

## Kupu Summary

**Mission:** To provide training in natural resource management and other environmental careers.

**Category:** Employment education and training

**Contact:** Darcie Yukimura, Vice President of Philanthropy

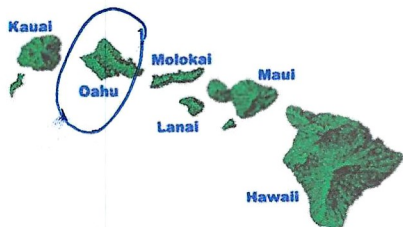
**Address:** 55 Merchant Street, Suite 3100, Honolulu, HI 96813

**Grant History:** N/A

<b>2025 Request:</b>	<b>\$100,000 for Ho'okupu Center Expansion at Kewalo Basin</b>
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**Notes:**

- Provides workforce training for careers in natural resource management, conservation, and environmental careers.
- 6000+ youths and adults served since 2007.
- 106 youths attained alternative high school diplomas.
- 359 youth served in 2022-2023; 15,000 volunteers.
- Plant native trees, remove invasive species, restore critical ecosystems.
- Culinary training program.
- New center will be on land secured with a 35-year lease at \$1/year from Hawaii Community Development Authority.
- \$16M project. \$634,200 needed for predevelopment expenses.





January 27, 2025

Tammy Davis Cownie  
Laurence H. Dorcy Hawaiian Foundation  
81 East Seventh Street, Suite 125  
St. Paul, MN 55101

### **Aloha Ms. Cownie,**

Kupu respectfully submits this proposal to the Laurence H. Dorcy Hawaiian Foundation, requesting \$100,000 to support the predevelopment phase of the Ho'okupu Center expansion at Kewalo Basin. This facility is envisioned as a world-class Conservation and Sustainability Training Center for the Pacific, a transformative hub empowering young people with the knowledge and skills needed to build meaningful, impactful careers rooted in their love of the land and guided by ancient wisdom-informed stewardship practices. The first phase, that finished in 2019. Not only is the current center an AIA award-winning space, it has also been a significant community space for our island, hosting important community gatherings, corporate announcements, and a variety of other events. Most importantly, the center is changing lives, impacting dozens of young adults each year who are striving to better themselves through education and workforce development training. By supporting this expansion, the Laurence H. Dorcy Hawaiian Foundation will help create pathways for youth success while fostering cultural preservation, environmental stewardship, and community resilience in Hawai'i.

### **About Kupu**

Established in 2007, Kupu empowers future generations to create a more sustainable Hawai'i by providing hands-on training and national service programs that educate and mentor youth to become stewards of culture and the environment. To date, Kupu has trained over 6,000 youth and adults in conservation, sustainability, and environmental education, contributing more than 3 million service hours to partner organizations. This work has led to the planting of over 1.5 million native plants, the removal of 151,000 acres of invasive species, and the restoration of critical ecosystems.

In the fiscal year 2022-2023 alone, Kupu served 359 youth, engaged 15,000 volunteers who contributed 46,930 hours, treated 7,350 acres, and awarded 106 alternative high school diplomas. The organization has also provided \$6.3 million in education awards and generated more than \$230 million in economic benefits for the state of Hawai'i, including \$17.2 million in just the last fiscal year.

In fiscal year 2022-2023, Kupu:

- Served 359 youth
- Engaged 15,000 volunteers, contributing 46,930 hours



- Treated 7,350 acres
- Awarded 106 alternative high school diplomas
- Provided \$6.3 million in education awards
- Generated \$17.2 million in economic benefit for the state of Hawai'i

### **Growing Demand for Workforce Development**

According to the State of Hawai'i Department of Labor and Industrial Relations, the state faces significant workforce development challenges, particularly among its youth. The high cost of living and a predominantly low-wage service economy have contributed to a net loss in resident population every year since 2019. Approximately 14.5% of individuals aged 16 to 24 are neither in school nor employed, exceeding the national average of 13%. The disconnection rate doubles and even triples on neighbor islands, with young women disproportionately impacted—despite higher school attendance rates, they are less likely to be employed if not enrolled in school. Additionally, 24.5% of Hawai'i's disconnected youth cite family responsibilities as a reason for not seeking employment, compared to the national average of 15.8%.

Hawai'i's Natural Resources Management (NRM) sector is essential for sustaining the state's ecosystems, with 4,994 jobs in 2023, reflecting a 6.3% increase since 2018. However, 65% of technician salaries start at \$50,000 or below, falling short of Honolulu County's living wage of \$55,961 annually for a single adult. Many of these roles remain unfilled due to a lack of trained local talent, underscoring the urgent need for education and workforce programs that connect Opportunity Youth to high-growth, sustainable career pathways.

Kupu is addressing these challenges by providing paid, hands-on training in conservation, sustainability, and natural resource management through programs like the Hawai'i Youth Conservation Corps, Kupu 'Āina Corps, and the Conservation Leadership Development Program. These initiatives not only prepare young people for careers in the 'āina-based sector but also help bridge the wage gap by equipping participants with certifications, professional mentorship, and direct connections to over 200 conservation organizations statewide.

### **Users of the Ho'okupu Center**

Opportunity Youth—young people ages 16-24 who are not connected to work or school—are the most vulnerable to unemployment's social and economic impacts. Believing in their potential, Kupu designed the Ho'okupu Center to provide classrooms, training spaces, a culinary program, and self-care facilities to support their daily growth.

Each day, 40-60 Opportunity Youth students attend one of two programs at the center:



- **The Kupu Community & GED Program** – The only Department of Education Alternative Learning Opportunity (DOE ALO) classes operated at a nonprofit site. It serves youth from Farrington, McKinley, Roosevelt, Kaimuki, Kalani, and Kaiser High Schools. Opportunity Youth beyond high school age are offered a GED program that integrates ‘āina-based education, safety and culinary certifications, trauma-informed care, and mental health resources. In the past year:
  - 55 youth were served
  - 30 youth participated in education pathways
  - 35 youth secured paid jobs through Kupu’s culinary and farm programs
  - 45 personal & professional development workshops were held
- **The Kupu Culinary Program** – A social enterprise that provides real-world job-skills training in the culinary industry. While earning high school equivalency diplomas, students also receive hands-on experience, with 30 youth participating in education pathways and 35 securing paid jobs. The culinary program is self-sustaining, generating approximately \$1 million annually through catering and event services, which directly fund Kupu’s youth programs.

Beyond these structured programs, the Ho’okupu Center serves as a community gathering space—each Friday, a kupuna group plays Hawaiian music; each Thursday, a hula hālau holds practice; and each Sunday, a faith-based group hosts services at the center.

### **The Vision for the Conservation and Sustainability Training Center**

We envision the Ho’okupu Center as a world-class Conservation and Sustainability Training Center for the Pacific, empowering the next generation of environmental leaders. This space will equip youth with the skills and confidence to lead impactful careers in conservation and sustainability, integrating modern techniques with time-honored Hawaiian and Pacific Islander practices like loko i’a (fishpond restoration), lo’i kalo (taro farming), and mālama kai (ocean stewardship).

Participants will engage in real-world conservation projects, such as reforestation, coastal restoration, and invasive species management, while incorporating Indigenous knowledge systems into workforce development. The center will prepare youth to thrive in the green economy, serve as stewards of their heritage, and build a resilient, sustainable future for their communities.

To support this vision, Kupu has secured a 35-year lease at \$1 per year with the Hawai’i Community Development Authority (HCDA) for the NOAA Lot (1125 Ala Moana Boulevard, Honolulu). This 1.393-acre site includes the Harbormaster Building, open space along Kewalo Channel, and a 20-stall private parking area. Additionally, the lease includes a 58-stall public parking area, which will be licensed back to HCDA at no cost.



## Impact of the Grant

The \$100,000 grant from the Laurence H. Dorcy Hawaiian Foundation will support the predevelopment phase of the Ho'okupu Center expansion, which may include but not limited to:

- Environmental assessments to ensure compliance with regulations
- Permitting for the construction of additional facilities
- Cultural consultation to align development with Hawaiian values

These efforts are critical to laying the foundation for an expanded facility that will generate approximately \$1 million annually in revenue through social enterprises, ensuring Kupu's long-term sustainability while strengthening Hawai'i's leadership in environmental stewardship.

The Ho'okupu Center expansion is a transformative opportunity to scale Kupu's impact, empowering Hawai'i's Opportunity Youth while preserving the islands' cultural and environmental heritage. We invite the Laurence H. Dorcy Hawaiian Foundation to partner with us in creating a world-class Conservation and Sustainability Training Center, shaping the next generation of environmental leaders for Hawai'i and the Pacific.

We are deeply grateful for your consideration of this request and welcome the opportunity to discuss this proposal further. Please contact me at 808-282-0852 or [darcie.yukimura@kupuhawaii.org](mailto:darcie.yukimura@kupuhawaii.org) with any questions or feedback.

Mahalo nui loa for your partnership and support.

Me ke aloha pumehana,

Darcie Yukimura  
Vice President of Philanthropy



Proposed New Kupu Center | Aerial View

# Kupu Ho'okupu Center Expansion

v.2.1 12/17/24

## PREDEVELOPMENT COSTS

<u>EA &amp; Land Use Permits</u>	<u>Rec. Firm / Responsible Agency</u>	<u>ROM Cost Estimate</u>
Environmental Assessment	PBR / HCDA	\$ 60,000
HCDA Development Permit (Makai Area) Incl. Ka Pa'akai Analysis	PBR / HCDA	\$ 30,000
Special Management Area Use Permit	PBR /OPSD	\$ 25,000
NEPA Compliance (incl. Sec. 106)	PBR /OPSD	\$ 35,000
<b>Consultants</b>	<b>Recommended Firm</b>	
Planning / Entitlements	PBR Hawaii (Prime)	see above
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Architect - Concept Only	G70 (Charles Kaneshiro principal)	\$ 25,000
Architecture - Full Services Thru CA		
Landscape Architect	PBR HAWAII	\$ 10,000
Civil Engineer	G70	\$ 75,000
Traffic Engineer	WOC, Fehr & Peers, AECOM, or TBD	\$ 21,000
Archeology		\$ 10,000
Historic Architecture	Mason Architects	\$ 8,000
Cultural Impact Assessment		\$ 60,000
Kewalo Basin Marine Assessment (if needed)		\$ 25,000
Cost Estimator	J. Kadowaki or Indie Road Honolulu	\$ 35,000
Land Use Attorney	Cades Schutte - Cal Chipchase	\$ 25,000
Parking Consultant	Elite Parking	\$ 5,000
Misc. Consultant		\$ 50,000
Development Consultant		\$ 100,000
Application Fees, Permit Fees		\$ 5,000
Contingency		5% \$ 30,200
<b>Total</b>		<b>\$ 634,200</b>

## PREDEVELOPMENT FUNDERS

<b>Name</b>	<b>Proposed Amount</b>	<b>Received</b>
Laurence H. Dorcy Hawaiian Foundation	\$ 100,000.00	

MacNaughton Group	\$	20,000.00	\$	20,000.00
J. Kadowaki	\$	100,000.00	\$	100,000.00
T.C. Ching Foundation	\$	100,000.00		
US Dept. Commerce, Economic Development Administration, Public Works and Economic Adjustment Assistance	\$	369,495.00		
<b>Total</b>	\$	<b>689,495.00</b>	\$	<b>120,000.00</b>

#### CONSTRUCTION PHASE COSTS

Demolition, Hazmat Removal		\$	350,000
Site Barricade, BMPs		\$	80,000
Construction - building only		\$	9,000,000
Construction - Civil (offsite, parking, infrastructure)		\$	1,912,500
Construction - Landscaping		\$	750,000
FF&E		\$	500,000
Construction - Kitchen (expansion)		\$	750,000
Contingency		\$	1,067,400
<b>Total Construction</b>		\$	<b>14,409,900</b>

#### Design - Construction Phase

<b>Architecture - incl. MEP</b>		\$	<b>1,008,693</b>
Civil Engineering		\$	50,000
Landscape Architecture		\$	15,000
Special Inspection: Concrete, Steel		\$	15,000
Third Party Review - BV or Palekana		\$	15,000
<b>Total Construction Phase Design</b>		\$	<b>1,103,693</b>

<b>Project Total</b>		\$	<b>16,147,793</b>
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Kupu and its Subsidiary

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of September 30,

	<u>2023</u>	<u>2022</u>
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 3,022,967	\$ 854,145
Accounts receivable, net	3,527,225	4,476,866
Pledges receivable, current portion	103,173	5,672
Prepaid expenses and other assets	193,824	104,711
Inventory	41,193	38,986
Investments in marketable securities	<u>282,869</u>	<u>213,579</u>
Total current assets	7,171,251	5,693,959
PROPERTY AND EQUIPMENT, net	4,694,391	4,988,920
PLEDGES RECEIVABLE, less current portion	100,000	200,000
RESTRICTED CERTIFICATE OF DEPOSIT	<u>40,654</u>	<u>40,583</u>
TOTAL ASSETS	<u>\$ 12,006,296</u>	<u>\$ 10,923,462</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 214,237	\$ 97,881
Accrued expenses	750,731	608,166
Deferred revenue	4,321,858	2,425,912
Deferred rent	<u>42,782</u>	<u>75,505</u>
Total current liabilities	5,329,608	3,207,464
COMMITMENTS AND CONTINGENCIES	<u>-</u>	<u>-</u>
Total liabilities	<u>5,329,608</u>	<u>3,207,464</u>
NET ASSETS		
Without donor restrictions	6,257,608	7,437,872
With donor restrictions	<u>419,080</u>	<u>278,126</u>
Total net assets	<u>6,676,688</u>	<u>7,715,998</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 12,006,296</u>	<u>\$ 10,923,462</u>

The accompanying notes are an integral part of these consolidated financial statements.

Kupu and its Subsidiary

CONSOLIDATED STATEMENT OF ACTIVITIES

For the year ended September 30, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES AND SUPPORT:			
Government grants and contracts	\$ 6,475,713	\$ -	\$ 6,475,713
Private grants and contracts	3,236,344	46,137	3,282,481
Program service fees	1,659,111	-	1,659,111
In-kind contributions	774,389	-	774,389
Donations and contributions	295,923	173,904	469,827
Change in value of investments in marketable securities, net	58,785	-	58,785
Other revenue and support	9,348	-	9,348
Net assets released from restrictions	79,087	(79,087)	-
Total revenue and support	<u>12,588,700</u>	<u>140,954</u>	<u>12,729,654</u>
EXPENSES:			
Program services	10,833,664	-	10,833,664
Management and general	2,575,717	-	2,575,717
Fundraising	359,583	-	359,583
Total expenses	<u>13,768,964</u>	<u>-</u>	<u>13,768,964</u>
Change in net assets	(1,180,264)	140,954	(1,039,310)
NET ASSETS AT BEGINNING OF YEAR	<u>7,437,872</u>	<u>278,126</u>	<u>7,715,998</u>
NET ASSETS AT END OF YEAR	<u>\$ 6,257,608</u>	<u>\$ 419,080</u>	<u>\$ 6,676,688</u>

The accompanying notes are an integral part of this consolidated financial statement.

Kupu and its Subsidiary

CONSOLIDATED STATEMENT OF ACTIVITIES

For the year ended September 30, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUES AND SUPPORT:</b>			
Government grants and contracts	\$ 6,293,410	\$ -	\$ 6,293,410
Private grants and contracts	1,717,491	106,136	1,823,627
Program service fees	1,807,927	-	1,807,927
In-kind contributions	167,448	-	167,448
Donations and contributions	175,498	132,684	308,182
Change in value of investments in marketable securities, net	(65,743)	-	(65,743)
Other revenue and support	9,183	-	9,183
Gain on debt extinguishment	1,428,852	-	1,428,852
Net assets released from restrictions	270,655	(270,655)	-
Total revenue and support	<u>11,804,721</u>	<u>(31,835)</u>	<u>11,772,886</u>
<b>EXPENSES:</b>			
Program services	9,411,609	-	9,411,609
Management and general	2,041,856	-	2,041,856
Fundraising	219,337	-	219,337
Total expenses	<u>11,672,802</u>	<u>-</u>	<u>11,672,802</u>
Change in net assets	131,919	(31,835)	100,084
NET ASSETS AT BEGINNING OF YEAR	<u>7,305,953</u>	<u>309,961</u>	<u>7,615,914</u>
NET ASSETS AT END OF YEAR	<u>\$ 7,437,872</u>	<u>\$ 278,126</u>	<u>\$ 7,715,998</u>

The accompanying notes are an integral part of this consolidated financial statement.

Kupu and its Subsidiary

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

For the year ended September 30, 2023

	Program Services	Management and General	Fundraising	Total
Salaries and wages	\$ 7,799,810	\$ 1,935,113	\$ 327,025	\$ 10,061,948
Occupancy and utilities	1,082,920	122,002	17,322	1,222,244
Cost of goods sold	685,574	-	-	685,574
Contracted services	231,646	245,328	5,944	482,918
Depreciation	291,513	3,016	-	294,529
Travel expenses	217,734	35,752	1,708	255,194
Supplies and equipment	154,756	87,478	5,746	247,980
Training expenses	99,100	13,529	136	112,765
Insurance expenses	57,491	25,258	203	82,952
Other employee benefits	23,467	53,558	1,359	78,384
Fees	39,265	20,162	140	59,567
Subaward	52,539	-	-	52,539
Recruiting	41,549	1,484	-	43,033
Other expenses	16,911	7,329	-	24,240
Interest expense	-	22,540	-	22,540
Repair and maintenance	20,245	349	-	20,594
Bad debt expense	19,144	-	-	19,144
Marketing	-	2,819	-	2,819
Total expenses	<u>\$ 10,833,664</u>	<u>\$ 2,575,717</u>	<u>\$ 359,583</u>	<u>\$ 13,768,964</u>

The accompanying notes are an integral part of this consolidated financial statement.