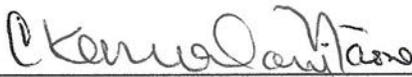


## Application Submittal Checklist

*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

C. Kanoelani Naone, CEO

PRINT NAME AND TITLE

January 16, 2026

DATE



Girl Scouts of Hawai'i  
1164 Bishop St #200  
Honolulu, HI 96813  
808-595-8400  
gshawaii.org

**Board of Directors**

Beth Whitehead  
*Chair*  
Joanne Arizumi  
*First Vice Chair*  
Jen Lau  
*Second Vice Chair*  
Lynn Babington, Ph.D.  
*Treasurer*  
Kay Fukunaga  
*Secretary*

**Members at Large**

Roy Agustin  
Kathleen Chu  
Hillary A. Darby  
Sarah Guay  
Michelle Ho  
Glen Kaneshige  
Erin P. Kippen  
Gidget Ruscetta  
Taryn Salmon  
Lori Teranishi  
Sharene Urakami-Oyama

**Girl Advocates**

*Ex Officio*  
Lily Ames  
Laken Emenheiser  
Kolleen Roessig

**Chief Executive Officer**

Kanoe Nāone, Ph.D.

## Statement Regarding Requirement for Hawai'i Compliance Certificate

Girl Scouts of Hawai'i is experiencing difficulty obtaining the Hawai'i Compliance Certificate and/or TCR Waiver due to changes implemented in December 2025. We submitted IRS Form 4506-B to request a copy of our IRS Letter of Determination, as our most recent letter is dated 2007. The State's current requirements specify that letters must be dated after 2014, creating a discrepancy that prevents us from completing the compliance process.

We have contacted the State Procurement Office for assistance and have followed up multiple times; however, as of today, we have not received a response from Shannon Ohta. In the meantime, we are including the most recent Hawai'i Compliance Certificate we used in September 2025. We continue to work diligently to resolve this issue and are providing all documentation requested to meet the State's updated compliance requirements.

 1/23/26



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:** GIRL SCOUTS OF HAWAI`I

**DBA/Trade Name:** GIRL SCOUTS OF HAWAI`I

**Issue Date:** 09/23/2025

**Status:** **Compliant**

Hawaii Tax#: [REDACTED]

New Hawaii Tax#:

FEIN/SSN#: [REDACTED]

UI#: XXXXXX1000

DCCA FILE#: 2991

Status of Compliance for this Vendor on issue date:

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

**Status Legend:**

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

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

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Girl Scouts of Hawaii

\_\_\_\_\_  
(Typed Name of Individual or Organization)

  
\_\_\_\_\_  
(Signature)

January 16, 2026

\_\_\_\_\_  
(Date)

C. Kanoelani Naone  
\_\_\_\_\_  
(Typed Name)

CEO  
\_\_\_\_\_  
(Title)



## Public Purpose

Girl Scouts of Hawai'i  
1164 Bishop St #200  
Honolulu, HI 96813  
808-595-8400  
[gshawaii.org](http://gshawaii.org)

Pursuant to Section 42F-102, Hawai'i Revised Statutes, the State of Hawai'i Grant-in-Aid will be expended for a valid public purpose by supporting the programs, operations, and services of Girl Scouts of Hawai'i, a nonprofit organization that provides statewide educational and youth development services.

### Board of Directors

Beth Whitehead  
*Chair*  
Joanne Arizumi  
*First Vice Chair*  
Jen Lau  
*Second Vice Chair*  
Lynn Babington, Ph.D.  
*Treasurer*  
Kay Fukunaga  
*Secretary*

Girl Scouts of Hawai'i delivers structured programming in leadership development, science, technology, engineering, and mathematics (STEM), environmental education, financial literacy, and civic engagement to girls throughout the State of Hawai'i, including those residing in rural, neighbor island, and underserved communities. These programs advance the State's interests in education, workforce readiness, civic participation, and community well-being.

### Members at Large

Roy Agustin  
Kathleen Chu  
Hillary A. Darby  
Sarah Guay  
Michelle Ho  
Glen Kaneshige  
Erin P. Kippen  
Gidget Ruscetta  
Taryn Salmon  
Lori Teranishi  
Sharene Urakami-Oyama

Grant-in-Aid funds will be used to support program delivery, expand access to services, offset costs for low- and moderate-income participants, and maintain facilities and infrastructure necessary to provide safe and effective programming. The expenditure of funds serves a public purpose by strengthening educational outcomes, promoting positive youth development, and contributing to the long-term social and economic stability of the State.

The use of Grant-in-Aid funds will comply with all applicable state laws and requirements. Any private benefit conferred is incidental to the accomplishment of the stated public purpose.

### Girl Advocates

*Ex Officio*  
Lily Ames  
Laken Emenheiser  
Kolleen Roessig

### Chief Executive Officer

Kanoe Nāone, Ph.D.

## **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.*

### **A brief description of the applicant's background**

Girl Scouts of Hawai'i (GSH) is a statewide nonprofit organization dedicated to building girls of courage, confidence, and character who make the world a better place. Girl Scouting in Hawai'i began in 1917, when Florence Lowe, a teacher at Kamehameha Schools for girls, organized the first Girl Scout troop in Honolulu. A second troop was soon formed in what is now Kaka'ako. These pioneering groups became Troops 1 and 2, with Queen Lili'uokalani, the last reigning monarch of Hawai'i, serving as their sponsor.

Girl Scouts of Hawai'i was officially chartered by the Girl Scouts of the USA in May of 1917, making us the oldest Girl Scout council west of the Mississippi River. Since our founding, GSH has maintained a long-standing and continuous presence across the state expanding to Hawai'i Island (1919), Maui (1920), and Kaua'i Island (1933), and serving generations of girls and families throughout Hawai'i.

Today, GSH delivers transformative, developmentally appropriate programming to more than 2,000 girls ages 5–18 statewide. This includes 485 economically disadvantaged girls reached through targeted outreach in under-resourced communities, primarily via Title I Schools through our After-School Leadership Program (ASLP).

Our programming is grounded in four pillars that emphasize leadership development in STEM, Outdoors, Life Skills, and Entrepreneurship. Programming is delivered through a combination of traditional volunteer-led troops and structured, school-based models, ensuring equitable access for girls regardless of geography, household income, or the availability of adult volunteers.

### **Goals and objectives related to the request**

Our goal of this request is to get into every elementary school in the state. Currently, Girl Scouts of Hawai'i operates traditional volunteer-led troops in 24 elementary schools with traditional troops and has maintained 21 Title I school-based ASLP troops over the past decade. Through this grant, GSH will expand programming to more girls at the 70 elementary schools during the 2026–2027 school year. Our goal is have each participating school serve a minimum of 20 girls, resulting in approximately 1,400 additional elementary school girls gaining access to high-quality leadership development programming.

This expansion will increase GSLE access to a total of 115 elementary schools statewide, establishing a strong foundation to reach all 189 public elementary schools in Hawai'i in the subsequent school year. Expansion efforts will prioritize Hawai'i Island, Maui County, and Kaua'i, where geographic and workforce challenges have historically limited sustained access to Girl Scout programming.

To support this growth, GSH will implement a dedicated staffing structure consisting of six GSLE staff, supported by one Program Director (PD) and one Girl Scout Experience Manager (GEM). This structure ensures consistent, high-quality program delivery; strong partnerships

with schools; and sustainable expansion without reliance on parent or caregiver volunteers – thereby removing the participation barriers and ensuring equitable access for girls regardless of family circumstances.

### **Public purpose and need to be served**

This request serves a public purpose by expanding the Girl Scout Leadership Experience (GSLE) for elementary school girls across the State of Hawai‘i. According to the Hawai‘i Department of Education, Hawai‘i has 189 public elementary schools serving students across urban, rural, and neighbor island communities. Despite Girl Scouts of Hawai‘i’s long-standing statewide presence, access to Girl Scout programming remains uneven, with many elementary schools—particularly in rural and neighbor island areas—lacking on-campus leadership opportunities for girls.

National afterschool and youth development research indicates that approximately 1 in 5 children (20%) would participate in afterschool or enrichment programming if access were available, with cost, transportation, and staffing consistently cited as the primary barriers to participation. These challenges are amplified in Hawai‘i due to geographic isolation, limited public transportation, and the reliance on unpaid adult volunteers to sustain extracurricular programming, particularly on Hawai‘i Island, in Maui County, and on Kaua‘i.

Early leadership development is critical for girls’ long-term academic engagement, confidence, and workforce readiness. Research from the Girl Scout Research Institute demonstrates that girls who participate in leadership programming at younger ages are more likely to develop confidence, critical thinking skills, and civic engagement, while girls without access experience measurable declines in confidence beginning in late elementary and middle school years. The need for early, preventive intervention is further underscored by public health data showing that 20% of high school girls in Hawai‘i report seriously considering suicide, highlighting the importance of programs that foster belonging, resilience, and leadership well before adolescence.

School-based GSLE programming directly addresses these documented needs by delivering leadership, STEM, life skills, and civic engagement experiences on elementary school campuses, where girls already spend their day. This model removes barriers related to cost, transportation, and caregiver availability, while ensuring consistent program quality through trained staff support. Expanding GSLE statewide advances Hawai‘i’s public priorities related to educational equity, youth development, and long-term workforce preparation by investing early in girls’ leadership potential and ensuring that access to opportunity is not determined by geography or household resources.

### **Target population to be served**

The target population for this initiative is elementary school girls across the State of Hawai‘i, with a focused emphasis on communities where access to GSLE has historically been limited by geographic isolation, financial barriers, or the availability of adult volunteers.

Through this expansion, Girl Scouts of Hawai‘i (GSH) will serve girls at 70 newly secured elementary school sites during the 2026–2027 school year. Each school will enroll a minimum of 20 girls, reaching approximately 1,400 additional elementary school girls statewide. Many of the

participating schools serve Title I populations and are in rural or neighboring island communities where families face persistent barriers to participating in extracurricular leadership programs.

The program is intentionally designed to serve girls regardless of household income, background, or caregiver availability by delivering GSLE directly on elementary school campuses. This school-based model removes common participation barriers such as transportation challenges, program costs, and reliance on parent or caregiver volunteers, ensuring equitable access to leadership development opportunities for girls who might otherwise be unable to participate.

### **Geographic coverage**

Girl Scouts of Hawai‘i provides programming on a **statewide basis**, serving girls on O‘ahu, Hawai‘i Island, Maui County, and Kaua‘i. This request supports the expansion of the **Girl Scout Leadership Experience (GSLE)** at the elementary school level across all counties.

During the 2026–2027 school year, expansion efforts will prioritize **Hawai‘i Island, Maui County, and Kaua‘i**, where access to Girl Scout troops has historically been more difficult to sustain due to geographic distance, limited volunteer availability, and transportation challenges. O‘ahu will continue to maintain a strong and established presence, while targeted expansion ensures that girls across neighbor island and rural communities have equitable access to GSLE delivered directly on their elementary school campuses.

This statewide approach increases access to GSLE at **115 elementary schools**, laying the groundwork to reach **all 189 public elementary schools** in Hawai‘i in the subsequent school year. For fiscal year 2026, this Grant-in-Aid request supports GSLE expansion activities on **O‘ahu, Hawai‘i Island, Kaua‘i, and Maui**, with statewide scaling planned in future years.

## **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.*

### **Describe the scope of work, tasks, and responsibilities**

Girl Scouts of Hawai‘i will expand delivery of the **Girl Scout Leadership Experience (GSLE)** to **70 additional elementary school locations** during the 2026–2027 school year through a structured, staff-supported, school-based model.

GSLE will be delivered by a dedicated team consisting of **six GSLE staff**, supported by **one Program Director** and **one Girl Scout Experience Manager (GEM)**. This staffing structure provides consistent oversight, program quality, and coordination across multiple school sites while reducing reliance on parent or caregiver volunteers. GSLE staff will be responsible for implementing age-appropriate leadership programming, coordinating with school administrators, and supporting program delivery across assigned school locations.

At each participating school, a minimum of **20 girls** will engage in GSLE focused on **STEM, life skills, entrepreneurship and financial literacy, outdoor education, and civic engagement**.

Programming will include regular troop or group meetings during the school year, hands-on leadership activities, and opportunities for girls to participate in enrichment experiences and community service projects aligned with GSLE outcomes.

Additional responsibilities include staff training and supervision, coordination of shared program resources and materials, monitoring participation and engagement, and supporting expansion efforts in priority communities on **Hawai‘i Island, Maui County, and Kaua‘i**. This scope of work will result in approximately **1,400 additional elementary school girls** gaining access to GSLE and will support the broader goal of expanding access to all public elementary schools statewide.

### **Projected annual timeline for accomplishing the results or outcomes of the service**

With funding in place, Girl Scouts of Hawai‘i will implement the GSLE expansion according to the following timeline:

- **Summer 2026:** Finalize agreements with participating elementary schools, assign GSLE staff to school sites, and conduct staff training and program planning to support consistent, high-quality program delivery.
- **Fall 2026:** Launch GSLE at newly secured elementary school locations and begin regular, school-based leadership activities.
- **Fall 2026 – Spring 2027:** Conduct ongoing GSLE throughout the academic year, including regular group meetings, leadership development activities, and hands-on experiences focused on STEM, life skills, entrepreneurship and financial literacy, outdoor education, and civic engagement.
- **Throughout the program year:** Provide opportunities for girls to participate in GSLE enrichment experiences, including leadership events, outdoor learning opportunities, and community service projects aligned with GSLE outcomes.
- **Spring 2027:** Complete program delivery for the school year and assess progress toward expansion, participation, and program quality goals.

At each participating school, a minimum of **20 girls** will engage in GSLE delivered through regular, school-based group meetings throughout the academic year. Programming is aligned with the Girl Scout Leadership Experience framework and includes hands-on activities that build leadership skills through **STEM exploration, age-appropriate financial literacy and entrepreneurship activities, outdoor learning, teamwork and communication exercises, and community service projects**. Girls will earn badges and recognitions aligned with GSLE outcomes and will apply leadership skills through project-based learning and service activities connected to their schools and communities.

This phased implementation approach supports sustainable expansion while maintaining consistent program quality across all participating school sites.

### **Quality assurance and evaluation plans**

Girl Scouts of Hawai‘i will ensure program quality and effectiveness through ongoing monitoring, evaluation, and continuous improvement practices aligned with the **Girl Scout Leadership Experience (GSLE)** framework. Program staff will track participation, attendance,

and engagement at each school site to ensure consistent delivery and adherence to program standards.

GSLE staff, under the supervision of the Program Director and the Girl Scout Experience Manager (GEM), will conduct regular check-ins with school partners and participating sites to assess program implementation, address challenges, and ensure a safe, supportive environment for girls. Staff supervision and training will support consistency in program delivery across multiple school locations.

Program outcomes will be assessed using a combination of participation data, observational assessments, and age-appropriate evaluations aligned with GSLE leadership outcomes. Feedback from girls, families, and school partners will be collected as appropriate and used to inform program improvements, strengthen partnerships, and enhance overall program effectiveness throughout the school year.

### **Measure(s) of effectiveness**

Measures of effectiveness to be reported to the expending State agency will include the following standard and objective indicators:

- **Number of elementary schools served through the expansion:**  
70 new elementary school locations during the 2026–2027 school year, increasing access to the Girl Scout Leadership Experience at a total of **115 elementary schools statewide**.
- **Number of girls participating in school-based Girl Scout programming:**  
A minimum of **1,400 elementary school girls**, based on serving at least **20 girls per school location** across the 70 new sites.
- **Percentage of girls demonstrating increased leadership skills, confidence, and engagement:**  
At least **70% of participating girls** will demonstrate measurable improvements in leadership skills, confidence, and engagement, as assessed through participation records and program evaluations aligned with GSLE outcomes.
- **Participation in leadership activities, community service projects, and enrichment experiences:**  
**100% of participating school sites** will deliver regular GSLE, and at least **75% of participating girls** will engage in leadership enrichment activities such as STEM exploration, financial literacy and entrepreneurship activities, outdoor learning experiences, and community service projects during the program year.
- **Progress toward statewide elementary school access:**  
Expansion to **115 of Hawai‘i’s 189 public elementary schools**, establishing the foundation to reach **all 189 elementary schools statewide** in the following school year.

These measures provide clear, objective indicators of program reach, quality, and effectiveness. If the level of appropriation differs from the amount requested in this application, the measures of effectiveness will be adjusted accordingly and transmitted to the expending State agency.

## **IV. FINANCIAL**

## Budget

### Budget Forms

- Budget request by source of funds - [See Attachment](#)
- Personnel salaries and wages - [See Attachment](#)
- Equipment and motor vehicles - [See Attachment](#)
- Capital project details – Not Applicable
- Government contracts, grants, and grants in aid – [See Attachment](#)

### Anticipated quarterly funding requests for the fiscal year 2026

Quarter1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$127,561	\$106,573	\$106,573	\$106,572	\$447,279

### List of other sources of funding that they are seeking for fiscal year 2026.

- ASLP – Women’s Fund of Hawai‘i - \$5K
- GSLE – Elsie Wilcox Foundation (BOHF) - \$10K
- Environmental Stewardship Grant – JVLf - \$30k
- GSLE Kaua‘i – BOHF / GN Wilcox - \$20k
- ACA Character Education Grant - \$300K
- City & County GIA - \$150K

### List of all state and federal tax credits

NOT APPLICABLE

### List of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2026 for program funding.

[SEE ATTACHMENT](#)

### Balance of unrestricted current assets as of December 31, 2024.

As of 12/31/25 the balance of unrestricted current assets is \$1,333,891.

## V. EXPERIENCE and CAPABILITY

### Necessary Skills and Experience

Girl Scouts of Hawai‘i has over a century of experience delivering high-quality youth leadership programming across the State of Hawai‘i. Since its founding in 1917, the organization has demonstrated the capacity to design, implement, and scale leadership programs that support positive youth development, educational engagement, and community involvement for girls ages 5–18.

GSH has experience delivering the **Girl Scout Leadership Experience (GSLE)** through both traditional volunteer-led and structured, school-based models. Over the past decade, GSH has successfully implemented GSLE in **Title I elementary schools**, ensuring equitable access for girls in underserved and rural communities. This experience positions the organization to effectively manage the proposed expansion to additional elementary school locations.

GSH has a proven history of managing public and private grant funding and meeting reporting, compliance, and accountability requirements. Recent and ongoing projects demonstrate the organization's ability to coordinate staff across multiple islands, partner with public schools, and deliver consistent programming at scale. This experience ensures that GSH has the skills, staffing, and organizational infrastructure necessary to conduct the proposed GSLE expansion.

## **Facilities**

Girl Scouts of Hawai'i maintains administrative and program facilities across the state that support the delivery and oversight of Girl Scout Leadership Experience (GSLE) programming. The organization's headquarters on O'ahu is located at **1164 Bishop Street, Suite 200, Honolulu**, and serves as the central administrative hub. This location includes a program room used for training and program implementation for girls, volunteers, and families. Additional island offices include a **Maui office at 200B Liloliho Street in Wailuku** and a **Kaua'i office at 4272-B Rice Street in Lihu'e**. Programming on Hawai'i Island is currently operated out of Kona, with a **Kea'au service center** that is temporarily occupied by another nonprofit organization.

In addition to administrative offices, Girl Scouts of Hawai'i operates three camps that support statewide program delivery, training, and enrichment activities.

**Camp Paumalū**, located on O'ahu, consists of approximately **25,000 gross square feet of facilities across 135 acres**, connected by a network of trails and driveways. The camp can accommodate up to **200 people**, with permanent sheltered accommodation for approximately **150 individuals**. Facilities include four separate camping sites with cabins and platform tents, restroom and shower facilities, and a total of **168 beds**. Camp Paumalū also houses the **STEM Center for Excellence**, which includes an Innovation Center, dining hall, computer lab, health center, and commercial kitchen, and can accommodate up to **164 participants**.

**Camp Pi'iholo**, located near Makawao on Maui, includes a kitchen and lodge area, A-frame cabins, and tent platforms, and can accommodate up to **50 people**.

**Camp Kilohana**, located on Hawai'i Island, includes a lodge with kitchen and dining facilities and three cabins, with capacity to accommodate up to **80 people**.

These facilities provide adequate infrastructure to support staff coordination, training, program planning, and GSLE-related enrichment activities. No new facilities are required to implement the proposed school-based GSLE expansion.

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

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

Girl Scouts of Hawai'i maintains an experienced and diverse staffing structure that supports the successful delivery and expansion of the **Girl Scout Leadership Experience (GSLE)** statewide. The organization is currently staffed by **21 full-time and 17 part-time employees**, organized across executive leadership, business and finance, membership, program services, camp advancement, fund development, retail and product services, and community partnership

functions. This infrastructure provides the administrative, operational, and programmatic capacity necessary to support the proposed expansion.

In addition to paid staff, Girl Scouts of Hawai‘i relies on a statewide network of more than **1,700 adult volunteers** who serve as troop leaders, guest speakers, special event volunteers, camp maintenance volunteers, and project mentors for individual Girl Scouts. This volunteer base complements staff-led programming and strengthens community engagement while allowing GSLE staff to focus on direct program delivery in school-based settings.

For this request, GSLE will be delivered by **six GSLE staff**, supported by **one Program Director** and **one Girl Scout Experience Manager (GEM)**. GSLE staff are responsible for implementing school-based leadership programming at assigned elementary school sites, coordinating with school administrators, facilitating age-appropriate GSLE activities, and supporting consistent participation by girls throughout the program year. This staffing pattern provides the service capacity required to expand GSLE to **70 elementary school locations** and serve approximately **1,400 additional girls** during the 2026–2027 school year.

The organization’s executive and senior leadership team provides oversight and administrative direction. **Dr. Kanoe Nāone, Chief Executive Officer**, brings more than **20 years of experience** leading nonprofit and educational organizations. Dr. Nāone previously served as Chief Executive Officer of the Boys & Girls Clubs of Greater Conejo Valley in Southern California from 2017 to 2022 and, from 2007 to 2017, as Chief Executive Officer of the Institute for Native Pacific Education and Culture (INPEACE), where she provided vision and oversight for a statewide organization focused on educational opportunity and self-sufficiency. She holds a Doctor of Philosophy from the University of Hawai‘i at Mānoa, as well as a Master of Arts and Bachelor of Arts in Political Science, and has experience in public policy, education, workforce development, and organizational leadership. Dr. Nāone has received numerous leadership awards recognizing excellence and equity in nonprofit leadership.

Operational oversight is provided by **J. Cisneros, Chief Operating Officer**, who has **14 years of experience** working with youth-focused nonprofit organizations. Cisneros has led organizational operations across multiple sectors, including nonprofit program development and the publishing industry, and is responsible for operations, strategy and policy, membership services, volunteer and staff training, monitoring and evaluation, risk mitigation and compliance, communications, information technology systems, and oversight of **eight facility and camp properties**. Cisneros holds a Bachelor of Arts in Music and Theatre from Principia College and a Master of Business Administration from California State University Channel Islands.

Program oversight is provided by **Charelle Silva, Director of Programs**, who oversees statewide GSLE, including program development, implementation, and large-scale initiatives such as camps and STEM-focused events. Silva brings extensive experience in event planning and program coordination and has a long history with Girl Scouts dating back to 1987, including earning both the Silver and Gold Awards, serving as a teen mentor and troop leader, and holding multiple volunteer leadership roles prior to joining council staff in 2016.

Together, this staffing structure ensures appropriate supervision, training, administrative direction, and service capacity to support the proposed GSLE expansion. Ongoing staff training, supervision, and performance monitoring ensure program fidelity, quality, and accountability across all participating school sites.

## **Organization Chart**

SEE ATTACHMENT

## **Compensation**

Chief Executive Officer, \$185,000

Chief Operating Officer, \$92,000

Director of Revenue, \$91,000

## **VII. OTHER**

### **Litigation**

Girl Scouts of Hawai'i currently has no pending litigation, claims, or legal actions against it, nor is the organization a party to any pending or threatened legal proceedings that would materially affect its operations or ability to fulfill the public purpose for which State of Hawai'i Grant-in-Aid funds may be awarded

### **Licensure or Accreditation**

Girl Scouts of Hawai'i is a duly incorporated 501(c)(3) nonprofit organization and is an official council chartered and affiliated with Girl Scouts of the USA (GSUSA), a nationally recognized organization with over a century of experience in youth development, leadership education, and community service. As an affiliate of GSUSA, Girl Scouts of Hawai'i adheres to nationally established standards, policies, and program frameworks governing governance, financial accountability, safety management, volunteer training, and program delivery.

Through its affiliation with Girl Scouts of the USA, Girl Scouts of Hawai'i maintains accreditation, insurance coverage, and compliance requirements necessary to operate youth programs safely and effectively. The organization follows nationally recognized best practices related to child safety, background screening, risk management, and program quality assurance. These standards ensure consistent, accountable, and responsible use of public and private funds.

### **Private Educational Institutions**

Grant-in-Aid funds received by Girl Scouts of Hawai'i will not be used to support, subsidize, or otherwise benefit any sectarian or non-sectarian private educational institution, in compliance with Article X, Section 1, of the Hawai'i State Constitution. No portion of the grant funds will be expended for instructional purposes, tuition, or activities that constitute direct support of a private educational institution.

If awarded, the grant funds will be used solely to support the lawful public purpose activities and infrastructure needs of Girl Scouts of Hawai'i, a qualified 501(c)(3) nonprofit organization, consistent with all applicable constitutional, statutory, and regulatory requirements.

## **Future Sustainability**

Once enrollment reaches a minimum of 20 girls at each of the 70 participating school sites, these school-based programs will be fully integrated into the Girl Scout Cookie Program. Revenue generated through the Cookie Program will be strategically reinvested to offset and ultimately sustain the staffing costs associated with these positions, ensuring the long-term financial sustainability of the program beyond the GIA funding period.

We will continue to seek private foundation, corporate, and nationally competitive education-focused grants to secure revenue for our programming. We will be actively developing a new three-year strategic plan during our fiscal 2025 year. We plan a greater diversification of revenue by growing sources of income earned including membership fees for traditional troops, dedicated events, individual giving, corporate, and foundation partnerships. We recently hired a Director of Camp Advancement to increase camp utilization and rental fees for when camp is not in use by Girl Scouts programs. Finally, we are developing a best-in-class volunteer program to grow our community volunteer base.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

App

Girl Scouts of Hawaii

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	395,996	0	178,000	
2. Payroll Taxes & Assessments	30,294			
3. Fringe Benefits				
<b>TOTAL PERSONNEL COST</b>	<b>426,290</b>	<b>0</b>	<b>178,000</b>	
<b>B. OTHER CURRENT EXPENSES</b>				
Salaries & Wages				1,294,734
Employee Benefits				302,741
Payroll Taxes				83,690
Professional Fees				176,958
Supplies				307,921
Telephone & Internet				45,935
Postage & Delivery				5,040
Facilities				213,116
Equipment				6,575
Printing, Publications & Advertising				35,450
Transportation & Travel				254,259
Conferences & Meetings				25,902
Financial Assistance				109,111
Interest Expense				54,679
Insurance				82,826
Other Expenses				15,421
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>0</b>			<b>3,014,358</b>
<b>C. EQUIPMENT PURCHASES</b>	<b>20,989</b>			
<b>D. MOTOR VEHICLE PURCHASES</b>	<b>0</b>			
<b>E. CAPITAL</b>	<b>0</b>			
<b>TOTAL (A+B+C+D+E)</b>	<b>447,279</b>	<b>0</b>	<b>178,000</b>	<b>3,014,358</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	447,279	Debbie Roling, Accountant		
(b) Total Federal Funds Requested	0	Name (Please type or print) <span style="float: right;">Phone</span>		
(c) Total County Funds Requested	178,000	Signature of Authorized Official <span style="float: right;">Date</span>		
(d) Total Private/Other Funds Requested	3,014,358	Dr. C. Kanoelani Naone, CEO		
<b>TOTAL BUDGET</b>	<b>3,639,637</b>	Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Girl Scouts of Hawaii

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
GSLE Coordinator	1	\$50,000.00	100.00%	\$ 50,000.00
GSLE Coordinator	1	\$50,000.00	100.00%	\$ 50,000.00
GSLE Coordinator	1	\$50,000.00	100.00%	\$ 50,000.00
GSLE Coordinator	1	\$50,000.00	100.00%	\$ 50,000.00
GSLE Coordinator	1	\$50,000.00	100.00%	\$ 50,000.00
GSLE Coordinator	1	\$50,000.00	100.00%	\$ 50,000.00
Director of Programs	1	\$84,872.00	50.00%	\$ 42,436.00
Girl Experience Manager	1	\$53,560.00	100.00%	\$ 53,560.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>395,996.00</b>

**JUSTIFICATION/COMMENTS:** The GSLE Coordinator is responsible for delivering Girl Scout leadership program and membership expansion. Their daily work and goals are directly tied to achieving the objectives and deliverables outlined in the grant.

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Girl Scouts of Hawaii

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Dell Laptop XPS "13	10	\$999.00	\$ 9,990.00	\$ 9,990.00
Mini iPad	10	\$649.99	\$ 6,499.90	\$ 6,499.90
Wifi Hotspot	10	\$449.91	\$ 4,499.10	\$ 4,499.10
			\$ -	
			\$ -	
<b>TOTAL:</b>	30		\$ 20,989.00	\$ 20,989.00
<b>JUSTIFICATION/COMMENTS:</b>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
None			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

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

Applicant: Girl Scouts of Hawaii

Contracts Total: \$ 180,000.00

	<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	GSLE Maui	July 1, 2025 – June 30, 2026	County of Maui Office of Economic Development (OED)	Maui County	\$ 30,000.00
2	GSLE / ASLP	October 1, 2025 – September 30, 2026	City & County of Honolulu Grant-in-Aid (CCGIA)	Honolulu	\$ 150,000.00
3					
4					
5					
6					
7					
8					
9					
10					

