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GOVERNOR

SYLVIA LUKE  
LT. GOVERNOR



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STATE OF HAWAII  
DEPARTMENT OF TAXATION

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January 23, 2026

**Agreement ALEXANDER & BALDWIN SUGAR MUSEUM for HRS § 103-53 Waiver of  
the Internal Revenue Service Tax Clearance Requirement**

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**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: 1-23-26

## Application for Grants

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

### **I. Certification – Please attach immediately after cover page**

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

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2025.

#### **2. Declaration Statement**

On behalf of The Sugar Museum (Alexander & Baldwin Sugar Museum), I hereby declare and affirm the following in connection with our application for a Grant-in-Aid from the Hawai'i State Legislature for fiscal year 2027:

##### **1. Eligibility Standards:**

The Sugar Museum meets the standards for the award of a grant under Hawaii Revised Statutes §42F-103. Specifically, the organization:

- a. Is a nonprofit organization incorporated under the laws of the State of Hawai'i.
- b. Is in good standing with all applicable federal and state laws and compliant with laws prohibiting discrimination on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability.
- c. Agrees not to use state grant funds for entertainment or lobbying activities.
- d. Allows the appropriate state agency, legislative committees (and their staff), and the State Auditor full access to records, reports, files, and other related information as necessary for monitoring, evaluation, and verification of proper expenditure of funds.

##### **2. Nonprofit Status and Governance:**

The Sugar Museum has been determined and designated by the Internal Revenue Service as a 501(c)(3) nonprofit organization, and has a governing board whose members serve without compensation and have no material conflict of interest.

##### **3. Compliance Documentation:**

The organization is registered with the Hawai'i Department of Commerce and Consumer Affairs and holds a valid Certificate of Vendor Compliance through

Hawaii Compliance Express. The required Hawaii Compliance Express Certificate dated no earlier than December 1, 2025, is attached.

I declare under penalty of law that the foregoing is true and correct, and that The Sugar Museum will comply with all applicable requirements if awarded state Grant-in-Aid funds.

**Signature:** Jill Pridemore

**Name:** Jill Pridemore

**Title:** Executive Director

**Date:** 1/19/26

### **3. Public Purpose**

**Name of Requesting Organization:**

Alexander & Baldwin Sugar Museum (The Sugar Museum)

**Public Purpose for the Grant:**

The public purpose of this grant is to preserve and provide public access to Hawai'i's sugar plantation history through educational, cultural, and community-based programming. Grant-in-Aid funds will support the continued operation of a nonprofit cultural institution that serves the general public by preserving historic resources, educating students and residents, and fostering community understanding of Hawai'i's social and economic history.

**Services to be Supported by the Grant:**

Grant funds will support general operating services, including staffing, facility operations, utilities, insurance, educational programming, and community outreach. These services ensure consistent public access to museum exhibits, school field trips, cultural programs, and preservation of historic collections and buildings.

**Target Group:**

The target group includes Maui residents, public and private school students (including Title I schools), educators, kūpuna, cultural practitioners, researchers, and visitors seeking educational experiences related to Hawai'i's plantation history.

**Cost of the Grant and the Budget:**

The total cost of the grant request is **\$85,000**, which represents a portion of the museum's overall operating budget. A detailed budget and budget justification are

included with this application and demonstrate how the funds will be used to support essential operations and public services.

## **II. Background and Summary**

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

The Alexander & Baldwin Sugar Museum is a nonprofit cultural institution and longstanding cornerstone of Maui's historical and educational landscape. Since opening to the public in 1987, the museum has served as a trusted resource for local families, public school students, researchers, and descendants of Hawai'i's plantation workers from across the state and around the world. Its mission is to preserve and share the history of Maui's sugar industry and the diverse communities who built it. This work has become increasingly vital following the closure of the sugar industry, rising costs of living, disaster-related displacement, and the loss of traditional gathering places on Maui.

The museum also serves as a statewide and national research resource. Its archives are regularly accessed by scholars, genealogists, and families seeking to understand their ancestral ties to plantation life. This research function supports cultural identity, academic inquiry, and family reconnection, particularly for individuals and families who have been displaced or live off-island.

### **2. The goals and objectives related to the request;**

This Grant-in-Aid request seeks \$85,000 in operating support to sustain the museum's core functions, including staffing, facility operations, and educational and community services. The goal of this request is to maintain consistent public access, preserve irreplaceable historical resources, and ensure that educational and cultural programming remains free or affordable for the people of Maui.

Objectives include sustaining regular public hours; retaining essential professional staff; supporting educational programming for students and schools; maintaining historic facilities and collections; and continuing free and low-cost community events that foster cultural connection and learning.

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

The public purpose served by this request is the preservation and public dissemination of Hawai'i's cultural history, with direct benefit to residents, students, educators, and the broader community. The Sugar Museum plays a unique public role by offering free admission to all local residents, providing no-cost school field trips for every public school second grader on Maui, and hosting free community events and cultural gatherings that foster intergenerational connection and cultural continuity.

Economic pressures, rising operational costs, and ongoing recovery challenges on Maui have increased the need for stable operating support. For many residents, particularly kūpuna, plantation descendants, and families navigating economic hardship, the museum is one of the few remaining places where their personal and collective histories are preserved, honored, and shared.

#### **4. Describe the target population to be served; and**

The museum's services reach a broad target population, including Maui residents; public school students; educators; kūpuna; cultural practitioners; researchers; and visitors seeking meaningful, place-based learning experiences rooted in local history. Special emphasis is placed on serving local families and students who may otherwise face financial or access barriers to cultural and educational resources.

#### **5. Describe the geographic coverage.**

Geographic coverage includes the entire island of Maui, with statewide benefit through educational programming, archival research access, and cultural preservation activities. Through this investment, the State of Hawai'i helps ensure that a vital cultural institution remains open, accessible, and responsive to community needs during a period of continued economic and social recovery.

### **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. Scope of Work, Tasks, and Responsibilities**

Grant-in-Aid funds will support the Sugar Museum's core operational work that enables year-round public access, educational programming, cultural preservation, and community engagement. The scope of work focuses on sustaining essential services rather than launching a new program, ensuring continuity, stability, and accountability in delivering public benefit.

### **Core Operational Responsibilities**

The museum will maintain regular public hours and ensure a safe, welcoming, and accessible environment for residents, students, researchers, and visitors. Staff will manage daily operations, including visitor services, admissions, gift shop operations, facilities oversight, and coordination of volunteers who support education and public programs.

### **Educational and Community Programming**

Staff will continue to deliver the museum's long-standing school field trip program, which offers all public school second graders on Maui with a curriculum-aligned museum experience at no cost to schools or families. Responsibilities include coordinating school schedules, arranging transportation, preparing educational materials, training volunteer docents, and leading tours and hands-on learning activities. In addition, the museum will plan and host free community events and cultural gatherings that provide opportunities for intergenerational learning, "talk story," and cultural connection, particularly for plantation descendants and kūpuna.

### **Cultural Preservation and Research Services**

The museum will care for and maintain its historic buildings, collections, and archival materials related to Maui's sugar plantation history. Staff and trained volunteers will provide support to researchers, genealogists, and families seeking to access archival resources, identify photographs and documents, and learn more about their ancestral connections. Ongoing exhibit maintenance and interpretive updates will ensure that the museum's stories remain inclusive, accurate, and responsive to community input.

### **Administration and Fiscal Management**

The museum will carry out all administrative and financial responsibilities associated with operating a nonprofit cultural institution, including budgeting, payroll, accounting, compliance, reporting, and grant administration. Staff will ensure proper stewardship of public funds through established internal controls, board oversight, and professional accounting support.

Through this scope of work, Grant-in-Aid funding will allow the Sugar Museum to sustain essential operations, expand equitable access to cultural and educational

resources, and continue serving as a trusted community space for history, education, and connection during a period of ongoing economic and social recovery on Maui.

## **2. Projected Annual Timeline**

Operations supported by this request will occur throughout the fiscal year.

- **Quarter 1:** Maintain public hours; deliver school field trips; conduct community outreach
- **Quarter 2:** Continue educational programming; host community events; evaluate attendance and participation
- **Quarter 3:** Sustain daily operations; adjust programming based on participation trends
- **Quarter 4:** Compile performance data; prepare required reports; plan for subsequent fiscal year

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

The museum monitors program quality and effectiveness through attendance tracking, school participation records, visitor feedback, and staff review meetings. Financial oversight is provided through internal controls, board governance, and professional accounting services. Program outcomes are reviewed regularly to improve service delivery and ensure alignment with community needs.

## **4. Measures of Effectiveness**

Measures to be reported to the expending agency include:

- Number of days open to the public annually
- Total annual visitors served
- Number of students participating in school programs
- Number of free or reduced-cost admissions provided
- Number of community programs or events offered

Measures may be adjusted if the level of appropriation differs from the requested amount.

#### **IV. Financial**

**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.

Alexander & Baldwin Sugar Museum

(Typed Name of Individual or Organization)

Jill Pridemore

(Signature)

1/19/26

(Date)

Jill Pridemore

(Typed Name)

Executive Director

(Title)

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

App

Alexander & Baldwin Sugar Museum

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	55,000		12,000	
2. Payroll Taxes & Assessments	6,000			
3. Fringe Benefits				
<b>TOTAL PERSONNEL COST</b>	<b>61,000</b>		<b>12,000</b>	
B. OTHER CURRENT EXPENSES				
1. School program expenses	2,000		3,000	
2. Insurance	3,000		3,000	
5. Training/Conferences	3,000			
6. Supplies	9,000		5,000	
8. Utilities	5,000		4,000	
9. Event expenses	2,000		1,000	
	<b>24,000</b>		<b>16,000</b>	
C. School Program Supplies				
D. Bus Subsidies				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>85,000</b>		<b>28,000</b>	
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	85,000	Jill Pridemore	808.283.3878	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested	28,000	<i>Jill Pridemore</i>	1/19/26	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
<b>TOTAL BUDGET</b>	<b>113,000</b>	Jill Pridemore		
		Name and Title (Please type or print)		





## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: \_\_\_\_\_

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				

JUSTIFICATION/COMMENTS:

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: \_\_\_\_\_

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY:2024-2025	FY:2025-2026	FY:2026-2027	FY:2026-2027	FY:2027-2028	FY:2028-2029
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						

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

App: Alexander & Baldwin Sugar Museum

Contracts Total: 349,600

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
1	Maui County OED Grant	FY26	OED	Maui County	40,000
2	Maui County OED Grant	FY25	OED	Maui County	89,600
3	Maui County OED Grant	FY24	OED	Maui County	70,000
4	Grants-In-Aid, Capital	FY23	Hawaii State Legislature	Hawaii State	150,000
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#### IV. Financial

##### **Budget**

1. 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
\$21,250	\$21,250	\$21,250	\$21,250	\$85,000

3. Other anticipated funding sources include admissions revenue, gift shop sales, private donations, county grants, foundation grants, and fundraising events.
4. The applicant has not been granted, nor applied for, any state or federal tax credits within the prior three years related to this request.
5. **Government Contracts and Grants (Prior Three Years and FY 2027)**

Funding Source: County

Agency / Program Name: Maui County OED / Economic diversification

Fiscal Year(s) Awarded: FY26

Award Amount: \$40,000

Purpose / Program Funded: Sugar Museum Operations

Status: Active

Funding Source: County

Agency / Program Name: Maui County OED

Fiscal Year(s) Awarded: FY25

Award Amount: \$89,600

Purpose / Program Funded:

Status: Completed

Funding Source: County

Agency / Program Name: Maui County OED / Economic diversification

Fiscal Year(s) Awarded: FY24

Award Amount: \$70,000

Purpose / Program Funded: Sugar Museum Operations  
Status: Completed

Funding Source: State

Agency / Program Name: Hawaii State Legislature Grants-In-Aid, Capital

Fiscal Year(s) Awarded: FY23

Award Amount: \$150,000

Purpose / Program Funded: Grounds and Building improvements

Status (Completed / Active / Anticipated FY27): Completed

6. As of December 31, 2025, the applicant's unrestricted current assets totaled \$31,286.95.

## **V. Experience and Capability**

### **1. Necessary Skills and Experience**

#### **Organizational Experience, Capacity, and Qualifications**

The Alexander & Baldwin Sugar Museum has the demonstrated skills, experience, and organizational capacity to successfully carry out the services proposed in this application. Since opening to the public in 1987, the museum has operated as a nonprofit cultural institution dedicated to preserving and sharing Maui's sugar plantation history and the diverse communities that shaped the island's social and economic landscape.

The museum maintains ongoing public operations, manages historic buildings and collections, and delivers educational and community programming year-round. Staff have extensive experience in museum administration, program coordination, volunteer oversight, financial management, and grant compliance. Core competencies include operating a public-facing facility; managing volunteers who support admissions, programs, collections, and events; coordinating school field trips and educational tours; and administering grants funded by state, county, and private sources.

The Sugar Museum has a proven track record of providing free and low-cost access to educational and cultural services. It offers free admission to Maui residents, no-cost school field trips for public school students, and regular community programs designed to serve families, kūpuna, plantation descendants, and visitors. These programs require sustained staffing, careful coordination, and financial oversight—capacities that the museum has consistently demonstrated.

Staff also possess experience in managing reimbursable government grants, including tracking expenses, maintaining required documentation, submitting timely reports, and meeting compliance requirements. The museum regularly coordinates with public agencies, vendors, contractors, and community partners to deliver programs efficiently and responsibly.

### **Verifiable Experience – Relevant Projects and Funding (Past Three Years)**

The following projects and contracts demonstrate the applicant’s recent and relevant experience in delivering services similar to those proposed in this application:

#### **County of Maui Office of Economic Development (FY 2024, 2025, 2026)**

The museum was awarded funding to support general operations, community access, and educational programming. Funds were used to sustain staffing, deliver free school field trips, support community events, and maintain public access during a period of economic disruption and declining tourism. The project required reimbursable expense tracking, reporting, and coordination with county grant administrators.

#### **State of Hawai’i Grant-in-Aid (FY 2025–FY 2026)**

Grant-in-Aid funding supported capital improvements. The museum successfully administered funds in compliance with state requirements, maintained documentation, and submitted required reports.

#### **Alexander & Baldwin Foundation Educational Support (FY 2025–FY 2026)**

Private grant funding supported school programs and educational services, including materials, staffing, and logistical coordination for student visits. The museum coordinated with teachers, volunteers, and transportation providers to ensure equitable access for public schools across Maui.

In addition to funded projects, the museum has maintained continuous operations, volunteer programs, and public access services throughout the past three years, adapting programming in response to economic uncertainty, post-pandemic conditions, and wildfire-related community impacts. This demonstrated resilience and adaptability further underscores the museum’s capacity to implement the services proposed in this application.

### **Summary of Organizational Readiness**

The Alexander & Baldwin Sugar Museum is well positioned to carry out the proposed project due to its experienced staff, established administrative systems, successful

history managing public funds, and deep integration within the Maui community. The museum's long-standing role as an educational and cultural resource, combined with recent verifiable experience administering government and foundation funding, demonstrates both readiness and appropriateness to provide the services outlined in this request.

## **2. Facilities**

The museum operates from a historic plantation-era site in Wailuku, Maui, consisting of exhibition spaces, archival storage, administrative offices, and outdoor program areas. Facilities are adequate and appropriate for the services proposed in this request.

## **VI. Personnel: Project Organization and Staffing**

### **1. Proposed Staffing, Staff Qualifications, Supervision and Training**

The Sugar Museum is operated by a small, experienced professional staff whose combined expertise ensures the effective delivery of public services, educational programming, and stewardship of historic resources. Grant-in-Aid funding will support the retention of this core team, whose roles are essential to maintaining consistent public access and fulfilling the museum's mission.

#### **Staffing Structure and Service Capacity**

Under the leadership of Executive Director Jill Pridemore, the museum operates with transparency, fiscal responsibility, and a strong commitment to serving the Maui community. Ms. Pridemore brings over 17 years of nonprofit and museum leadership experience, including financial management, grant administration, program development, and community engagement. Her leadership has strengthened educational programming, expanded community outreach, and guided the museum through periods of significant financial and operational challenge, ensuring continued public access and institutional stability.

Assistant Director Holly Buland has been with the museum since 2009 and brings more than 17 years of experience in museum operations. She is a certified Small Museum Professional with extensive expertise in historic building maintenance and rehabilitation, collections management, project management, and volunteer coordination. Ms. Buland plays a central role in overseeing facility improvements, archival preservation, and the museum's volunteer program, which significantly extends

the museum's service capacity. Her institutional knowledge and long-term commitment provide continuity and operational resilience.

Traci Kala, Front Desk and Gift Shop Manager, joined the museum staff in 2021 following several years of service as a volunteer docent for the museum's school programs. With a professional background in legal administration, bookkeeping, and customer service, she manages daily front-of-house operations, including admissions, retail sales, and visitor engagement. Her role is critical to supporting earned revenue, maintaining accurate financial records related to admissions and retail operations, and ensuring a welcoming and informative experience for all visitors.

Liane Pasion, Education Coordinator, has been with the museum since 2019 and brings over a decade of experience in early childhood and elementary education. Her background in teaching and educational support enables her to design and deliver age-appropriate, culturally grounded learning experiences for Maui's keiki. She leads the museum's longstanding school field trip program, coordinating curriculum content, docent training, and scheduling to ensure that each visiting class receives a meaningful, engaging, and standards-aligned educational experience.

Together, this staffing structure allows the museum to serve thousands of visitors annually, provide educational programming to more than 1,200 students, and host community programs that preserve and share Maui's plantation history.

### **Supervision and Administrative Oversight**

All staff are supervised by the Executive Director, who provides administrative direction, performance evaluation, and compliance oversight. The Executive Director reports to a volunteer Board of Directors that provides governance, financial oversight, and strategic guidance. Financial management is supported by professional accounting services, and internal controls are in place to ensure responsible stewardship of public funds and compliance with all Grant-in-Aid requirements.

### **Training and Professional Development**

Staff receive ongoing training related to visitor services, educational best practices, collections care, safety procedures, and administrative compliance. Training occurs through internal meetings, professional development opportunities, and collaboration with educators, museum professionals, and community partners. Volunteers who support school programs and visitor services are trained and supervised by staff to ensure consistency, safety, and high-quality public engagement.

Grant-in-Aid funding will help stabilize staffing, reduce operational strain, and allow staff to focus on delivering high-quality educational and cultural services rather than responding to short-term financial uncertainty.

## 2. Organization Chart

### Alexander & Baldwin Sugar Museum

#### Organization Chart

Level	Position	Reports To	Primary Responsibilities
Governance	Board of Directors (All-Volunteer)	—	Governance, fiduciary oversight, strategic direction
Administration	Executive Director	Board of Directors	Overall administration, financial management, grant oversight, supervision of all staff
Operations	Assistant Director	Executive Director	Day-to-day operations, facilities management, capital projects, grant implementation
Education	Education Director	Executive Director	School programs, curriculum development, bus subsidies, workshops, talk story events
Visitor Services	Front Desk & Visitor Services Coordinator	Executive Director	Front desk management, visitor services, event staffing, volunteer coordination
Support	Volunteers (Docents, Education, Events, Archives)	Appropriate Staff Lead	Program support, visitor engagement, community outreach

#### Placement of Grant-Funded Activities

Grant-funded activities, including expanded school programs, bus subsidies, recurring Family Day events, and community workshops, are administered by the Executive Director, implemented by the Education Director and Assistant Director, and supported operationally by the Front Desk & Visitor Services Coordinator and volunteers.

## 3. Compensation

The annual salary ranges for the three highest-paid positions are as follows:

- Director: \$85,000 – \$95,000
- Assistant Director: \$34,000 – \$36,000
- Front Desk/Gift Shop Manager: \$22,000 – \$25,000

## **VII. Other**

### **1. Litigation**

Not applicable.

The applicant is not a party to any pending litigation.

### **2. Licensure or Accreditation**

Not applicable.

No special licensure or accreditation is required for the services proposed.

### **3. Private Educational Institutions**

The grant will not be used to support or benefit a sectarian or non-sectarian private educational institution.

### **4. Future Sustainability Plan**

If Grant-in-Aid funding is received for fiscal year 2027 but not thereafter, the museum will continue to pursue diversified revenue sources including admissions, donations, county funding, foundation grants, and fundraising activities. Operating expenses will be adjusted as necessary while prioritizing public access, educational programming, and preservation activities. State funding is critical for stability but is leveraged alongside multiple funding streams to ensure long-term sustainability.