

## Application Submittal Checklist

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

- ☒ 1) 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
- ☒ 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

	Halona Norton-Westrook, Director and CEO	1/16/2025
AUTHORIZED SIGNATURE	PRINT NAME AND TITLE	DATE

**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:

Honolulu Museum of Art

Amount of State Funds Requested: \$ 200,000

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

The Honolulu Museum of Art (HoMA) seeks funding to sustain and expand its Community Access Programs, which provide free or discounted museum access to underserved communities, including children, educators, low-income families, and military personnel. These programs foster inclusivity, cultural enrichment, and educational engagement, ensuring equitable access to art and culture for Hawai'i's diverse population. Funding will support ongoing efforts to break down barriers to participation and strengthen community connections through art.

Amount of Other Funds Available:

State: \$ \_\_\_\_\_

Federal: \$ \_\_\_\_\_

County: \$ \_\_\_\_\_

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

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

\$ 2,229,423

Unrestricted Assets:

\$ \$2,301,879.85

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

Type of Business Entity:



501(C)(3) Non Profit Corporation



Other Non Profit



Other

Mailing Address:

900 S. Beretania Street

City:

Honolulu

State:

Hi

Zip:

96814

Contact Person for Matters Involving this Application

Name:

Nelli Tsurkan

Title:

Grants Manager

Email:

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Phone:

8085328782



Authorized Signature

Halona Norton-Westbrook, Director and CEO

Name and Title

11/16/2025

Date Signed



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:** HONOLULU MUSEUM OF ART

**Issue Date:** 01/08/2025

**Status:** **Compliant**

Hawaii Tax#: 20271290-01

New Hawaii Tax#:

FEIN/SSN#: XX-XXX9713

UI#: XXXXXX1710

DCCA FILE#: 1518

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

## Application for Grants

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

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

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

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2024.

A certificate is attached.

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

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

The declaration is 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](#).

Honolulu Museum of Art expressly states that grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

### **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;**

The Honolulu Academy of Arts opened its doors in 1927 with a progressive, forward-looking vision: to give the gift of art and art education to Hawai'i's diverse, multicultural community. The founder, Anna Rice Cooke, envisioned a future where art could be the catalyst for a greater understanding of ourselves, of one another, and of the world around us. She believed that art and education could make the community of tomorrow even stronger than today. She contributed a collection of approximately 875 works of art and commissioned a Hawaiian-style museum building set with intimate galleries and lush, themed gardens. Cooke's gift of 18th and 19th-

century Native-Hawaiian-made works of art form the core of HoMA's Arts of Hawai'i collection.

The academy has now evolved into the largest art museum in Hawai'i, known as the Honolulu Museum of Art (HoMA). HoMA has a permanent collection of over 55,000 pieces spanning 5,000 years, with significant holdings in Asian art, American and European painting and decorative arts, 19th- and 20th-century art, an extensive collection of works on paper, Asian textiles, and traditional works from Africa, Oceania, and the Americas. HoMA also has a strong tradition of offering art classes and engaging the community, both inside the walls of the museum and beyond. The museum presents an incredible array of exhibitions celebrating diverse voices and perspectives showcasing artists from around the globe while also placing a special emphasis on the local art scene.

HoMA plays a vital role in fulfilling its mission to connect the world of art to Hawai'i and the art of Hawai'i to the world.

In recent year HoMA has showcased exhibitions and programs celebrating Hawai'i's heritage and contemporary art, with a strong focus on Native Hawaiian voices, *Kapulani Landgraf: 'Au'a* explored Hawaiian sovereignty through art, complemented by discussions with scholars, community leaders, and performances of hula, poetry, and music, along with a screening of *Act of War: The Overthrow of the Hawaiian Nation*.

Other highlights include *Ke Kumu Aupuni*, which examined the reigns of Kamehameha I and II, and *Fashioning Aloha*, which celebrated the evolution of aloha wear. HoMA also honored prominent artists like Satoru Abe and Allyn Bromley while elevating contemporary voices like Lauren Hana Chai and Kenyatta Kelechi. The exhibition *Home of the Tigers: McKinley High and Modern Art* (Sept 26, 2024 – Jan 12, 2025) featured a cohort of local artists of diverse ethnicities whose careers thrived well beyond Hawai'i. Concurrently, these efforts connect past and present, inspiring residents and visitors alike.

The HoMA Education Department collaborates closely with the Hawai'i Department of Education to align its curriculum with the Visual Arts Standards. To maximize impact, HoMA has developed a flexible programmatic structure where each program and resource is interconnected, allowing educators to engage with the museum in various ways that best suit their needs. This partnership ensures that the program can scale effectively, with the potential to reach every school in the state.

The program's comprehensive approach includes educator workshops, a lending collection of art materials, field trips, and digital resources, making it accessible to a wide range of schools and students. This extensive network promotes equitable access to high-quality arts education across Hawai'i. As a result, the program reaches over 30,000 K-12 students annually, ensuring its benefits are not limited to a select group but are shared broadly throughout the community.

In fiscal year 2024, HoMA welcomed 102,732 visitors, with 51% being Hawai'i residents, 38% tourists, and 11% children. Over 26,000 admissions were granted free of charge through the museum's Community Access Programs. This means that nearly 25% of our total admissions were offered at no cost, reflecting our deep

commitment to accessibility and inclusivity.

Community Access Programs include free admission for children 18 and under, Hawai'i State University and College students, Hawai'i State Educators, active-duty military personnel through the Blue Star Program, and, since April 2024, SNAP beneficiaries through the Museums for All initiative, which has already served over 120 low-income households. Hawai'i residents also benefit from free entry every third Sunday of the month on Community Access Days, which attracted over 10,000 visitors this past year.

4,400 members support HoMA and collectively contribute to sustain the museum's programs and initiatives. This substantial financial support underscores the community's commitment to the arts and enables HoMA to offer diverse cultural and educational experiences.

In addition to financial contributions, HoMA benefits from the invaluable service of a cadre of volunteers, approximately two-thirds of which are kūpuna. Our volunteer docents lead educational tours, enriching student and visitor experiences with their knowledge and passion. Other volunteers assist in various capacities, including supporting events, preparing mailings, and assisting in the Art School, contributing significantly to the museum's operations and outreach efforts.

HoMA employs over 160 individuals, generating over \$500,000 annually in state income taxes, directly supporting Hawai'i's economy. These employees comprise a stable, well-paying job force in the non-profit and culture and arts sectors, furthering the museum's impact as a significant economic contributor.

The museum's contributions align with findings from the Arts and Cultural Production Satellite Account (ACPSA), jointly produced by the National Endowment for the Arts and the Bureau of Economic Analysis. In 2022, arts and cultural production in Hawai'i contributed \$3.3 billion to the state's economy, accounting for 3.2% of its gross state product. The sector employed 21,151 workers, who collectively earned more than \$1.7 billion in wages and benefits. This underscores the critical role of arts institutions like HoMA in driving economic growth and providing employment opportunities.

Additionally, more than 36% of Hawai'i's adults attended live music, theater, or dance performances, and over 17% visited art exhibits in 2022, according to the Survey of Public Participation in the Arts. This data highlights the community's strong engagement with cultural activities, which institutions like HoMA help to foster and expand.

Beyond its direct economic contributions, HoMA plays a vital role in supporting tourism, a cornerstone of Hawai'i's economy. Museums and cultural institutions attract visitors who contribute to local spending, supporting hospitality, retail, and service industries. On a national scale, every \$100 of economic activity generated by museums produces an additional \$220 in other sectors, demonstrating the arts' ripple effect across the economy.

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

HoMA's goal with the Community Access Programs is to break down financial and logistical barriers to museum access, fostering an inclusive environment where individuals from all walks of life can engage with art and education. By supporting free and discounted admission initiatives, these programs ensure that underserved communities, including children, students, educators, military personnel, and low-income households, can experience the museum's offerings without financial constraints.

The objective of this grant request is to sustain and expand the reach of art programs, which have already served thousands of visitors and families in Hawai'i. Specifically, the funding will support free admission for children 18 and under, Hawai'i State University and College students, educators, and active-duty military personnel through the Blue Star Program. It will also help grow initiatives like the Museums for All program, which has served over 120 low-income individuals since its launch in April 2024. Furthermore, the grant will contribute to Community Access Days, providing free entry to Hawai'i residents every third Sunday of the month, a program that attracts over 10,000 visitors annually.

These programs align with HoMA's mission to bring the art of the world to Hawai'i and the art of Hawai'i to the world while ensuring equitable access for all. By fostering a sense of community and engagement through art, the museum supports cultural enrichment and education across the state. Sustained funding will allow HoMA to continue these impactful efforts, reaching new audiences and deepening its connection with the community.

Hawai'i is facing a critical economic challenge, as highlighted in the 2022 Aloha United Way ALICE in Hawai'i Report. As of 2022, 44% of families in the state were categorized as either living below the federal poverty level or as ALICE (Asset Limited, Income Constrained, Employed), i.e., families struggling to meet basic needs despite being employed. The situation is particularly dire for families with children, as 54% of households with children fall below the ALICE threshold, reflecting their heightened vulnerability.

Children are among the most vulnerable populations in this economic climate. According to the 2024 KIDS COUNT Data Book, 38% of children in Hawai'i live in households with a high housing cost burden, and 13% live in poverty. Many families struggle to access educational and cultural resources due to these financial constraints.

Access to art provides a unique and transformative opportunity for individuals and families facing economic challenges. Research consistently demonstrates that exposure to the arts improves academic outcomes, enhances critical thinking, and fosters creativity. For children, it helps build essential skills such as problem-solving, collaboration, and cultural awareness, which are critical for success in school and beyond. Moreover, the arts have been shown to enhance emotional well-being, providing a safe space for self-expression and connection.

HoMA's Community Access Programs address these systemic inequities by offering access without financial barriers, enabling thousands of visitors each year who might otherwise be unable to participate.

Beyond individual benefits, these programs strengthen the broader community by fostering inclusivity and a shared sense of cultural pride. HoMA serves as a vital hub where Hawai'i's diverse populations can come together to celebrate and learn from the arts. This aligns with the museum's mission to connect the art of the world to Hawai'i and the art of Hawai'i to the world, promoting a deeper understanding of the shared



human experience.

3. Describe the target population to be served; and

HoMA's Community Access Programs are designed to make art and cultural experiences accessible to a wide range of stakeholders in Hawai'i's diverse community. These initiatives prioritize inclusion and aim to address financial and social barriers to engagement.

**Children and Families**

Children are a core audience for HoMA, representing Hawai'i's future. With apx. 287,000 children under 18 in Hawai'i (20% of the population), Community Access ensures early exposure to art and culture. In FY 2024, HoMA served 10,198 children through free admission programs and welcomed 10,286 attendees during Community/Family Sundays. These programs foster creativity, encourage family bonding, and provide meaningful cultural enrichment.

**Students and Educators**

Hawai'i's student population includes 167,649 K-12 students creating a significant opportunity for educational impact. In FY 2024, the museum directly engaged 3,508 K-12 students through school tours and welcomed 4,204 Hawai'i college students free of charge, highlighting its role as an educational partner and a resource for fostering creative and critical thinking.

**Families Facing Financial Barriers**

With 44% of Hawai'i households falling below the ALICE threshold, many families struggle to access cultural resources. Free programs like Community/Family Sundays and admission for children under 18 provide vital opportunities for these families to connect through art in an inclusive environment. These initiatives ensure that financial challenges do not prevent families from accessing cultural enrichment.

For families facing the greatest financial challenges, including those receiving SNAP benefits, HoMA offers free year-round access through the Museums for All initiative, directly addressing barriers to cultural participation and ensuring equitable access to the museum.

**Military Families**

Hawai'i is home to 44,254 active-duty service members and their families, totaling over 90,000 individuals. Through the Blue Star Museums program, HoMA provides free admission to military families, offering opportunities for cultural engagement and connection. This initiative is especially meaningful for families navigating the challenges of deployment and reintegration, providing a chance to spend quality time together during the summer months, when many face limited resources and availability. Recognizing the unique experiences of military families, including the two million children nationwide who have had at least one parent deployed since 2001, the program fosters support and well-being for those who serve and their loved ones. In FY 2024, 1,269 military members and their families visited HoMA through this initiative.

**Artists and Cultural Practitioners**

Hawai'i's vibrant artistic community of emerging and established artists, cultural practitioners, and art educators benefit from HoMA's resources. The museum provides platforms for artists to exhibit their work, conduct workshops, and engage with diverse audiences, enriching Hawai'i's creative landscape and promoting cultural innovation.

**Local Residents and Tourists**

HoMA serves Hawai'i's 1.44 million residents and welcomes a share of the over 9



million tourists who visit the islands annually. Programs like Community/Family Sundays engage local residents, while exhibitions provide tourists with authentic and meaningful experiences that deepen their understanding of Hawai'i's culture.

### **Community and Cultural Advocates**

Stakeholders focused on cultural preservation and community development also benefit from HoMA's efforts. The museum's initiatives align with broader goals of fostering equity, preserving Hawai'i's cultural heritage, and creating shared cultural experiences that connect diverse communities and strengthen the social fabric.

#### 4. Describe the geographic coverage.

HoMA primarily serves the residents of Hawai'i, with a strong focus on O'ahu and neighboring islands. In recent years, local attendance has grown significantly, highlighting the museum's deepening connection to its community and its role as a trusted and valued cultural hub for Hawai'i residents. Additionally, HoMA attracts a diverse array of visitors from outside the state, including tourists from the continental U.S. and international destinations, further enhancing its reputation as a key cultural institution in the Pacific.

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

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

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

The Community Access Programs at HoMA are designed to ensure equitable access to the museum's resources and foster engagement across diverse audiences in Hawai'i. These programs remove financial barriers, promote inclusivity, and encourage participation from underserved populations, military families, students, educators, and local residents.

#### **Scope of Work**

- Facilitate free or discounted access to HoMA's collections, exhibitions, and programs for target audiences, including children, families, SNAP beneficiaries, and military families.
- Develop, manage, and promote initiatives such as Community/Family Sundays, Museums for All, and the Blue Star Museums program to ensure broad community participation.
- Collaborate with internal departments to create enriching visitor experiences that align with HoMA's mission of accessibility and inclusivity.
- Build and sustain partnerships with local organizations, educators, and community groups to expand program reach and impact.
- Track all admissions and program participation data through the Tessitura Network to ensure accurate reporting, analysis, and strategic planning.

### Tasks and Responsibilities

- Coordinate logistics for Community/Family Sundays, ensuring seamless operations for free admission and family-friendly activities.
- Manage year-round access for SNAP beneficiaries through the Museums for All initiative.
- Oversee the Blue Star Museums program, providing free admission to military families during the summer months.
- Provide exemplary customer service, ensuring that all visitors feel welcome and included.
- Train front-line staff to assist visitors in navigating free access programs and to promote inclusivity throughout the visitor experience.
- Monitor and evaluate program participation and effectiveness, collecting data to inform improvements and future initiatives.
- Prepare detailed reports for stakeholders, highlighting the program's impact and aligning results with grant requirements.
- Advocate for accessibility and inclusion within the museum and the broader community.

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This grant will directly support the facilitation of over **25,000 free admissions** to the museum by underwriting 25% of the FTE for front desk staff and 25% of the Public Programs and Community Engagement Manager, as well as essential supplies. These contributions reflect that free admissions account for 25% of the museum's overall attendance and will ensure that children, families, and underserved populations continue to benefit from meaningful and enriching cultural opportunities.

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

Community Access Programs at HoMA are ongoing initiatives that operate continuously throughout the year, ensuring consistent access to the museum's resources for diverse audiences.

### Daily Operations (Wednesday to Sunday):

- The museum is open to the public from Wednesday through Sunday, during which Community Access Programs are actively implemented.
- Museums for All and free admission for children under 18, Hawai'i students and educators are available every day the museum is open.
- Staff manage admissions, provide visitor support, and ensure that participants can fully engage with exhibitions, galleries, and museum activities.
- The Blue Star Museums program offers free admission to active-duty military personnel and their families from Armed Forces Day to Labor Day. In 2025, these dates are May 17, 2025 (Armed Forces Day) through September 1, 2025 (Labor Day). Due to the grant period, reporting for the Blue Star Museums program will

align with the timeframe from July 1, 2025, to September 1, 2025, and May 15, 2026, to June 30, 2026.

**Monthly Community Sundays:**

- **Community/Family Sundays** occur on the **third Sunday of each month**, offering free admission to Hawai'i residents and special programming, including family-friendly activities, art-making workshops, and cultural performances.

**Ongoing Tracking and Reporting:**

- **Daily Admissions Tracking:** Visitor data, including participation in free access programs, is recorded in the Tessitura system to monitor engagement and inform strategic planning.
- **Quarterly Reviews:** Program outcomes, including attendance are evaluated to assess performance and identify opportunities for improvement.
- **Annual Summary:** A year-end analysis of program participation and outcomes is prepared, highlighting the program's impact and aligning with grant reporting requirements.

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

**Leadership Oversight:**

The Chief Operations Officer (COO) and Head of Visitor Engagement oversee the overall access-related operations, ensuring alignment with the museum's mission and strategic goals. These leaders provide guidance on admissions processes, visitor experience, and accessibility initiatives.

The Public Programs Manager and Community Engagement Manager are responsible for designing and implementing public programs and community engagement activities. They ensure these offerings are impactful, inclusive, and responsive to the needs of Hawai'i's diverse populations, working closely with other departments to coordinate programming and outreach efforts.

**Monitoring and Evaluation:**

HoMA tracks all admissions and program participation using the Tessitura system, a reliable platform for collecting and analyzing attendance data. This information is regularly reviewed by the COO, Head of Visitor Engagement, and program managers to assess program reach and participation trends.

While data serves as the primary tool for evaluating program effectiveness, leadership also gathers general insights from staff observations and informal feedback to ensure the initiatives remain relevant and impactful.

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.

HoMA will use clear, objective measures of effectiveness to assess and report the achievements of its Community Access Programs to the State agency responsible for administering grant funds. These measures will provide a transparent way to evaluate the program's impact and ensure accountability.

- Total admissions through Community Access Programs, including:
  - Free admission for children under 18.
  - Attendance at Community/Family Sundays.
  - Free admission to Hawai'i students and educators
  - Participation by SNAP beneficiaries through the Museums for All initiative.
  - Admissions under the Blue Star Museums program.

#### **IV. Financial**

##### **Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
  - a. Budget request by source of funds ([Link](#))
  - b. Personnel salaries and wages ([Link](#))
  - c. Equipment and motor vehicles ([Link](#))
  - d. Capital project details ([Link](#))
  - e. Government contracts, grants, and grants in aid ([Link](#))
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
50,000	50,000	50,000	50,00	200,000

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

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

\$2,301,879.85

## **V. Experience and Capability**

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

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

The Honolulu Museum of Art (HoMA) is a 501(c)(3) non-profit Hawai'i corporation with a dedicated team of over 160 employees and more than 90 active volunteers. The museum's highly skilled staff across departments—including Learning and Engagement, Visitor Experience, Communications, Finance, and Advancement—ensures the successful implementation and ongoing management of its Community Access Programs. HoMA is also supported by a committed 17-person Board of Trustees, who provide strategic guidance and ensure the museum's long-term success in serving Hawai'i's diverse community.

Founded in 1927, HoMA has been a cornerstone of Hawai'i's cultural landscape for nearly a century. From its inception, founder Anna Rice Cooke envisioned a museum that would connect Hawai'i's diverse communities through art, fostering understanding, education, and dialogue. This vision remains at the heart of HoMA's mission, guiding its efforts to make art accessible and meaningful for all.

Over its long history, HoMA has developed extensive expertise in creating and delivering programs that serve the needs of Hawai'i's community. The museum welcomes over 100,000 visitors annually, offering a wide range of exhibitions, educational programs, and cultural experiences. These include free admission initiatives, hands-on workshops, school tours, and public programs that celebrate both global and local artistic traditions.

In the past three years, HoMA has demonstrated its ability to adapt and innovate to meet changing needs. During the pandemic, the museum successfully pivoted to virtual programming, offering online art activities, video tutorials, and digital tours that extended its reach to families unable to visit in person. Since reopening, HoMA has seen significant attendance grow, reflecting the museum's resilience and relevance.

Financial stability is ensured through a diverse funding base that includes endowment income, individual contributions, grants, and earned revenue. HoMA's collaborations with local schools, community organizations, and cultural groups further extend the impact and relevance of its programs, enabling the museum to connect with a broad and diverse audience.

The museum's proven track record demonstrates its ability to implement similar initiatives successfully. Free admission programs, including those for children, SNAP beneficiaries, and military families, have consistently removed barriers to access and welcomed tens of

thousands annually. Programs like the Blue Star Museums initiative provide vital support to military families, while public events such as art workshops, lectures, and performances create meaningful connections with the community.

Through its expertise, resources, and history of success, HoMA is uniquely equipped to meet the proposed outcomes and continue fostering engagement with art and culture across Hawai'i's diverse population.

## **2. Facilities**

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

The HoMA campus is located approximately 0.6 miles southeast of the Hawai'i State Capitol. The campus has two primary buildings: the main museum at 900 South Beretania Street and the HoMA Art School at 1111 Victoria Street. The campus also includes a standalone property (currently used as a staff parking lot) between Beretania and Kinau Streets and a visitor parking lot adjacent to the school.

HoMA's museum building (900 South Beretania) was built in six phases, with the 1927 original building and a 1931 addition constituting most of the building. The building is laid out around a series of garden courtyards and consists of a basement, ground, and second floors (a total of 161,000 interior square feet). The interior spaces include 29 galleries, a theater, education, cafes, retail shop, artwork storage, and offices.

The 1927 main museum building (with its 1931 addition) and the 1908 art school are historic structures listed on the National Register of Historic Places. (The National Register of Historic Places, or National Register, is the United States Government's official list of places identified as worthy of preservation for their historical significance; the National Register is administered by the National Park Service, which is part of the United States Department of the Interior). The museum building is noted as reflecting a uniquely Hawai'ian architectural style as well as a significant history with the arts in Hawai'i.

HoMA's facilities are designed to be accessible to all visitors. Wheelchair-accessible restrooms are available in the Central Courtyard, and below the Palm Courtyard and Luce Pavilion. All public areas, including the galleries and courtyards, are wheelchair accessible, with elevators and ramps facilitating movement across the museum's three floors. Complimentary manual wheelchairs are also available upon request.

The museum's design not only enhances the aesthetic experience but also serves as a venue for various community access programs. Community events invite visitors to explore the galleries, stargaze in the courtyards, and enjoy live art experiences and music, fostering a sense of community and cultural engagement.

In summary, HoMA's thoughtfully designed galleries and courtyards provide an ideal setting



for community access programs, offering beautiful and accessible spaces where everyone can enjoy and engage with art.



### Building and architecture

New York architect Bertram Goodhue designed the plans for a series of galleries that surround museum courtyards, taking advantage of natural light and Hawai'i's temperate climate. The building's layout echoes Hawai'i's location in the middle of the Pacific: the JoAnna Lau Sullivan Chinese Courtyard, surrounded by the Asian art galleries, sits to the west of the Central Courtyard, while the Mediterranean Courtyard, the center of the European and American art collection, sits to the east. Building materials include paving stones made from Chinese granite slabs (which in the early 1800s served as ballast in ships transporting Hawaiian sandalwood), Chinese green glazed tiles, Hawaiian lava rock from Kaimuki, and flagstones cut from aggregate stone from Molokai. After Goodhue's death in 1924, the project was completed by Hardie Phillip. In 2001, the museum expanded with the opening of the Henry R. Luce Pavilion Complex, designed by John Hara.

### Anna Rice Cooke

Museum founder Anna Rice Cooke was born into a prominent missionary family on O'ahu, and grew up in a home that appreciated the arts. She started collecting artworks in the 1880s to decorate her Victorian house that previously stood on this property. Cooke became an astute and visionary art connoisseur. When her art collection outgrew her home, she decided to create Hawai'i's first visual arts museum, which would reflect the Islands' multicultural make-up. In 1920, she and her daughter Alice Spaulding, her daughter-in-law Dagmar Cooke, and teacher Catharine Cox began to catalogue and research the collection, obtaining a charter for the museum from the Territory of Hawai'i in 1922. Cooke and her husband donated their Beretania Street land for the museum along with 500 works—many of which are still highlights of the HoMA collection.

### Honolulu Museum of Art Café

For more than fifty years, the HoMA Café has served casual, contemporary cuisine and refreshments with island-style hospitality, perfectly complementing the museum experience. Open for lunch and Sunday brunch, the Café is committed to operating as sustainably as possible. Takeout is available. Reservations: 808.532.8734.

#### Hours

Lunch and brunch:  
Wednesday-Sunday:  
11am-3pm

#### HoMA Nights

Friday:  
Bar service: 5-8:30pm  
Bar bites: 5-7:30pm

### The Coffee Bar

Refuel with artisanal coffee & tea beverages, local craft beer, wine, and seasonal to-go menu items in HoMA's shaded Palm Courtyard.

#### Hours

Wednesday, Thursday,  
Saturday & Sunday:  
10am-5pm

Friday: 10am-8pm

### The HoMA Shop

Browse art books, contemporary jewelry, stationery, objects and textiles by local artisans, art supplies, and crafts and books for children. Open during museum hours.

### Museum tours

Make the most of your museum visit with tours of HoMA's collection and special exhibitions. **Free to join with museum admission.** **Tour times:** Wednesday-Sunday: 11am and 2pm. **Tour listings at:** [myhoma.org/tours](http://myhoma.org/tours).

### HoMA Nights

Every Friday, HoMA is open late with live entertainment, beverages and bites, and art experiences for all ages. **Learn more at:** [myhoma.org/homanights](http://myhoma.org/homanights)

### Doris Duke Theatre

One of HoMA's central gathering places, this 280-seat art house theatre offers independent films, performances, and a variety of public programs. **Film and event listings and tickets at:** [myhoma.org/events](http://myhoma.org/events).

### Art School

Explore your creative side with hands-on studio art classes for youth and adults at the recently renovated Art School. **Class listings and registration at:** [myhoma.org/artclasses](http://myhoma.org/artclasses).

### Robert Allerton Art Library

A non-circulating art research collection with more than 40,000 art and culture books, periodicals, and catalogs. **The Reading Room is open to the public with museum admission. Hours:** Thursday-Sunday: 10am-2pm. Wednesdays by appointment.

### Shangri La

In partnership with the Shangri La Museum of Islamic Art, Culture & Design, the HoMA facilitates public tours to Shangri La, Doris Duke's estate owned and operated by the Doris Duke Foundation for Islamic Art. **Tour tickets include same-day admission to HoMA. Tour times:** Thursday-Saturday: 9am, 11am, 1pm, 3pm. **Reservations required:** [myhoma.org/shangri-la](http://myhoma.org/shangri-la).





## VI. Personnel: Project Organization and Staffing

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

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

The project team will be led by Director and CEO Halona Norton Westbrook, COO Penni Hall, Director of Campus Operations Jason Morrison, and executed by selected contractors under the supervision of the Construction Manager.

#### **Halona Norton-Westbrook, Director & CEO**

Halona Norton-Westbrook became the eleventh Director of the Honolulu Museum of Art in January 2020. Before her appointment at HoMA, she served as Director of Curatorial Affairs and Curator of Modern and Contemporary Art at the Toledo Museum of Art. Prior to that position, she was the recipient of the Andrew W. Mellon Leadership Fellowship at the Toledo Museum of Art, a program designed to train the next generation of museum leaders. Raised in the San Francisco Bay Area, Norton-Westbrook received a bachelor's degree in American History and Studio Art from Mills College, a master's degree in Art History from the Courtauld Institute of Art in London, and a Doctor of Philosophy (PhD) in Museology from the University of Manchester. Under Norton-Westbrook's leadership, HoMA continues its long-standing commitment to art of the highest quality, education, and accessibility while embracing innovation and emerging perspectives to promote relevancy and inclusivity. She will ensure that the Welcome Project has necessary resources, addressing challenges, and regularly reviewing project activities to ensure they align with HoMA's strategic direction.

#### **Penni Hall, Chief Operating Officer**

Hall's responsibilities for the project include overseeing its implementation, ensuring its efficiency, managing operational coordination, effectively allocating and monitoring financial resources, identifying and mitigating risks, and maintaining high standards of quality assurance throughout the project's lifecycle. Before joining HoMA as Chief Operating Officer in 2022, Penni Hall served as Head of Strategic Projects and Governance for M+ museum in Hong Kong, successfully aligning people, projects, and the conceptual vision for the high-profile museum's recent grand opening. A well-rounded leader and strategist in the international arts and culture industry, Hall also previously served in key positions at the National Theatre in London and the Melbourne Fashion Festival. She is a graduate of the University of Melbourne, Australia, and has participated in the prestigious Advanced Cultural Leadership Programme in Hong Kong (a part of the Clore Leadership Programme in London), and the Getty Leadership Institute's Executive Education for Museum Leaders.

### **Amy Endres, Public Programs Manager**

Endres leads the development and implementation of inclusive and impactful public programming. Before joining HoMA, Amy was the Curator of Education and Public Programs at the Richard H. Driehaus Museum in Chicago, a role she held for over six years. Her prior experience includes positions at the Art Institute of Chicago, the Terra Museum of American Art, and the Chazen Museum of Art, where she honed her expertise in museum education, community engagement, and program innovation.

Originally from the Midwest, Amy holds a bachelor's degree in Art History and Interior Design and a master's degree in Art History and Museum Studies with a focus on museum education from the University of Wisconsin. Her early experiences with art-making, dance, and inspiring museum visits ignited a lifelong passion for the arts as a means of connection and inspiration. Since moving to Hawai'i three years ago, Amy has deepened her commitment to HoMA's mission, collaborating with local partners and creating programs that resonate with Hawai'i's diverse communities. She continues to build on her extensive career in public programming, fostering meaningful connections through engaging and accessible museum experiences.

### **Kim Hutchison, Head of the Visitor Engagement Department**

Hutchinson is responsible for developing and implementing strategies to increase engagement with new and broader audiences, while ensuring the museum aligns with its mission of accessibility. This role oversees ticketing, admissions, and visitor programming, ensuring a welcoming and inclusive environment. Additionally, the Head of Visitor Engagement collaborates across departments to define and reach new audiences, develop targeted messaging, and enhance the overall visitor experience.

#### **Ticketing Manager**

The Ticketing Manager optimizes ticketing and reporting functions, ensuring seamless visitor experiences while supporting audience growth initiatives. This role manages the Tessitura system, oversees staff training, ensures data accuracy, and explores system capabilities to enhance operational efficiency. The Ticketing Manager collaborates across departments to ensure the ticketing process aligns with museum objectives and provides exceptional customer service.

#### **Ticketing Lead**

The Ticketing Lead supports the Ticketing Manager in maintaining ticketing operations, implementing policies, and ensuring data accuracy. This role handles customer inquiries, assists with reservations, and trains Visitor Engagement Associates in ticketing procedures. The Ticketing Lead also collaborates with third-party partners and oversees troubleshooting

for on-site and online ticketing issues.

### **Visitor and Engagement Associate**

The Visitor Engagement Associate serves as the primary point of contact for museum visitors and members, providing exemplary customer service and promoting museum programs.

They handle admissions, ticket sales, and membership inquiries while fostering a welcoming atmosphere. Visitor Engagement Associates also assist with special events and participate in regular training to enhance their knowledge of museum programming.

### **Education and Community Programs Manager**

The Education and Community Programs Manager builds relationships with educators and community organizations to develop equitable and accessible museum resources. This role creates K-12 tours, workshops, and educator materials, ensuring alignment with educational standards. They collaborate with curators and other museum staff to develop interpretive content and oversee training for educational program delivery. This position plays a key role in fostering connections between the museum and the community.

## **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.

See attached.

## **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.

Director and CEO – 400,646

Chief Operating Officer – 141,823

Director of Curatorial Affairs – 138,758

## **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.

None.

### **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.

Internal Revenue Service Section 501(c)(3) Exempt Status Letter  
See attached.

### **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.

HoMA is fully committed to sustaining its Community Access Programs beyond fiscal year 2026, even in the absence of renewed grant funding. This commitment aligns with HoMA's Strategic Plan (2021–2026), which emphasizes accessibility, community engagement, and financial resilience as core pillars of its mission.

HoMA's endowment will remain a vital source of funding, providing stability to support programs that ensure free and discounted access to the museum's collections, exhibitions, and educational offerings. The Strategic Plan highlights the importance of cultivating donor relationships and expanding membership.

The museum will also continue to prioritize diversifying its revenue streams. Corporate sponsorships and foundation grants, central to the Strategic Plan's objectives, will be pursued to offset operational costs. Earned revenue from ticket sales, retail, dining, and classes will be strategically optimized to subsidize Community Access Programs, furthering HoMA's goal of

financial resilience and program sustainability.

Operational efficiency remains a key focus of HoMA's strategic framework, with an emphasis on resource optimization and program delivery improvements to maintain cost-effectiveness without compromising impact. These strategies will ensure the museum can sustain its accessibility initiatives while remaining adaptive to changing circumstances.

In 2025, HoMA will begin developing its new Strategic Plan for 2026–2031, which will deepen the museum's commitment to accessibility and inclusivity. This forward-looking plan will build on the success of the current strategy, strengthening HoMA's role as a vital community resource and ensuring the long-term sustainability of its Community Access Programs.

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

The undersigned authorized representative of the applicant certifies the following:

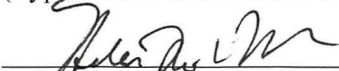
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii'i Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii'i Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii'i Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.
- 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'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

**Honolulu Museum of Art**

(Typed Name of Individual or Organization)

  
(Signature)

1/16/2025  
(Date)

**Halona Norton-Wesbrook**

(Typed Name)

**Director and CEO**

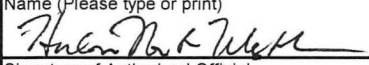
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## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2025 to June 30, 2026

Applicant: Honolulu Museum of Art

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	129,342			
2. Payroll Taxes & Assessments	28,287			
3. Fringe Benefits	32,336			
TOTAL PERSONNEL COST	<b>189,965</b>			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Supplies	10,035			
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	<b>10,035</b>			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>200,000</b>	<b>0</b>		<b>0</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	200,000	Nelli Tsurkan, Grants Manager 808-532-8782		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested		 1-16-25		
(d) Total Private/Other Funds Requested	0	Signature of Authorized Official Date		
<b>TOTAL BUDGET</b>	<b>200,000</b>	Halona Norton-Westbrook, Director and CEO		
		Name and Title (Please type or print)		



## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: Honolulu Museum of Art\_200,000\_OP

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Head of the Visitor and Engagement Department	FT	\$76,529.00	25.00%	\$ 19,132.25
Ticketing Manager	FT	\$56,650.00	25.00%	\$ 14,162.50
Ticketing Lead	FT	\$45,761.00	25.00%	\$ 11,440.25
Visitor and Engagement Assosiate	FT	\$34,278.00	25.00%	\$ 8,569.50
Visitor and Engagement Assosiate	FT	\$34,278.00	25.00%	\$ 8,569.50
Visitor and Engagement Assosiate	FT	\$34,278.00	25.00%	\$ 8,569.50
Visitor and Engagement Assosiate	FT	\$33,280.00	25.00%	\$ 8,320.00
Visitor and Engagement Assosiate	FT	\$33,280.00	25.00%	\$ 8,320.00
Visitor and Engagement Assosiate	FT	\$33,280.00	25.00%	\$ 8,320.00
Public Programs Manager	FT	\$72,100.00	25.00%	\$ 18,025.00
Education and Community Programs Manager	FT	\$63,654.00	25.00%	\$ 15,913.50
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				129,342.00
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: Honolulu Museum of Art\_200,000\_OP

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2025 to June 30, 2026

Applicant: Honolulu Museum of Art\_200,000\_Of

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						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						

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

Applicant: Honolulu Museum of Art\_200,000\_OP

Contracts Total: 326,945

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	American Rescue Plan Grants To Organizations	4/1/2022-4/30/2023	National Endowment for the Arts	U.S.	150,000
2	Art for Life Program	10/1/2023-09/30/2024	City&County of Honolulu Grant	Honolulu	126,945
3	NEA Grants for Arts Projects	1/1/2025-12/31/2025	National Endowment for	U.S.	50,000
4					
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