

Applicant Hawaiian Humane Society

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

Krista Barnes 1/16/25 Krista Barnes HHS Manager of Grants
AUTHORIZED SIGNATURE PRINT NAME AND TITLE DATE



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

Vendor Name: HAWAIIAN HUMANE SOCIETY

DBA/Trade Name: HAWAIIAN HUMANE SOCIETY

Issue Date: 01/17/2025

Status: **Compliant**

Hawaii Tax#: 20270696-01

New Hawaii Tax#:

FEIN/SSN#: XX-XXX3490

UI#: XXXXXX2760

DCCA FILE#: 1368

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

Status Legend:

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	A status determination has not yet been made
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information

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

The undersigned authorized representative of the applicant certifies the following:

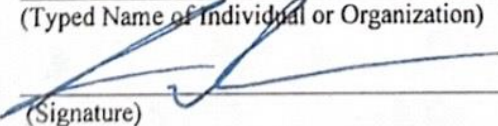
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide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

Hawaiian Humane Society

(Typed Name of Individual or Organization)


(Signature)

Anna Neubauer

(Typed Name)

01/16/2025

(Date)

President & CEO

(Title)

THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Type of Grant Request:



Operating



Capital

Legal Name of Requesting Organization or Individual: Hawaiian Humane Society

Amount of State Funds Requested: \$ 550,000

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

The Hawaiian Humane Society (HHS), a trusted leader in animal welfare in Hawai'i for more than 140 years, is requesting State Grant-in-Aid funding to expand impactful programs and continue a legacy of compassionate care. This grant will support five key initiatives: expanding spay/neuter services; implementing a mobile outreach van to bring veterinary care to underserved communities; facilitating off-island adoptions to relieve shelter overcrowding; investing in workforce development to strengthen staff expertise in animal care, behavior support, and emergency response; and sustaining essential operations to ensure long-term impact.

Amount of Other Funds Available:

State: \$ 445,000

Federal: \$ _____

County: \$ _____

Private/Other: \$ _____

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

\$ 1,795,000

Unrestricted Assets:

\$ 8,098,716

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

Type of Business Entity:



501(C)(3) Non Profit Corporation



Other Non Profit



Other

Mailing Address: 2700 Waialae Avenue

City: Honolulu

State: HI

Zip: 96826

Contact Person for Matters Involving this Application

Name: Krista Barnes

Title: Manager of Grants

Email: kbarnes@hawaiianhumane.org

Phone: 303-918-5743



Authorized Signature

President & CEO

Name and Title

1-16-25

Date Signed

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

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

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](#).

State Grant-in-Aid funds would be used for a public purpose as described below in **Section II. Background and Summary – 3. Public purpose and need to be served**. This grant will support five key Hawaiian Humane Society (HHS) initiatives: expanding spay/neuter services; implementing a mobile outreach van to bring veterinary care to underserved communities; facilitating off-island adoptions to relieve shelter overcrowding; investing in workforce development to strengthen staff expertise in animal care, behavior support, and emergency response; and sustaining essential operations to ensure long-term impact.

II. Background and Summary

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

Hawaiian Humane Society was established in 1883. It is Hawaii's largest animal welfare organization that shelters, protects, rescues, reunites and rehomes animals. The organization's mission is to promote the human-animal bond and the humane treatment of all animals. Throughout its long history, Hawaiian Humane has been dedicated to creating a more compassionate community for animals and people on O'ahu. Hawaiian Humane welcomes all pets in need regardless of age, breed, species or condition, and provides services for more than 30,000 animals annually and thousands more

Applicant Hawaiian Humane Society (HHS)

in communities across O'ahu through field services and outreach.

In May 2023 we opened a second campus in West O'ahu to improve access for communities west of Honolulu's urban core and provide previously underserved groups with a full range of lifesaving services.

As a safe haven for all pet animals, our organization experienced 13,726 animals coming into our two shelters from July 2023 to June 2024 and conducted 54,298 animal health examinations, spayed and neutered 13,195 animals, fostered 3,604 pets, created new families through adoption for 7,843 and reunified 1,713 pets with their families.

Through the Hawaiian Humane outreach program (Pet Food Bank) 13,725 people were served and distributed 47,239 pounds of pet food to struggling pet owners. Our educational program continues to be in demand and served 18,345 people.

2. The goals and objectives related to the request;

To address critical gaps in animal welfare and reduce pet overpopulation, this project will focus on the following goals:

Goal 1: Increase spay/neuter efforts with a target of completing 500 surgeries.

Objective: Provide expanded spay/neuter services to help reduce pet overpopulation.

Goal 2: Launch a mobile outreach van to increase access and care.

Objective: Use the vehicle to assist with animal transfers, mobile clinics, and other operational needs. All use will be tracked.

Goal 3: Transfer 100 animals to shelters with lower intake and higher adoption demand.

Objective: Support off-island adoptions to reduce shelter overcrowding and give more animals the opportunity for permanent homes.

Goal 4: Provide advanced training in animal care, behavior support, and emergency response to equip staff with the skills needed to manage the largest animal population Hawaiian Humane has ever served.

Objective: Strengthen staff expertise through the most comprehensive workforce development initiative in Hawaiian Humane history, ensuring the team is fully prepared to meet the demands of a record number of animals

3. The public purpose and need to be served;

HHS will use this grant to strengthen animal protection and care, aligning with Section 42F-102, Hawaii Revised Statutes. Founded in 1883 on the grounds of 'Iolani Palace, HHS now operates two campuses on O'ahu and remains a trusted leader in animal care, with 84% of residents expressing confidence in its decision-making for animals (2024 Ward Research survey).

Funds will directly address community need by expanding spay/neuter services including

reducing Free-Roaming cat (FRC) populations— minimizing suffering and easing tensions and strain on overpopulated communities. A mobile outreach van will bring care directly to areas with limited access to services, helping families keep their pets healthy, safe, and at home where they belong.

Extensive research consistently reinforces the profound benefits of pet ownership on human well-being. A 2017-2018 survey by the American Pet Products Association reported that 80% of U.S. pet owners cited companionship as a primary benefit, with over 65% noting reduced stress. More recent studies continue to build on these findings, including a 2023 *Harvard Magazine* article emphasizing how pets help lower stress, encourage physical activity, and strengthen social connections. Similarly, a 2023 study published in *Preventive Medicine Reports* linked dog ownership to a lower risk of dementia, attributing the benefits to increased physical activity and social engagement.

A pivotal milestone in this area was the American Heart Association's 2013 scientific statement, which linked pet ownership to improved cardiovascular health and a reduction in heart disease risk factors. These findings have been further supported by a 2019 *Harvard Health* report highlighting how pet companionship can positively impact both heart health and emotional well-being.

Together, these consistent findings underscore the importance of keeping pets in loving homes, where they can continue to enhance the lives of both their families and the broader community.

However, cost remains a major barrier to accessing care. A recent HHS survey revealed that expenses are the leading challenge for pet owners, with one-third reporting financial struggles in affording veterinary care within the past five years. High costs were also cited as a top reason for not spaying or neutering pets, impacting both cat and dog owners. This grant would allow HHS to expand spay/neuter access, helping families avoid difficult decisions due to financial strain and reducing pet overpopulation.

HHS will also invest in **professional development** to ensure staff are equipped to handle the complex needs of a growing animal population, ensuring stronger support for both pets and the community. Many animals arrive at the shelter scared, confused, and traumatized, often having just lost their owner and the comfort of home. This stress can lead to challenging behaviors, like barking or pacing (even though many become calm and affectionate once shown proper care). Behavioral support plays a vital role in helping animals heal; using positive reinforcement, enrichment, and patient guidance to reduce fear-based reactions and improve chances of finding and thriving in loving homes. Research from Best Friends Animal Society, a nationally recognized leader in animal welfare, shows that proper behavioral care reduces shelter stress, shortens length of stay, and improves adoption outcomes—key factors in managing overcrowding and preventing situations where animals remain confined for extended periods.

To address shelter overcrowding, funding will support a **transfer program/off-island adoptions**, creating more opportunities for pets to find permanent homes in areas with higher adoption demand while improving conditions for both staff and animals. Collaborations with shelters on the mainland and neighbor islands will focus on coordinating transfers to mainland partner shelters,

facilitating adoptions with mainland adopters, and connecting pets with Oahu visitors and individuals on neighbor islands seeking to adopt.

Shelter overcrowding remains a serious challenge, but lifesaving strategies like these offer a powerful solution. By increasing spay/neuter services, expanding behavior support, and creating more pathways to permanent homes, Hawaiian Humane can prevent situations like last summer when both campuses were critically over capacity with over 1,300 animals — forcing 19 to be housed in crates, a temporary measure never meant for long-term stays. With expanded funding, Hawaiian Humane will continue building a healthier, more compassionate O'ahu where every pet has the opportunity for a loving home.

4. Describe the target population to be served; and

By addressing the needs of both vulnerable animals and the compassionate people working to protect them, this project will create lasting impact across O'ahu. It will reach families struggling to access affordable veterinary care, pet owners facing difficult decisions due to financial hardship, and reduce breeding among the Free-Roaming cat population. By expanding resources like spay/neuter services, mobile veterinary care, and adoption support, this initiative will make compassionate care more accessible, keep pets with their families, and reduce the strain on shelters—creating a healthier, safer community for all.

5. Describe the geographic coverage.

This project will serve the entire island of O'ahu, focusing on both urban and rural communities, with special attention to areas where access to veterinary care and animal welfare resources is limited. Services such as the mobile outreach van and expanded spay/neuter programs will extend to underserved regions, ensuring comprehensive coverage across the island. Hawaiian Humane aims to connect pets with loving homes by facilitating adoptions with neighbor island adopters, transferring animals to shelters on the continent, and leveraging a broad geographic network to expand placement opportunities.

III. Background and Summary

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;

Hawaiian Humane will implement a multi-faceted strategy to improve animal well-being across O'ahu by:

- Increasing access to affordable spay/neuter surgeries for owned pets and Free-Roaming

cats to reduce overpopulation, prevent unwanted litters, and address community concerns.

- Including organizing clinics, conducting outreach and education, and collaborating with community partners to support families facing barriers to veterinary care.
- A mobile outreach van will deliver important services like vaccinations, wellness exams, and basic treatments directly to areas with limited access. This will help prevent minor health issues from escalating, reduce preventable surrenders, and keep pets healthy and in their homes.
- To ease shelter overcrowding, funding will support off-island adoptions and a transfer program, creating opportunities for pets to find permanent homes in areas with higher adoption demand while improving conditions for both staff and animals. Collaborations with shelters on the mainland will help place animals where resources and adoption opportunities are greater, while also supporting efforts to connect pets with individuals on neighbor islands who are seeking adoption opportunities. This involves managing travel logistics, securing airfare and necessary supplies, ensuring animals meet health and behavioral standards, and building relationships with receiving shelters. Research from the ASPCA confirms that transfers to areas with higher adoption demand improve placement rates, reduce euthanasia, and enhance overall welfare. With expanded funding, Hawaiian Humane can fully implement these proven strategies, easing shelter overcrowding and giving more animals a second chance at loving homes.
- Hawaiian Humane has faced challenges in implementing large-scale transfer programs due to the significantly higher intake across its two campuses, stretching staff capacity and resources. Smaller shelters, like the Kaua'i Humane Society, have successfully reduced overcrowding through dedicated funding support and proactive transfer efforts, relocating more than 800 animals in 2023 alone. Now, with a dedicated transfer specialist in place and the innovative 'Ilio Explorers program running, Hawaiian Humane is primed to scale similarly. 'Ilio Explorers serves as a strategic program as it pairs shelter dogs with both locals and visitors for enriching field trips, reducing stress and increasing visibility for adoptable animals. These outings can lead to adoption inquiries.
- Hawaiian Humane will prioritize staff training in animal handling, behavior modification, and emergency response through renowned programs/training (BEAR, Code 3, NACA, and Shelter Playgroup Alliance). This will equip staff with the skills to reduce stress behaviors, provide compassionate care, and improve the likelihood of positive outcomes for every animal and community.
- Funding will support veterinary salaries, medical supplies, food, and infrastructure to ensure HHS can continue providing high-quality care for every animal.

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

Hawaiian Humane will follow a phased approach for FY26 beginning in July 2025 (or when funding is released), allowing immediate impact through spay/neuter services while ensuring the successful rollout of other program components.

Q1 (July – September 2025)

- Spay/Neuter Services: Begin immediately with spay/neuter clinics focused on reducing pet overpopulation and addressing high-need areas across the community.
- Mobile Outreach Van: Finalize staffing, supply purchases, van acquisition, and scheduling for veterinary service delivery in underserved regions.
- Off-Island Adoptions: Identify animals eligible for transfer and initiate health and behavioral screenings while confirming transport logistics.
- Workforce Development: Enroll and initiate staff training programs to strengthen skills and expertise in key areas.

In Q2 (October – December 2025), Hawaiian Humane will kick off expanded spay/neuter services, roll out the mobile outreach van to deliver essential veterinary care where it's needed most, and launch off-island adoptions to ease shelter overcrowding. Data collection will begin immediately, tracking surgeries performed, families served, and animals transferred. In Q3 (January – March 2026), Hawaiian Humane will build momentum by increasing spay/neuter capacity, expanding community outreach, adjusting the mobile van's service areas based on demand, and ramping up off-island adoptions through new and strengthened shelter partnerships. Staff training will be assessed for impact on shelter operations, with quarterly reports documenting progress. In Q4 (April – June 2026), Hawaiian Humane will sustain these critical services while conducting a comprehensive impact review, measuring results against previous data, and preparing a final report with key insights and recommendations for continued growth.

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

Hawaiian Humane uses Clinic HQ and PetPoint shelter management software, alongside internal tracking tools, to measure the impact of each grant-funded initiative with accuracy and transparency.

Every spay/neuter surgery will be logged in detail, capturing the type of animal, whether they were an owned pet or Free-Roaming cat, and the community served. The mobile outreach van's impact will be closely tracked, recording the number of wellness exams, vaccinations, and treatments provided, as well as the specific areas reached to ensure services are meeting the highest-need communities.

A portion of funding will support the salary of a licensed veterinarian to provide direct medical care, perform spay/neuter surgeries, and ensure best practices in animal care. If required, Hawaiian Humane can provide a resume or qualifications for the veterinary hire to demonstrate expertise and alignment with program goals.

For off-island adoptions, our PetPoint database documents every transfer, including health and behavior clearances and receiving shelter details. Staff development will be assessed through training completion rates and post-training evaluations, ensuring programs like BEAR, Code 3, and Shelter Playgroup Alliance equip staff with skills that enhance safety for both people and animals, reduce stress, and lead to better outcomes for animals.

Hawaiian Humane will review and report data quarterly to track progress, with a final impact summary outlining key achievements, lessons learned, and recommendations for ongoing improvement. Results will be compared to the prior year's data, with strategies adjusted as needed based on trends such as intake spikes or lower adoption rates.

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.

The Hawaiian Humane Society will provide progress reports to the State on a quarterly basis.

IV. Financial

Budget

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

See included Budget Forms

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2026.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$137,500	\$137,500	\$137,500	\$137,500	\$550,000

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

PetSmart Accelerator for vaccine support.

Applicant HHS

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.

Not applicable

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2026 for program funding.

Not Applicable

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

The balance of unrestricted current assets as of December 31, 2024, is 4,049,358.

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.

Hawaiian Humane Society has been O'ahu's leader in animal welfare issues since our establishment in 1883. The organization's programs and services have received national recognition and have been replicated by other humane organizations across the country. HHS is not affiliated with any national group and is not part of a federated model (we operate independently and rely solely on our own resources). Hawaiian Humane also leverages experience gained over 140 years to contribute to groups like the OAWA coalition and to support OAWA foster-based rescue groups.

Encouragingly, recent Hawaiian Humane data reflects progress in addressing O'ahu's Free-Roaming cat population. Respondents with direct experience caring for outdoor cats reported a noticeable increase in the number of stray cats already sterilized compared to past years, with greater awareness and monitoring among caregivers regarding the spay/neuter status of the cats they feed. This shift suggests that ongoing efforts to expand access to no-fee spay/neuter and education are making a measurable difference. However, there is still work to be done. Many colonies remain unmanaged, and barriers like inadequate funding to meet the demand for surgeries, transportation, and public awareness continue to limit progress. Expanding spay/neuter access and community outreach will be critical to building on this momentum, preventing future litters, and creating a more compassionate O'ahu where cat populations

are humanely managed.

Applicant HHS

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.

Hawaiian Humane moved to the Mo'ili'ili campus in 1942, expanding the facility over the years with the construction of our admissions, shelter veterinary services and animal holding building, dog adoption houses and cat house in 2016. These buildings were designed to improve the overall experience for people who visit, while optimizing behavioral, psychological and socializations of animals in our care.

In 2018, we opened the Ginny Tiu Community Spay/Neuter Center, a specialized high-quality, high-volume spay/neuter clinic that increases the availability of affordable cat and dog spay/neuter services for our community.

Our recent expansion includes construction and opening of a second campus in West O'ahu to make a greater impact on animal overpopulation on O'ahu and improve access to services for underserved communities west of Honolulu's urban core. The West O'ahu campus includes a 20,745-sf two story building, an adoptions lanai, six adoption pavilions for dogs, cats, and small animals and an off-leash dog park. The new campus features a new generation shelter, providing a safe space for animals, veterinary care, spay/neuter services, adoptions, foster care, education and volunteer opportunities.

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.

Anna Neubauer has been President & CEO of the Hawaiian Humane Society since 2019 and leads a dedicated team of more than 100 staff and more than 1,000 volunteers who care for O'ahu's animals in need. Prior to joining Hawaiian Humane, Neubauer served as vice president of operations at the Dumb Friends League of Denver, Colorado, an open-admissions shelter regarded as one of the country's most progressive and best-run animal shelters. Before joining the Dumb Friends League, Neubauer was a co-founder and clinic director of the Fort Collins Cat Rescue & Spay/Neuter Clinic in Fort Collins, Colorado. Neubauer is a certified veterinary technician, a certified animal welfare administrator, and has been an instructor in Shelter Leadership at Colorado State University since 2016.

Under Neubauer's leadership, Hawaiian Humane continues collaborations with partner organizations, government agencies and community members to become a true community-driven animal welfare organization focused on best practices for animal wellbeing.

Applicant HAS

Hawaiian Humane provides exceptional animal care and community services under the strong administrative leadership of a highly experienced team. The leadership team, primarily made up of veteran members with more than seven years of service at Hawaiian Humane, includes Director of Operations Natalie Spencer, Director of Community Engagement Steph Kendrick, Associate Director of the Kosasa Family Campus Michelle Garcia, Director of Development Meredith Forbes, Director of Finance Michael Williams, and Director of Human Resources Tim Casey. Their collective expertise and long-term commitment ensure mission-driven guidance and operational excellence.

Veterinary care is led by licensed veterinarians, supported by certified veterinary technicians and trained animal care staff. A dedicated transfer specialist with Senior Management support will manage off-island adoptions, ensuring seamless collaboration with partner shelters.

Supervisors with extensive shelter management experience oversee operations, ensuring adherence to best practices and continuous improvement in care quality.

This comprehensive staffing structure, under seasoned leadership, enables Hawaiian Humane to effectively expand spay/neuter services, off-island adoptions, and community outreach while maintaining high standards of care and accountability.

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.

Included

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.

President and CEO \$270,000

Chief Veterinarian \$185,000

Director of Operations \$160,000

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.

Applicant HHS

Not Applicable

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.

Not Applicable

3. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.

Not Applicable

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2026 the activity funded by the grant if the grant of this application is:

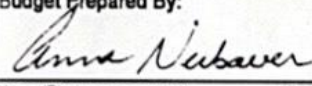
- (a) Received by the applicant for fiscal year 2026, but
- (b) Not received by the applicant thereafter.

Funds required to maintain operations will be covered through government funding, adoption fees, spay and neuter services, and philanthropic dollars, with ongoing maintenance built into Hawaiian Humane Society's operating budget. Hawaiian Humane will continue to monitor and evaluate efforts to best serve the community and ensure operational sustainability. We align efforts and resources based on the Strategic Plan, which integrates strategy, operations and financial planning to direct the way in which the organization serves the community.

BUDGET REQUEST BY SOURCE OF FUNDS

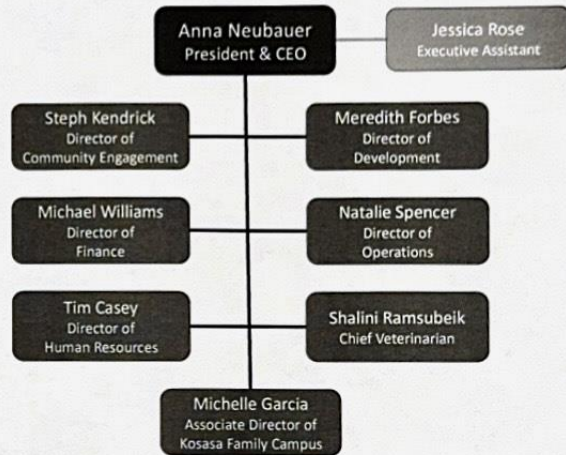
Period: July 1, 2024 to June 30, 2025

App Hawaiian Humane Society

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private Funds Requested (d)
A. PERSONNEL COST				
1. Salaries (Veterinarian)	160,000		150,000	
2. Payroll Taxes & Assessments	5,000			
3. Fringe Benefits				
TOTAL PERSONNEL COST	165,000			
B. OTHER CURRENT EXPENSES				
1. Airfare (Transfers)	30,000			
2. Insurance	6,000			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training	30,000			
6. Supplies	50,000			542,915
7. Telecommunication	3,000			
8. Utilities	6,000			
9. Medical Costs	210,000			901,929
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	335,000		150,000	1,444,844
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES	50,000			
E. CAPITAL				
TOTAL (A+B+C+D+E)	550,000		150,000	1,444,844
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	550,000			
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	150,000	Anna Neubauer 116125		
(d) Total Private/Other Funds Requested	1,444,844	Signature of Authorized Official Date		
TOTAL BUDGET	2,144,844	President + CEO		
		Name and Title (Please type or print)		

Hawaiian Humane Society Executive Team

President & CEO
Director of Community Engagement
Director of Development
Director of Finance
Director of Operations
Director of Human Resources
Chief Veterinarian
Associate Director of West Oahu Campus
Executive Assistant



Hawaiian Humane Society Operations Department Kosasa Family Campus

Customer Services

Our Kosasa Family Campus Customer Service team will focus on the Ginny Tiu Pet Kokua Center and the Petco Love Adoption Center and ensuring a high-level of customer service and ensuring the Socially Conscious Sheltering model is adhered to.

The Adoptions team assists families with finding their pet match by practicing an open-adoption philosophy and promoting proper pet care. In addition, guests can purchase most essential items for their new pet at our retail store.

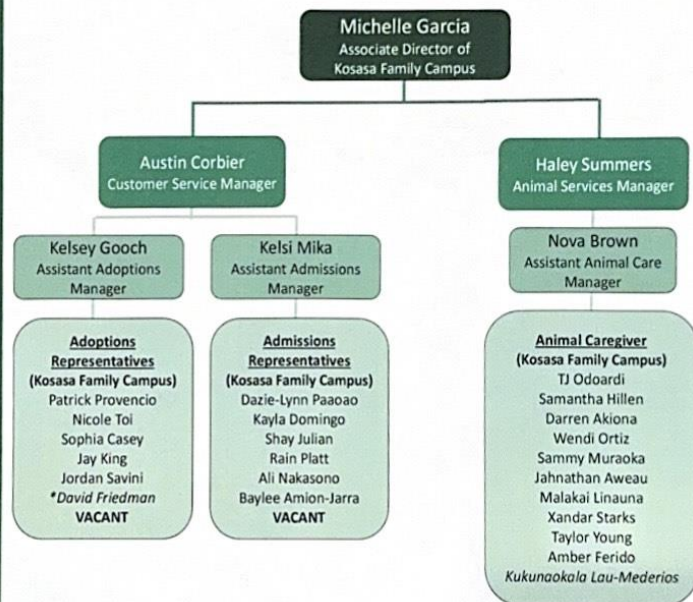
The Admissions team focuses on providing resources to visitors regarding their companion animals and providing intake services where they will assist with administering initial vaccinations and assessing any immediate behavioral needs.

Animal Services

Our Kosasa Family Campus Animal Services team will include animal care and will oversee the community dog park and support enrichment programs.

The Animal Care team provides humane and compassionate care to animals housed at the Hawaiian Humane Society. They perform high energy, physically rigorous work with frequent crawling, bending, and lifting to ensure animal enclosures are clean and that every animal has daily access to food and water. The team also assists with daily monitoring of health and behavior while caring for the animals.

*Note - FY 25 Budgeted for 7 Admissions Reps, 7 Adoptions Reps, and 11 Animal Caregivers.



Hawaiian Humane Society Operations Department Field Operations

Field Services

Animal Law Enforcement

Hawaiian Humane Society investigates all tips on potential animal cruelty and abuse as well as dangerous dog cases. Our officers specialize in animal law enforcement and criminal justice. We are the only authority outside of the Honolulu Police Department that can rescue animals and investigate cruelty on behalf of the City and County of Honolulu. We employ both education and enforcement, based on what is best for the animals and people. Often, we find that where the law lacks, our influence as advisors and partners with pet owners yields far better results.

Rescues

Hawaiian Humane Society provides for and responds to 24-hour animal emergencies and rescues where companion animals are injured or in distress. We often partner with the Honolulu Fire Department and Honolulu Police Department if pet animals are in need of rescue and specialized equipment is needed.

* Note FY 25 Budgeted for 4 Dispatchers, 8 Humane Investigators, and 3 Field Officers

