

Applicant Downtown Art Center

### Application Submittal Checklist

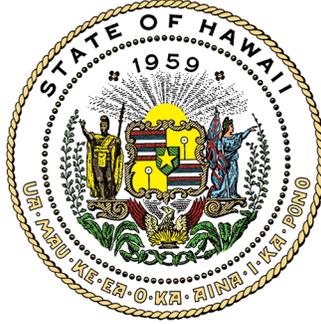
*The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.*

- 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 Knewhols  
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://hbe.ehawaii.gov/documents/authenticate.html>  
Authentication Code: 622747-COGS\_PDF-121249D2

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

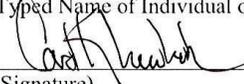
The undersigned authorized representative of the applicant certifies the following:

- 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.

\_\_\_\_\_  
(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 the ongoing operation and staffing of an inclusive community arts and culture center in Honolulu’s Chinatown Arts District that provides equitable access to arts programming for diverse populations across O’ahu. The Downtown Art Center (DAC) operates as a centralized, shared-use facility that supports ten nonprofit arts organizations by providing affordable access to exhibition galleries, classrooms, offices, storage, and event spaces. This collaborative model reduces duplication of resources, increases operational efficiency, and ensures public funds are leveraged to serve multiple nonprofit missions simultaneously.*

*DAC advances State priorities by strengthening Hawai’i’s creative economy, offering workforce development opportunities for artists and arts professionals through professional-level exhibitions, workshops, and mentorship programs. DAC contributes to downtown revitalization by activating Chinatown’s urban core with exhibitions, events, and public programs that attract residents, employees, and tourists, increasing economic activity for local businesses. DAC’s programs also support equity and access, providing culturally relevant arts experiences for low- and moderate-income residents, emerging artists, seniors, students, and other underserved populations.*

##### **3. Services to Be Supported by the Grant**

*Grant funds will support essential operational services necessary to sustain and enhance DAC’s role as an arts and cultural center in the Chinatown Arts District. Funding will support staffing*

and administrative tools that strengthen exhibition coordination, fundraising and development, event production, volunteer management, and financial oversight. These services will improve the quality, accessibility, and cultural relevance of exhibitions, educational programs, professional development workshops, donor events, and community-based activities. Emphasis is placed on increasing the caliber and impact of programming, particularly partner exhibitions, culturally grounded events, and advanced learning opportunities.

#### **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 being requested in this State GIA for Operations is \$250,000, which helps to cover personnel and other current expenses. The \$250,000 will be matched 1:1, where every State dollar provided will be matched 1:1 from 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;**

### ***Establish DAC as the premier destination for arts and culture in Chinatown.***

- *Produce a minimum of 50 public programs annually -- including exhibitions, classes, workshops, and events -- that engage diverse audiences across age, skill levels, and cultural background.*
- *Increase annual attendance at DAC programs by 15–20% year-over-year through targeted marketing and community outreach.*
- *Activate and maintain five dedicated spaces totaling 20,000 square feet in Chinatown Gateway Plaza within 12 months to support exhibitions, classes, and collaborative events.*
- *Establish partnerships with 10+ local arts organizations and community stakeholders to co-produce events and exhibitions, strengthening Chinatown’s cultural ecosystem.*

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

- *Establish a formal network of at least 15 community, arts, and business partners, meeting quarterly to support collaboration, shared initiatives, and strategic planning.*
- *Implement evaluation systems and standardized operating procedures within 12 months to track program outputs and outcomes.*
- *Increase contributed revenue through structured fundraising and outreach, while providing two capacity-building trainings per year for board members, staff, and volunteers on governance, financial oversight, equity, and best practices.*
- *Conduct annual board self-assessments and strategic planning sessions to strengthen leadership, ensure mission alignment, and support long-term organizational sustainability.*

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

*This 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**

*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. This request prioritizes operational support needed to sustain and elevate programming to expand its impact.*

*Funds will support core staff positions and operational tools essential to fundraising, exhibition production, event coordination, and financial oversight. These roles directly improve DAC's ability to present high-quality exhibitions and events, steward donors and funders, and ensure smooth day-to-day operations.*

**Key operational roles supported include:**

**Development Consultant:** *Responsible for fundraising strategy, donor cultivation, grant writing, sponsorship development, and coordination of fundraising efforts across staff, Board, and volunteers. This role strengthens DAC’s revenue diversification and long-term sustainability through effective donor relationship management and fundraising systems.*

**Exhibitions Coordinator:** *Responsible for planning, coordinating, and managing DAC’s exhibition program. This role oversees exhibition schedules, artist and partner communications, artwork intake and release, installation logistics, documentation, and public-facing programs such as openings and artist talks, ensuring exhibitions are mission-aligned, well-produced, and accessible to the public.*

*Collectively, these operational roles allow DAC to strengthen programming quality, increase fundraising effectiveness, support artists and nonprofit partners, and provide a reliable, welcoming experience for the public.*

**2. Projected Annual Timeline for Accomplishing Results and Outcomes**

*The following timeline reflects programmatic and operational outcomes supported by strengthened staffing and systems.*

**Pre-Grant Period (FY 2026)**

- *Finalize staffing for Exhibitions Coordinator, Development Consultant, and Event Coordinator positions Implement fundraising, donor management, and program tracking tools.*
- *Strengthen coordination frameworks with DAC’s ten nonprofit partners.*
- *Develop a curated annual exhibition, event, and education calendar emphasizing quality, collaboration, and audience engagement.*

**Quarter 1 (October–December)**

- *At minimum 6 exhibitions emphasizing partner-led and co-curated projects with DAC nonprofit collaborators.*
- *At minimum 15 classes or workshops focused on foundational skill-building.*
- *Host at minimum 2 donor cultivation events aligned with exhibitions and public programs.*
- *Present a HEART District and community-based public event that highlights the local community.*

### **Quarter 2 (January–March)**

- *At minimum 6.*
- *Introduce 5 intermediate- and advanced-level classes and workshops for artists and arts professionals.*
- *Increase donor engagement through targeted cultivation events and grant submissions.*
- *Enhance public programming by hosting at minimum 3 artist talks, panel discussions, or educational programs connected to exhibitions.*

### **Quarter 3 (April–June)**

- *At minimum 6 exhibitions and multidisciplinary presentations.*
- *Offer 1-2 professional development workshops supporting career sustainability, art business practices, and creative growth in addition to established programming.*
- *Increase culturally responsive programming that reflects local history, community traditions, and contemporary practice that engage broader and more diverse audiences.*

### **Quarter 4 (July–September)**

- *At minimum 8 exhibitions, presenting a high-caliber exhibition season featuring flagship partner projects and curated group exhibitions.*
- *Host 2-3 major donor, community appreciation, and fundraising events tied to exhibitions and public programming.*
- *Launch advanced-level courses, residencies, or intensive workshops for artists.*
- *Conduct comprehensive evaluation of programming quality, audience engagement, partner outcomes, and fundraising performance.*

## **3. Quality Assurance and Evaluation Plan**

*DAC will monitor and evaluate program quality and operational effectiveness through regular staff coordination, reporting, and data review. Program staff will track exhibitions, events, attendance, and participant feedback to assess quality and community impact while leadership tracks fundraising progress, donor engagement, and grant outcomes.*

*Leadership and staff will conduct quarterly reviews to assess progress toward goals, identify operational challenges, and adjust strategies as needed. Feedback from artists, nonprofit partners, volunteers, and audiences will inform continuous improvement of programming and operations.*

#### 4. Measures of Effectiveness

***DAC will report the following measures quarterly:***

- *DAC will report both quantitative and qualitative measures quarterly to demonstrate program impact, quality, and organizational effectiveness.*

***Quantitative measures will include:***

- *Number of exhibitions presented, including partner-led exhibitions.*
- *Number of classes, workshops, and educational programs conducted.*
- *Number of onsite public events and donor engagement events.*
- *Number of nonprofit partner and community collaboration events.*
- *Number of grants submitted (State, City, Federal, private, and corporate).*
- *Number of individual donors by giving range (\$50–\$300,000).*
- *Attendance figures for exhibitions, programs, and events.*

***Qualitative measures will include:***

- *Assessment of exhibition quality and curatorial rigor, including increased participation by nonprofit partners, professional artists, and cultural practitioners.*
- *Audience and participant feedback collected through surveys, informal interviews, and written evaluations.*
- *Artist and nonprofit partner feedback regarding organizational support, communication, and quality of presentation.*
- *Evaluation of educational outcomes, including participant skill development, progression to advanced-level courses, and professional development impact.*
- *Documentation of donor engagement and stewardship outcomes, including repeat giving and strengthened relationships.*
- *Internal staff and volunteer evaluations assessing operational effectiveness, coordination, and service quality.*

#### **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 – Not applicable for this operations GIA*
  - e. Government contracts, grants, and grants in aid – *Attached*

- The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$62,500	\$62,500	\$62,500	\$62,500	\$250,000

- 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.*

- 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.*

- 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
City & County of Honolulu - FY2024	\$ 500,000	\$ 134,000
City & County of Honolulu - FY2025	\$ 250,000	\$ -
State of Hawaii - FY2025	\$ 250,000	\$ 75,000

- 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.*

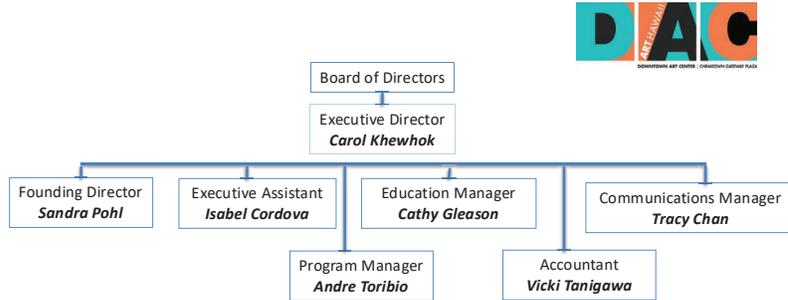
**Positions To Be Filled – Pending Funding**

**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)
<b>A. PERSONNEL COST</b>				
1. Salaries	100,000			276,800
2. Payroll Taxes & Assessments	10,000			30,000
3. Fringe Benefits	10,000			40,000
<b>TOTAL PERSONNEL COST</b>	<b>120,000</b>			<b>346,800</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance	3,000			3,000
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	45,000	0	0	51,000
5. Staff Training	5,000			5,000
6. Supplies	15,000			15,000
7. Telecommunication	3,000			3,000
8. Utilities	20,000			60,000
9. Advertising & Marketing	5,000			15,000
10. Communications	5,000			25,000
11. Cleaning - Janitorial Costs	10,000			14,000
12. Education - Class Supplies & Instructors	16,000			34,000
13. CPA & Tax Preparation Fees	3,000			7,000
14.				
15.				
16.				
17.				
18.				
19.				
20.				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>130,000</b>			<b>232,000</b>
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>250,000</b>			<b>578,800</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	250,000	Carol Khewhok <span style="float: right;">808-773-7339</span>		
(b) Total Federal Funds Requested		Name (Please type or print) <span style="float: right;">Phone</span>		
(c) Total County Funds Requested		<span style="float: right;">1/23/26</span>		
(d) Total Private/Other Funds Requested	578,800	Signature of Authorized Official <span style="float: right;">Date</span>		
<b>TOTAL BUDGET</b>	<b>828,800</b>	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
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				\$ -
<b>TOTAL:</b>				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						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>				0		
JUSTIFICATION/COMMENTS:						

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

App: Downtown Art Center Contracts Total: 100,000

	-0.007692308	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	State of Hawaii FY2025 GIA	7/1/24-6/30/25	SFCA	State	100,000
2	State of Hawaii FY2026 GIA	7/1/25-6/30/26	SFCA	State	Pending - This Request
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