

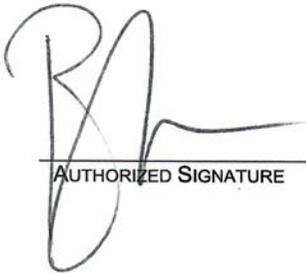
**2026 State of Hawaii GIA
CIP
Grant Application**

**Prepared by:
Anaina Hou Community Park**

Application Submittal Checklist

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

- 1) Hawaii Compliance Express Certificate (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a) Budget request by source of funds ([Link](#))
 - b) Personnel salaries and wages ([Link](#))
 - c) Equipment and motor vehicles ([Link](#))
 - d) Capital project details ([Link](#))
 - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing



AUTHORIZED SIGNATURE

BEN KARON, CEO

PRINT NAME AND TITLE

1/18/2026

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: ANAINA HOU COMMUNITY PARK

Issue Date: 12/31/2025

Status: **Compliant**

Hawaii Tax#: [REDACTED]
New Hawaii Tax#: [REDACTED]
FEIN/SSN#: [REDACTED]
UI#: No record
DCCA FILE#: 235768

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**

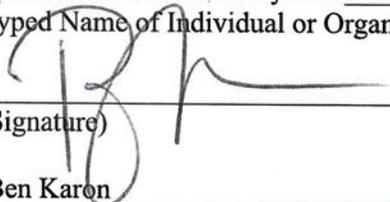
The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii'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, Hawaii'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, Hawaii'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, Hawaii'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.

Anaina Hou Community Park
(Typed Name of Individual or Organization)


(Signature) 1/18/26
(Date)

Ben Karon
(Typed Name) Chief Executive Officer
(Title)

Public Purpose Statement

Pursuant to HRS §42F-102

(1) Name of Requesting Organization

Anaina Hou Community Park

(2) Public Purpose for the Grant

The public purpose of this grant is to ensure the continued legal operation of Anaina Hou Community Park by funding the construction of a required, code compliant on site water storage tank necessary for fire suppression and use permit compliance. This infrastructure is essential to protecting public safety and maintaining critical community services on Kaua'i's North Shore, a rural region with documented emergency response gaps. Without this improvement, Anaina Hou would be required to close, resulting in the immediate loss of essential public serving functions relied upon by thousands of residents each year.

(3) Services to Be Supported by the Grant

Grant funds will support the design, permitting, construction, installation, and commissioning of a permanent on site water storage tank integrated with existing fire suppression infrastructure, including hydrants and a Fire Department Connection. This infrastructure enables the continued delivery of essential public services, including daily public access to green space and recreation; youth education, prevention, and enrichment programs; weekly food pantry distribution and farmers market operations; cultural and arts programming; local workforce opportunities; and Anaina Hou's role as a designated Safe Gather and emergency response site during disasters.

(4) Target Group

The target population includes residents, families, youth, kūpuna, and workers across Kaua'i's North Shore and surrounding communities who rely on Anaina Hou Community Park as a primary access point for essential services and emergency readiness. These services collectively benefit more than 20,000 permanent residents, approximately 27 percent of Kaua'i's population, including food insecure households, Native Hawaiian and Pacific Islander families, youth with limited access to structured programs, and residents most vulnerable during emergencies due to limited local infrastructure.

(5) Cost of the Grant and Budget

The overall project cost will be \$644,000. The total budget request for the State Grant in Aid is \$350,000.

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

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

2. Declaration Statement

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

3. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to [Section 42F-102, Hawaii Revised Statutes](#).

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;

Anaina Hou Community Park is a nonprofit community facility established in 2004 on the historic Wai Koa Plantation lands on the North Shore of Kaua‘i. Anaina Hou was founded to serve as *A Gathering Place for All*, grounded in a mission that states: *“Anaina Hou Community Park is a community-gathering place on Kaua‘i’s north shore that is rooted in our diverse history and where we honor the culture of these islands that calls us to mālama the land and sea, ourselves, and each other. To this end, we dedicate ourselves to developing public and private partnerships that benefit our greater island community through education, health and public safety, environmental stewardship, and quality entertainment.”* Since its establishment, the Park has grown into a year-round, publicly accessible campus providing green space, recreation, arts and culture, education, and essential services in a rural region with limited public infrastructure.

Over its history, Anaina Hou has delivered a broad range of community-serving programs focused on youth development, family well-being, cultural access, food security, workforce pathways, and emergency preparedness. Youth programming has remained a central pillar of the

Park's work, evolving over time to respond to community needs through multiple initiatives and partnerships. This includes The Haven @ Anaina Hou, which provided a safe, supportive space for youth facing mental health and social challenges, and Lokahi, a music and wellness initiative that uses mentorship, creative expression, and positive engagement to reach students both on campus and in schools across Kaua'i. The Haven dissolved when schools reopened and Anaina Hou shifted focus back to after school and school break programs. In its wake, Lokahi took shape and continues outreach into the schools going on its 4th consecutive year. These efforts are supported by additional camps, classes, school partnerships, and public programs that provide healthy outlets, connection, and opportunity for young people in a rural setting.

Throughout its development, Anaina Hou has demonstrated a consistent track record of community-first initiatives, prioritizing public benefit and reinvesting earned revenue into programs that support local families, keiki, kūpuna, and youth. This includes maintaining daily access to green space and recreation, hosting food pantry pickup, supporting local artists and vendors, providing workforce opportunities outside of resort employment, and serving as a Safe Gather and emergency support site during severe weather events. Through trusted partnerships, responsible stewardship, and a clear public mission, Anaina Hou Community Park has proven itself to be an essential and resilient community asset for Kaua'i.

2. The goals and objectives related to the request;

The primary goal of this request is to fund the construction of a required on site water storage tank at Anaina Hou Community Park. This tank is not a program enhancement or a future improvement. It is essential and foundational infrastructure. The water tank is required to meet use permit and fire suppression standards and is the single element that allows Anaina Hou to legally and safely operate. Without the water tank, the Park cannot remain open. If the Park is closed, all public access, youth programs, educational services, emergency preparedness functions, and community support activities immediately cease. In practical terms, without the water tank, nothing else happens.

At present, Anaina Hou sources its water from the Kalihiwai Reservoir. Due to a decommissioning order issued by the Department of Land and Natural Resources, this water source will no longer be available, requiring immediate action to transition to an independent and compliant supply. In addition, existing County infrastructure does not provide the required on hand water volume necessary for fire suppression in this rural location. Anaina Hou has already invested in and installed on site fire suppression infrastructure, including hydrant connections throughout the campus. The Park has the land, the internal distribution system, and the operational need. The missing and critical component is the water tank itself.

The water tank directly enables every service Anaina Hou provides. Fire suppression capacity is a life safety requirement that protects youth, families, staff, volunteers, and emergency responders using the site. It ensures uninterrupted access to public green space, recreation, and educational facilities relied upon by the community year round. It allows youth development, mentorship, and islandwide high school programming to continue without interruption. It preserves Anaina Hou's ability to function as a Safe Gather location and emergency support hub

in a rural region with limited alternatives. The water tank is the backbone of operations. Without it, Anaina Hou is forced into closure, eliminating one of the North Shore's most relied upon community resources.

The goals of this project are to:

1. Construct compliant on site water infrastructure that satisfies fire suppression and use permit requirements and allows Anaina Hou to legally operate.
2. Protect life safety for youth, families, staff, volunteers, and first responders by ensuring reliable on site fire suppression capacity.
3. Maintain continuous public access to green space, recreation, education, and cultural facilities that serve the North Shore year round.
4. Sustain youth development and prevention focused programming, including mentorship, camps, classes, and islandwide high school initiatives.
5. Strengthen emergency preparedness and response capacity by reinforcing Anaina Hou's role as a Safe Gather and resilience hub in a disaster vulnerable rural area.

The objectives of this project are clear and measurable. Grant funding will result in the installation of permanent water storage capacity that secures Anaina Hou Community Park's ability to operate year round. This investment safeguards prior public and private investments in community infrastructure, prevents program shutdown, and ensures the continued delivery of essential youth, cultural, educational, workforce, food access, and emergency preparedness services for Kaua'i. The water tank is the enabling condition that allows all other outcomes to exist.

3. The public purpose and need to be served;

The public purpose of this grant is to ensure that Anaina Hou Community Park remains operational while simultaneously addressing a broader, documented public safety and infrastructure need on the North Shore of Kaua'i. The Park's continued operation is contingent upon the construction of a compliant on site water storage tank required for fire suppression and use permit compliance. Without this infrastructure, Anaina Hou must close, immediately eliminating essential public services relied upon by thousands of residents each year. At the same time, the need for localized water storage and fire suppression capacity extends well beyond the Park itself, serving a rural region with limited emergency infrastructure and elevated response time risk.

This broader need is formally documented in the August 2021 Operational and Utilization Study completed by Emergency Services Consulting International for the Kaua'i Fire Department. The ESCI study identified the North Shore as a high risk service area and issued a long term recommendation to construct and staff a new fire station, identified as Station 9, between Anahola and Hanalei. The study found that firefighters responding from Hanalei must wait a

minimum of 20 minutes before receiving backup from the next closest fire station, a delay that significantly increases risk during structure fires, wildland fires, and firefighter mayday scenarios. These findings were formally presented to and entered into the public record at the December 1, 2021 meeting of the Kaua‘i County Council. To date, no additional fire station has been constructed on the North Shore, and no new fire department facilities are included in the recently released Kilauea Town Expansion plans, leaving the response gap identified by ESCI unresolved.

In the absence of new fire infrastructure, Anaina Hou Community Park functions as a critical resilience asset and designated Safe Gather location for post weather disaster response in coordination with the American Red Cross and local emergency partners. The Park provides space for staging, coordination, and supply distribution following storms, flooding, or power outages. By comparison, the only county-designated emergency shelter in Kilauea is the Kilauea Gym, a facility with limited capacity estimated at several hundred individuals, which is insufficient to serve the existing North Shore population and is not scalable for the planned growth outlined in current Kilauea Town expansion efforts. As residential density increases without corresponding emergency infrastructure, reliance on a single small shelter further exposes the community during disaster events.

Beyond emergency response, the Park’s ability to remain operational directly supports the delivery of essential daily public services that the North Shore relies on year round. Anaina Hou Community Park is also one of the most consistently utilized public service sites on the North Shore, providing daily and weekly services that support food security, health, education, and economic stability. The Kaua‘i North Shore Food Pantry operates weekly on site, serving approximately 165 to 185 families each week, representing more than 8,500 family distributions annually, with increased demand following storms, inflationary pressures, and housing instability. This food distribution is intentionally paired with Anaina Hou’s weekly farmers market, which averages approximately 500 vehicles per week, improving access to fresh food while supporting local farmers, fishers, and small businesses. The Park’s daily operations also include year round access to green space, walking paths, and playground facilities that serve hundreds of families weekly and function as essential informal gathering and socialization spaces in a rural area with limited alternatives.

These everyday services are inseparable from the Park’s broader role as a stabilizing community anchor. Beyond food access, Anaina Hou delivers broad public benefit through education, youth development, cultural programming, and local employment. The Park’s Mini Golf and Botanical Gardens operate as a living seed bank for native and culturally significant plant species, supporting environmental education through school field trips and informal learning experiences for thousands of keiki annually, with paid participation subsidizing free access for schools. The playground and open campus provide daily opportunities for physical activity and peer interaction, which research consistently links to reduced childhood anxiety and depression, improved social skills, and increased emotional regulation. In addition, Concerts with a Cause employ thousands of musicians, technicians, vendors, security staff, and support workers over the course of a year, while raising funds and awareness for dozens of islandwide nonprofit organizations, reinvesting earned revenue directly into free public access, youth programs, and

community services. Collectively, these activities demonstrate that Anaina Hou's operation supports an integrated ecosystem of public services rather than a single program or use.

This integrated public service role becomes even more critical in the context of escalating wildfire risk. Wildfire risk further intensifies the public safety need on Kaua'i's North Shore and directly informs the necessity of this investment. In 2025, Kaua'i County adopted Bill 2961, the State's first Wildland Urban Interface ordinance, formally recognizing the growing threat of wildfire in plantation and rural residential areas and requiring home hardening and defensible space standards. Passage of this legislation followed recent wildfire events, including the 2023 West Kaua'i fire, and reflects County acknowledgement that wildfire is no longer a low probability risk. This local action aligns with statewide research conducted by the USDA Forest Service, which documents a fundamental shift in Hawai'i's fire regime. Studies show a multi fold increase in both burned acreage and fire frequency driven by non native grasses, prolonged drought conditions, and human activity, creating a self reinforcing grass fire cycle. Anaina Hou Community Park sits immediately adjacent to the Wai Koa Plantation forest preserve, placing it directly within this expanding wildfire exposure zone. In the absence of nearby fire stations and with documented response delays exceeding 20 minutes, Anaina Hou represents the last practical defensive buffer protecting Kilauea Town from a plantation or forest driven wildfire. Immediate access to on site water storage with a Fire Truck Connection is therefore a critical life safety measure that supports suppression efforts during the earliest and most consequential moments of a fire event.

Grant funding for the on site water storage tank directly responds to these documented conditions. The tank ensures the daily continuation of Anaina Hou's essential public services while also creating strategically located, easily accessible water storage for the greater North Shore community. With the inclusion of a Fire Truck Connection, the tank allows for rapid refilling of tanker trucks, reducing turnaround time during active incidents and directly mitigating the response time risks identified in the ESCI study. Without the tank, Anaina Hou closes and these public benefits are lost. With it, the Park remains operational and serves as a critical component of the North Shore's emergency response ecosystem, protecting lives, supporting firefighters in the field, and reinforcing long term resilience for the growing Kilauea community.

4. Describe the target population to be served; and

The target population served by the on-site water tank includes the residents, families, youth, kūpuna, and workers who rely on Anaina Hou Community Park as a primary access point for essential services, public space, and emergency readiness. Based on documented usage patterns, these services collectively benefit more than 20,000 permanent residents, representing approximately 27 percent of Kaua'i's total population. This population reflects the County's multi-generational profile, with about 21 percent under the age of 18 **and** nearly 24 percent age 65 and older, underscoring the importance of a facility that serves both youth and aging populations year round. Racially and ethnically, the population served mirrors Kaua'i's diversity, with a high proportion of Asian, Native Hawaiian and Other Pacific Islander, and multiracial

households, groups that are disproportionately impacted by food insecurity, housing instability, and limited access to youth and wellness services.

Economically, a significant portion of the population served experiences financial vulnerability despite moderate median income figures at the County level. Approximately 12 percent of Kaua'i residents live below the federal poverty line, with many more households considered cost burdened due to Hawai'i's high cost of living. Anaina Hou directly serves these populations through daily and weekly operations. The Kaua'i North Shore Food Pantry operates on site and serves approximately 165 to 185 families per week, resulting in more than 8,500 family food distributions annually. When considered against the size of the population experiencing food insecurity on Kaua'i, this volume represents a meaningful share of households in need, particularly among Native Hawaiian, Pacific Islander, and multigenerational families who rely on consistent, local access to food assistance.

Youth are a core target population. Countywide, more than 15,000 residents are under age 18, and many lack access to structured afterschool programs, arts education, and safe outdoor environments. Anaina Hou's playground, green space, youth camps, school field trips, music education, and islandwide high school programming collectively reach thousands of keiki and students each year, supporting physical activity, social connection, emotional regulation, and positive peer engagement. These benefits are especially significant for youth from historically marginalized and rural households, where protective factors and supervised public spaces are limited.

In emergency contexts, the most critical target population is the immediate North Shore residential population that depends on Anaina Hou as a Safe Gather and resilience site due to limited emergency infrastructure and shelter capacity. For these residents, uninterrupted operation of Anaina Hou is directly tied to life safety, access to information, and continuity of basic services during storms, power outages, and wildfire events.

In summary, the water tank investment serves a large, diverse, and multi-generational population, including a substantial share of Kaua'i's food-insecure households, youth, and historically marginalized communities. By ensuring Anaina Hou Community Park remains operational, the project safeguards essential services that support thousands of residents annually and preserves a critical layer of social, economic, and emergency resilience for those who would be most impacted by service disruption.

5. Describe the geographic coverage.

Although Anaina Hou Community Park encompasses just over 16 acres, its functional and service reach extends far beyond its physical footprint and serves as a regional hub for Kaua'i's North Shore and adjacent communities. Usage data from ticketing, program surveys, markets, and events show consistent participation from residents traveling from Kapa'a, with approximately 11,600 residents, Anahola at approximately 3,100 residents, Kīlauea at approximately 3,100 residents, Kalihiwai at approximately 150 residents, Princeville at

approximately 1,800 residents, Hanalei at approximately 240 residents, Wainiha at approximately 400 residents, and Hā'ena at approximately 570 residents. Collectively, these communities represent more than 20,000 permanent residents, or roughly 27 percent of Kaua'i County's population of approximately 73,000, demonstrating that Anaina Hou functions as a regional facility rather than a neighborhood scale park.

The Park's geographic reach is reinforced through its role as a concentration point for essential services. Weekly food distribution through the Kaua'i North Shore Food Pantry draws families from across the North Shore corridor, while the Saturday farmers market averages approximately 500 vehicles per week, indicating regular travel from outside the immediate Kīlauea area for food access, employment, and commerce. Educational use further expands this reach, with school field trips, youth camps, music education, and cultural programming drawing participation from students and families throughout the district. The Mini Golf and Botanical Gardens attract year round visitation while also serving as an outdoor classroom for schools traveling from multiple North Shore communities.

Anaina Hou's geographic coverage also extends islandwide through program delivery, even when activities occur off campus. Youth initiatives such as Lokahi operate directly within every public high school on Kaua'i, ensuring that the Park's educational, wellness, and mentorship impact reaches students in Līhu'e, Kapa'a, Waimea, Hanapēpē, and Kekaha in addition to North Shore communities. Concerts, markets, and large-scale cultural events further broaden the Park's reach by employing workers, artists, and vendors from across the island and directing resources back into nonprofit initiatives with countywide benefit.

In emergency and resilience contexts, the Park's geographic focus becomes more concentrated but more critical. During storms, flooding, power outages, or wildfire threats, Anaina Hou primarily serves the immediate North Shore population centered around Kīlauea, including nearby Anahola, Kalihiwai, and Princeville, where emergency response times are longest and infrastructure options are most limited. With only one County designated emergency shelter in Kīlauea and no fire station located between Anahola and Hanalei, Anaina Hou functions as a strategically located Safe Gather and staging site for residents who cannot easily access facilities elsewhere on the island.

Taken together, the Park's geographic coverage operates on multiple scales and produces measurable public benefit. A 16 acre site supports daily and weekly services that collectively serve more than 20,000 residents annually, or over one quarter of Kaua'i's population. Weekly food distribution exceeds 8,500 family distributions per year, the farmers market facilitates tens of thousands of vehicle visits annually, youth and school programs reach thousands of keiki and students each year, and islandwide cultural programming employs and supports thousands of workers while reinvesting funds into community services. In emergency scenarios, the Park provides life safety support to thousands of North Shore residents in an area with documented response delays and limited shelter capacity. This scale of impact relative to land area underscores that Anaina Hou's relevance is regional and islandwide, and that maintaining its operation through the proposed infrastructure investment serves a clear and compelling public purpose for Kaua'i.

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;

The scope of this request is the full delivery of a permanent, code-compliant on-site water storage and fire suppression support system at Anaina Hou Community Park. This project is a critical life-safety infrastructure improvement required for use permit compliance and continued operation of the Park. The work encompasses planning, engineering, permitting, construction, system integration, testing, and long-term operational readiness.

The scope of work begins with pre-construction planning and engineering. Anaina Hou will engage licensed civil and structural engineers to finalize tank sizing, placement, foundation requirements, and hydraulic calculations necessary to meet fire flow and storage standards. This phase includes site evaluation, structural and environmental considerations, and confirmation of compatibility with Anaina Hou's existing on-site fire suppression infrastructure, including previously installed hydrants and internal distribution lines. Engineering plans will address seismic stability, wind loads, and long-term durability appropriate to Hawai'i's environmental conditions.

Construction activities include site preparation and earthwork, followed by installation of a reinforced concrete foundation pad designed to support the full static and dynamic load of the filled water tank and associated mechanical equipment. Once the pad has cured and passed inspection, the water tank will be delivered and installed. Mechanical scope includes installation of a dedicated fire pump, electrical connections, control systems, and backflow prevention as required. The tank will be fully integrated into Anaina Hou's existing on-site fire suppression infrastructure to ensure reliable water availability across the campus. A Fire Truck Connection will be installed to allow rapid tanker truck refilling during emergency response events.

Permitting and regulatory compliance are integral to the project scope. Anaina Hou will obtain all required approvals through the appropriate County planning, building, grading if applicable, electrical, and fire permitting processes. Inspections will be scheduled at all required milestones, including foundation, mechanical, electrical, and final system approval, to ensure full compliance with applicable codes and permit conditions.

The final phase includes commissioning, testing, and certification. This will involve pressure testing, pump testing, verification of storage and flow capacity, and operational testing of the Fire Truck Connection. Upon successful completion, final sign-offs will be obtained confirming that the system meets all regulatory and safety requirements. Anaina Hou's facilities team will receive training on system operation, monitoring, and routine maintenance.

Project management responsibilities will be led by Anaina Hou’s executive leadership and facilities management staff, who will oversee budgeting, contractor coordination, scheduling, and compliance. Licensed engineers and qualified contractors will be responsible for design, construction, and installation. Following completion, Anaina Hou will assume ongoing responsibility for operation, inspection, and maintenance of the water tank system as a permanent component of the Park’s life-safety, emergency preparedness, and resilience infrastructure.

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

The proposed project will be completed within a twelve month period from the date of funding authorization, following a logical and sequential construction and compliance schedule that minimizes operational disruption while ensuring full regulatory approval and system readiness.

Months 1 -2

Project Initiation, Engineering Finalization: During this phase, Anaina Hou will move quickly to execute contracts with licensed civil and structural engineers and finalize design documents for the water tank, foundation, pump system, and connections to the existing fire suppression infrastructure. Early engineering confirmation will drive rapid decision making on tank sizing, placement, foundation specifications, hydraulic capacity, and electrical requirements. To avoid schedule delays, procurement of long lead items, including the water tank and pump equipment, will begin as soon as specifications are confirmed, in parallel with contractor selection, cost finalization, and detailed project scheduling.

Months 3 – 4

Permitting and Materials Ordered: All required County permits will be submitted and processed, including building, grading if applicable, electrical, and fire-related approvals. Concurrently, long-lead materials will be ordered, including the water tank, pump equipment, and associated mechanical and electrical components. Early procurement during this phase reduces the risk of construction delays due to supply chain constraints.

Months 5–7

Site Preparation and Foundation Construction: Construction will begin with site preparation, excavation, and formwork, followed by pouring and curing of the reinforced concrete foundation pad. Inspections will be completed at required milestones to ensure compliance with approved plans and codes. This phase establishes the physical base required for safe and long-term tank installation.

Months 8–9

Tank Installation and System Integration: The water tank will be delivered and installed on the completed foundation. Mechanical and electrical work will follow, including installation of the

pump system, control components, and Fire Truck Connection. The tank will be tied into the existing on-site fire suppression infrastructure to ensure full system functionality.

Months 10–11

Testing, Commissioning, and Inspections: System testing will be conducted, including pressure testing, pump operation testing, verification of storage capacity, and functional testing of the Fire Truck Connection. Final inspections will be completed, and any required adjustments or corrections will be addressed to ensure full compliance and operational readiness.

Month 12

Final Approval and Project Closeout: Final sign-offs will be obtained, confirming the system meets all applicable regulatory and safety requirements. Anaina Hou’s facilities team will complete training on system operation and routine maintenance. The project will then transition from construction to ongoing operational use, marking full achievement of project outcomes.

This is a realistic timeline accounting for delivery of large items from off island and work order timelines for local contractors.

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

Anaina Hou’s quality assurance and evaluation approach for this request is intentionally straightforward and aligned with the nature of the project, which is a discrete, infrastructure-based water tank construction effort. Quality assurance will focus on maintaining compliance with approved plans, permits, and construction standards while ensuring the project remains on schedule and within scope.

Progress will be monitored through a clearly defined project schedule with milestone benchmarks tied to engineering completion, permitting, procurement, foundation construction, tank installation, system integration, and final testing. Project leadership and facilities management staff will track completion of each phase against the approved timeline and will conduct regular check-ins with engineers and contractors to confirm progress, address constraints, and identify potential delays early.

Evaluation of results will be based primarily on adherence to the established schedule and successful completion of each milestone. Deviations from the timeline will be documented, assessed, and addressed through corrective action, including resequencing tasks or adjusting work plans where feasible. Quality assurance will also include verification that all inspections, testing, and final approvals are completed as required, confirming that the system is fully operational and compliant.

Continuous improvement will be applied through active schedule management. When opportunities arise to expedite procurement, construction, or inspections without compromising safety or compliance, Anaina Hou will act to accelerate those elements of the project. This approach ensures the most efficient use of grant funds, minimizes disruption to Park operations, and delivers the intended outcomes as quickly and reliably as possible.

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.

Measures of Effectiveness

Anaina Hou Community Park will report the following objective and verifiable measures of effectiveness to the expending State agency. These measures provide a clear standard for assessing successful completion and performance of the project and will be updated and transmitted to the expending agency if the level of appropriation differs from the amount requested.

1. Water Storage Capacity Installed
Installation of a permanent on-site water storage tank with a minimum capacity of 200,000 gallons, verified through engineering documentation and final inspection approval.
2. System Integration and Operational Readiness
Successful connection of the water tank to the existing on-site fire suppression infrastructure, including hydrants and internal distribution lines, confirmed through as-built plans and inspection sign-off.
3. Fire Flow and Pressure Performance
Completion of flow and pressure testing demonstrating that the system meets or exceeds required fire suppression performance standards, including verification of pump operation and sustained flow rates.
4. Fire Department Connection Functionality
Installation and successful operational testing of a Fire Department Connection, confirming the ability to support rapid tanker truck refilling during emergency response.
5. Schedule Adherence
Completion of project milestones within the approved project timeline, including engineering, permitting, construction, testing, and final approval.
6. Regulatory Compliance and Final Approvals
Receipt of all required County permits, inspections, and final approvals confirming the system is fully compliant and authorized for use.
7. Operational Continuity Achieved
Documentation that Anaina Hou Community Park remains open and in compliance with use permit and fire suppression requirements following project completion.

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](#))

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
350,000				

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

DOD-Office of Homeland Security NonProfit Security Grant Program (NSGP)
 County of Kauai; Office of Prosecuting Attorney; Life's Choices Kauai
 Clarence T Ching Foundation
 Alaska/Hawaiian Airlines Foundation
 Farmers Market Promotion Program
 County of Kauai Recycling and Solid Waste Diversion
 DOI; NPS Native AK & HI Culture & Arts Development Grant Program

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 2027 for program funding.

Applicable to this project:

OED Innovation Grant for soil compaction study

Other government grants not applicable to this project received in the last three years:

Mayoral GIA FY 2025 \$8k for Maintaining Essential Public Facilities

Mayoral GIA FY 2026 \$10k for Maintaining Essential Public Facilities

Recycling Right of Entry Contract

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

Unrestricted Net Assets at 12/31/25 total \$10,133,920.00

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.

Current CEO Ben Karon has demonstrated the skills, experience, and operational leadership necessary to successfully deliver the project proposed in this application. During his tenure at Anaina Hou Community Park, he has directly overseen the planning, procurement, and execution of multiple capital and infrastructure projects involving public funding, complex logistics, contractor coordination, and adherence to technical and regulatory requirements. These projects have been completed on schedule, within scope, and under budget, reflecting disciplined project management, strong fiscal oversight, and effective execution of public-serving infrastructure investments.

Within the most recent three years, Ben Karon as Anaina Hou Community Park's executive lead has completed the following relevant projects:

Example 1: Playground Resurfacing Project 2025

Anaina Hou managed the procurement, shipment, and deployment of approximately \$112,000 in engineered wood fiber playground surfacing materials, meeting required safety and specification standards. The project required coordination across multiple work teams, crane operators, and heavy equipment contractors to properly stage, distribute, and install materials. The project spanned approximately six months from procurement through completion and was delivered under budget.

Example 2: Recycling Area Resurfacing Project 2025

Using \$25,000 in Department of Solid Waste funding, Anaina Hou oversaw the resurfacing of its on-site recycling facility. The project included coordination with local contractors, adherence to

funding requirements, and close management of scope and costs. The project was completed under budget and improved long-term site functionality and safety.

Example 3: Emergency Generator Installation Project 2023

Anaina Hou successfully managed the procurement and installation of a \$173,000 emergency generator system to support its designated safe gathering facility. The project involved coordination with a multi-faceted electrical team to integrate the generator into an existing A/B electrical grid switch and on-site solar infrastructure, providing full electrical redundancy. The project required approximately 12 months to complete, encompassing procurement, delivery, installation, testing, and commissioning.

Together, these projects demonstrate Ben Karon and Anaina Hou Community Park’s proven ability to manage infrastructure investments of varying scale, coordinate technical contractors, comply with funding requirements, and deliver durable public-serving assets. This experience directly supports the organization’s capacity to complete the proposed fire suppression water tank project successfully.

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.

Anaina Hou Community Park operates on a multi-acre, privately owned campus on Kaua‘i’s North Shore that is purpose-built to support public safety, community gathering, and large-scale public use. The Park includes permanent infrastructure such as the Porter Pavilion performance venue, paved and unpaved access roads, utility corridors, maintenance yards, and open green space, along with existing water, electrical, and communications systems that support year-round operations and emergency access.

The proposed project will be implemented within the Park’s secured Upper Campus, an area designated for facilities operations and capital improvements. This portion of the campus provides adequate space, appropriate siting, and controlled access for installation of the proposed infrastructure. The site supports heavy equipment access, safe staging of materials, and direct integration with existing systems, ensuring the facilities are well suited to the scope of the request.

Anaina Hou owns and controls sufficient land within the Upper Campus to accommodate temporary storage of large procured components should materials arrive prior to construction. Designated storage areas are already used for equipment and capital assets, allowing materials to be securely stored on-site without impacting public areas or ongoing programs. This ensures the Park’s facilities are fully adequate to support both the installation and long-term operation of the proposed improvements.

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.

Anaina Hou Community Park has an established leadership and facilities team with direct experience managing capital infrastructure projects similar in scope and complexity to the proposed fire suppression water tank. The proposed staffing pattern is appropriate to ensure effective oversight, technical coordination, fiscal accountability, and timely completion of the project.

Proposed Staffing

Ben Karon, Chief Executive Officer (CEO)

Ben Karon serves as CEO of Anaina Hou Community Park and provides executive oversight for all capital projects, including budgeting, procurement compliance, contractor coordination, and reporting. During his tenure, Ben has overseen multiple infrastructure projects funded through public and private sources, ensuring adherence to technical specifications, permitting requirements, and funding conditions. His experience managing multi-phase construction projects, coordinating professional services, and maintaining fiscal discipline will be directly applied to the successful execution of the water tank project.

Angela Hoover, Chief Operating Officer (COO)

Angela Hoover serves as COO and is responsible for operational planning, contract administration, scheduling, and internal coordination across departments. Her role includes managing vendor relationships, tracking project timelines, and ensuring alignment between construction activities and ongoing park operations. Angela has extensive experience supporting capital improvements at Anaina Hou and will play a key role in day-to-day project supervision, documentation, and compliance with grant requirements.

Dennis Yabes, Facilities Manager

Dennis Yabes serves as Facilities Manager and brings hands-on experience in site infrastructure, utilities coordination, and contractor oversight. He is responsible for managing on-site resources, coordinating inspections, and ensuring work is completed in accordance with approved plans and fire safety requirements. Dennis has direct experience overseeing underground infrastructure, electrical systems, and safety-related improvements at Anaina Hou and will provide critical on-site coordination for the installation and integration of the water tank with existing fire hydrants and Fire Department Connection points.

Supervision and Administrative Direction

Ben Karon and Angela Hoover will jointly supervise all aspects of the project, including procurement, contract execution, schedule adherence, and fiscal oversight. Dennis Yabes will coordinate on-site activities, contractor access, inspections, and integration with existing infrastructure. This structure provides clear lines of authority, accountability, and communication throughout the project lifecycle.

Board and Advisory Oversight

Anaina Hou Community Park is governed by an experienced Board of Directors and supported by advisory committee members with backgrounds in construction, operations, finance, nonprofit governance, and public-sector collaboration including direct employees of the Kaua'i Fire Department. The Board provides oversight on major capital expenditures and ensures alignment with organizational mission and compliance obligations. In addition, the organization regularly coordinates with relevant County offices and permitting authorities to ensure projects meet regulatory, safety, and operational standards. This layered governance and advisory structure strengthens project oversight and risk management.

Together, this staffing model demonstrates Anaina Hou Community Park's capacity to supervise, manage, and complete the proposed fire suppression water tank project efficiently, safely, and in full compliance with funding and regulatory requirements.

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.

Please see 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.

CEO - \$135,000

COO - \$85,000

Food Programs and Kitchen Manager - \$80,000

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.

Anaina Hou Community Park has no pending litigation.

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.

Board Member, Kilipaki Vaughan, County of Kaua'i Fire Captain

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.

This grant will not support or benefit a sectarian or non-sectarian private educational institution.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2027 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2027, but
- (b) Not received by the applicant thereafter.

If grant funding is received for fiscal year 2027 but not thereafter, Anaina Hou Community Park will sustain the activity funded by this application through a diversified and well-established operational model. The project is a capital improvement that, once constructed, requires minimal ongoing investment to remain functional. Post-construction needs are limited to routine inspection and basic maintenance, which are already absorbed into the Park's existing facilities and operations budgets.

Anaina Hou sustains its campus and programs through a combination of earned revenue, private donations, corporate and foundation support, and public funding sources at the local, state, and federal levels. Year-round public programming, ticketed events, and community partnerships generate reliable operating income that supports long-term stewardship of Park assets. This grant will strengthen Anaina Hou's ability to serve the community by enhancing infrastructure that supports public safety, accessibility, and continuity of operations.

Sustainability is further reinforced through active community engagement and governance. Anaina Hou is supported by an engaged Board of Directors whose members bring diverse professional expertise and leverage their networks to cultivate funding, partnerships, and in-kind support. The Park maintains strong relationships with community stakeholders, nonprofit partners, schools, artists, and local businesses, all of whom help amplify the Park's mission and reinforce its role as a trusted community asset.

Operational sustainability is embedded in Anaina Hou's on-site staffing and management structure. Facilities oversight, maintenance, and monitoring are performed by existing staff as part of their regular duties, requiring no additional positions or specialized labor beyond current capacity. Volunteer support, interns, and program partners also contribute skills and services that strengthen overall organizational resilience.

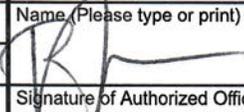
Through this integrated model, the asset funded in fiscal year 2027 will continue to deliver long-term benefits to the State of Hawai'i and the North Shore community without reliance on future grant awards. By investing in durable infrastructure supported by a self-sustaining campus, this project ensures lasting public value, operational continuity, and responsible stewardship of state resources.

Attachments

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: _____ Anaina Hou Community Park

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				
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12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	350,000			
TOTAL (A+B+C+D+E)				
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	350,000	Ben Karon	808-977-7657	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested			1/18/26	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET	350,000	Ben Karon, CEO		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Anaina Hou Community Park

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
NA			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
NA			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

Applicant: Anaina Hou Community Park

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				28000		
LAND ACQUISITION						
DESIGN				28000		
CONSTRUCTION			\$350,000.00	238000		
EQUIPMENT						
TOTAL:			\$350,000.00	294,000		
JUSTIFICATION/COMMENTS:						

Applicant: Anaina Hou Community Park

Contracts Total: 35,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Maintaining Essential Public Facilities at Anaina Hou	10/23/2025-10/23/26	Office of the Mayor	Kauai County	\$10,000.00
2	County Recycling Right of Entry	Continued operation	Waste and Diversion	Kauai County	\$25,000.00
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Staff Resumes

BENJAMIN KARON

6421 Pu'upilo Rd, Kapa'a HI, 96747 · 612-991-2469

BKaron0@gmail.com

Decades of experience owning and operating my own company focused on artist management and development with mobile operations in all 48 contiguous states and Canada. During COVID era, focus shifted to Hawaii and assisting with a 30 acre event space as Director of Operations with experience overseeing day to day and long term business operations.

EXPERIENCE

CHIEF EXECUTIVE OFFICER

[Anaina Hou Community Park and Porter Pavilion / Kilauea, HI / 2024-Present](#)

Provide executive leadership for a 15+ acre nonprofit community park and cultural campus serving Kaua'i's North Shore. Responsible for organizational strategy, financial sustainability, capital development, community partnerships, and regulatory compliance across all operations.

- Lead long-range strategic planning, capital campaigns, and infrastructure investment initiatives
- Oversee multi-department operations including events, food programs, education, recreation, facilities, and guest services.
- Serve as primary liaison to the Board of Directors, funders, government agencies, and emergency response partners
- Guide budgeting, grant compliance, and earned-revenue strategy to support mission sustainability
- Advance community programs including Concerts with a Cause, Lokahi – Music in Schools, Kanikapila community meals, and large-scale public events
- Steward Anaina Hou's role as a designated community gathering and emergency preparedness site in coordination with CERT, American Red Cross, and county partners

DIRECTOR OF OPERATIONS

[Anaina Hou Community Park and Porter Pavilion / Kilauea, HI / Jan. 2020 - 2024](#)

Director of Operations. Oversaw day-to-day and long-term operations during a period of rapid organizational growth and post-COVID transition.

- Managed all departments and operational systems across a multi-use public campus
- Collaborated with Executive Director and Advisory Board on revenue strategy and business planning.
- Ensured compliance with county and state regulations including environmental, food safety, liquor licensing, and public safety
- Supported development and execution of new business lines, community programs, and public-private partnerships.

OWNER | OPERATOR GROOVE PRODUCTIONS

[Groove Productions / Minneapolis, MN / Jan. 2019 - Current](#)

Founder and operator of a live-event production company specializing in large-scale music festivals and touring events.

- Successfully grew company from \$250K to \$1M in annual revenue in 3 years.
- Worked with Federal Government Financial Aid programs and Grant Programs to create sustainability in the events field.
- Oversee a rotating cast of 60 + independent contractors each events cycle.

OWNER | LEAD ACCOUNT MANAGER

10th Man Management / Minneapolis, MN / August 2015 – Jan 2020

Oversaw all accounts acquisition and development. Worked closely with artists offering a range of services from general management, tour management, publicity outreach, and street team organization.

- Tour Management on extended tours ranging from 2 weeks to 4 months. Handling 10,000 capacity events nightly in some of the most iconic venues in the nation. Working with rotating teams at each venue each evening. Assisting with all artist needs around the clock; ranging from interpersonal to business.
- Built a roster of over 50 full time and contract artists over 5 years.

Civic Leadership & Board Service Current to January 2026

- **CEO**, Anaina Hou Community Park
- **Community Chair**, School Community Council (SCC), Kīlauea Elementary School
- **Board Member**, Rotary Club of Hanalei Bay and Rotary Entrepreneur Satellite Club
- **Board Member**, Kauaʻi Chamber of Commerce
- **Board Member**, Lions Club (Kauaʻi)
- **Vice President**, Kīlauea Neighborhood Association
- Active collaborator with County of Kauaʻi agencies, American Red Cross, CERT, and regional nonprofit partners

SKILLS

- Organizational
- Strong Professional and Interpersonal Communications
- Heavy Workload Capacity
- Proficient at Facilitating New Partnerships
- Extremely Quick to Adapt to New Surroundings

EDUCATION

UNIVERSITY OF MINNESOTA – MINNEAPOLIS / ST. PAUL

Bachelor of Arts - African / African American Studies

Social Studies Degree focusing on communication strategies between disparate communities as well as emphasis on cultural practices using oral tradition as history and story telling as a means of passing down knowledge.

MINNESOTA SCHOOL OF BUSINESS

Masters Degree – Business Administration with a focus in Finance

MBA Degree with Focus in Finance

Angela Hoover

angkhoover@gmail.com | 808.346.7964 | www.linkedin.com/in/angkhoover

Summary

Mission-driven operations and community engagement professional with 10+ years of experience supporting nonprofit programs, capacity building, and organizational operations. Proven ability to streamline systems, manage complex projects, cultivate partnerships, and support equity-centered initiatives. Adept at cross-departmental collaboration, remote work, and translating mission into efficient, sustainable operations.

Skills

Community & Stakeholder Engagement	Strategic Planning & Process Improvement
Program & Event Operations	Cross-Functional Collaboration
Administrative & Operational Management	Remote Work & Virtual Facilitation
Grant Writing & Proposal Support	Salesforce, Google Workspace, MS Office

Professional Experience

Chief Operating Officer / Executive Assistant, Anaina Hou Community Park [2024 – Present]

- Streamlined administrative and office processes, improving financial tracking and coordination with accounting partners.
- Supported grant writing and proposal development, contributing to successful funding for community programs.
- Coordinated large-scale community events, providing logistical and on-site support that increased participation and revenue.
- Managed leadership meeting follow-ups and action tracking, strengthening interdepartmental communication and accountability.
- Built and maintained relationships with local organizations and stakeholders to advance community-driven initiatives.
- Cross-trained across departments to maintain service continuity during staffing shortages and high-volume periods.

Regional Coordinator, Girl Scouts of Hawaii [2017 – 2023]

- Improve recruitment by 20% through the implementation of targeted outreach strategies.
- Successfully developed & executed STEM, outdoor, & life skills programs, resulting in increase in participant satisfaction.
- Foster strong community relationships, leading to increase in student participation in extracurricular activities.
- Implement training programs that resulted in a 15% increase in volunteer satisfaction & retention.
- Initiate & facilitate productive conversations with key stakeholders & top-level decision-makers to drive membership & programmatic goals; successfully securing partnerships with industry leaders, resulting in advanced program enrollment & additional funding.
- Work with cross-functional teams to develop & implement customized Salesforce workflows & processes.
- Collaborate in developing environments that foster DEIRJ & access through words, actions, & attitude.

Additional

- Volunteer & Advocacy Work: CK Commission on the Status of Women (3 yrs), Girl Scouts (12 yrs), Surfrider (8 yrs), Zonta (1 yr), The Bridge: Kauai to College (2 yrs), Kauai Monk Seal Watch Program (2 yrs).
- Remote Work Proficiency: Over 10 years of experience in remote work settings, adept at navigating virtual communication tools and maintaining productivity across multiple time zones.
- Travel Readiness: Willing and able to travel as needed for project monitoring, team coordination, and stakeholder meetings, with a strong track record of managing responsibilities while on the move.

Education

BA, Environmental Studies (Organizational Management Minor)

Arthur Steinhorn
7315 SE Lincoln Street
Portland, OR 97215
503-381-6869
Artdecko1@gmail.com

Finance executive with proven track record of success, with over three decades of experience. Financial Reporting| Analysis| Budgeting| Forecasting| Audit | Tax | Treasury| Risk Management| Insurance| Payroll | Benefits Administration | Governance

Qualifications / Accomplishments (selected)

- **Finance, Audit and Accounting**
 - Prepare monthly financial statements and executive summary analysis (currently close on the first day of the month)
 - Developed accounting policies and procedures and standardized reporting formats to ensure efficiencies and greatly reduce period-end financial reporting/close
 - Manage all accounting functions and staff
 - Successful management of critical cash flow, balancing operating cash needs and program initiatives
 - Manage external annual financial and internal control audit (12 consecutive years of clean audits)
 - Improved internal controls leveraging cross-functional teams
 - Manage annual operating budget process (within 2% of expense budgets for the past 12 years)
- **Treasury**
 - Manage all bank relationships, including loans, lines of credit, etc.
 - Secured substantial loans (with no collateral) and questionable financial health
- **Payroll/HR**
 - Manage and process payroll
 - Benefits Administration
 - Human Resource Administration
- **Insurance/Risk Management/Contracting/Legal**
 - Manage all insurance relationships; liability, D&O, property, special event, etc.
 - Liaison to legal counsel; manage relationship
 - Administrate and manage all contracting
- **Corporate Governance, and Board Relations**
 - Quarterly Board Meetings (approx. 30 members) – prepared management discussion and analysis for financial statements, budget approval, risk management and IT related subject matter, etc.

- Chair of Board Finance & Audit Committee – monthly meetings, reports to Treasurer
- Chair of Intellectual Property Committee – ongoing meetings, developing and executing on strategic plan with regards to proprietary software development and licensing
- **Information Technology (IT)**
 - Led process improvement initiatives leveraging information technologies
 - Administrate all aspects of technology – network, desktop, hosting, hardware, software development (through the management of outside contractors)
 - Software Application Development –designed web-based software that integrates and automates business functions across various databases and departments (licensing opportunities, leading the Special Olympics movement in terms of technology)
- **Facilities Management**
 - Manage lease negotiations
 - Manage office equipment and maintenance contracts
- **Special Event Production**
 - Support and manage technical aspects of special events

Skills (selected)

- Highly effective at oral communication – comfortable in large settings, intimate settings and one-on-one
- Ability to create and develop well written documents; effective proof-reading and editing proficiency
- Proven and trusted leader – motivates team and provides confidence in direction; leadership qualities valued by others; appropriate delegation of responsibilities and tasks
- Self-starter, continually striving for ways to increase efficiencies and productivity
- Works well under pressure
- Proficient in strategic planning and execution; vision for the future, while evaluating current strengths, weaknesses, dependencies and scenarios
- Exceptionally well-organized and efficient, with keen time management skills
- Deliverables are consistently timely, dependable, complete and accurate
- Reliable, dependable, trustworthy

Value-Added

- Well respected in the Portland business community (established over 30 years of residence)
- Established banking relationships with Oregon banks and the financial community
- Established relationships with software firms (including those with expertise in supply chain industries) and technology managed-services companies
- Credibility – 13 years as CFO at Special Olympics Oregon

Volunteer Leadership

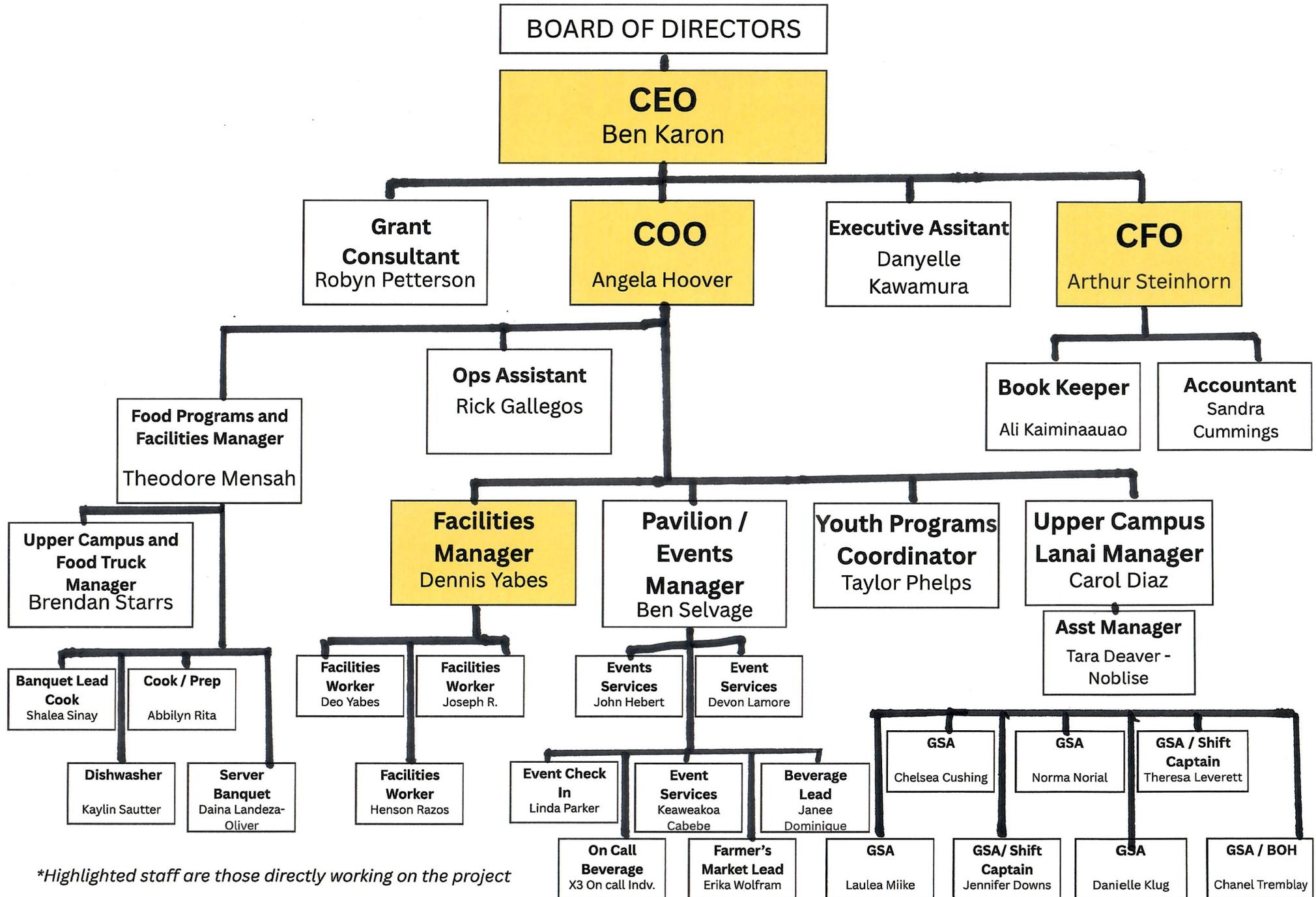
- Served as President of the Portland Festival Symphony 2010-2014 (having served on the board as Treasurer since 2003) – this organization has provided free classical music concerts in Portland parks for 33 years
- Have served as Treasurer and Secretary of United by Music since 2011 – this organization founded in the Netherlands, provides musical opportunities for individuals with intellectual disabilities; served in establishing the North American 501c3
- Co-founded and serve as VP and Treasurer of Innovative Giving Enhancement – an organization, established in 2014 whose mission is to further philanthropic endeavors in the arts community
- Serve on the Board of Trustees of Beth Israel Congregation – the largest and oldest reform temple in Portland (established in 1859), since 2011. Previously served as chair of the Education and Youth committee (2004-2010)

Interests/Hobbies

- Parent – devoted father of a 16 year-old son – his interests are entrepreneurial and business management focused, with a computer technology foundation
- Music - musician performing in local band on the weekends, having previously performed with national touring bands (intermittently 1979-1998)
- Yoga – a practice spanning over 30 years, keeps me healthy in both body and mind
- Travel – whenever possible, with good friends and family

Professional Experience & References Available Upon Request

Anaina Hou Community Park Organizational Chart



**Highlighted staff are those directly working on the project*



American Red Cross
Hawaii

To: Ben Karon, Chief Executive Officer

Anaina Hou Community Park

Subject: American Red Cross of Hawai'i Letter of Support

BOARD OF DIRECTORS

Officers:

Maya Rogers, Chair
Leslie Door Vice Chair
Marissa Cayetano Ross, Secretary

Members:

Derek Baughman
Warren Chaiko
Chuck Dando
Sunny Donenfeld
Gregg Fujimoto
AnneMarie Gumataotao, Ph.D.
Randy Harris (Emeritus)
Jill Higa
Len Isotoff
Jim Kelly
Karen Knudsen
Sandra Larsen
Warren Luke (Emeritus)
Jon Mauer
Noel Morin
Angela Noland
Malia Peters
Katie Pickman
Gerald Sumida (Emeritus)
Tom Valentine

Chief Executive Officer

Molly Schmidt

To Whom It May Concern:

On behalf of the American Red Cross of Hawai'i, I am honored to provide this letter of support for Anaina Hou Community Park in your application for a federal grant to build a 200,000 gallon water tank on site.

The American Red Cross is the leading emergency disaster response agency federally chartered to support state and local emergency management and first responders. When disasters strike, the people of Hawai'i know they can rely on the Red Cross to respond swiftly and effectively.

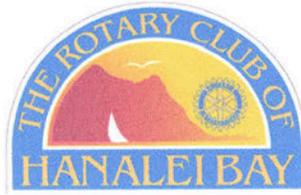
As we near completion on a support agreement between our Chapter and your Community Park for sheltering options for disaster response scenarios, we are excited to hear about this opportunity that will allow your site to be even more resilient. We acknowledge the Anaina Hou Community Park as a recognized community gathering location with an established role in emergency preparedness and post-event recovery on Kaua'i's North Shore. The proposed installation of the on-site water storage tank will strengthen fire suppression capacity and improve operational resilience at the site. This project supports continuity of services during emergencies by reducing reliance on a nearby reservoir and ensuring dependable on-site water availability. The American Red Cross supports this capital improvement as a meaningful investment in community safety and disaster readiness.

Thank you for your ongoing support to strengthen Kaua'i's disaster preparedness and community resilience. Please let us know how we can support your bid for this project, and we look forward to working together.

Warm regards,

Molly Schmidt, CEO
American Red Cross, Pacific Islands Region





Rotary Club of Hanalei Bay
P.O. Box 1295
Hanalei, HI 96714
hanaleirotaary@gmail.com

June 25, 2025

To Whom It May Concern,

On behalf of the Rotary Club of Hanalei Bay (RCHB), I am writing to express our enthusiastic support for Anaina Hou Community Park's application for grant funding.

As a long-standing organization serving Kauai's North Shore, RCHB has made meaningful, lasting contributions to our isolated community. These include the construction and ongoing maintenance of the iconic shelter on Hanalei Pier, building the Lifeguard Safety Headquarters in Hanalei, establishing an orchard park at the Kilauea Agricultural Center, and organizing regular community service efforts such as highway cleanups and food pantry volunteer work.

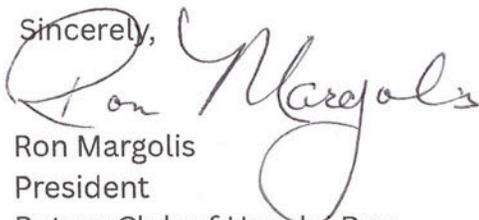
We also raise funds for college scholarships, classroom support for Hanalei Elementary School teachers, and initiatives like Backpacks for Kids, benefiting families in need.

Anaina Hou Community Park (AHCP) has been a valued corporate member of our Club for several years. They have consistently partnered with us in fundraising and community impact events. In 2025, we will be collaborating on at least three community fundraisers: the AHCP Playground Project, the RCHB Night Mini Golf Tournament, and the RCHB Concert for a Cause—all of which support family enrichment, youth education, and essential services on the North Shore.

AHCP is a unique and vital institution that brings together families and neighbors for recreation, learning, and cultural events. Its programs are essential to the well-being of our community, particularly in such an isolated region.

For these reasons, the Rotary Club of Hanalei Bay strongly supports Anaina Hou Community Park's request for grant funding. Continued investment in AHCP will allow it to sustain and expand its critical programs and services for the benefit of the entire North Shore.

Please do not hesitate to contact us should you require further information.

Sincerely,


Ron Margolis
President

Rotary Club of Hanalei Bay
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