

Applicant Downtown Art Center

Application Submittal Checklist

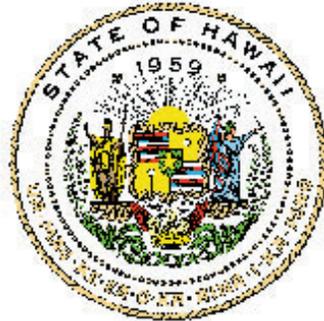
The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 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


AUTHORIZED SIGNATURE

Carol Knewhak
PRINT NAME AND TITLE

1/23/26
DATE



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

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

DOWNTOWN ART CENTER

was incorporated under the laws of Hawaii on 02/16/2001 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

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

Dated: January 21, 2026

Director of Commerce and Consumer Affairs



To check the authenticity of this certificate, please visit: <http://hbc.ehawaii.gov/documents/authenticate.html>
Authentication Code: 622747-COGS_PDF-121249D2

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

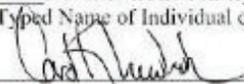
The undersigned authorized representative of the applicant certifies the following:

- 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.

Downtown Art Center
(Typed Name of Individual or Organization)


(Signature)

1/23/26
(Date)

Carol Khewhok – Executive Director

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, 2025.

2. Declaration Statement

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

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](#).

1. Applicant Downtown Art Center (DAC)

2. Public Purpose of the Grant

The public purpose of this grant is to support capital improvements at the Downtown Art Center (DAC), an inclusive arts and culture hub in Honolulu's Chinatown Arts District. DAC provides equitable access to arts programming for diverse populations across O'ahu while serving as a shared-use facility for ten nonprofit arts organizations. Upgrading DAC's galleries, classrooms, and event spaces ensures safe, accessible, and professional-quality facilities that maximize public benefit and support multiple nonprofit missions simultaneously.

These improvements align with State GIA priorities by:

- *Strengthening Hawai'i's creative economy through professional-grade facilities that elevate exhibitions and programs.*
- *Supporting workforce development by providing spaces for advanced-level workshops, mentorship, and professional development for artists.*

- *Contributing to downtown revitalization by activating Chinatown's urban core with exhibitions, public events, and cultural programming that attract residents, visitors, and economic activity.*

Advancing equity and access through ADA-compliant upgrades and culturally responsive spaces that serve emerging artists, seniors, students, and underserved populations statewide.

3. Services to Be Supported by the Grant

Grant funds will support capital improvement projects that sustain and enhance DAC's role as a premier arts and cultural center. Funds will be used to modernize, renovate, and equip gallery and public spaces, ensuring professional-level infrastructure for exhibitions, educational programs, donor events, and community activities. These improvements directly increase the caliber, impact, and accessibility of programming for artists, nonprofit partners, and the broader public. Planned Capital Improvement Categories Include:

- *ADA Compliance Upgrades: Accessible entrances, bathrooms, and pathways for equitable public access.*
- *Lighting and Exhibition Systems: Professional gallery lighting, display walls, hanging systems, and signage for high-quality exhibitions.*
- *HVAC and Climate Control: Heating, ventilation, and humidity control to preserve artworks and maintain safe, comfortable environments.*
- *Security and Safety Systems: Cameras, alarms, access control, and emergency systems to protect staff, volunteers, visitors, and artwork.*
- *Multipurpose and Classroom Spaces: Build-out and modernization for workshops, educational programming, and partner nonprofit activities.*

By funding these improvements, DAC ensures that facilities can support advanced exhibitions, professional development workshops, culturally grounded programs, donor events, and public engagement activities at the highest standard.

4. Target Group

Primary beneficiaries include the nine DAC charter nonprofit arts organizations, representing more than 1,200 artists, along with their members, audiences, and supporters. Secondary beneficiaries include additional arts and culture nonprofits, individual artists, educators, students, and community members who access DAC facilities and programs through affordable room usage and public programming.

DAC serves a geographically diverse population across O'ahu, with impact in the urban core of Honolulu's Chinatown and downtown districts. Programs are designed to be inclusive of keiki, adults, and kupuna; emerging artists and arts professionals; low- and moderate-income households; and residents and visitors seeking culturally meaningful experiences. DAC emphasizes accessibility across age, income, ability, and cultural background, ensuring broad public benefit, workforce development opportunities, and community engagement that aligns with State objectives.

5. Cost of the Grant and Budget

The total request for capital improvements is \$750,000, covering renovations, equipment, and systems upgrades. Every State dollar will be matched 1:1 through private foundation grants, corporate sponsorships, individual donations, and in-kind support.

II. Background and Summary

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

*Before it was known as the **Downtown Art Center (DAC)**, a group of local leaders, led by Robert Midkiff, worked to revitalize historic Chinatown through the arts by uniting nonprofits, businesses, artists, and volunteers through community gatherings and events. Out of these initiatives, DAC emerged as a community arts center on Nuuanu Avenue, rebranding the area as the HEART (Heritage, Entertainment, Art and Culture, Restaurants, and Theatres) of Honolulu, and supporting a network of arts organizations with shared space for exhibitions, classes, and collaborative public programming.*

By operating under the DAC umbrella, arts organizations collaborate on ambitious projects, share flexible facilities, and reduce costs. DAC serves as an inclusive community center offering exhibitions, classes, workshops, and public events that encourage cross-disciplinary exchange and strengthen Hawai'i's arts ecosystem. Volunteer support has been central to this growth, transforming a long-vacant space into a vibrant arts facility and sustaining programs that promote wellness, creativity, and community connection. As DAC enters its next phase, this foundation enables us to expand beyond supporting existing organizations to intentionally steward the next generation of artists and arts professionals by broadening access, deepening impact, and ensuring the long-term vitality of arts and culture in Honolulu.

2. The goals and objectives related to the request;

Enhance DAC's gallery, gift shop, classroom spaces, toilets, and administrative spaces to have DAC continue the premier destination for arts and culture in Chinatown.

- *Now that DAC has secured a 5-year concession agreement from the City & County of Honolulu, covering the period from January 1, 2026 – December 31, 2030, it can embark on an ambitious capital improvement program (CIP) to enhance, grow, and make more effective use of its leased assets.*
- *The CIP will allow much needed improvements to go forward, many of which had been pending the long-term space agreement and the required fundraising for the CIP projects.*
- *This GIA for capital is an integral piece of allowing DAC to continue, expand, and enhance the great work that has been done in the past five years. It is the cornerstone funding vehicle for this project.*

Strengthen DAC's organizational capacity to sustainably support growth, accountability, and long-term impact.

- *Moving forward with the Capital Program will create a more sustainable business model. The CIP will allow for additional programming, more events, more exhibitions, and much more educational opportunities.*
- *In addition, DAC is an important destination location for our tourists and visitors, besides the kamaaina clientele. These days, travelers are seeking arts and culture venues in addition to Hawaii's long-established visitor attractions.*

3. The public purpose and need to be served;

This CIP proposal seeks to sustain and expand DAC as a thriving arts and culture destination in the HEART of Honolulu through collaboration and coalition-building. By providing accessible programs, exhibitions, and events, DAC continues to strengthen community engagement and reinforce Honolulu's shared cultural identity.

Before DAC, local arts organizations competed for limited and costly resources. Today, ten nonprofits collaborate under DAC, sharing space and resources to improve effectiveness, sustainability, and impact. Chinatown is steadily rebounding from the long-term effects of the COVID-19 health, social, and economic crisis, with ongoing public and private investments in infrastructure, safety, and revitalization. Coordinated efforts remain essential to fully realize the neighborhood's potential as a cultural hub.

National studies continue to highlight the economic impact of the arts, and DAC's FY2025–2026 strategic initiatives have elevated the profile of both the Center and the HEART District, attracting growing visitor traffic, media coverage, and community participation. Through creative placemaking, DAC fosters multiple reasons to visit, strengthens stakeholder collaboration, and maintains a welcoming, walkable cultural district.

4. Describe the target population to be served; and

- **Arts Community & Artists:** *DAC supports ten charter arts organizations, emerging artists, and arts professionals, providing shared exhibition, classroom, and studio space, volunteer opportunities, and collaborative programs.*
- **General Public:** *Residents and visitors of all ages, skill levels, and income groups access inclusive classes, workshops, performances, and hands-on arts activities that foster engagement, learning, and well-being.*
- **Seniors:** *DAC engages seniors as volunteers, mentors, teachers, and performers, offering honorariums and accessible opportunities that enhance social connection, lifelong learning, and quality of life.*
- **HEART District Businesses & Visitors:** *DAC drives economic revitalization and community vitality by increasing foot traffic, supporting local businesses, and creating a welcoming, culturally rich, walkable downtown district.*

5. Describe the geographic coverage.

DAC is located on the lower floors of the Chinatown Gateway Plaza, an affordable HUD residence in Honolulu's Chinatown. The surrounding neighborhood serves low- and moderate-income residents and includes social service agencies supporting houseless and vulnerable populations. While the district faces economic challenges, including high commercial vacancy rates, it benefits from ongoing revitalization efforts.

The site is strategically situated along Honolulu Harbor, near Aloha Tower Marketplace, cruise ship docks, banks, major office buildings, popular restaurants, the historic Hawaii Theater, and Capitol Modern, drawing foot traffic from residents, employees, and visitors. This central location allows DAC to engage a broad audience, from residents and arts participants to the downtown workforce and tourists, supporting community engagement, economic activity, and cultural tourism.

Political Representation: Senate District 13; House District 28

III. Service Summary and Outcomes

1. Scope of Work, Tasks, and Responsibilities

The scope of work for this CIP request is for Phase I of DAC's overall capital program. DAC operates as a multidisciplinary community arts center serving Chinatown and the broader Honolulu community, while providing shared space, visibility, and resources for ten nonprofit arts organizations.

The following pages (8-12) summarize the scope of this project:

SCOPE OF WORKS

SPACE 1B | 1,477 SF

Demolition and Preparation

- + Remove existing door frames and panels, partition walls, floor carpet, and kitchen cabinets as part of layout reconfiguration.
- + Remove fluorescent light fixtures to prepare for installation of a new LED lighting system.

Proposed Improvements

- + Install a new LED lighting system throughout the space to improve light quality and reduce energy consumption.
- + Administrative Office Improvements:
 - Install a new entry door.
 - Provide a wrapping station for workspace functionality.
 - Install wall-mounted shelving for organized storage and display.
- + Gallery Space Enhancements:
 - Add spotlights in designated areas to enhance display lighting.
 - Adjust lighting layout for flexible use and spatial emphasis.

SPACE 2A | 4,000 SF

Demolition and Preparation

- + Remove existing fluorescent lighting fixtures in areas scheduled for replacement.
- + Selectively remove damaged or deteriorated drywall surfaces as required to accommodate repairs.
- + Disconnect and remove existing electrical outlets and faceplates where reconfiguration is needed.

Proposed Improvements

- + Construct new storage rooms and two (2) private offices, including new metal stud partitions, doors, and finishes.
- + Repair and refinish drywall surfaces throughout the space to provide a clean, uniform finish ready for paint.
- + Replace all fluorescent fixtures with new LED lighting for improved energy efficiency and visual comfort.
- + Redistribute electrical circuits and relocate power outlets to suit the new office layout and user needs.
- + Provide and install window treatments in all offices for light control and privacy.
- + Repair or replace locks on office doors and main entry doors to ensure proper functionality and security.

SPACE 2B | 6,000 SF

Demolition and Preparation

- + Remove existing light fixtures and outdated track lighting assemblies.
- + Remove existing kitchen casework, countertops, and plumbing fixtures in preparation for kitchen remodeling.

Proposed Improvements

- + Install a new track lighting system suitable for flexible workspace or display use.
- + Remodel existing kitchen, including new cabinetry, countertops, plumbing fixtures, and finishes to enhance functionality and appearance.
- + Install one (1) new utility sink with appropriate plumbing connections for maintenance and service use.
- + Provide new window treatment shades for daylight management and energy efficiency.
- + Inspect and repair HVAC ductwork to address noise issues originating from air duct vibration or airflow imbalance.

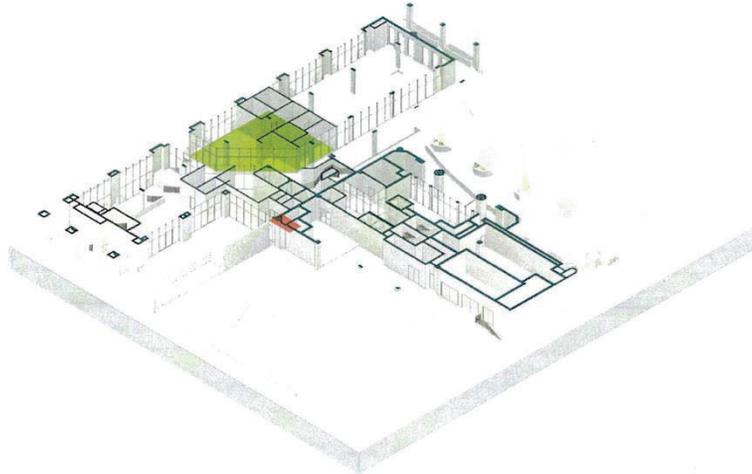
General Notes

- + All work shall comply with applicable building codes, ADA requirements, and landlord standards.
- + Contractor to verify all existing site conditions prior to construction and notify Owner/Architect of any discrepancies.
- + All finishes, fixtures, and materials to be reviewed and approved by Owner prior to installation.
- + Coordinate all work with building management to minimize disruption to adjacent tenants.

RFP 8

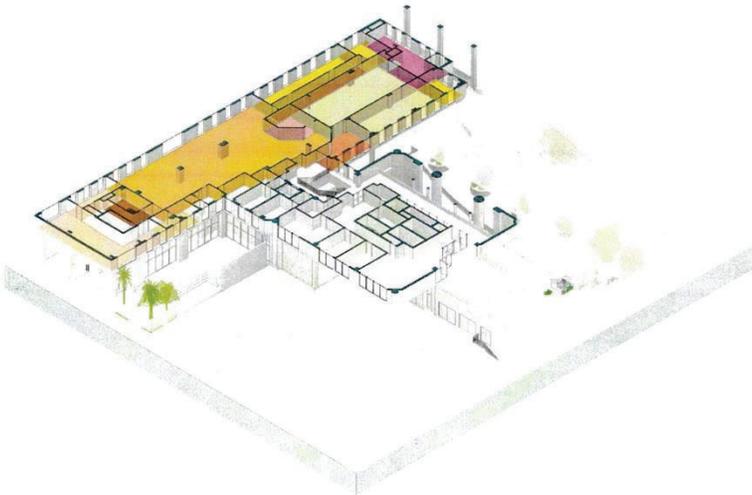
PROPOSED USES OF SPACE | level 1 & 2

- 1B**
- GIFT SHOP
- GALLERY



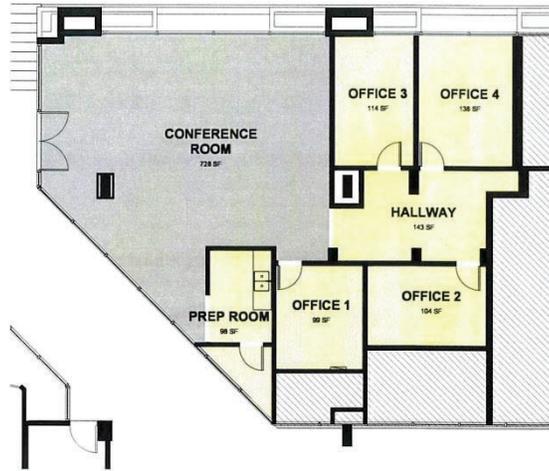
- 2A**
- OPERATIONAL OFFICES
- WORKSHOPS
- STORAGES
- ADDITIONAL GALLERY
- LOBBY

- 2B**
- WEAVING STUDIO
- KITCHEN
- FRAMING STUDIO
- MAIN GALLERY
- GIFT SHOP

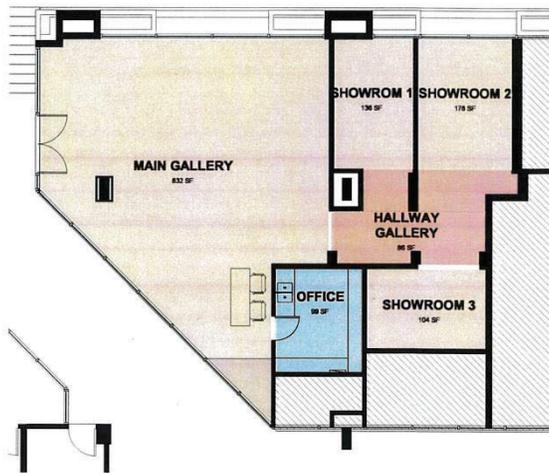


RFP 9

ENLARGED PLANS | space 1B



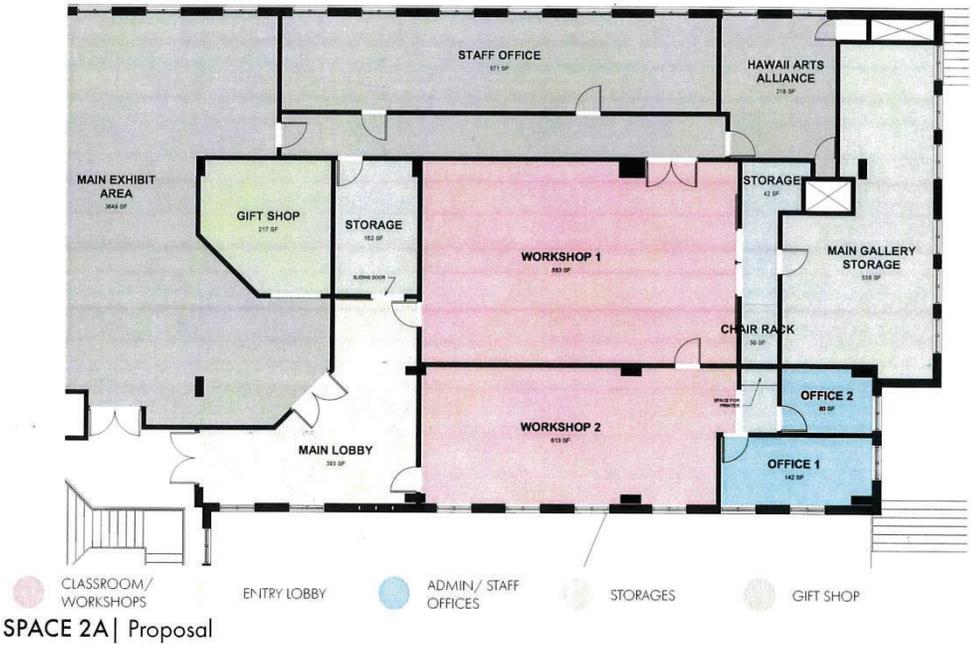
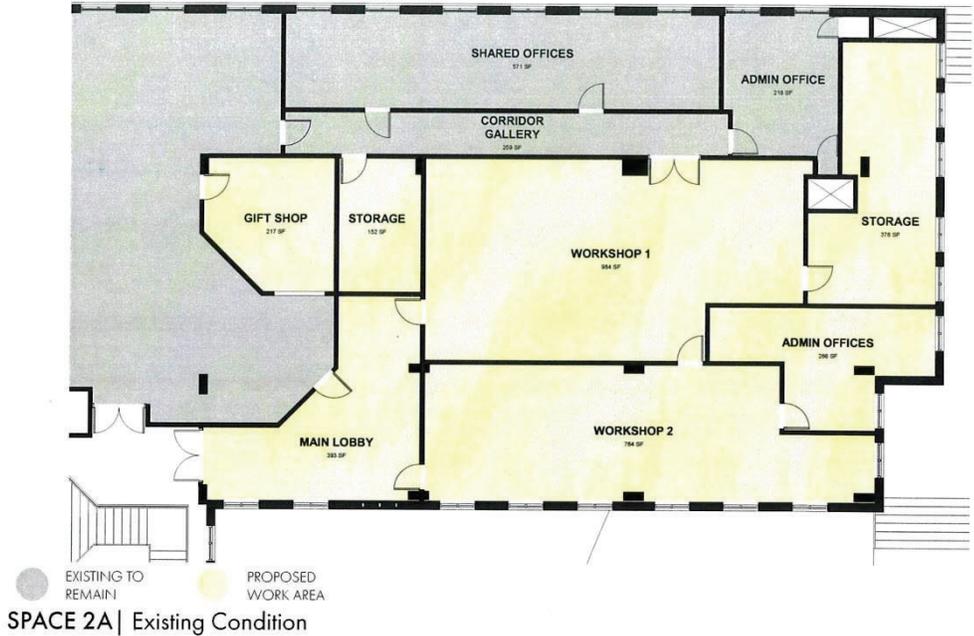
● EXISTING TO REMAIN ● PROPOSED WORK AREA
SPACE 1B | Existing Condition



● GALLERY SPACES ● SPECIAL DISPLAY AREA ● ADMIN/ STAFF OFFICES
SPACE 1B | Proposal

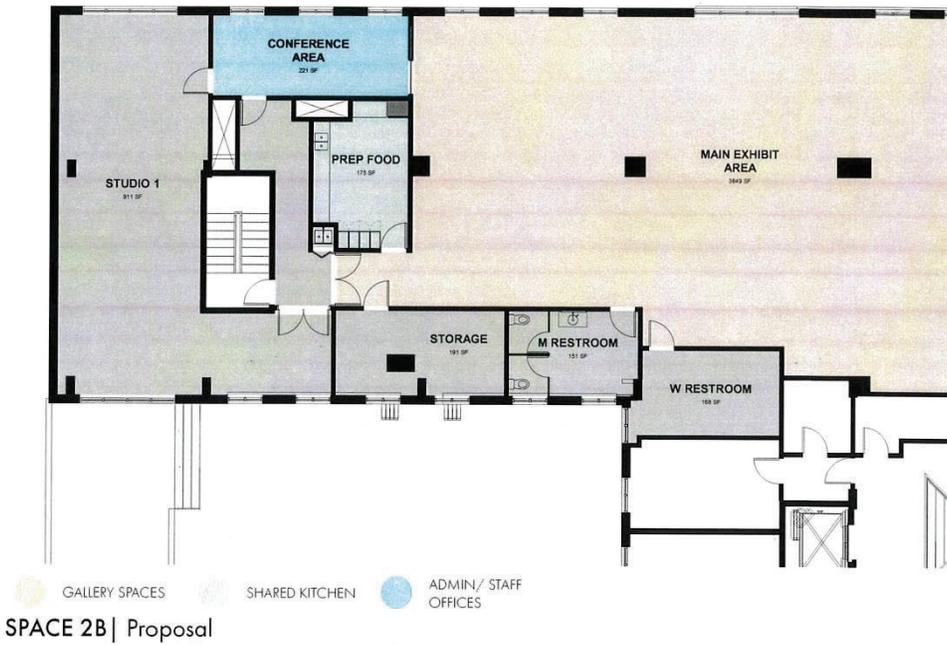
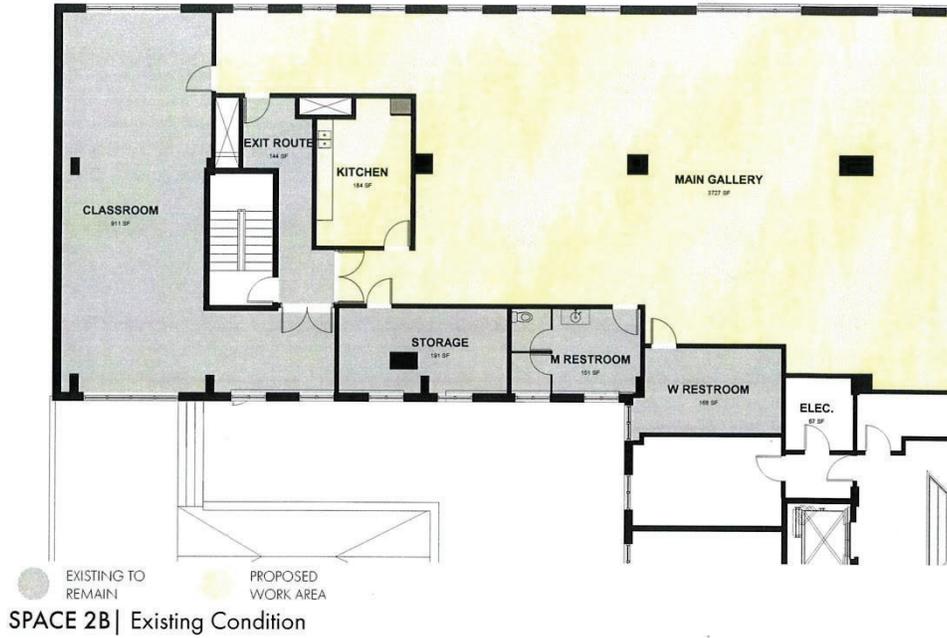
RFP 10

ENLARGED PLANS | space 2A



RFP 11

ENLARGED PLANS | space 2B



RFP 12

Key operational roles supported include:

- *Architects*
- *Specialized Consultants, as Needed – for example, environmental consulting firm*
- *Construction Manager*
- *Contractors & Subcontractors*
- *Coordinator for Fixtures Required for DAC’s Ongoing Programs*

Since DAC doesn’t have these capabilities internally, all of these roles will be contracted out.

2. Projected Annual Timeline for Accomplishing Results and Outcomes

The following timeline reflects the general timelines for this CIP project:

Pre-Grant Period (FY 2026)

- *Review architectural concepts and refine based on strategic programming vision, desired uses for these spaces, operational efficiencies, energy efficiency opportunities, technical requirements, and more. management, and program tracking tools.*
- *Conduct stakeholder feedback sessions to understand, incorporate and refine the use requirements.*

Quarter 1 (October–December)

- *Finalize CIP Phase I plans.*
- *Obtain list of potential contractors, subcontractors, and vendors for the CIP project.*

Quarter 2 (January–March)

- *Obtain construction bids and cost estimates for furniture fixtures and equipment.*
- *File for required building permits.*

Quarter 3 (April–June)

- *Commence on construction items which are not subject to obtaining building permits.*
- *Secure and commit to purchases of required equipment, display items, and specialized equipment for art gallery, classrooms, and maker spaces.*

Quarter 4 (July–September)

- *Begin construction.*
- **Quality Assurance and Evaluation Plan**

DAC will monitor and evaluate the CIP program’s pace, funding, and coordination, in conjunction with the architects, engineers, consultants, and most importantly, with the chosen construction manager or construction management firm. The goals are to ensure quality, timeliness, and project cost management.

4. Measures of Effectiveness

A capital project doesn’t lend itself to typical measures of effectiveness.

However, DAC will track, monitor and track the following measures quarterly: Measures will include:

- *Timeliness – Are the project milestone dates being met?*
- *Project Cost – Is the project on budget? Are additional dollars required?*
- *Roadblocks or Lead Times – Are there any delays in key critical steps that require escalation? For example, building permit approvals.*
- *As the project gets completed, effectiveness of the enhancement to further DAC’s strategic mission become easier to quantify and report on.*

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 – *Attached*
 - b. Personnel salaries and wages – *Attached*
 - c. Equipment and motor vehicles – *Attached*
 - d. Capital project details – *Attached*
 - e. Government contracts, grants, and grants in aid – *Attached*
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total Grant |
|-----------|-----------|-----------|-----------|-------------|
| \$187,500 | \$187,500 | \$187,500 | \$187,500 | \$750,000 |

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2027.

DAC receives charitable donations from numerous individuals, corporations, foundations, and organizations. We are willing to provide a listing of prior year sources, by name, under separate confidential cover, if so desired.

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.

No tax credits were received. No tax credits have been applied for capital projects, to date.

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 2027 for program funding.

| Name | Requested | Awarded |
|--------------------------|------------|------------|
| State of Hawaii - FY2024 | \$ 500,000 | \$ 250,000 |

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2025.

DAC's unrestricted current assets as of December 31, 2025 were \$316,996.

V. Experience and Capability

1. Necessary Skills and Experience

DAC recognized a critical community need for a permanent, brick-and-mortar arts and culture community center in Honolulu's Chinatown. After the Chinatown Gateway commercial spaces remained vacant for nearly ten years, DAC proposed a "Vacant to Vibrant" pilot project to the City Administration in 2018. In 2020, DAC activated the site in partnership with its legacy arts nonprofits, working collaboratively to promote the visual arts and cultural engagement. DAC currently operates with four full-time staff, three part-time staff, and three consultants, collectively bringing decades of leadership and management experience in the arts and culture sector. Over the past five years, DAC has operated three spaces within the Chinatown Gateway Plaza and has consistently increased the number of exhibitions, educational programs, and public events offered annually.

Over the last 20 years, DAC (formerly known as the Honolulu Culture and Arts District) has worked extensively with community stakeholders, including artists, arts organizations, businesses, and public agencies, to produce street and park events that generate positive media coverage and build long-term partnerships. Through creative placemaking strategies, DAC has helped enliven downtown Chinatown and rebrand the area as a vibrant arts and cultural district.

2. Facilities

DAC is located in the Chinatown Gateway Plaza (Tax Map Key No. (1) 2-1-02:038). DAC has secured commitments from the City for a five-year contract, from January 1, 2026 through December 31, 2030.

VI. Personnel: Project Organization and Staffing

Proposed Staffing, Staff Qualifications, Supervision and Training

DAC maintains a staffing structure appropriate to the scope and scale of the proposed services. The organization's leadership team brings extensive experience in arts administration, nonprofit management, communications, facilities development, and public programming. DAC has the capacity to supervise staff and consultants, provide administrative direction, and ensure appropriate training and oversight to successfully implement grant-funded activities.

Carol Khewhok, Executive Director

Carol Khewhok brings more than 40 years of experience in museum administration, international public programming, and educational leadership. Her expertise includes strategic planning, budgeting, institution building, partnership development, fundraising, personnel management, exhibition coordination, and public programming. She has demonstrated strong analytical and leadership skills, with a proven ability to build membership, public support, and cohesive staff teams while advancing organizational mission and impact.

Sandra Pohl, Founding Director

Sandra Pohl is the former owner of the Louis Pohl Gallery and brings over 25 years of experience in marketing the visual arts in Hawai'i. She is trained as a social worker and public health and health education specialist and previously served as a program planner for the State of Hawai'i. Ms. Pohl has collaborated extensively with the City and County of Honolulu, arts organizations, galleries, retail businesses, bars, and restaurants. She is the founder of First Fridays. Ms. Pohl's leadership has guided DAC's substantial growth over the past five years, contributing to measurable community engagement and neighborhood revitalization.

Tracy Chan, Communications Manager

Tracy Chan holds a bachelor's degree in journalism from the University of Hawai'i at Mānoa and has more than 14 years of experience working in digital media, print journalism, and Hawai'i's arts and culture sector. She is an associate editor and founding member of Metro Mix Honolulu at The Honolulu Advertiser, Nonstop Honolulu, and Frolic Hawai'i, the official online food publication of HONOLULU Magazine. Ms. Chan previously served as Digital Media Manager for HAWAII Magazine and has held leadership roles in the arts sector as Gallery Manager at

Mauna Kea Galleries and Communications Manager at The ARTS at Marks Garage. Since 2010, she has operated her own photography business, Nightfox Photo.

Isabel Cordova, Executive Assistant

Isabel Cordova brings a strong combination of administrative leadership, project management, and arts-sector expertise essential to the execution of grant-funded initiatives. She holds a Bachelor of Arts in American Studies and Studio Art with a concentration in Museum Studies from Smith College. Her professional experience includes HR-focused client services, museum and nonprofit work, support for Mellon Foundation-funded projects, coordination of exhibitions and public programs, and preparation of grant-aligned reports and documentation. Her skills in communication, organization, and accountability support effective implementation, fiscal responsibility, and measurable outcomes aligned with funder priorities.

Cathleen Gleason, Education Manager

Cathleen Gleason serves as DAC's Education Coordinator and is a highly qualified art educator with extensive experience teaching both adults and children. She is responsible for organizing DAC's classes, including scheduling, recruiting qualified instructors, and coordinating programming with DAC staff. Ms. Gleason works closely with the operations and communications teams to ensure classes are properly calendared and promoted through DAC's website and newsletters.

Andre Toribio, Special Projects Manager

Andre Toribio holds a Bachelor of Arts in Arts & Markets from Hawai'i Pacific University and a Bachelor of Arts in Studio Arts from Clark University. He joined the DAC as Gallery Shop Manager, where he supports DAC and local artists by promoting their work, managing inventory and artwork intake systems, and coordinating artist consignments and communications to ensure operational efficiency and artist success.

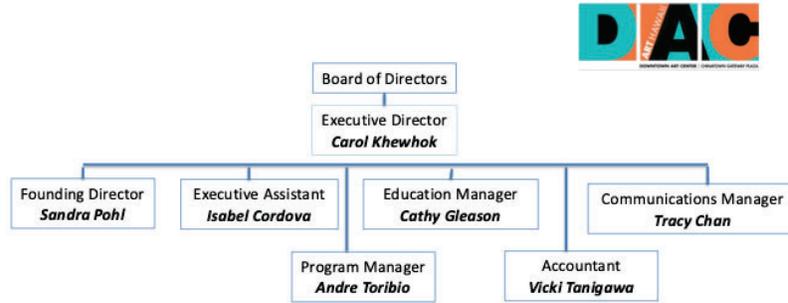
Positions To Be Filled – Pending Funding

Exhibitions Coordinator

The Exhibitions Coordinator is responsible for planning, coordinating, and overseeing DAC's exhibition program to ensure high-quality, well-organized, and mission-aligned exhibitions. This role manages schedules, artist and organizational communications, and all logistics from proposal through deinstallation, including artwork intake, installation, and documentation.

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.



January 2026

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.

See attached for the requested information.

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.

No legal matters

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.

None

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 2027 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2027, but
- (b) Not received by the applicant thereafter.

Downtown Art Center (DAC) will sustain the funded activities through a diversified operational and earned-revenue model supported by strengthened staffing, fundraising systems, and strategic partnerships. Building on recent organizational growth, DAC's sustainability strategy focuses on increasing operational effectiveness, program quality, and long-term financial resilience rather than reliance on one-time capital support.

DAC's long-term sustainability plan centers on three integrated strategies: (1) strengthening and formalizing relationships with DAC's ten nonprofit partners and community stakeholders; (2) increasing earned and contributed revenue through improved fundraising infrastructure, donor engagement, and program excellence; and (3) investing in core operational staff to manage growth responsibly and support a 25-year vision for organizational stability.

Operational sustainability will be achieved by maintaining key full-time staff roles that directly support revenue generation and program quality, including the Development Director, Exhibitions Coordinator, and Event Coordinator. These roles ensure strong financial oversight, consistent fundraising activity, and high-caliber exhibitions and events.

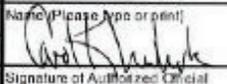
DAC will continue to grow diversified income streams, including room usage fees from nonprofit partners and external renters; commissions from art sales in exhibitions and special programs; artist exhibition fees; class and workshop tuition; ticketed event revenue; and strategic collaborations that increase audience reach and participation. These revenues are complemented by contributions from individual donors, foundation grants, corporate sponsorships, and public funding.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

App

Downtown Art Center

| BUDGET CATEGORIES | Total State Funds Requested (a) | Total Federal Funds Requested (b) | Total County Funds Requested (c) | Total Private/Other Funds Requested (d) |
|--|---------------------------------|--|----------------------------------|---|
| A. PERSONNEL COST | | | | |
| 1. Salaries | | | | |
| 2. Payroll Taxes & Assessments | | | | |
| 3. Fringe Benefits | | | | |
| TOTAL PERSONNEL COST | | | | |
| B. OTHER CURRENT EXPENSES | | | | |
| 1. Airfare, Inter-Island | | | | |
| 2. Insurance | | | | |
| 3. Lease/Rental of Equipment | | | | |
| 4. Lease/Rental of Space | | 0 | 0 | |
| 5. Staff Training | | | | |
| 6. Supplies | | | | |
| 7. Telecommunication | | | | |
| 8. Utilities | | | | |
| 9. Advertising & Marketing | | | | |
| 10. Communications | | | | |
| 11. Cleaning - Janitorial Costs | | | | |
| 12. Education - Class Supplies & Instructors | | | | |
| 13. CPA & Tax Preparation Fees | | | | |
| 14. | | | | |
| 15. | | | | |
| 16. | | | | |
| 17. | | | | |
| 18. | | | | |
| 19. | | | | |
| 20. | | | | |
| TOTAL OTHER CURRENT EXPENSES | | | | |
| C. EQUIPMENT PURCHASES | | | | |
| D. MOTOR VEHICLE PURCHASES | | | | |
| E. CAPITAL | 750,000 | | | 2,855,250 |
| TOTAL (A+B+C+D+E) | | | | |
| SOURCES OF FUNDING | | Budget Prepared By: | | |
| (a) Total State Funds Requested | 750,000 | Carol Khewhok | 808-773-7339 | |
| (b) Total Federal Funds Requested | | Name (Please type or print) Phone | | |
| (c) Total County Funds Requested | |  | 1/23/26 | |
| (d) Total Private/Other Funds Requested | 2,855,250 | Signature of Authorized Official Date | | |
| TOTAL BUDGET | 3,605,250 | Carol Khewhok - Executive Director Name and Title (Please type or print) | | |

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Downtown Art Center

| POSITION TITLE | FULL TIME EQUIVALENT | ANNUAL SALARY A | % OF TIME ALLOCATED TO GRANT REQUEST B | TOTAL STATE FUNDS REQUESTED (A x B) |
|--------------------------------|----------------------|-----------------|--|-------------------------------------|
| Executive Director | 1 | \$90,000.00 | 50.00% | \$ 45,000.00 |
| Founding Director | 1 | \$50,000.00 | 50.00% | \$ 25,000.00 |
| Executive Assistant | 1 | \$55,000.00 | 50.00% | \$ 27,500.00 |
| Communications Manager | 1 | \$64,000.00 | 50.00% | \$ 32,000.00 |
| Shop Manager | 1 | \$41,600.00 | 50.00% | \$ 20,800.00 |
| Education Manager | 0.5 | \$31,200.00 | 50.00% | \$ 15,600.00 |
| Exhibitions Manager | 0.5 | \$20,000.00 | 50.00% | \$ 10,000.00 |
| Accountant | 0.25 | \$25,000.00 | 50.00% | \$ 12,500.00 |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| TOTAL: | | | | 188,400.00 |
| JUSTIFICATION/COMMENTS: | | | | |

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: Downtown Art Center

| 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: 2024-2025 | FY: 2025-2026 | FY: 2026-2027 | FY: 2026-2027 | FY: 2027-2028 | FY: 2028-2029 |
| PLANS | | | | | | |
| LAND ACQUISITION | | | | | | |
| DESIGN | | | 200000 | 270250 | | |
| CONSTRUCTION | | | 550000 | 1585000 | 1000000 | |
| EQUIPMENT | | | | | | |
| TOTAL: | | | 750,000 | 1,855,250 | 1,000,000 | |
| JUSTIFICATION/COMMENTS: | | | | | | |

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

App: Downtown Art Center Contracts Total: 250,000

| | -0.007692308 | EFFECTIVE DATES | AGENCY | GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County) | CONTRACT VALUE |
|----|--------------------------------------|------------------------|---------------|--|------------------------|
| 1 | State of Hawaii FY2025 GIA - Capital | 7/1/23-6/30/24 | SFCA | State | 250,000 |
| 2 | State of Hawaii FY2026 GIA - Capital | 7/1/25-6/30/26 | SFCA | State | Pending - This Request |
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