

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



Konnie Newbro, Executive Director

1-23-2026

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

DATE

JOSH GREEN, M.D.
GOVERNOR

SYLVIA LUKE
LT. GOVERNOR



GARY S. SUGANUMA
DIRECTOR OF TAXATION

KRISTEN M.R. SAKAMOTO
DEPUTY DIRECTOR

STATE OF HAWAII
DEPARTMENT OF TAXATION
Ka 'Oihana 'Auhau
P O BOX 259
HONOLULU, HAWAII 96809
PHONE NO: (808) 587-4242
FAX NO: (808) 587-1488

January 22, 2026

**Agreement with HAKU BALDWIN CENTER for
HRS § 103-53 Waiver of the Internal Revenue Service Tax Clearance Requirement**

Below this line for State of Hawaii Department of Taxation Use Only

Select One:

By authority of HRS § 103-53, I approve the waiver of the Internal Revenue Service tax clearance requirements as a condition of the above Agreement and final payment.

The waiver of the Internal Revenue Service tax clearance requirement is disapproved.

Reason: _____

Select One:

The vendor named in the above Agreement is deemed to be compliant with its Hawaii tax requirements for purposes of the above Agreement and final payment.

The vendor named in the above Agreement is **not** deemed to be compliant with its Hawaii tax requirements. Reason: _____

Nicki Ann Thompson, Taxation Services Administrator
State of Hawaii Department of Taxation

Date: 1-23-24



Secure Payment

Convenient and secure payments for Hawaii state and city/county government

Aloha, Konnie Newbro

Thank you for your payment. Here's your receipt.

Please keep a copy of this payment receipt for your records. This payment is non-refundable.

You may access this receipt online at [Hawai'i Compliance Express Applications Payment Receipt](#).

This payment is non-refundable.

Transaction Information

Reference ID	39eca-c76edd511b824e79
Authorization Code	79510070
Transaction Date	23 Jan 2026 13:02 HST
Transaction Amount	\$12.00
Description	Hawaii Compliance Express (HCE)

Order Details

Item Description	Reference Number	Amount
HCE Registration - HAKU BALDWIN CENTER	66923-13318344	\$12.00
Total:		\$12.00

Payment Information

Card Type	MasterCard
Account Number (last 4)	4638
Expiration Date	**/**
Name on Card	HAKU BALDWIN CENTER

If you have any questions, please contact us at info@ehawaii.gov or 808-695-4620.

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**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

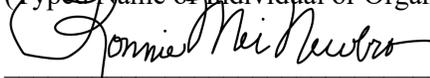
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide 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, Hawai'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, Hawai'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, Hawai'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.

HAKU BALDWIN CENTER

(Typed Name of Individual or Organization)



1-23-2026

(Signature)

(Date)

Konnie Newbro

1-23-2026

(Typed Name)

(Title)

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.

As attached.

2. Declaration Statement

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

As 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](#).

This project will be used for a public purpose pursuant to Section 42F-102 as detailed below in the following narrative responses to questions.

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;

Haku Baldwin Center (HBC) is a 501(c)(3) nonprofit organization based in Makawao, Maui, that has served Maui's children and youth for more than 30 years. HBC provides specialized equine-assisted services, including adaptive riding, equine-assisted learning, Horse Powered Reading® literacy intervention, youth life skills programming, and equine-assisted psychotherapy delivered in partnership with licensed mental health clinicians registered in the State of Hawai'i.

The organization serves youth with physical, cognitive, and social-emotional disabilities, at-risk youth, and children requiring alternative therapeutic or educational interventions. Each year, HBC serves approximately 200 to 250 youth through individual sessions, school partnerships, group programming, and community collaborations. The organization employs PATH Intl. Certified Therapeutic Riding Instructors, credentialed facilitators, and licensed mental health clinicians and adheres to nationally recognized safety, professional, and program standards.

HBC is an essential local resource for families on Maui who would otherwise face significant barriers to accessing comparable specialized services, including the financial, logistical, and medical burden of traveling off-island. As the only equine-assisted services provider on Maui offering integrated adaptive riding, equine-assisted learning, and equine-assisted psychotherapy delivered by credentialed staff and State-registered clinicians, HBC fills a critical participation gap for children with disabilities and related support needs.

Guided by core values of compassion, inclusivity, and respect, HBC strives to create a community where every individual, regardless of ability or background, can grow and thrive through meaningful connections with horses. The organization's mission is grounded in enriching and nurturing the human spirit and providing youth with meaningful opportunities for education, growth, and discovery.

Disability-related needs among children are well-documented. Nationally, approximately 4.3 percent of children under age 18 are identified as having a disability that limits activities (U.S. Census Bureau, American Community Survey, 2019). Developmental disabilities, including cognitive and behavioral conditions, affect approximately 8 percent of U.S. children across multiple age groups (Centers for Disease Control and Prevention, National Center for Health Statistics, 2023). In Hawai'i, youth with disabilities experience significantly lower school engagement and completion rates, and approximately 19.3 percent are neither in school nor employed (IDEA Data Center, 2024; Institute for Educational Leadership).

Maui County has one of the highest proportions of residents aged 65 and over in the State of Hawai'i, while approximately 20.6 percent of the county's population is under the age of 18 (Hawai'i State Data Center, 2025). At the same time, Hawai'i faces a mental health access crisis, with approximately 17,000 adolescents experiencing a major depressive episode annually and approximately 14,000 adolescents reporting serious thoughts of suicide each year (National Alliance on Mental Illness Hawai'i, 2025). These trends heighten the need for accessible, preventive, community-based therapeutic and educational services delivered through safe and medically appropriate environments.

Haku Baldwin Center seeks State of Hawai'i General Obligation (GIA) capital funds to complete coordinated infrastructure and equipment improvements that expand accessibility, enhance safety, improve climate-mitigated service delivery, and increase operational capacity at its equine-assisted services facility. These improvements are part of a broader infrastructure modernization initiative designed to restore ADA-compliant functionality, mitigate climate and dust exposure risks, improve operational safety, and increase year-round service capacity for Maui's medically and physically vulnerable youth.

2. The goals and objectives related to the request;

The goal of this capital request is to complete six coordinated infrastructure and equipment improvements that expand accessibility, enhance safety, improve climate-mitigated service delivery, and increase operational capacity at Haku Baldwin Center's equine-assisted services facility in Makawao.

These critical upgrades are part of a broader capital improvement initiative designed to expand access and increase the Center's capacity to serve Maui's youth with disabilities and related support needs.

The six integrated capital improvements include:

- *Construction of a new covered ADA-compliant wheelchair mounting ramp integrated with the SureHands hydraulic lift*
- *Replacement of degraded indoor arena footing*
- *Upgrades to the indoor arena water system, lighting and electrical infrastructure, corrosion mitigation, and emergency exit doors*
- *Purchase of a four-wheel-drive passenger utility vehicle for mobility access*
- *Development of a sensory garden and accessible outdoor learning environment utilizing native Hawaiian plants*
- *Purchase of adaptive instructional equipment, including an Equicizer mechanical horse built specifically for adaptive riding instruction and therapy, and a vaulting barrel*

Objectives include restoring ADA-compliant mounting access for riders who cannot ambulate or mount traditionally; improving dust, heat, and climate mitigation within the indoor arena; expanding programming hours through lighting and electrical upgrades; enhancing on-site mobility access across a 33-plus-acre property; increasing outdoor therapeutic and educational space; strengthening pre-mount skill development for medically and physically vulnerable riders; supporting inclusion for riders who are permanently or temporarily over the stated weight limit for program horses; and improving year-round service continuity.

The Equicizer mechanical horse and vaulting barrel will provide safe, ground-based adaptive instructional tools that allow participants to build balance, core

strength, motor planning, and confidence prior to mounted activities. These tools are essential for riders who require gradual progression, trauma-informed pacing, medically appropriate alternatives to immediate horseback mounting, or continuity of services when mounted participation is temporarily or permanently contraindicated.

These improvements will allow HBC to expand accessibility, improve program effectiveness, enhance equine welfare, and better reflect its mission of enriching and nurturing the human spirit through meaningful equine-assisted services.

3. The public purpose and need to be served;

Haku Baldwin Center currently serves youth ages 4 to 18 through adaptive riding, equine-assisted learning, Horse Powered Reading® literacy intervention, youth life skills programming, and equine-assisted psychotherapy delivered in partnership with licensed mental health clinicians registered in the State of Hawai'i. Many adaptive riding participants present with physical mobility impairments, developmental delays, autism spectrum disorder, traumatic brain injury, and other health impairments consistent with Hawai'i's IDEA special education population profile (IDEA Data Center, 2024).

Despite growing demand, the Center has been unable to serve any riders who require a mechanical lift for mounting and dismounting since approximately 2021. The original circa-1980 wheelchair mounting ramp was not ADA-compliant and was not built to industry standards. It was removed due to structural obsolescence and safety concerns. Because the SureHands hydraulic lift cannot operate from ground level and requires a ramp to bring participants to horse-height prior to lift transfer, removal of the ramp rendered the lift unusable. The lift itself has not failed and will be restored through battery replacement and manufacturer-recommended servicing.

As a result, children who cannot mount a horse through traditional methods are currently excluded from participation. The new covered ADA-compliant ramp and hydraulic lift will restore and expand access for riders who are unable to ambulate or mount independently, increasing the number of riders requiring assisted mounting served annually from zero to an estimated 10 to 20 unduplicated youth. Each participating rider will receive a minimum of six adaptive riding sessions utilizing the restored ramp and lift system, with the ability to participate long-term if desired.

The ramp will be used for all adaptive and non-adaptive riding mounting activities, not solely for wheelchair users. It will replace ground-level and step-up mounting methods, standardize mounting procedures, improve safety and efficiency for all riders, and reduce fall risk and physical strain for instructors and volunteers.

The covered arena is a medically necessary infrastructure upgrade. Many participants are medically compromised, heat-sensitive, or prescribed medications that limit safe sun exposure. Covered arenas reduce ambient temperatures by approximately 5 to 10 degrees Fahrenheit, improve traction and safety, and allow consistent programming during periods of excessive heat or inclement weather. Peer centers demonstrate that covered arenas significantly reduce class cancellations, improve horse responsiveness, and increase therapeutic continuity.

Arena footing replacement and watering system upgrades are essential safety and accessibility measures. The current outdated footing consists of black cinder fines and a combination of rubber and other materials that generate excessive dust, uneven surfaces, compaction, and drainage issues. These conditions increase fall risk for instructors and volunteers providing side-walking support, compromise horse safety at faster gaits, and exacerbate respiratory concerns for medically vulnerable participants.

The ideal footing for an indoor clay-based arena in Hawai'i is 2 to 2.5 inches of angular, washed mason sand mixed with geotextile fibers or felt, installed over a 4 to 6 inch base of compacted crushed stone or angular limestone screenings. This combination provides superior cushioning, stability, drainage, and dust suppression. Geotextile additives will reduce the need for constant watering. Magnesium chloride may be used to control dust and retain moisture. Beach sand and excessive silt or clay content will be avoided. A high-quality arena drag will be used to prevent sand migration and compaction.

The sensory garden will provide a fenced, accessible, multisensory outdoor learning environment utilizing native Hawaiian plants. It will include volcanic cinder paths, lava rock hardscaping, native timber elements, layered plantings, and non-toxic vegetation adapted to Maui's microclimate. Suggested species include 'Ōhi'a lehua, 'Āhinahina, 'Uhaloa, 'Ilima, Ti, Naupaka, Ko'oloa 'ula, native grasses, and Koa. The garden will be located away from daily grazing areas to prevent ingestion and overconsumption of plants. It will support mounted and unmounted lessons, trauma-informed activities, emotional regulation, mindfulness, Horse Powered Reading®, youth life skills programming, and equine and environmental education.

The passenger utility vehicle will provide mobility access across the Center's 33-plus-acre property, where programming occurs in multiple areas with uneven footing that cannot be safely traversed on foot by participants with mobility impairments. The vehicle will transport participants, volunteers, instructors, and equipment and will improve access to the sensory garden and outdoor lesson spaces. It is not a replacement of an existing vehicle.

Adaptive instructional equipment, including an Equicizer mechanical horse and a vaulting barrel, will be used for non-mounted and pre-mount instruction for riders

who require gradual progression, alternative positioning, medically appropriate preparation prior to horseback mounting, or who are permanently or temporarily over the stated weight limit for program horses. The equipment will support balance, core strength, motor planning, confidence building, and trauma-informed pacing. These tools will also be used for volunteer training in complex mounting and dismounting procedures, reducing repetitive non-typical movements required of live horses and minimizing physical strain and behavioral stress on horses.

These capital improvements are timely and coordinated with broader infrastructure upgrades underway on the property, including aging waterline replacements that will support the new arena watering system. Plumbing and electrical components will be permitted as required by law. While construction will temporarily pause lessons and trainings, the long-term improvements will significantly expand capacity, accessibility, safety, and public benefit for decades.

4. Describe the target population to be served;

The primary beneficiaries of this project are youth ages 4 to 18 with physical, cognitive, and social-emotional disabilities and related support needs residing on Maui. This includes children with autism spectrum disorder, developmental delays, traumatic brain injury, orthopedic impairments, and other health impairments consistent with Hawai'i's IDEA special education population profile (IDEA Data Center, 2024). A subset of participants require non-traditional mounting methods due to limited ambulation, balance impairments, or neuromuscular conditions.

Secondary beneficiaries include medically vulnerable youth receiving equine-assisted psychotherapy and equine-assisted learning services, families of participants, and community members participating in inclusive education and wellness programming. Tertiary beneficiaries include volunteers, instructors, and professional trainees who will experience improved safety, training capacity, and workforce development opportunities.

Haku Baldwin Center also serves as an education and training center for the public, professionals in the equestrian industry, licensed mental health clinicians, and credentialed professionals seeking specialized education in equine-assisted psychotherapy and related evidence-informed modalities. The Center hosts one-day and multi-day trainings, workshops, and certification programs annually that prepare them to work effectively with equines and clients/participants, in compliance with professional standards, ethical guidelines, and state licensure requirements. A recent equine-assisted psychotherapy training in October 2025 hosted 23 participants, with only three from Maui and the remainder traveling from across the United States and internationally, contributing to local tourism spending and expanding Hawai'i's behavioral health workforce capacity. These infrastructure upgrades will expand the Center's ability to host clinician trainings

safely and consistently, strengthening local and statewide access to this specialized therapeutic modality and equine education.

5. Describe the geographic coverage.

The service area includes Maui County, serving families from Central Maui, Upcountry, Kahului, Wailuku, Lahaina, Kihei, Kula, Haiku, Paia, and surrounding rural and suburban communities.

Haku Baldwin Center is located in Makawao and functions as a centralized, countywide access point for specialized equine-assisted services. In recent participant exit surveys, parents reported varied travel distances to reach the Center, reflecting both geographic dispersion and limited local service alternatives. Approximately 30.8 percent of families travel under 15 minutes, 38.5 percent travel 15 to 30 minutes, 23.1 percent travel 31 to 60 minutes, and 7.7 percent travel one hour or more to access services.

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;

Haku Baldwin Center is requesting funding for six integrated capital improvements that address accessibility, safety, climate resilience, and program capacity limitations at its existing equine-assisted services and education facility in Makawao.

Covered ADA-Compliant Mounting Ramp

The project includes construction of a new covered wheelchair mounting ramp to replace the original circa-1980 ramp that was not ADA-compliant and not built to industry standards. The original ramp was removed due to structural obsolescence and safety concerns. The new ramp will be constructed at a new location outside the indoor arena on the northeast side wall. The ramp will be purpose-built to integrate with the existing SureHands hydraulic lift system and will include grading and compacted accessible pathways, handrails, toe boards, and an ADA-compliant wheelchair turning radius. The ramp will be used for all adaptive riding mounting activities, not solely for wheelchair users, replacing ground-level and step-up mounting methods, standardizing mounting procedures, improving safety and efficiency for all riders, and reducing fall risk and physical strain for instructors and volunteers.

SureHands Hydraulic Lift Service

The SureHands hydraulic lift, originally installed in December 2015, will undergo battery replacement and manufacturer-recommended service to restore safe operation following extended downtime. The lift has been out of service for several years due to an outdated ramp, which rendered the lift unusable because it cannot operate from ground level and requires a ramp to bring participants to horse-height prior to lift transfer. Service will follow manufacturer specifications and safety verification protocols to ensure reliable operation for medically and physically vulnerable riders.

The lift system itself has not failed and has never been the limiting factor; however, it cannot operate from ground level and requires a purpose-built, ADA-compliant ramp to bring participants in wheelchairs to horse-height prior to lift transfer. Without a compliant ramp, the lift system has been unusable, resulting in the exclusion of riders who have been cleared to ride but cannot mount through traditional methods.

Service will follow manufacturer specifications and safety verification protocols to ensure reliable operation for medically and physically vulnerable riders.

Indoor Arena Improvements

The project includes a coordinated set of upgrades to the existing indoor arena.

The current footing consists of black cinder fines and a combination of rubber and other materials. These materials generate excessive dust, uneven surfaces, compaction, and drainage issues, posing respiratory risks to medically vulnerable participants and increasing fall risk for instructors and volunteers providing side-walking support.

The ideal footing for an indoor clay-based arena in Hawai'i is 2 to 2.5 inches of angular, washed mason sand mixed with geotextile fibers or felt, installed over a 4 to 6 inch base of compacted crushed stone or angular limestone screenings. This combination provides superior cushioning, stability, drainage, and dust suppression. Geotextile additives will reduce the need for constant watering. Magnesium chloride may be used for dust control and moisture retention. Beach sand and excessive silt or clay content will be avoided. A high-quality arena drag will be used to prevent sand migration and compaction.

Additional arena improvements include:

- Upgrade of the aging overhead and side sprinkler system and related water lines to improve dust control, maintenance reliability, and drainage. The watering system will tie into broader underground waterline upgrades currently underway on the property.*

- *Lighting and electrical upgrades to improve visibility, safety, reliability, and expanded program hours, including support for evening programming and professional trainings.*
- *Rust mitigation and repainting of steel supports, roof components, gutters, interior arena walls, exterior walls, and overhangs to preserve structural integrity and extend the usable life of the facility.*
- *Replacement of standard-size double doors serving as a secondary emergency exit for human traffic. The doors are currently unsafe and weather-compromised and will be replaced to meet safety and operational standards.*

Passenger Utility Vehicle

The project includes purchase of a four-wheel-drive passenger utility vehicle with seating capacity for four to six passengers. The vehicle will be used to transport participants with mobility limitations, volunteers, instructors, and equipment and to provide access to outdoor lesson spaces and the sensory garden.

Haku Baldwin Center spans more than 33 acres, and equine-assisted services may take place in multiple areas of the site, including arenas, lesson spaces, pastures, and outdoor learning environments. Several of these areas have uneven footing, unpaved surfaces, and variable terrain that may be difficult or unsafe to traverse on foot for participants with mobility impairments, balance limitations, or medical vulnerabilities.

The passenger utility vehicle will provide essential on-site mobility access for participants who cannot safely walk long distances or navigate uneven terrain, reduce physical strain and fall risk, and support inclusive participation across the full property. The vehicle will add mobility access capacity and is not a replacement of an existing vehicle.

Sensory Garden and Outdoor Learning Environment

The project includes development of a fenced, accessible sensory garden located approximately 750 feet northeast of the main barn in designated pastureland, approximately 300 feet from Makawao Avenue frontage. The sensory garden will be a multi-use therapeutic and educational outdoor learning environment supporting unmounted equine-assisted learning, trauma-informed activities, youth life skills programming, mindfulness, Horse Powered Reading, and environmental education.

The garden will utilize native Hawaiian plants selected for safety, non-toxicity to horses, and adaptation to Maui's microclimate. Suggested species include 'Ōhi'a lehua, 'Āhinahina, 'Uhaloa, 'Ilima, Ti, Naupaka, Ko'oloa 'ula, native grasses, and Koa. The design will incorporate volcanic cinder paths for drainage and accessibility, lava rock hardscaping, native timber elements, layered plantings for shade and visual interest, and seating areas.

The garden will be fenced away from daily grazing areas to allow sensory exploration without ingestion or overconsumption of plants. Implementation will include site assessment, soil preparation using coarse red or black cinder for drainage, procurement from local nurseries to avoid pest introduction, and non-chemical organic maintenance methods.

Adaptive Instructional Equipment

The project includes purchase of adaptive instructional equipment, including an Equicizer mechanical horse and a vaulting barrel. These tools will be used for non-mounted and pre-mount instruction for riders who require gradual progression, alternative positioning, or medically appropriate preparation prior to horseback mounting. The equipment will support balance, core strength, motor planning, confidence building, and trauma-informed pacing for riders who are not yet mount-ready.

The Equicizer and vaulting barrel will also be utilized for volunteer training in complex mounting and dismounting procedures. These tools allow volunteers and staff to practice safe transfer techniques, rider positioning, and support strategies without involving a live horse. This reduces repetitive, non-typical movements required of program horses during training and minimizes physical strain and behavioral stress on horses.

In addition, the adaptive instructional equipment will provide an inclusive alternative for riders who are either permanently or temporarily over the stated weight limit for program horses. These riders will be able to participate in equine-assisted learning activities, balance and positioning exercises, and therapeutic instruction using the Equicizer and vaulting barrel, ensuring continuity of services and preventing exclusion due to weight-based safety limitations.

Using adaptive instructional equipment for training and instruction improves safety, supports animal welfare, expands access for medically and physically vulnerable participants, and allows volunteers and riders to build skills in a controlled environment that does not involve a live animal. These tools will expand instructional capacity, increase inclusion, and support safe progression into mounted adaptive riding activities.

Project Oversight and Responsibilities

Project oversight will be provided by Haku Baldwin Center leadership. Licensed contractors will be responsible for construction, installation, and code-compliant work. HBC staff will coordinate vendor relationships, scheduling, and site access. Plumbing and electrical components will be permitted as required by law. Manufacturer recommendations will be followed for lift servicing and safety verification.

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

Once funding is confirmed and permitting is completed, project implementation will proceed as follows:

Quarter 1

- *Final design review for mounting ramp and sensory garden*
- *Contractor selection and procurement*
- *Permitting for plumbing and electrical components*
- *Site preparation and material ordering*

Quarter 2

- *Construction of covered ADA-compliant mounting ramp*
- *SureHands lift servicing and battery replacement*
- *Arena water system upgrades*
- *Removal of degraded footing*

Quarter 3

- *Installation of new arena footing*
- *Lighting and electrical upgrades*
- *Rust mitigation and repainting*
- *Emergency exit door replacement*
- *Sensory garden site preparation and fencing*

Quarter 4

- *Sensory garden planting and seating installation*
- *Passenger utility vehicle procurement*
- *Adaptive equipment procurement*
- *Final inspections and safety verification*
- *Project close-out and documentation*

The anticipated timetable for project completion is one year.

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

Quality assurance and evaluation for this request will be conducted through a structured project oversight and monitoring process led by Haku Baldwin Center leadership. Construction milestones will be identified at the outset of the project and tracked to ensure that implementation remains on schedule and within budget. Internal progress reviews will be conducted on an as-needed basis and documented for project management and reporting purposes where necessary.

Site inspections will be performed at key construction and installation milestones to verify compliance with safety, accessibility, and design specifications. Contractors will be required to provide documentation of completed work, code compliance, and any required permits. Plumbing and electrical components will be permitted as required by law.

The SureHands hydraulic lift servicing will be completed in accordance with manufacturer recommendations and safety verification protocols to ensure reliable and safe operation for medically and physically vulnerable riders.

Upon project completion, HBC staff will conduct a functional evaluation of the mounting ramp, lift system, indoor arena improvements, sensory garden, adaptive instructional equipment, and passenger utility vehicle to assess accessibility improvements, safety enhancements, and operational efficiency gains. Reporting to the State will be completed in accordance with grant contract requirements.

- 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.**

Project effectiveness will be evaluated using measurable indicators aligned with accessibility restoration, safety improvements, service continuity, and capacity expansion.

Effectiveness will be demonstrated by the restoration of lift-assisted and ramp-assisted mounting access for riders who cannot ambulate or mount traditionally and by an increase in the number of riders requiring assisted mounting served annually, from zero to an estimated 10 to 20 unduplicated youth during the first 12 months. Each participating rider will receive a minimum of six adaptive riding sessions utilizing the restored ramp and lift system.

Additional indicators will include a documented reduction in class cancellations and service interruptions attributable to unsafe footing, dust exposure, heat sensitivity, or inadequate lighting, along with improvements in indoor arena traction, dust control, and overall safety conditions.

Program expansion outcomes will include increased program hours enabled by lighting and electrical upgrades, improved year-round service continuity, and increased accessibility for medically compromised and heat-sensitive participants.

Operational and safety outcomes will be measured through improved safety conditions for instructors, volunteers, and horses, reduced maintenance burdens associated with degraded footing and dust control, enhanced on-site mobility access for participants with physical limitations through the passenger utility vehicle, and increased inclusion of riders requiring adaptive instructional equipment.

Utilization of outdoor therapeutic and educational programming will be measured through increased use of the sensory garden for mounted and unmounted lessons. Professional development and workforce training outcomes will be reflected in growth in the number of clinical trainings and educational workshops hosted annually.

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](#)) as attached
 - b. Personnel salaries and wages ([Link](#)) as attached
 - c. Equipment and motor vehicles ([Link](#)) as attached
 - d. Capital project details ([Link](#)) as attached
 - e. Government contracts, grants, and grants in aid ([Link](#)) as 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
\$125,000	\$125,000	\$100,000	\$56,350	\$406,350

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

Strong Family Foundation	\$100,000	Capital support
MSF Maui Recovery Funders Collaborative	\$70,000	Program support
Victoria S. and Bradley L. Geist Foundation	\$35,000	Program support
Bank of Hawai'i Foundation	\$25,000	Program support
Christopher & Dana Reeve Foundation	\$24,999	Capital support
Atherton Family Foundation	\$20,000	Program support
First Hawaiian Bank Foundation	\$20,000	Program support
Kosasa Foundation	\$20,000	Program support
Alexander & Baldwin Kokua Giving	\$19,250	Program support
Fred Baldwin Family Foundation	\$5,000	Program support
EQUUS Equine Welfare Grant	\$500	Program support

- 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.**

None received.

- 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.**

None received.

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

The balance of unrestricted current assets as of December 31, 2025 is \$100,158.43.

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.

Over the past several decades, Haku Baldwin Center has completed a continuous sequence of construction, renovation, and infrastructure projects under board oversight and executive leadership, with assistance from licensed contractors, engineers, and consultants, and in compliance with applicable permitting and inspection requirements.

Major capital and infrastructure milestones include:

- 1988–1993 – Initial property development and building construction, including construction and permitted additions supporting agricultural and program uses.*
- 1997–2014 – Multiple permitted building additions and expansions, including significant structural improvements reflected in county permitting records.*

- *2015 – Renovation of the restroom in the main barn to achieve ADA compliance, including expansion of floor space and installation of accessibility features such as grab bars and a mobile wheelchair ramp.*
- *2015 – Installation of a SureHands hydraulic lift system to support assisted mounting and dismounting for riders with mobility impairments.*
- *2023–2024 – Renovation of the on-site cottage into two long-term residential units, a modernized board meeting room, and a new executive director office to support organizational capacity and governance functions.*
- *2023–2026 – Completion of a major capital improvement phase, including construction of a new program office, a new classroom, an outdoor seating area, a lesson preparation area for adaptive riding and horsemanship programs, a new tack room, and loafing sheds and shelters in horse pastures. During this period, the organization also undertook significant deferred maintenance projects across the 33-acre site and initiated a major underground water system infrastructure improvement project.*
- *2025–2026 – Installation of deer-proof fencing around the property to mitigate damage from invasive axis deer and protect pastureland and program areas.*

In addition to Haku Baldwin Center’s core facilities, the Makawao Veterinary Clinic and a boarding kennel lease buildings on the property and serve the larger Upcountry Maui region. These facilities have undergone significant upgrades over time, including installation of the only equine surgical clinic in the State of Hawai’i, further demonstrating the site’s history of regulated construction, infrastructure investment, and operational complexity.

Much of this capital work has been funded through internal organizational resources, private philanthropy, in-kind contributions, volunteer labor, donated materials, and pro bono professional services. Projects have consistently been completed under the supervision and oversight of Haku Baldwin Center leadership and its Board of Directors.

In 2023, Haku Baldwin Center hired its first Executive Director, who has overseen all recent capital improvements with formal board oversight and contractor coordination. The Executive Director, in collaboration with program leadership and the Board, has managed contractor selection, project sequencing, permitting compliance, and milestone tracking for multiple concurrent infrastructure projects.

All required permits and inspections have been obtained for past construction and renovation projects in accordance with county and state regulations. Plumbing and electrical components have been permitted and inspected as required by law. The organization has an established working relationship with licensed contractors and service providers familiar with the site and its operational needs.

Haku Baldwin Center’s demonstrated experience managing capital construction, ADA compliance upgrades, infrastructure improvements, deferred maintenance remediation, and complex multi-year facility projects establishes the organizational capacity necessary to successfully carry out the capital improvements described in this request.

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.

HBC operates on a dedicated equestrian and education facility in Makawao that includes arenas, barns, lesson areas, pastures, and program spaces. Existing infrastructure is functional but includes areas that are outdated and insufficient for current accessibility, medical accommodation, and capacity needs.

This project will modernize critical components, improve ADA access, mitigate safety hazards, and expand instructional and preparation space to meet growing community demand.

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.

Proposed staffing and qualifications of personnel involved in the Haku Baldwin Center capital improvement project include the following:

*Board President, Melinda Neuwirth, Haku Baldwin Center (Board chair since 2017)
Ms. Neuwirth provides governance-level oversight of capital projects, including approval of project scope and budgets and monitoring of grant compliance. The Board of Directors exercises fiduciary oversight for the proposed improvements.*

*Executive Director, Konnie Newbro, Haku Baldwin Center (hired 2023)
Ms. Newbro provides executive oversight for all capital projects, including contractor procurement, scheduling, budget oversight, and permitting compliance. She has professional experience in project management and business operations and previously held a Vice President role at McCann-Erickson San Francisco. She holds a Bachelor of Arts in Psychology from the University of California, Los Angeles and a Project Management Certificate from Cornell University. Since joining Haku Baldwin Center in 2023, she has overseen multiple capital improvements, including new construction, facility renovations, deferred maintenance remediation, and infrastructure upgrades.*

Program Director, Chrissy Stout, Haku Baldwin Center (employed since 2009; Program Director since 2021)

Ms. Stout provides programmatic oversight to ensure that construction sequencing and site access are managed in a manner that maintains participant safety and program continuity. She has led the development and operation of Haku Baldwin Center's equine-assisted services programs and has extensive experience integrating facility improvements into active programming.

Licensed Contractors (to be hired)

Licensed and insured contractors will be engaged for construction of the covered ADA-compliant mounting ramp, arena footing replacement, rust mitigation and repainting, emergency exit door replacement, sensory garden development, fencing installation, and related site work. All plumbing and electrical components will be permitted and inspected as required by law.

Life Service Provider

A manufacturer-authorized service provider will oversee battery replacement and servicing of the SureHands hydraulic lift in accordance with manufacturer recommendations and safety verification protocols.

Vehicle Vendor (to be hired)

A commercial vehicle vendor will supply the four-wheel-drive passenger utility vehicle with seating capacity for four to six passengers.

Design and Engineering Consultants (to be hired, as needed)

Engineering or design consultants will be engaged as required to support accessibility compliance and structural specifications for the covered mounting ramp and sensory garden.

Volunteers and In-Kind Contributors

Volunteers and in-kind contributors will support non-technical project elements, including landscaping, sensory garden planting, and site preparation activities.

Supervision and Training

Supervision of construction and installation activities will be conducted by the Executive Director in coordination with the Program Director. Contractor deliverables will be reviewed and approved prior to phase completion.

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.

As 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.

The only full-time employee of the organization is the Equine Caretaker Barn Manager. All other positions are compensated on an hourly basis. Annual salary figures for non-full-time positions are reported as full-time equivalent (FTE) amounts based on 2,080 hours per year.

The annual FTE salary ranges for the three highest paid positions are:

Executive Director \$156,000
Program Director \$104,000
Equine Caretaker Barn Manager \$50,960

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.

N/A

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.

N/A

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.

N/A

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) If received by the applicant for fiscal year 2027:

The capital improvements will be sustained after fiscal year 2027 through Haku Baldwin Center's operating revenue, private foundation support, and individual donations. Ongoing maintenance and operating costs associated with the improvements will be incorporated into the organization's annual operating budget. The improvements are designed to reduce long-term maintenance burden, service disruptions, and operational inefficiencies, thereby supporting long-term financial and program sustainability.

(b) If not received by the applicant thereafter:

Haku Baldwin Center will continue to pursue the proposed capital improvements using operating funds and diversified private funding sources as available. The organization will phase project components as funding permits and will continue to seek private foundation, donor, and other non-state support to complete critical accessibility and safety upgrades. Even without state funding, the planned capital investments will remain a priority due to their role in reducing long-term operational inefficiencies and supporting long-term service delivery.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Haku Baldwin 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				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES	36,350			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	370,000			45,000
TOTAL (A+B+C+D+E)	406,350			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	406,350	Konnie Newbro 808-264-6660		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	0	1-23-2026		
(d) Total Private/Other Funds Requested	45,000	Signature of Authorized Official Date		
TOTAL BUDGET	451,350	Konnie Newbro, Executive Director Name and Title (Please type or print)		

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Haku Baldwin Center

Contracts Total: -

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	N/A				
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
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21					
22					
23					
24					
25					
26					
27					
28					
29					
30					

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: Haku Baldwin 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	120,000		370,000	45,000		
EQUIPMENT			36,350			
TOTAL:	120,000		406,350	45,000		
JUSTIFICATION/COMMENTS:						

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Haku Baldwin Center

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Equicizer	1.00	\$7,000.00	\$ 7,000.00	7,000.00
Vaulting Barrel	1.00	\$2,550.00	\$ 2,550.00	2,550.00
Passenger Utility Vehicle	1.00	\$26,800.00	\$ 26,800.00	26,800.00
			\$ -	
			\$ -	
TOTAL:	3		\$ 36,350.00	36,350.00

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

Haku Baldwin Center

Organizational Chart — 2026

