

## 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

Lisa Paulson, Chief Executive Officer  
PRINT NAME AND TITLE

1/21/26  
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:** Maui Food Bank, INC.

**DBA/Trade Name:** Maui Food Bank, INC.

**Issue Date:** 12/02/2025

**Status:** **Compliant**

Hawaii Tax#: [REDACTED]

New Hawaii Tax#:

FEIN/SSN#: [REDACTED]

UI#: XXXXXX3286

DCCA FILE#:

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.

Maui Food Bank, Inc.

(Typed Name of Individual or Organization)



(Signature)

1/21/26

(Date)

Lisa Paulson

(Typed Name)

Chief Executive Officer

(Title)

## Application for Grants

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

### **I. Certification**

#### **1. Hawaii Compliance Express Certificate**

Hawaii Compliance Express Certificate dated after December 1, 2025 is attached.

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

Declaration Statement is attached.

#### **3. Public Purpose**

Maui Food Bank, Inc. attests that this grant will be used for a public purpose of distributing charitable food assistance, as pursuant to Section 42F-102, Hawaii Revised Statutes.

### **II. Background and Summary**

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

Maui Food Bank's mission is to end hunger in Maui County. We envision a future where everyone has access to safe and healthy food, and we are a steadfast partner in ensuring food security for our island communities. Since 1994, Maui Food Bank has served as Maui County's leading hunger relief organization by collecting, warehousing, and distributing mass quantities of nutritious food across Maui, Molokai, and Lanai. Our work is driven by a dedicated team of 29 full-time employees and an annual operating budget of \$11.5 million. Over the last fiscal year, Maui Food Bank's strategic efforts yielded the following impact:

- 40,000 residents served on average per month, including 14,000 children and 4,200 West Maui residents recovering from the 2023 wildfire disaster
- 7.6 million pounds of food distributed – equivalent to 17,000 meals per day
- 38% of food distributed was comprised of fresh produce
- 124 partner agencies and 33 schools participated in our food distribution network
- 94,910 volunteer hours collectively engaged to help move food through our distribution network – equivalent to the work of 46 full-time employees
- \$1.1 million in revenue generated for 29 local food producers

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

A \$200,000 operating GIA is requested to support Maui Food Bank's \$6 million annual food purchasing budget. This investment will help us maintain a steady supply of nutritious food assistance – of which roughly 65% must be purchased, while the remaining 35% is rescued as donations of surplus from the food industry.

Our primary goal is to utilize 100% of GIA funds to purchase 101,522 pounds of nutritious food for distribution across Maui County, which equates to 84,602 meals. This represents a strategic contribution toward our annual goal of distributing 7 million pounds of food or the equivalent of nearly 16,000 meals per day. Our objective is to cost-effectively purchase foods with GIA funds at an average price of no more than \$1.97 per pound, which aligns with Feeding America's standard fair value of one pound of food. Foods will be selected according to the 2020 Healthy Eating Research Nutrition Guidelines for the Charitable Food System.

This GIA will also support our overall goal of providing food assistance to an average of 33,000 Maui County residents per month including:

- 25,000 Maui County residents through our food distribution network of over 100 partner agencies
- 4,000 West Maui residents at our Da Market Lahaina food distribution center
- 1,000 Maui residents through our Da Mobile Market
- 3,500 Maui County students at 30 schools during the academic year
- 900 Maui County children and youth during the summer break

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

Maui Food Bank fulfills a critical public purpose by helping tens of thousands of residents access the food they need to thrive. In addition to delivering basic sustenance and dignity, our work stabilizes families, improves health, and builds more equitable communities.

The need is pervasive – 41% of Maui County households are food insecure, as determined by a 2024-2025 study conducted by Pirkle Epidemiology and Evaluation Consulting for the statewide alliance of food banks. This translates to 67,000 residents across Maui, Molokai, and Lanai who lack access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences for an active and healthy life. In Maui County, 11.4% of households live with the reduced dietary quality and variety associated with **low** food security, while 29.7% of households experiencing **very low** food security reduce their food intake, skip meals, and/or go whole days without eating.

Although government-funded programs significantly mitigate hunger, 74% of Hawaii households receiving SNAP benefits still face food insecurity. Furthermore, 48% of food-insecure residents in Maui County earn too much to qualify for SNAP, which represents a substantial ‘coverage gap.’ Community reliance on charitable food assistance is expected to persist in Maui County due to the convergence of recent cuts to federal food assistance programs including SNAP and TEFAP, lingering socioeconomic impacts of the 2023 wildfire disaster, and the extraordinary cost of living that continually strains our islands.

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

Maui Food Bank serves anyone at risk of going hungry across Maui County. We recognize how quickly many local families can move from stability to struggle, where even a brief loss of income creates an immediate need for food assistance – a reality made clear during the 2025 federal government shutdown. While no one is ever turned away, we focus our efforts on serving the following target populations:

- ALICE households and low-wage earners
- Children and youth living in low-income and/or single-parent households (those under age 18 typically account for a third of the population relying on our support)
- Seniors who are home-bound and/or receiving fixed, low incomes
- People in crisis due to job loss, domestic violence, drug addiction, or other hardships
- Individuals experiencing homelessness or at risk of experiencing homelessness
- Mentally or physically challenged individuals
- Households recovering from the 2023 wildfire disaster

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

Maui Food Bank coordinates an extensive food distribution network that reaches residents of all regions of Maui County, including Maui, Molokai, and Lanai. Our offices and main warehouse are headquartered in Wailuku, including a ‘shopping floor’ visited by our partner distribution agencies for selection and pick-up of food assistance. Each month, our operations team packs shipments of food for our partners and schools on Molokai and Lanai. To manage increased demand, Maui Food Bank has leased an additional warehouse in Kahului for overflow dry storage since 2020. In 2024, we opened a ‘client-choice’ food distribution center in Lahaina to provide dedicated support for West Maui households recovering from the 2023 wildfire disaster. In 2025, our mobile market began bringing fresh food directly to rural and underserved geographic communities in East Maui, Upcountry Maui, South Maui, and interim housing sites for fire-displaced residents.

### **III. Service Summary and Outcomes**

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

**Sourcing** – Maui Food Bank’s work begins with the logistical challenge of sourcing a steady supply of safe, nutritious food. We coordinate with about 70 suppliers of all sizes across the food industry to rescue surplus food that may otherwise go to waste, as well as purchase fruits, vegetables, frozen proteins, eggs, dairy, breads, and shelf-stable items to ensure a varied inventory. Foods are selected according to the 2020 Healthy Eating Research Nutrition Guidelines for the Charitable Food System.

Our sourcing team diligently cultivates vendor relationships to ensure a reliable supply chain and encourage the best pricing. Financial resources are optimized by balancing cost-effective container shipments of food from the continental U.S. with more costly fresh, frozen, and culturally tailored foods that best support client preferences and health, along with the local food economy. During FY2025, Maui Food Bank spent \$1.1 million on Hawaii-grown or -produced foods and another \$3.5 million on foods purchased from businesses operating on-island.

**Warehousing & Transportation** – Upon arrival, all food items undergo an intake inspection before being sorted and stored in designated dry storage areas or industrial walk-in refrigeration and freezer units. To minimize waste, products deemed unfit for human consumption are diverted to a local farmer for pig feed. Our warehouses are hubs of constant activity, where mass quantities of food are continuously pulled to stock our shopping floors or packed for delivery, transportation between our facilities, or interisland shipping to Molokai and Lanai. Strict warehousing standards are followed including safe food handling, hygiene and sanitation, workplace safety, and inventory management. By proactively maintaining our facilities, fleet of vehicles, and other equipment such as forklifts, pallet jacks, and generators, our warehousing and transportation teams ensure a smooth operational flow that minimizes interruptions for the communities we serve.

**Partner Distribution Network** – To distribute food across Maui County in a comprehensive manner, we rely on extensive partnerships with other non-profits, schools, community groups, and faith-based organizations. In FY2025, we collaborated with 6 sites providing hot meals to the public, 31 food pantries offering groceries and emergency food, 55 human service agencies feeding their clients, and 32 mobile outreach programs or pop-up distribution sites for unsheltered, low-income, and senior communities. Our main warehouse shopping floor is open Monday through Friday by appointment for partner agency pickups. Food allotments and visit frequencies are determined by the capacity of each partner’s food assistance program(s).

**Distribution to Children & Youth** – Maui Food Bank bridges the nutritional gap for children and youth, particularly when they are most at risk for inconsistent nourishment. We partner with 30 Head Start preschools and K-12 schools across Maui and Molokai. Every Friday in the school year, our Aloha Backpack Buddies program provides 1,500 students with bags of shelf-stable, easy-to-prepare meals and snacks for the weekend. Our Super Snackers program supplies healthy snacks to 2,500 students in need of supplemental nourishment during the school day, which allows them to focus better in the classroom. Our 8-week ‘Ai Holo program delivers weekly food boxes to 900 children and youth in the summer when they completely lack access to free and reduced-price school meals.

**Distribution to Families & Seniors** – On a monthly basis, our Go Fresh ‘Ohana Drops and Senior Mobile Pantry programs collectively deliver boxes of fresh produce, eggs, and frozen proteins to 26 sites across Maui, so that families and seniors can conveniently access food assistance closer to their vicinity. ‘Ohana Drops sites are primarily located at low-income and affordable housing communities, while Senior Mobile Pantry sites are located at low-income senior residential communities and facilities of senior service providers.

**Da Market Lahaina & Da Mobile Market** – Our Da Market Lahaina food distribution center welcomes fire-impacted West Maui households from 9 am-3 pm on Mondays, Tuesdays, and Thursdays with hours extended to 9 am-6 pm on Wednesdays. On a monthly basis, our Da Mobile Market program brings fresh food directly to underserved geographic areas of Hana (East Maui), Kihei (South Maui), Pukalani (Upcountry Maui), and temporary housing communities for fire-displaced residents. Both Da Market Lahaina and Da Mobile Market feature welcoming, retail-style set-ups designed to mimic a local grocery store or farmer’s market. By moving away from pre-assembled food boxes and embracing ‘client choice’, these programs foster a sense of dignity and personal agency, while reducing food waste.

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

Maui Food Bank operates consistently year-round and would be ready to implement this GIA as soon as a contract is fully executed with the expending State agency.

Beginning in month one and continuing at a uniform rate throughout the grant year, we will use \$16,667 in GIA funds to purchase at least 8,460 pounds of nutritious food per month – equivalent to 7,050 meals.

Each month, we will also work towards fulfilling our 7 million pounds overall annual goal by distributing a target of 583,333 pounds of food – equivalent to 486,111 meals.

Finally, we will aim to serve an average of 33,000 Maui County residents per month across our food distribution programs and network.

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

Our Grants Manager will oversee this GIA's performance measures, complete all required reporting, and work closely with the sourcing and program teams to facilitate any performance improvements, if needed. Staff across Maui Food Bank are trained to collect a range of data on an on-going basis, which is compiled monthly to monitor impact. This includes service levels and demographics for each of our food distribution programs and partner agencies, as well as a detailed inventory tracking pounds, food types, and sources to fulfill Feeding America's reporting requirements. Our directors team meets weekly to maintain communication and alignment across departments, discuss emerging issues, and streamline problem-solving. Our Agency Services Manager monitors our partner distribution agencies for quality assurance. Partner agencies experiencing compliance issues, including overdue monthly reports, are prohibited from picking up food from our warehouse until they regain compliance.

**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.**

Performance Measures:

- 1) 101,522 pounds of food, the equivalent of 84,602 meals, will be purchased with GIA funds over one year for distribution throughout Maui County
- 2) 7 million total pounds of food, the equivalent of 5.8 million meals, will be distributed across our food distribution programs and network over one year
- 3) 33,000 Maui County residents will be served by Maui Food Bank on average each month

Note for performance measure #3: This count likely reflects a modest degree of duplication. While our partner distribution agencies report unique monthly totals – counting each person only once regardless of visits – we do not collect identifying information. Consequently, we cannot determine if an individual visited multiple partner distribution agencies within the same month. This 'de-duplication' data challenge is common across the food bank sector.

**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
- b. Personnel salaries and wages
- c. Equipment and motor vehicles
- d. Capital project details
- e. Government contracts, grants, and grants in aid

Budget forms are attached. 100% of GIA funds will be used to purchase food at an average price of no more than \$1.97 per pound, which aligns with Feeding America's standard fair value of one pound of food. All purchases will be comprised of fresh, frozen, or shelf-stable foods selected in alignment with the 2020 Healthy Eating Research Nutrition Guidelines for the Charitable Food System.

**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
\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

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

**Federal - \$1,545,000** (\$1,500,000 appropriation for rural disaster resilience hubs; \$45,000 USDA The Emergency Food Assistance Program Administrative Funds)

**State of Hawaii - \$497,500** (about 50% of \$895,000 Act 310 Nonprofit Emergency Grant will be available during FY2027; \$50,000 Farm to Family Grant)

**County of Maui - \$650,000** (\$400,000 Department of Human Concerns Grant; \$250,000 Department of Agriculture Farm to Family Grant)

**General Individual Donations - \$3,000,000**

**Private Foundations - \$2,500,000**

**Online Giving - \$2,000,000**

**Major Gifts - \$1,500,000**

**Direct Mail Contributions - \$1,000,000**

**Corporate Giving - \$500,000**

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.**

A listing of government contracts, grants, and grants in aid is attached.

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

\$50,500,000

## **V. Experience and Capability**

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

**Operational Expertise** – As a cornerstone of Maui County’s food security landscape for three decades, Maui Food Bank possesses a robust track record in large-scale hunger relief operations. Our expertise is built on a foundation of deep institutional knowledge of the charitable food system, specialized logistics, rigorous compliance, and a long history of managing a multitude of vendors, partners, and stakeholders to successfully operate an extensive local food distribution network.

**Proven Scalability & Resilience** – We have repeatedly demonstrated our capacity to meet unprecedented demand during recent crises, including the coronavirus pandemic and wildfire disaster. The latter required a rapid, three-fold expansion of our food distribution from 3.3 million pounds in FY2023 to 9.3 million pounds in FY2024. This proven agility solidifies our position as a resilient community anchor capable of scaling hunger-relief initiatives without compromising safety, quality, or accountability.

**Statewide Collaborative Resources** – Maui Food Bank participates in a statewide alliance with Hawaii Foodbank serving Honolulu and Kauai counties and The Food Basket serving Hawaii county. Together, we provide a unified safety net for Hawaii’s people by distributing the equivalent of 29 million meals annually through a network of over 500 hunger relief partners. Our collaboration fosters sharing of knowledge, opportunities to pool resources

and partner on funding opportunities, coordination of advocacy and research efforts, and joint trainings that elevate our technical capabilities and service models.

**Governance & Fiscal Capability** – Our non-profit is governed by a board of directors that represent diverse demographics and sectors (including food access, transportation, law, local government, real estate, business, and community) to provide valuable strategic and fiscal oversight. Our commitment to financial stewardship is demonstrated by a consistent record of clean independent audits, successful management of multi-year government grants, and internal controls and reporting systems that ensure every dollar is tracked and every pound of food is accounted for.

**Verifiable Experience** – Maui Food Bank’s related projects and contracts for the most recent three years include: 1) two American Red Cross disaster recovery grants totaling to \$2.1 million; 2) County of Maui Department of Human Services grants of \$400,000 annually; 3) USDA The Emergency Food Assistance Program (TEFAP) federal funding and in-kind food contributions ranging \$500,000 to \$1 million in annual value, passed through and administered by the State of Hawaii Office of Community Services.

## **2. Facilities**

Maui Food Bank currently operates out of three warehouses totaling to 21,500 square feet.

**Wailuku Headquarters** – For about a decade, our Wailuku property has served as our hub of operations. It contains office spaces; warehousing facilities for dry, cold, and frozen food storage with a back-up generator; and a ‘shopping floor’ visited Monday through Friday by our partner distribution agencies for selection and pick-up of food assistance. Four refrigerated box trucks are staged at this Wailuku warehouse and driven every weekday to collect donations of surplus food across the island as well as transport large volumes of food between our facilities. To provide much-needed overflow cold storage, we recently installed a 20-foot refrigerated container beside our Wailuku warehouse.

**Kahului Overflow Warehouse** – Since the coronavirus pandemic in 2020, Maui Food Bank has leased an overflow dry storage site in nearby Kahului to keep up with the growing demand for food assistance. This Kahului facility also makes it possible for us to host large numbers of volunteers to assist with aggregation of food boxes when needed.

**Da Market Lahaina Food Distribution Center** – In early 2024, we began a four-year lease for a facility in a busy commercial area of Lahaina. Warehousing and retail facing spaces were created to establish our ‘client choice’ Da Market Lahaina food distribution center for West Maui households recovering from the 2023 wildfire disaster.

**Da Mobile Market** – In 2025, we launched our Da Mobile Market program, which is fueled by our two high-capacity mobile market trucks that can together safely deploy 10,000 pounds of fresh food directly to rural and underserved communities.

**Additional Wailuku Office** – We recently began leasing additional office space located across the street from our Wailuku property to accommodate our expanded staff.

**New Facility** – A core goal of our 2025-2030 strategic plan is to build a new facility that will streamline the above patchwork of operational sites into a central location designed for optimal logistical efficiency and service effectiveness. Our leadership is currently in the process of securing land for this major capital project, then a capital campaign will begin.

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

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

**Staffing Level** – In order to adapt to the surge in operational demands, it was essential for our organization to expand its team from 19 full-time staff prior to the 2023 wildfire disaster to 29 full-time staff at present. Additional program, sourcing, warehousing, transportation, finance, and development personnel have positioned Maui Food Bank with the expanded expertise and capacity needed to strengthen and scale internal systems, optimize productivity, and ultimately make a meaningful impact on reducing local food insecurity.

**Sourcing Department** – Our Director of Sourcing & Donor Relations will apply her procurement, budgeting, and relationship-building experience to oversee the sourcing of all food purchases in alignment with community need and our procurement policies. A Product Resourcing Specialist with private sector food supply chain experience will provide support with bids, purchasing, invoicing, and tracking. These two staff will play a key role in ensuring that our monthly food purchasing and price per pound targets are achieved, and that food purchases are appropriately tracked to account for this grant.

**Operations & Programs Leadership** – Our Chief Operating Officer will rely on her 7 years of experience at Maui Food Bank to provide supervision, training, and administrative direction for all operations and food distribution efforts. Our Director of Operations brings 14 years of experience at Maui Food Bank to his role in leading our logistical operations, including warehousing, transportation, receiving, inspection, inventory, reporting, and staff supervision. Our Director of Programs & Agency Relations will apply her 7 years of experience at Maui Food Bank to supervise program staff, strategically align our food distribution programming and network, and oversee program compliance.

**Finance Department** – Our Chief Financial Officer and Senior Accountant will be responsible for maintaining accounting records and providing financial data for fiscal reporting required by this grant. Our Chief Financial Officer possesses extensive private sector leadership experience in financial oversight, strategic cost savings, revenue generation, risk management, and data analytics. Our Senior Accountant has over 30 years of accounting and financial management experience.

**Volunteers** – Volunteers make immense contributions towards our hunger relief efforts. They sort and shelve food in our warehouses; pack emergency food bags; aggregate and deliver food boxes for our summer keiki program; assist with our food drives and special events; and pick-up, transport, and distribute food for our partner agencies. In FY2025, the value of volunteer time contributed across our food distribution network amounted to \$3.3 million (based on the \$34.79 value of a volunteer hour according to Independent Sector).

## **2. Organization Chart**

Organizational chart is attached.

## **3. Compensation**

Annual salary range paid to three highest paid employees:

Chief Executive Officer:	\$125,000 - \$200,000
Chief Financial Officer:	\$100,000 - \$175,000
Chief Operating Officer:	\$100,000 - \$175,000

## **VII. Other**

### **1. Litigation**

Not applicable – Maui Food Bank, Inc. is not a party to any pending litigation

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

Maui Food Bank is a Partner Distribution Organization (PDO) of Hawaii Foodbank, which is an affiliate type within the national Feeding America network. To qualify as a Feeding America PDO, our organization must meet strict legal and operational standards, including non-discrimination; annual auditing of our facility and the safe handling of food; compliance with warehouse, inventory, partner agency monitoring, reporting, and record-keeping controls; and prohibiting certain activities for food distribution, such as charging fees, redistribution, personal use, and proselytizing.

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

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

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

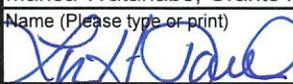
Maui Food Bank has maintained a very strong financial position following an extraordinary surge in charitable contributions received for wildfire relief in FY2024. To ensure resilience, we established an emergency response reserve that will safeguard our services during future disasters, economic downturns, or unforeseen crises. Our leadership is currently focused on capacity-building, a major capital project, and strategic financial planning to bridge the gap between our current recovery efforts and long-term organizational sustainability. Operations and programs are being carefully scaled based on both our current balance sheet and projected ability to secure ongoing revenues.

As part of our goal to protect expanded services relied on by our community, we are aggressively diversifying our funding by adding specialized roles in major gifts, grant writing/grants management, and food sourcing. These new positions are moving us beyond our traditional reliance on direct mail and online giving campaigns to build a sophisticated, multi-channel development strategy. This will allow us to solicit and steward more high-value individual contributions, corporate gifts, private foundation and government grants, and in-kind donations of equipment, services, and surplus food.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Maui Food Bank, Inc.

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				
9. Other - Food Purchases	200,000		250,000	5,550,000
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	200,000		250,000	5,550,000
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>200,000</b>	<b>0</b>	<b>250,000</b>	<b>5,550,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	200,000	Marisa Watanabe, Grants Manager (808) 866-5091		
(b) Total Federal Funds Requested	0	Name (Please type or print) <span style="float: right;">Phone</span>		
(c) Total County Funds Requested	250,000			
(d) Total Private/Other Funds Requested	5,550,000	Signature of Authorized Official <span style="float: right;">Date</span>		
<b>TOTAL BUDGET</b>	<b>6,000,000</b>	Lisa Paulson, CEO		
		Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Maui Food Bank, Inc.

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				0.00
<b>JUSTIFICATION/COMMENTS:</b>				
Not applicable				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Maui Food Bank, Inc.

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				0

**JUSTIFICATION/COMMENTS:**

Not applicable

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				0

**JUSTIFICATION/COMMENTS:**

Not applicable

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: Maui Food Bank, Inc.

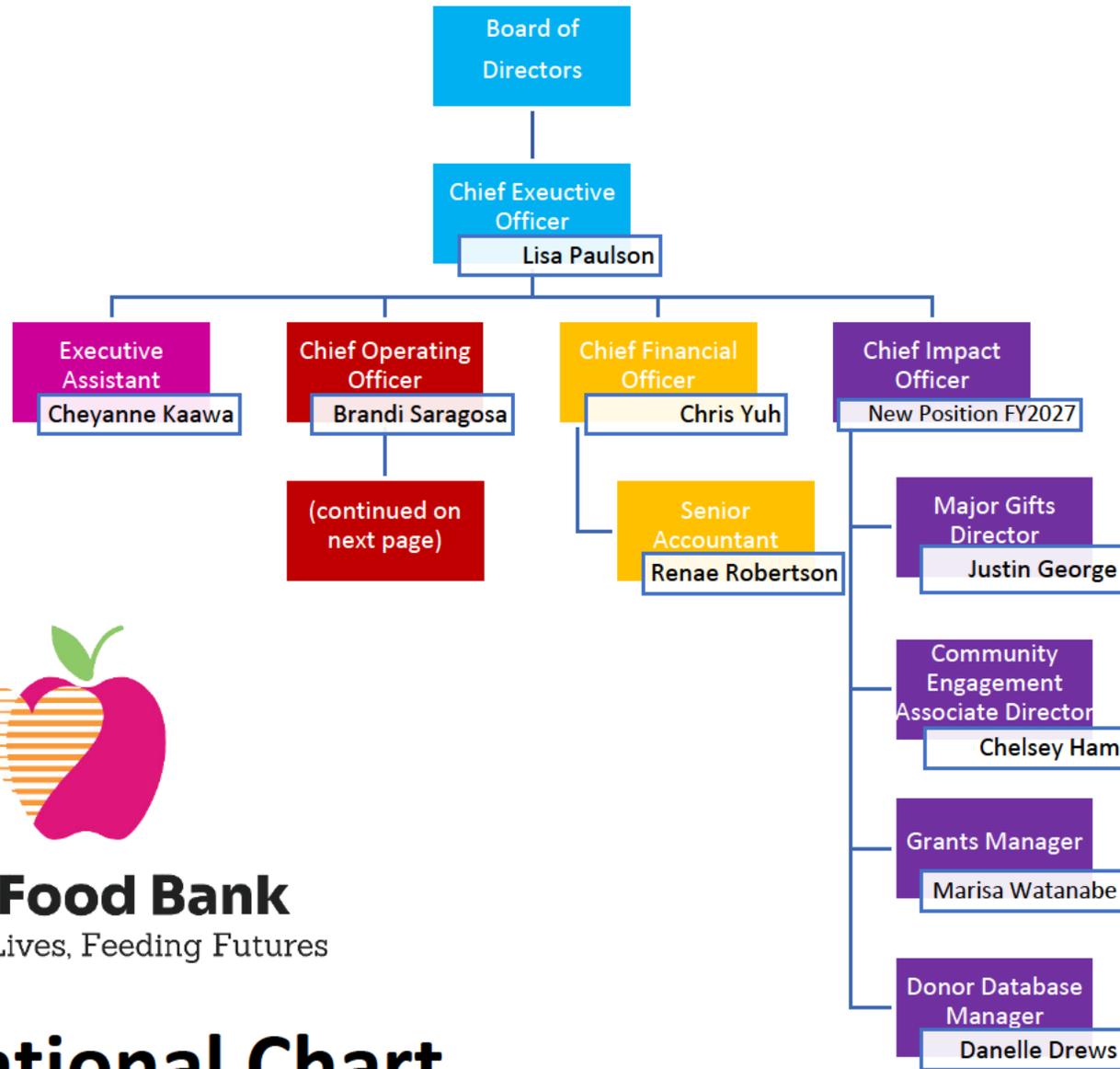
FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY:2024-2025	FY:2025-2026	FY:2026-2027	FY:2026-2027	FY:2027-2028	FY:2028-2029
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>	0	0	0	0	0	0
<b>JUSTIFICATION/COMMENTS:</b>						
Not applicable						

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

Applicant: Maui Food Bank, Inc.

**Contracts Total: \$2,842,146.13**

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/County)</b>	<b>CONTRACT VALUE</b>
1	The Emergency Food Assistance Program	10/1/2025 - 9/30/2026	U.S. Department of Agriculture	Federal (passed through State OCS)	\$44,082
2	The Emergency Food Assistance Program	10/1/2024 - 9/30/2025	U.S. Department of Agriculture	Federal (passed through State OCS)	\$74,023
3	The Emergency Food Assistance Program	10/1/2023 - 9/30/2024	U.S. Department of Agriculture	Federal (passed through State OCS)	\$46,210
4	The Emergency Food Assistance Program	10/1/2022 - 9/30/2023	U.S. Department of Agriculture	Federal (passed through State OCS)	\$62,397
5	Commodity Supplemental Food Program	7/1/2022 - 6/30/2023	U.S. Department of Agriculture	Federal (passed through State OCS)	\$11,559
6	Coronavirus State and Local Fiscal Recovery Funds	7/1/2022 - 6/30/2023	U.S. Department of Treasury	Federal (passed through State OCS)	\$256,410
7	Emergency Food and Shelter Program	7/1/2022 - 6/30/2023	U.S. Department of Homeland Security	Federal	\$51,342
8	Act 310 Nonprofit Emergency Grant	currently pending execution (12 month grant)	Office of Community Services	State of Hawaii	\$895,000
9	Farm to Family Grant	11/8/2025 - 4/30/2026	Office of Community Services	State of Hawaii	\$50,000
10	Emergency Food Relief for Government Shutdown	11/4/2025 - 4/30/2026	Office of Community Services	State of Hawaii	\$208,200
11	Farm to Family Grant	currently pending execution (12 month grant)	Department of Agriculture	County of Maui	\$242,923
12	Hunger Relief Grant	7/1/2025 - 6/30/2026	Department of Human Services	County of Maui	\$400,000
13	Hunger Relief Grant	7/1/2023 - 6/30/2024	Department of Human Services	County of Maui	\$400,000
14	Hunger Relief Grant	7/1/2022 - 6/30/2023	Department of Human Services	County of Maui	\$100,000



**Maui Food Bank**  
Nourishing Lives, Feeding Futures

# Organizational Chart



# Organizational Chart

