_\_\_  
(Typed Name)

(Title)

## **II. Background and Summary**

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

The Donkey Mill Art Center, home of the Holualoa Foundation for Arts and Culture (HFAC), is a place of convergence for the exploration of arts and culture to inform, inspire, and strengthen individual and collective well-being.

HFAC was established in 1995 by community members who wanted to create a place where artists could gather to work, share ideas, and exhibit artworks. With just \$700 and newly-secured 501(c)3 status, they began offering weekend classes in shared spaces for adults and children as the board of directors searched for a permanent home for the new initiative.

In 2001, thanks to a generous financial gift from a community patron of the arts, and a successful fundraising campaign, HFAC was able to purchase the historic Kona Coffee Cooperative building, locally referred to as the Donkey Mill. Hard-working artists and volunteers put in countless hours to create studio spaces for youth programs, printmaking and ceramic arts, a meeting space, and an exhibition area out of the old coffee mill while preserving its rustic character and rich history. In the fall of 2002, HFAC moved into its new home, and since then the organization has been known as the Donkey Mill Art Center. 2025 marks HFAC's 30th year of providing arts and cultural programming as both an arts-based economic hub and gathering space for the West Hawai'i community and beyond.

Located in Holualoa, Hawai'i, on the slopes of Hualalai near Kailua-Kona, our 2.6-acre campus includes studios for youth education, printmaking, ceramics, metals, fiber arts, native plant gardens, a retail shop, and an exhibition space. We provide hands-on classes, exhibitions, and cultural events on-site in our historic building and in local public schools.

The Youth Education Program is a cornerstone of our mission and has been providing keiki ages 2–17 with access to arts and cultural education for 30 years. Based on the belief that participation in the arts is vital to personal and societal well-being, this program integrates visual arts, literature, performing arts, environmental studies, and 'āina-based learning through the lens of self, family, community, and world. To address the lack of arts education and reduce barriers to access, particularly vital in the isolated and economically disadvantaged rural communities scattered across West Hawai'i, we offer free and subsidized programs both on our campus and in local schools. On campus, youth and teens participate in year-round art classes, field-trip visits, and family-friendly events that teach foundational art principles like color, shape, and line while also incorporating themes and topics relevant to our region. In schools, we provide integrated in-class programming, after-school activities, and free professional development training by bringing together artists, aina-based educators, and classroom teachers to create a culturally rich arts learning experience. In 2023 we provided arts education to over 540 youth and teens through our on-campus classes and the K-5 In-School Programs, a collaborative effort with Holualoa, Kahakai Elementary, and Volcano School of Arts & Science.

Our Exhibition Program also plays a vital role in promoting equitable access to arts and culture. As the only venue in West Hawai'i offering year-round, museum-quality exhibitions, we amplify underrepresented voices, particularly those of rural, Native Hawaiian, and Indigenous communities. Led by a curator of Hawaiian heritage, this program is committed to elevating these voices with the belief that representation is a step towards empowerment and equality. We hold four to six exhibitions annually, each consisting of a suite of programs and materials including artist talks, workshops, tours, panel discussions, residencies, photo and video documentation, catalogs, publications, and more. These programs provide time and space

for all ages to share individual, collective and inter-generational knowledge. Our gallery is free and open to the public and accessible remotely through recorded programs.

Over the course of our history, we have developed a national and international reputation for providing high-quality programs and opportunities for visiting artists to Hawai'i to participate in our Exhibition and Artist Residency Program, which are also integrated with adult and youth education. These programs serve artists in various stages of their artistic journeys, from emerging to established artists working in diverse media and experimental practices.

The Artist Residency Program promotes the exchange of knowledge, ideas, stories and perspectives between visiting artists, regionally-based artists and the community at-large. This program gives our community access to top artists from around the world, and visiting artists bring the influence of their time in Hawai'i back to cross-pollinate their art practice and corner of the world. Local artists learn specialized techniques and are exposed to new approaches through workshops; our artist-residents connect with local artists through studio visits, site visits, and collaborations; Artist Talks and Panel Discussions inform community and facilitate dialogue on topics often of profound importance to our region; Artist-residents are incorporated into the Exhibition program and provide the artist an opportunity to exhibit in our space; and publications and digital documentation are at the forefront of capturing the residencies, providing archival material for the artist, shareable well beyond their time on-site.

Guided by our mission as a "place of convergence for the exploration of arts and culture," we provide access to individuals from diverse cultural, educational, socio-economic, and professional backgrounds, inviting people with varied perspectives to come together. Through our Community Engagement Events, we offer a dynamic menu of year-round public programming designed to encourage the artist in everyone. Ranging from artist talks and film nights to a true crowd-favorite, Cool Fusion: Festival of 1000 Bowls, we present art and culture to and by our diverse community. These events allow our community to gather and truly be a place where everyone belongs.

All of our programs are strengthened through collaborations with community partners. With over 30 years of experience, the Donkey Mill Art Center serves as a vital resource for all ages, offering arts and culture opportunities that enrich our community. As the only arts center of its kind on Hawai'i Island and a prominent institution statewide, we maintain strong connections with members, donors, visitors, community partners, and artists. As a trusted resource, the Mill remains committed to serving our community and creating lasting value for generations to come.

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

The Donkey Mill Art Center's goal is to develop a comprehensive Master Campus Plan to renovate and upgrade existing facilities and add new permanent spaces. This expansion will nearly double our usable square footage, addressing facility constraints that limit our ability to meet community demand for classes and events. The plan aims to ensure safety, meet the needs of our community, and build a cohesive campus for artistic and cultural exchange.

With this grant, we will complete Phase One of the Master Campus Plan with the focus on securing a Special Use Permit from the County of Hawai'i. This phase includes schematic and conceptual design, engineering analysis, agency coordination, and zoning applications. This work will be led by WhiteSpace Architects and guided by the completed Historic Structure Report (HSR).

Simultaneously, we are partnering with Netzel Grigsby Associates (NGA) to conduct a capital campaign feasibility study. WhiteSpace Architects will provide the visual site plan concepts, which NGA will use to

communicate the plan to stakeholders and assess the fundraising potential of the project. The outcomes of the feasibility study will determine the budget and full scope of the Master Campus Plan project.

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

The pandemic and other economic and societal challenges have significantly impacted the mental health of our youth, adults, and communities. Arts and culture provide a therapeutic and healthy outlet for emotional expression when words often fail to convey. As highlighted in the NeuroArts Blueprint: Advancing the Science of Arts, Health, and Wellbeing report:

“We are wired for art. The arts in all of their modalities can improve our physical and mental health, amplify our ability to prevent, manage, or recover from disease challenges, enhance brain development in children, build more equitable communities, and foster wellbeing through multiple biological systems.”

Additionally stated in this peer-reviewed research, “experiencing art is fundamental to being human, a common thread across cultures, racial and ethnic backgrounds, age groups, income levels, and skill sets.” The arts have measurable, evidence-based impacts on both physiological and psychological health, and integrating arts into health-related activities is a key recommendation of this research.

However, our ability to fulfill our mission and provide a community space that supports individual and collective well-being is significantly impacted by the constraints of our current facilities. The Master Campus Plan is essential to ensuring that arts and cultural opportunities remain accessible to West Hawai'i and beyond. A cohesive and thoughtfully designed campus with functional spaces will enable us to meet current demand and expand our services to address the growing needs for youth education, economic diversity, workforce development, and unique community-based activities and events for our island home.

In the last two years alone, over 70% of our classes and events have reached full or above capacity, with many classes and events now carrying significant waitlists. Our annual visitor count has risen by 45% over the past three years, and our online following has grown by 16%. Sold-out classes and waitlists speak volumes about the impact of our programs, while steadily rising attendance and visitor numbers affirm the growing relevance of the Donkey Mill. However, facility issues and lack of space are one of the most common complaints we hear from our students. More than half of our studios and program areas currently operate in temporary tents, which are inadequate for high-quality education and vulnerable to weather disruptions.

#### **The Opportunity:**

Arts and cultural activities are essential for building strong communities, diversifying our economy, and providing jobs beyond the visitor industry. By supporting regenerative tourism activities and investing in artists and arts education, we preserve the unique voices and shared experiences that define our communities' identity and vitality. Without this investment, we risk losing the very essence of what makes our island home special. This project reflects our commitment to nurturing these connections while contributing to the creative economy, which plays a significant role in community development. According to the Americans for the Arts Action Fund's 2022 study, the arts and culture sector accounts for 4.31% of the nation's GDP—a \$1.1 trillion industry. In Hawai'i, it generates \$3.3 billion annually, rivaling the \$5.7 billion construction industry.

With enhanced facilities and programs, we will continue to add value to our community through arts and culture opportunities and look forward to doing so for generations to come.

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

As stated in the mission statement, the Donkey Mill is a “place of convergence for the exploration of arts and culture.” In order for the Mill to be this true place of convergence, the target population is to reach and provide access to people from diverse backgrounds (cultural, educational, socio-economic, professional and beyond) with diverse perspectives.

Based on the depth of programming we offer in order to achieve our mission, the target population of the programs and activities include: youth (ages 2 - 12), teens (ages 13-17), families, adults, kupuna, artists, visitors, arts and culture enthusiasts, cultural practitioners, educators, community leaders, Kānaka Maoli, Pacific Islanders, underrepresented communities and those looking for an experience to be inspired, learn and reflect. The local youth populations are an incredibly important population in the communities that are served. We serve over 5,000 people annually.

#### **5. Describe the geographic coverage.**

The Donkey Mill campus is located in the steep, upcountry terrain of Holualoa, Hawai'i (population 2,994 as of the 2020 U.S. Census) just a few miles south of Kailua-Kona (population 19,713 as of the 2020 census). While the primary geographic focus is serving the West side of Hawai'i Island, our programs have a much broader reach. The Donkey Mill serves as a destination for travelers and locals alike, with over 90% of our program attendees living on Hawai'i Island.

### **III. Service Summary and Outcomes**

#### **1. Describe the scope of work, tasks and responsibilities:**

The Master Campus Plan will be carried out in two phases. Phase One focuses on securing a new Special Use Permit from the County of Hawai'i, which is required for the expansion of facilities on our vacant, undeveloped lot. While we currently operate under a Special Use Permit for our existing facilities, this additional permit is required for future development. Phase Two will involve launching a capital campaign, advancing architectural design, and initiating construction. This grant is specifically dedicated to supporting the work required for Phase One.

##### **Step 1: Fundraising Preparation**

The first step of any capital expansion project begins with building a strong case for support, conducting a feasibility study, and crafting a solid campaign plan. To achieve this, we've partnered with Netzel Grigsby Associates (NGA), capital campaign experts with over 13 years of experience on Hawai'i Island. Their feasibility study will assess community fundraising capacity and provide a detailed plan, including a gift schedule, timeline, budget, and leadership needs. Funded by private foundation grants, this study is already underway.

##### **Step 2: Pre-Design and Conceptual Design**

As the feasibility study progresses, WhiteSpace Architects will begin the Pre-Design and Conceptual Design phase:



- Programming refinement through stakeholder interviews and site research
- Engineering assessments of existing infrastructure, utilities, and code compliance
- Cost estimates and a project schedule to outline the financial scope of the project
- Conceptual drawings, including a site plan, floor plans, and additional visuals like site sections or 3D models to bring the vision to life

### **Step 3: Schematic Design**

Building on the conceptual work, WhiteSpace Architects will:

- Refine site and floor plans and develop exterior elevations
- Coordinate with engineers and cost consultants to finalize professional estimates
- Prepare a schematic design set for the Special Use Permit application, including site and floor plans, and utility details
- Create presentation materials, including plans and conceptual renderings, for fundraising and public

### **Step 4: Special Use Permit Application**

The final step focuses on securing the Special Use Permit:

- Working closely with consultants to prepare the permit application
- Addressing feedback and questions from the County of Hawai'i
- Representing the project at public hearings

The outcome of Phase One will be the Special Use Permit, a critical milestone that paves the way for our campus expansion.

This multi-phase approach ensures that our facility expansion is thoughtful, community-focused, and financially sustainable. While this process has not happened overnight, our professional advisors and networks have confirmed that this is the proper order of operations, ensuring a solid foundation for long-term success.

### **Design Goals:**

The design goals of the Master Campus Plan focus on the adaptive reuse of existing facilities and addressing critical maintenance needs, including window repair, repainting, electrical upgrades, structural remediation, and the installation of a sprinkler system, as outlined in the completed Historic Structure Report (HSR). Additional priorities include improving vehicular access to the campus and utilizing our undeveloped 1.3-acre lot, home to centuries-old 'ōhi'a trees, for the construction of permanent studios (ceramics, fiber arts, printmaking, and youth education), expanded galleries and gathering spaces, a retail shop, and enhanced indoor/outdoor event spaces. The plan also incorporates our native plant gardens, integral to our culture and programming, with a vision for a sculpture garden and educational walking paths for visitors and students. Dedicated residency spaces for visiting artists are essential, enabling them to teach and engage in our programs while in residence. The ultimate goal is to ensure the campus meets safety standards and community needs, while creating a cohesive environment for artistic and cultural engagement that supports the growing demand for our services.

Throughout this process, we anticipate that our member base and constituents, who are regular supporters of our organization, will naturally become more engaged as their feedback on the project will be actively sought from the beginning. By involving our community in these discussions early on, we are more likely to build trust and gain their support. The Donkey Mill Art Center is a beloved community icon, and many of our

members are already aware of our challenges with inadequate facilities. Not to mention, our on-campus programming and outreach continues throughout this entire process.

We believe that, upon completion of the campus expansion, locals, visiting artists, and all who come to the Donkey Mill will feel they have found a welcoming, safe haven—a creative oasis. With expanded facilities, we will be able to serve more keiki, adults, artists, and kūpuna, offering greater opportunities for our local artists and ensuring a lasting impact on our community.

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

|                                | 2025 |    | 2026 |    |    |    |
|--------------------------------|------|----|------|----|----|----|
|                                | Q1   | Q2 | Q3   | Q4 | Q1 | Q2 |
| Feasibility Study              |      |    |      |    |    |    |
| Pre-Design                     |      |    |      |    |    |    |
| Conceptual Design              |      |    |      |    |    |    |
| Engineering Site Assessment    |      |    |      |    |    |    |
| Schematic Design               |      |    |      |    |    |    |
| Special Use Permit Preparation |      |    |      |    |    |    |

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

The quality and success of this project is closely tied to the expertise and commitment of the partners selected to produce the plan's deliverables. Effective project management will be crucial to achieving the desired outcomes. The Executive Director, in collaboration with the Site Plan Committee, will oversee the architectural services contract and this team will ensure all work is completed on schedule and within budget. Monthly meetings between the Executive Director, Site Plan Committee and contractors will provide regular progress updates and help maintain alignment with the project's timeline and budget for Phase One.

Detailed scope-of-work documents and contracts have been established between the contractors and the Donkey Mill. Progress and completed work will be evaluated against these agreements to ensure alignment with the expected outcomes, ensuring accountability and the delivery of high-quality results.

Additionally, WhiteSpace and its team of engineers and consultants implement well-established quality management processes to ensure the integrity of technical, regulatory, and design outcomes. These processes will be relied upon to maintain high standards in areas beyond the direct oversight of the Donkey Mill.

Separately, we employ both quantitative and qualitative methods to measure program quality, evaluate community impact, and ensure success. Quantitative methods include online surveys, participant questionnaires, and statistical data collected through platforms like social media, newsletters, and class registration systems. This data provides insight into participant demographics, attendance, and engagement

preferences. Additionally, we use NeonCRM, a cloud-based system, to manage memberships, registrations, donations, and communications, ensuring efficient and accurate tracking. Regular team meetings help align programs with community needs, optimizing resources and tailoring offerings to specific interests. All of this information has contributed to the needs assessment and success of the project thus far.

Qualitative methods, such as observations, interviews, and focused group discussions with staff, board members, community partners, and participants, complement the quantitative data by providing nuanced feedback on program content and format. The leadership team, including the Executive Director and Program Director, meets regularly to assess program efficacy and share findings with the Board's Executive Committee, implementing adjustments as needed. In Spring 2025, the staff, Board of Directors, and key stakeholders will convene to develop a new Strategic Plan, ensuring alignment with community needs. Furthermore, comprehensive policies ensure all grant compliance, reporting, monitoring, and evaluation activities are effectively executed.

**4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency).**

**Outcome 1:** Complete Phase One of the Master Campus Plan within the specified timeline and budget

**Outcome 2:** Acquisition of the Special Use Permit from the County of Hawai'i

**Outcome 3:** Provide the State documentation, including completed work invoices and project status updates, as required by the awarded grant

The outcomes of the pre-design and conceptual design phases with WhiteSpace Architects will provide the essential materials needed to effectively communicate our vision to feasibility study participants and major donors. Upon completing these phases, we will finalize the feasibility study, assess its findings, and establish a project budget for the capital expansion. We will then advance to the schematic design phase, refining site and floor plans, preparing the Special Use Permit application, coordinating with consultants, and participating in public hearings. Once we secure the Special Use Permit, we will transition to Phase Two of the Master Campus Plan, which includes refining schematic designs, addressing feedback from the permit process, developing detailed construction drawings, obtaining building permits, and beginning construction.

Ultimately, completed schematic design and public hearing deliverables will serve as key measures of effectiveness. Successfully obtaining the Special Use Permit from the County of Hawai'i will demonstrate the successful use of awarded funds.

**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
- b. Personnel salaries and wages
- c. Equipment and motor vehicles
- d. Capital project details
- e. Government contracts, grants, and grants in aid

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

| <b>Quarter 1</b> | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> | <b>Total Grant</b> |
|------------------|------------------|------------------|------------------|--------------------|
| \$75,000         | \$75,000         | \$97,500         | \$97,500         | \$345,000          |

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

- The Donkey Mill Art Center is seeking funding from private foundations and donors to cover the additional expenses related to this project. This private funding is not yet secured.
- \$30,000 has been secured from the Atherton Family Foundation, National Trust for Historic Preservation, and the Hiroaki, Elaine, Lawrence Kono Foundation to cover the Feasibility Study from Netzel Grigsby Associates (NGA).
- \$10,000 has been secured from the Kūki’o Ho’omana Fund Community Grant to cover the pre-design fees from WhiteSpace Architects.
- The GIA grant requested funds will cover the remaining Architecture and Engineering fees as outlined in the Budget.

**4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years.**

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.**

A detailed list of Federal, State, and County contracts and grants can be found on page 20, organized by funding source. The Donkey Mill Art Center has never received a State of Hawai’i Grant-in-Aid for capital improvements, and the last program-related GIA was awarded in FY2019. Currently, no County, State, or Federal funding is pending for FY2026.

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

The unrestricted current assets as of December 31, 2024 were \$988,994.

## **V. Experience and Capability**

### **1. Necessary Skills and Experience**

The Donkey Mill Art Center has served West Hawai'i for over 30 years and is well-equipped to execute the work outlined in this request. Backed by a committed board, experienced leadership, and a dedicated staff, we bring extensive expertise in facilities and project management, financial management, and grant administration. Our deep, multigenerational relationships with community networks and organizations further strengthen our ability to support this project and fulfill our mission. With a nearly \$1M annual budget, we are one of the largest arts organizations on Hawai'i Island.

We are proud two-time recipients of the Stand for the Arts award (2022 and 2023) from Ovation TV and Spectrum-Charter, and over the past five years, have received more than 30 arts acquisition awards from the State Foundation on Culture and the Arts. Recently, we secured multi-year funding from the Andy Warhol Foundation for the Visual Arts marking a significant achievement in our organization's history. In 2024, the 70th anniversary of our historic building was honored with a proclamation from the County of Hawai'i Mayor's office and a certificate from the Hawai'i State Legislature, celebrating the Donkey Mill's legacy and our commitment to preserving its history for future generations.

The development of the Master Campus Plan requires key partners including the Board-level Site Plan Committee, composed of a team of emerging and experienced professionals. This committee completed the discovery phase and oversaw the implementation of the Historic Structures Report (HSR), laying a strong foundation for the project. Our Development Committee is building a major gifts program to grow our donor base and fund campus improvements and the Master Campus Plan. The Executive Committee oversees the feasibility study, ensuring alignment with strategic goals, while the Site Plan Committee manages the architectural process, ensuring the right deliverables are met. The Executive Director serves as the linchpin, driving these initiatives with dedication to our mission and the Master Campus Plan.

Two major external partners include Netzel Grigsby Associates (NGA) and WhiteSpace Architects. Their expertise and decades of experience ensures a thoughtful and deliberate approach, recognizing the long-term nature of this project.

Over the past five years, we have successfully completed several critical facilities projects, including:

- Termite tenting for the entire building in 2019 and again in 2024
- Hiring a structural engineer to address termite-related damage of the truces
- Roof improvements to ensure long-term durability
- Site safety enhancements to protect our staff and visitors
- Tent replacements to support outdoor programming
- Comprehensive repair and repainting of the staircase and main entrance to preserve their integrity and appearance
- Completion of the Historic Structures Report (HSR)

### **2. Facilities**

Our main building, constructed in 1954 by the Kona Coffee Cooperative in the heart of Kona coffee country, became known as the Donkey Mill after one of its founders, Mr. Harada, placed a donkey silhouette on the roof. Situated on 2.6 acres in Holualoa, West Hawai'i, the property includes our main building, a

2,720-square-foot wooden structure, a 1,000-square-foot covered ceramic studio, native plant gardens, outdoor spaces and parking areas. The main building houses a gallery, retail shop, front desk, print studio, gathering spaces, fiber arts studio, restrooms, storage, all of which are ADA accessible. The ceramic studio, slightly separate from the main building, features a metal roof, open sides, and ADA access. The adjacent 1.3 acre lot remains undeveloped and vacant.

We are fortunate to own our 2.6-acre property outright, which presents a unique opportunity for growth. In 2001, the Foundation secured this home when Lisen and Desmond Twigg-Smith sold the Donkey Mill property below market value. With the support of a generous donor, we obtained a mortgage at a low interest rate, paid off by 2005. In 2006, we further expanded by purchasing the adjacent 1.3-acre lot with assistance from an incredibly generous donor and supporter. When the mortgage became unmanageable in 2010, the donor took ownership but later donated the property back to the Mill, allowing us to own it outright.

It is imperative that we align with our organization's strategic priorities and advance our Master Campus Plan. This includes prioritizing site and safety improvements, renovating existing facilities, and pursuing expansion and new construction as outlined in this grant request.

## **VI. Personnel: Project Organization and Staffing**

### **1. Proposed Staffing, Staff Qualifications, Supervision and Training**

The Donkey Mill Art Center is governed by a 10-member Board of Directors of local community leaders and supervises the Executive Director who leads the organization. The board includes professionals with expertise in business, banking and finance, art and art presentations, nonprofit management, construction management and architecture, community outreach, HR personnel management and more. They assemble into 4 board level committees including Executive, Development, Site-Plan, and Finance, all tasked with oversight and monitoring of the Donkey Mill programs and operations. The Executive Director sits on every committee and regularly meets with the Board Chair and other Executive Committee members to monitor progress and solve problems.

We are currently staffed with 8 full-time staff members, 5 of which are programmatic. Each staff member is an accomplished artist and/or arts administrator who collectively have decades of experience working in arts and program management. We encourage and financially support professional development and training for each employee, whether attending conferences or webinars in their area of study, or providing opportunities for personal artistic practice expansion. The Executive Director and Program Director meet regularly and provide significant oversight of the organization.

The project team will be led by Executive Director, Ashley Raymond, the Board of Directors, the Site Plan Committee, and executed by selected architectural firm, WhiteSpace Architects.

Ashley Raymond, Executive Director, has been an instrumental part of the Donkey Mill's staff since 2016 and in her current role focuses on maintaining the Mill's strong financial and strategic position, and advancing the Master Campus Plan. Prior to being promoted into the Executive Director position in August 2022, she served as the Donkey Mill's Operations Director for 4 years. Ashley holds a BS in Graphic Communications Management with an emphasis in Visual Communication from the University of Wisconsin-Stout. With over twelve years of experience in arts administration, she has excelled in business operations, managing grant activities, ensuring compliance with regulations, and analyzing financial data. She is a recent graduate from the HANO Fellows program, a leadership development initiative for nonprofit

executives in Hawai'i, and serves on the Economic Development and Young Professionals Committees of the Kona-Kohala Chamber of Commerce.

The Site Plan Committee, led by Board member Junior Fischer—a general contractor with over a decade of experience and deep connections in the Kailua-Kona community— stewards ongoing facility maintenance and leads the Campus Plan project, entrusted with its progression and oversight, guiding it with transparency and collaboration. They advise the Board of Directors, represent stakeholders, and ensure their voices shape our decisions. Through strategic oversight and inclusive engagement, they aim to create a campus that embodies our organization's values and inspires our community.

WhiteSpace Architects has excelled as an acclaimed architecture firm for over 40 years. The team is composed of three licensed architects, seven architectural designers, and one office manager with a main office located in Honolulu and a branch office located in Waimea on Hawai'i Island. In 2023, they presented a project in front of the Leeward Planning Commission for a Special Use Permit for another Hawai'i Island non-profit and we were approved unanimously for the permit. WhiteSpace Architects is the lead architect on this project and was selected through an extensive RFP process.

## **2. Organization Chart**

See attached.

## **3. Compensation of top (3) employees:**

Executive Director: \$86,000

Program Director: \$63,000

Program & Marketing Manager: \$56,000

## **VII. Other**

### **1. Litigation**

There are no pending litigations or outstanding judgments against the Holualoa Foundation for Arts and Culture dba Donkey Mill Art Center.

### **2. Licensure or Accreditation**

Not applicable.

### **3. Private Educational Institutions**

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**

If awarded, the grant for fiscal year 2025-26 will be allocated to cover architectural and engineering fees, as well as Special Use Permitting fees essential to advancing the Master Campus Plan. This funding is critical at this stage, ensuring the project is completed within the established timeline. Securing the Special Use Permit will bring us closer to officially launching the capital campaign needed to fund Phase Two: Construction.

**(b) Not received by the applicant thereafter.**

Once the feasibility study is completed and the Special Use Permit is secured, we will launch the capital campaign to fund Phase Two of the Master Campus Plan. The feasibility study will be instrumental in preparing for the campaign by informing participants about our fundraising plans, strengthening relationships with key stakeholders, emphasizing the campaign's ambitious scope, and clarifying the Mill's future needs. It will also produce a schedule of gifts and revenue sources necessary to keep the Master Campus Plan on track. Essentially, the feasibility study will transition seamlessly into a capital campaign to raise the funds required to begin construction.

With 30 years of programmatic success, strong community partnerships, and a dedicated board, we are confident in our ability to sustain operations and produce a Master Campus Plan. Securing funding for this project affirms its importance and relevance, ensuring we can continue to serve and inspire our community for another 30 years and beyond.



BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS Period: July 1, 2025 to June 30, 2026

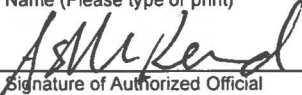
Applicant: Holualoa Foundation for Arts & Culture dba Donkey Mill Art Center

| <b>FUNDING AMOUNT REQUESTED</b>                               |   |                     |                              |   |   |                     |
|---|---|---------------------|------------------------------|---|---|---------------------|
| <b>TOTAL PROJECT COST</b>                                     | <b>ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS</b> |                     | <b>STATE FUNDS REQUESTED</b> | <b>OTHER SOURCES OF FUNDS REQUESTED</b> | <b>FUNDING REQUIRED IN SUCCEEDING YEARS</b> |                     |
|   | <b>FY:2023-2024</b>                                 | <b>FY:2024-2025</b> | <b>FY:2025-2026</b>          | <b>FY:2025-2026</b>                     | <b>FY:2026-2027</b>                         | <b>FY:2027-2028</b> |
| ARCHITECTURAL FEES  | \$0   | \$0                 | \$125,000                    |   |   | \$475,000           |
| ENGINEER FEES   | \$0   | \$0                 | \$90,000                     |   |   | \$250,000           |
| SPECIAL USE PERMIT APPLICATION PREPARATION AND REPRESENTATION | \$0   | \$0                 | \$75,000                     |   |   |                     |
| ARCHAEOLOGICAL INVENTORY SURVEY                               | \$0   | \$0                 | \$20,000                     |   |   |                     |
| TRAFFIC REPORT  | \$0   | \$0                 | \$30,000                     |   |   |                     |
| FLORA/FAUNA SURVEY  | \$0   | \$0                 | \$5,000                      |   |   |                     |
| <b>TOTAL:</b>   | <b>\$0</b>  | <b>\$0</b>          | <b>\$345,000</b>             |   |   | <b>\$725,000</b>    |
| <b>JUSTIFICATION/COMMENTS:</b>                                |   |                     |                              |   |   |                     |

# BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2025 to June 30, 2026

Applicant: \_\_\_\_\_

| BUDGET CATEGORIES                       | Total State Funds Requested<br>(a) | Total Federal Funds Requested<br>(b)   | Total County Funds Requested<br>(c) | Total Private/Other Funds Requested<br>(d) |
|---|------------------------------------|--|-------------------------------------|--|
| <b>A. PERSONNEL COST</b>                |                                    |  |                                     |  |
| 1. Salaries                             |                                    |  |                                     |  |
| 2. Payroll Taxes & Assessments          |                                    |  |                                     |  |
| 3. Fringe Benefits                      |                                    |  |                                     |  |
| <b>TOTAL PERSONNEL COST</b>             |                                    |  |                                     |  |
| <b>B. OTHER CURRENT EXPENSES</b>        |                                    |  |                                     |  |
| 1. Airfare, Inter-Island                |                                    |  |                                     |  |
| 2. Insurance                            |                                    |  |                                     |  |
| 3. Lease/Rental of Equipment            |                                    |  |                                     |  |
| 4. Lease/Rental of Space                |                                    |  |                                     |  |
| 5. Staff Training                       |                                    |  |                                     |  |
| 6. Supplies                             |                                    |  |                                     |  |
| 7. Telecommunication                    |                                    |  |                                     |  |
| 8. Utilities                            |                                    |  |                                     |  |
| 9                                       |                                    |  |                                     |  |
| 10                                      |                                    |  |                                     |  |
| 11                                      |                                    |  |                                     |  |
| 12                                      |                                    |  |                                     |  |
| 13                                      |                                    |  |                                     |  |
| 14                                      |                                    |  |                                     |  |
| 15                                      |                                    |  |                                     |  |
| 16                                      | \$345,000                          | \$345,000  | \$345,000                           |  |
| 17                                      |                                    |  |                                     |  |
| 18                                      |                                    |  |                                     |  |
| 19                                      |                                    |  |                                     |  |
| 20                                      |                                    |  |                                     |  |
| <b>TOTAL OTHER CURRENT EXPENSES</b>     |                                    |  |                                     |  |
| <b>C. EQUIPMENT PURCHASES</b>           |                                    |  |                                     |  |
| <b>D. MOTOR VEHICLE PURCHASES</b>       |                                    |  |                                     |  |
| <b>E. CAPITAL</b>                       |                                    |  |                                     |  |
| <b>TOTAL (A+B+C+D+E)</b>                |                                    |  |                                     |  |
| <b>SOURCES OF FUNDING</b>               | Budget Prepared By:                |  |                                     |  |
| (a) Total State Funds Requested         |                                    | Name (Please type or print)  |                                     | Phone                                      |
| (b) Total Federal Funds Requested       |                                    |  |                                     |  |
| (c) Total County Funds Requested        |                                    |  |                                     | Date                                       |
| (d) Total Private/Other Funds Requested |                                    | Signature of Authorized Official   |                                     |  |
| <b>TOTAL BUDGET</b>                     |                                    | Name and Title (Please type or print)  |                                     |  |

Asst. Raymond, Executive Director  
906-822-3362  
July 17, 2025

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: Holualoa Foundation for Arts & Culture dba Donkey Mill Art Center

| POSITION TITLE                 | FULL TIME EQUIVALENT | ANNUAL SALARY A | % OF TIME ALLOCATED TO GRANT REQUEST B | TOTAL STATE FUNDS REQUESTED (A x B) |
|--------------------------------|----------------------|-----------------|--|-------------------------------------|
| NOT APPLICABLE                 |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
|                                |                      |                 |  | \$ -                                |
| <b>TOTAL:</b>                  |                      |                 |  |                                     |
| <b>JUSTIFICATION/COMMENTS:</b> |                      |                 |  |                                     |

Applicant: Holualoa Foundation for Arts & Culture dba Donkey Mill Art Center

| DESCRIPTION<br>EQUIPMENT | NO. OF<br>ITEMS | COST PER<br>ITEM | TOTAL<br>COST | TOTAL<br>BUDGETED |
|--------------------------|-----------------|------------------|---------------|-------------------|
| NOT APPLICABLE           |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
|                          |                 |                  | \$ -          |                   |
| <b>TOTAL:</b>            |                 |                  |               |                   |

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

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

Applicant: Holualoa Foundation for Arts & Culture

Contracts Total: 234,500

|    | <b>CONTRACT DESCRIPTION</b>   | <b>EFFECTIVE DATES</b> | <b>AGENCY</b>    | <b>GOVERNMENT ENTITY<br/>(U.S./State/Hawaii/<br/>Honolulu/ Kauai/<br/>Maui County)</b> | <b>CONTRACT VALUE</b> |
|----|---|------------------------|------------------|--|-----------------------|
| 1  | County of Hawaii WaiWai Grant   | 7/1/22 - 6/30/23       | County of Hawaii | Hawaii County  | 50,000                |
| 2  | County of Hawaii WaiWai Grant   | 7/1/23 - 6/30/24       | County of Hawaii | Hawaii County  | 30,000                |
| 3  | County of Hawaii WaiWai Grant   | 7/1/24 - 6/30/25       | County of Hawaii | Hawaii County  | 40,000                |
| 4  | Council Contingency Funds - Rebecca Villegas                          | 7/1/24 - 6/30/25       | County of Hawaii | Hawaii County  | 7,000                 |
| 5  | Council Contingency Funds - Rebecca Villegas                          | 1/1/23 - 6/30/23       | County of Hawaii | Hawaii County  | 5,000                 |
| 6  | Council Contingency Funds - Holeka Inaba                              | 7/1/22 - 6/30/23       | County of Hawaii | Hawaii County  | 4,000                 |
| 7  | Biennium Grant  | 7/1/22 - 6/30/23       | HSFCA            | State  | 15,000                |
| 8  | Biennium Grant  | 7/1/23 - 6/30/24       | HSFCA            | State  | 15,000                |
| 9  | Community Arts Grants (Formally Biennium Grant)                       | 7/1/24 - 6/30/25       | HSFCA            | State  | 15,000                |
| 10 | AITs (Artist-in-the-Schools) Grant - Volcano School of Arts & Science | 7/1/23 - 6/30/25       | HSFCA            | State  | 15,000                |
| 11 | AITs (Artist-in-the-Schools) Grant - Kahakai Elementary School        | 7/1/23 - 6/30/25       | HSFCA            | State  | 15,000                |
| 12 | AITs (Artist-in-the-Schools) Grant - Holualoa Elementary School       | 7/1/22 - 6/30/24       | HSFCA            | State  | 15,000                |
| 13 | AITs (Artist-in-the-Schools) Grant - Holualoa Elementary School       | 7/1/24 - 6/30/25       | HSFCA            | State  | 8,500                 |
| 14 |   |                        |                  |  |                       |
| 15 |   |                        |                  |  |                       |
| 16 |   |                        |                  |  |                       |
| 17 |   |                        |                  |  |                       |
| 18 |   |                        |                  |  |                       |
| 19 |   |                        |                  |  |                       |
| 20 |   |                        |                  |  |                       |
| 21 |   |                        |                  |  |                       |
| 22 |   |                        |                  |  |                       |
| 23 |   |                        |                  |  |                       |
| 24 |   |                        |                  |  |                       |
| 25 |   |                        |                  |  |                       |
| 26 |   |                        |                  |  |                       |
| 27 |   |                        |                  |  |                       |
| 28 |   |                        |                  |  |                       |
| 29 |   |                        |                  |  |                       |
| 30 |   |                        |                  |  |                       |



# Organizational Chart

