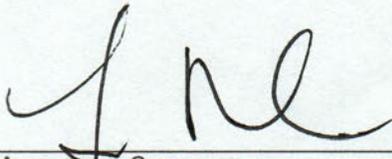


Application Submittal Checklist

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

Lawai'a Naihe
PRINT NAME AND TITLE

1/20/26

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: Ho'akeolapono Trades Academy and Institute

DBA/Trade Name: Ho'akeolapono Trades Academy and Institute

Issue Date: 01/08/2026

Status: **Compliant**

Hawaii Tax#:

New Hawaii Tax#:

FEIN/SSN#:

UI#:

XXXXXX3816

DCCA FILE#:

320749

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**

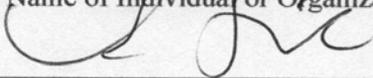
The undersigned authorized representative of the applicant certifies the following:

- 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.

Ho'akeolapono Trades Academy and Institute
(Typed Name of Individual or Organization)


(Signature) 1/20/26
(Date)

Lawai'a Naihe Executive Director
(Typed Name) (Title)



3-2600 Kaumualii Hwy Ste. 1300 #349, Lihue 96766 | info@hoakeolapono.org | (808) 652-4208

Statement of Public Purpose

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

Ho'akeolapono Trades Academy and Institute (HTAI) shall use this grant for a public purpose pursuant to Section 42F-102. This grant's public purpose is to significantly enhance workforce readiness on Kaua'i by delivering comprehensive trades and vocational skills training. Our programs are designed to empower community members with essential trades expertise, practical financial literacy, and dedicated job placement support. By addressing the critical need for a skilled local workforce, this initiative will directly boost the hireability of participants, leading to a substantial increase in Hawai'i's overall employment rate and fostering sustainable economic resilience.

Lawai'a Naihe
Executive Director

1/20/26

Date

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.

See attached Certificate of Good Standing dated January 11, 2026.

2. Declaration Statement

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

See attached Declaration of Statement.

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](#).

See attached Statement of Public Purpose.

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;

Ho'akeolapono Trades Academy and Institute (HTAI) is a Kaua'i-based 501(c)(3) nonprofit organization founded in 2021 to address Hawai'i's persistent shortage of skilled workers in the building and construction trades. HTAI was established in direct response to the growing gap between workforce demand and the availability of locally trained workers, a gap that has contributed to rising

construction costs, increased reliance on off-island labor, and the continued out-migration of Hawai'i residents seeking employment opportunities elsewhere.

Since its inception, HTAI has developed and implemented three workforce training programs that combine paid, hands-on instruction with industry-recognized certifications and real-world construction experience. The three different programs on Kaua'i include an Nā Wāhine H.V.A.C. Training and Certification program, 12-week Internship Program (adults 17-24), and 9-12 (High School) Building and Construction Program.

The organization's year-one projects include multiple classroom builds, maintenance work, campus renovations, ADA-accessible decks, ramps, and staircases for Kanuikapono Public Charter School. We have cleared over 10 acres of land and built fencing, nurseries, raised beds, and sheds for Connections Public Charter School in Hilo. We have also assisted 'Aina Alliance in clearing over 400 acres of Department of Hawaiian Home Lands.

2. The goals and objectives related to the request;

The primary goal of this request is to sustain the core operational capacity of Ho'akeolapono Trades Academy and Institute so that proven workforce development services can continue to be delivered to Kaua'i residents in a consistent, accountable, and effective manner. General operating support will ensure that the staffing, instructional resources, and administrative systems required for program delivery are maintained throughout the fiscal year.

The objectives of this request are to support the delivery of paid, hands-on workforce training that produces measurable employment outcomes. Specifically, operational funding will enable the organization to provide paid internship opportunities for twelve young adults, increasing their knowledge and practical experience in the building and construction trades through structured classroom instruction and supervised job-site training. Participants will receive necessary safety gear, hand and power tools, industry-recognized OSHA certifications, and financial literacy instruction that prepares them for long-term career success. In addition, the organization will support job readiness and placement activities that result in participants securing sustainable employment within targeted construction and trades industries in Hawai'i.

This request seeks general operating support to sustain and strengthen the organizational infrastructure required to continue delivering these proven workforce services. The requested funding ensures that workforce training programs remain accessible, responsive to local labor market needs, and aligned with the State's priorities for economic stability and workforce development.

3. The public purpose and need to be served;

Kaua'i faces distinct workforce challenges that directly impact housing development, infrastructure maintenance, and economic stability. As the county with the smallest labor force in the State of Hawai'i, Kaua'i has experienced slower workforce recovery following the COVID-19 pandemic and continues to report high demand for skilled construction and trades workers. The shortage of locally trained workers has resulted in increased dependence on imported labor, driving up project costs and limiting employment opportunities for Kaua'i residents, particularly Native Hawaiian and rural youth. Many individuals who are interested in entering the trades are unable to do so without paid training, access to tools and certifications, and structured pathways into employment.

The public purpose of this request is to sustain a workforce development organization that directly addresses these challenges by preparing Kaua'i residents for immediate employment in high-demand trades. General operating support ensures that Ho'akeolapono Trades Academy and Institute can maintain qualified instructional and administrative staff, provide safe and effective training environments, and meet fiscal and reporting requirements associated with public funding. Without stable operational capacity, workforce training programs that directly support Kaua'i's economic resilience cannot be delivered consistently or at scale.

4. Describe the target population to be served; and

The programs of Ho'akeolapono Trades Academy and Institute serve young adults ages 17 to 24 who reside on Kaua'i and are seeking career-ready pathways into the building and construction trades. The target population includes individuals who face barriers to traditional post-secondary education and employment, including limited access to paid training, industry certifications, and tools necessary to enter the workforce. Many participants come from rural and Native Hawaiian communities and are interested in developing practical skills that lead to immediate employment opportunities within Hawai'i's high-demand trades industries.

5. Describe the geographic coverage.

Residents in the geographic location of Kaua'i County can access HTAI's programs. Buildings projects serve multiple community organizations across Kaua'i Island.

Programs and projects primarily serve the central and east areas of Kaua'i and vary according to community needs. Program participants reside in the towns of Anahola, Kealia, Kapa'a, Koloa and Lihue.

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;

Ho'akeolapono Trades Academy and Institute's approach to this request is to sustain the operational capacity necessary to deliver structured, paid workforce development services that prepare Kaua'i residents for employment in the building and construction trades. General operating support allows the organization to maintain the staffing, instructional resources, and administrative systems required to deliver consistent, accountable, and outcome-driven programs throughout the fiscal year.

The scope of work includes the planning, coordination, and delivery of paid internship-based and high school level training programs that combine classroom instruction with supervised, hands-on job-site experience. Key tasks and responsibilities include recruiting and enrolling eligible participants; coordinating qualified instructional staff and mentors; delivering technical skills training, safety instruction, and financial literacy education; providing required safety gear, tools, and industry-recognized certifications; managing participant payroll and attendance; and coordinating job readiness and placement activities with local employers. Administrative responsibilities include fiscal management, payroll processing, compliance with public funding requirements, data tracking, and reporting.

The results and outcomes of this request include the provision of paid internship opportunities for twelve young adults, increased participant knowledge and hands-on experience in the building and construction trades, completion of OSHA and other job-readiness certifications, and placement of participants into sustainable employment within targeted industries in Hawai'i. Program effectiveness will be measured through objective indicators, including participant enrollment and completion rates, certification attainment, attendance and payroll records, demonstrated skills proficiency, and employment placement or offer documentation. These measures provide the State with a clear and objective means to assess program performance and public benefit.

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

July	Annual program planning and operational coordination; confirm instructional and administrative staffing; review and update curriculum and training schedules; finalize agreements with community partners and local contractors; begin participant recruitment and outreach
August-October	12-week Building through Innovation Internship program sessions Complete curriculum packets; Agreement with community organization/s for construction projects Re-established relationships with community mentors for job placement opportunities in specific trades initiate paid internship training with classroom instruction and supervised job-site experience; begin payroll processing and attendance tracking.
October-December	Fall Intersession workshops: deliver hands-on construction skills instruction, safety training, and financial literacy workshops; conduct ongoing skills assessments; begin outcome data collection; conduct ongoing fiscal oversight and compliance monitoring
January-March	Winter Intersession workshops: Additional paid intern training opportunities for Building and Construction Data collection and reporting Begin recruitment for Spring program session; conduct ongoing fiscal oversight and compliance monitoring
April-June	Spring Intersession workshops: Additional paid intern training opportunities for Building and Construction; begin year-end program assessment; Complete final program and financial reporting; document measures of effectiveness; conduct organizational planning for continued operations

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

Ho'akeolapono Trades Academy and Institute ensures quality and accountability through ongoing monitoring of program delivery, participant engagement, and fiscal management. Program performance is tracked through participant attendance, payroll records, skills demonstrations, and completion of required certifications. Instructional staff assess hands-on skill development, while administrative staff oversee compliance with payroll, documentation, and reporting requirements.

Program effectiveness is evaluated using measurable outcomes, including enrollment and completion rates, certification attainment, and employment placement. Data is reviewed at the conclusion of each training cohort to assess results and identify areas for improvement. Findings are used to refine curriculum, instructional methods, and participant support services. This evaluation process ensures responsible stewardship of public funds and continuous improvement in delivering workforce outcomes for Kaua'i residents.

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.

Objective	Measure / Indicator	Data Source / Measurement Tool	Reporting Frequency
Provide paid internship opportunities that increase knowledge and hands-on experience in the building and construction trades	Number of participants enrolled and completing paid internship training	Participant enrollment records; attendance and payroll logs; instructor completion verification	Quarterly
Ensure participants receive required safety training, tools, and certifications	Number of participants receiving safety gear, hand and power tools, and completing OSHA and other required certifications	Certification completion records; inventory distribution logs; participant sign-in sheets	Quarterly
Increase job readiness and workforce participation among program participants	Number of participants demonstrating skills proficiency through hands-on assessments	Instructor evaluations; skills demonstration checklists	Quarterly

Support placement of participants into sustainable employment within targeted trades industries	Number of participants securing employment, apprenticeships, or job offers in Hawai'i	Employment offer letters; employer verification; participant follow-up documentation	Semi-Annually
Ensure fiscal accountability and compliance with public funding requirements	Timely submission of required fiscal and program reports with accurate expenditure documentation	Financial reports; payroll records; internal reconciliation reports	Quarterly
Maintain effective program delivery and operational continuity	Percentage of planned training activities delivered as scheduled	Program schedules; attendance records; administrative tracking logs	Quarterly

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](#))

The completed budget forms are included in this application to detail the cost of the request.

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
\$49,250	\$49,250	\$49,250	\$49,250	\$197,000

in July 2025-December 2031 (\$500,000) and one for our high school program in October 2025-December 2031 (\$200,000).

We submitted a request to DHHL for \$300,000 in FY2027 for the Building through Innovation Intern program and waiting for a response.

These funds are restricted to specific program purposes, time periods, and allowable cost categories. DHHL funding supports designated activities and does not fully cover the ongoing operational infrastructure required to administer, supervise, and sustain multiple workforce development programs concurrently.

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

The unrestricted current assets balance as of December 31, 2025 is \$146,977.

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Ho'akeolapono Trades Academy and Institute

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	1	\$98,000.00	30%	\$ 29,400.00
Operations Manager	1	\$70,000.00	60%	\$ 42,000.00
Fiscal Manager	1	\$55,000.00	40%	\$ 22,000.00
Lead Carpenter	1	\$85,000.00	50%	\$ 42,500.00
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				135,900.00

JUSTIFICATION/COMMENTS: Personnel costs are requested on a partial basis to reflect the percentage of time each position devotes to Grant-in-Aid-supported workforce training activities. The Executive Director provides oversight and compliance, the Operations and Fiscal Managers support program coordination and fiscal reporting, and the Lead Carpenter delivers hands-on instruction to interns. Remaining salary costs are supported through non-state funding sources.

Applicant: Hoakeolapono Trades Academy and Institute

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL				

JUSTIFICATION/COMMENTS:

Applicant: _Hoakeolapono Trades Academy and Institute

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY:2024-2025	FY:2025-2026	FY:2026-2027	FY:2026-2027	FY:2027-2028	FY:2028-2029
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS Not Applicable – This Grant-in-Aid request is for general operating support and does not include capital improvements, construction, or equipment exceeding capital thresholds.						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Ho'akeolapono Trades Academy and Institute

Contracts Total: 700,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	DHHL Project Implementation #73495	10/1/25-12/31/31	DHHL	State	200,000
2	DHHL Existing programs #73224	7/1/25-12/31/31	DHHL	State	500,000
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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.

HTAI has provided workforce development programs in the building and construction industry in Kaua'i since its inception in 2021. The programs have expanded over the past three years.

During the first six months, three building and construction programs were designed and implemented, including a Nā Wāhine H.V.A.C. Training and Certification program, a 12-week Internship Program, and a 9-12 (High School) Building and Construction Program. The development of the H.V.A.C. Training and Certification program is designed to address multiple gender disparities among females in the building and construction workforce. The Na Wahine program offers participants a safe, rigorous learning environment that fosters maximal learning and retention.

During the first six months, three building and construction programs were designed and implemented, including a Nā Wāhine H.V.A.C. Training and Certification program, a 12-week Internship Program, and a 9-12 (High School) Building and Construction Program. The development of the H.V.A.C. Training and Certification program is designed to address multiple gender disparities among females in the building and construction workforce. The Na Wahine program offers participants a safe, rigorous learning environment that fosters maximal learning and retention.

To date, we have served over 60 individuals throughout Hawaii. As of November 2025, there were 33 graduates from the carpentry program and 12 from the Na Wahine HVAC program. Additionally, HTAI received 1st-Place in the 2022 Hogan Nonprofit Business Plan Competition for the sustainability and sensibility of its design.

Below is a list of verifiable experience-related projects or contracts:

Contracts

Department of Hawaiian Home Lands-Existing programs FY2025-2031
Purpose: To support preparation and planning for a Home Building Resources Center

Grant amount: \$500,000
Contract: 73224
Status: Ongoing

Department of Hawaiian Home Lands-Project Implementation FY2025-2031

Purpose: To support the high school construction CTE program
Grant amount: \$200,000
Contract: 73495
Status: Ongoing

Koi Pond Bridges Hawai'i FY2025-June to October

Purpose: To support the intern workforce development program on
Hawai'i island
Grant amount: \$50,000
Contract: MOA
Status: Completed

Office of Hawaiian Affairs-Kumuwaiwai Na'auao FY2024-FY2026

Purpose: To support the high school construction CTE program
Grant amount: \$400,000
Contract: 4411
Status: Ongoing

Chan Zuckerberg Kaua'i Community Fund FY2024-FY2025

Purpose: To support the operations for all program
Grant amount: \$10,000
Contract: MOA
Status: Completed

Kauai Federal Credit Union FY2024-2025

Purpose: To build organizational capacity of human resources, marketing,
software and leadership training.
Grant amount: \$40,000
Contract: MOA
Status: Completed

Office of Hawaiian Affairs-Economic Stability FY2023-FY2025

Purpose: To support the Building through Innovation Intern program
scholarships, training and job placement in Hawai'i.
Grant amount: \$400,000
Contract: 4382
Status: Completed

Projects Experience

- Kupuna Renovations Ahupua'a of Anahola (2021-2023) - Through partnerships with Kukulū Kumuhana O Anahola (KKOA) and Rae Nam, Ho'akeolapono gets into the community to assist with clean-up efforts and kupuna renovations in the Ahupua'a of Anahola.
- Kanuikapono Public Charter School Kaua'i (2021-2023) Projects include multiple classroom builds, maintenance work, campus renovations, ADA-accessible decks, ramps, and staircases on the school's campus.
- Connections Public Charter School Hilo (2021-2023) Projects include clearing over 10 acres of land and building fencing, nurseries, raised beds, and sheds
- Hawaii Community Assets Office Remodel (2023) This project was a complete renovation of the HCA office building. This project took five months to complete.
- Aina Alliance Security Projects (2023)

2- 320 Sq Ft. Security offices to monitor beach access from two beach access locations

Security Access Gate- is located at the Aina Alliance beach access road entrance.

- Anahola, DHHL Community Kupuna Remodels (2025) We have done over \$15,000 of remodeling at no cost for multiple kupunas, including:

Complete ADA bathroom overhaul for a recovering stroke survivor

ADA ramp for a heart attack survivor in a wheelchair

- Renovations of Organization Lihue Office (2025-2026) This project is a complete renovation of 3 separate spaces of an office building. Project was completed at the writing of this application in January 2026

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.

Current and Planned Facilities:

As of the writing of this application in January 2026, Ho'akeolapono conducts all on-the-job training classes at various off-site project locations. These

construction sites provide adequate, compliant classroom space with Wi-Fi to fully support the Ho'akeolapono curriculum and interns. All community sites adhere to state and local building codes, relevant regulations, Occupational Safety and Health Administration (OSHA) guidelines, and our organizational policies. At this time, the renovation of a new office space, centrally located in Lihue, Kaua'i, is near completion and will host all upcoming intern curriculum classwork, safety tests and financial literacy workshops.

Since August 2024, our 9-12 High School program has been delivered through a valuable partnership with Ke Kula Niihau o Kekaha. While curriculum classes are held on the school campus, hands-on construction lab experiences take place at nearby community construction locations.

Future Campus Development:

We are actively working to establish a permanent campus through the acquisition of a five-acre parcel in Anahola, in collaboration with the Department of Hawaiian Home Lands (DHHL). We currently hold a Right of Entry permit from DHHL, granting us access to conduct the necessary due diligence for campus development. We project the building and development process for our new campus will take approximately two years. Planning and preparation for this significant project are currently supported by a dedicated DHHL grant.

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.

Our staff consists of 3 full-time employees being one executive director and two carpenters.

The Operations Manager and Fiscal Manager roles are presently structured as contract positions to meet current administrative and financial needs while managing costs responsibly. As program demand and funding stabilize, these positions are expected to transition to salaried roles in the upcoming year to strengthen internal capacity, support expanded operations, and ensure long-term sustainability. This phased approach allows the organization to scale staffing in alignment with growth while maintaining fiscal accountability.

Executive Director

The Executive Director provides leadership and guidance for the entire organization and its programs. This position is responsible for the organization's overall operations, including daily operations, programs, finances, planning, and community relations. The current director is an accredited educator with over ten years of teaching experience and four years of administration leadership. Experience includes hiring, training, supervising organization staff, overseeing program operations, and being a journeyman carpenter with over 20 years of building and construction skills.

Lead Carpenter/Carpenter

Direct training and service delivery are led by experienced Lead Carpenters/Carpenter and instructional staff with professional backgrounds in the building and construction trades. These personnel are responsible for supervising participants during hands-on training activities, delivering technical instruction, enforcing safety protocols, and assessing participant skill development. Instructional staff provide daily supervision, mentorship, and skills evaluation to ensure participants gain practical, job-ready experience.

Fiscal Manager

The Fiscal Manager is responsible for comprehensive financial management, including monthly bookkeeping, reconciliations, tax compliance, preparation of fiscal reports, reconciliation and reporting for audits, and coordination with the certified public accountant (CPA). The current manager holds a Bachelor's degree in Finance and brings over 25 years of extensive experience in nonprofit leadership, spanning the administration of private, state, and federal grants. Their professional background includes a four-year tenure as the School Operations Supervisor at a K-12 charter school and 14 years as the Chief Financial Officer for a local health management clinic. This individual has been actively engaged with HTAI for the past year, currently optimizing the organization's financial processes. The Fiscal Manager is eager to transition to a salaried role as funding stabilizes and looks forward to supporting expanded financial oversight and long-term organizational sustainability.

Operations Manager

An administrative manager has been contracted to oversee operational responsibilities, including grants development and management. This individual owns a company offering administrative support, grant research, writing, and management services to local nonprofit organizations for over three years. They previously served as the executive director of a K-12 Hawaiian immersion school, and holds a Bachelor's degree in Psychology and a Master's degree in Social Work from a regional university. Contracted services are available under

the Executive Director for grant monitoring, reporting, data collection verification, and organizing performance measurement data, including this project. The Operations Manager is enthusiastic about transitioning to a salaried position as program demand increases and is committed to supporting the organization's planned growth and operational stability.

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.

See the attached organizational chart.

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.

Executive Director-	\$98,000- Full Time
Lead Carpenter-	\$85,000- Full Time
Carpenter-	\$83,000- Full Time

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.

None.

2. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

Not applicable.

3. Private Educational Institutions

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

Not applicable.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 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 the Grant-in-Aid is received for fiscal year 2027, Ho'akeolapono Trades Academy and Institute will use the funding to stabilize core operations, retain qualified staff, and maintain consistent program delivery while continuing to diversify revenue through earned program income, private and foundation grants, county partnerships, and fundraising. State funding will be used strategically to strengthen capacity and reduce long-term reliance on public funds.

If the Grant-in-Aid is not received beyond fiscal year 2027, the organization will sustain workforce development activities through earned revenue from supervised construction training projects, private and foundation support, county funding, and ongoing fundraising efforts. Program scope and operating costs will be adjusted as needed to align with available resources while preserving core services and workforce outcomes. In both scenarios, the organization remains committed to fiscal responsibility and the continued delivery of workforce training services that meet Kaua'i's labor needs.

Organizational Chart

Ho'akeolapono Trades Academy & Institute Building Through Innovation Program Project Chart

