

## 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



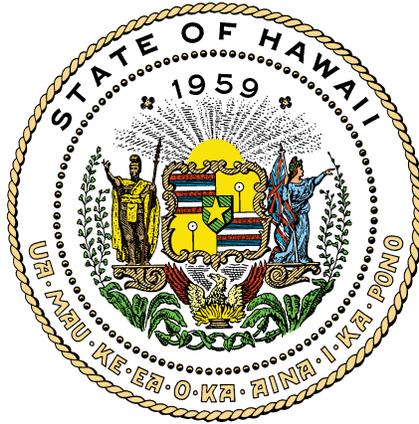
AUTHORIZED SIGNATURE

Karen Gallagher - President

PRINT NAME AND TITLE

1/18/2026

DATE



## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

#### NORTH SHORE TRANSPORTATION ALTERNATIVES

was incorporated under the laws of Hawaii on 10/28/2024 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: December 30, 2025

Director of Commerce and Consumer Affairs



PO BOX 172 HALEIWA, HI 96712

January 14, 2026

**GIA Declaration Statement**

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

On behalf of North Shore Transportation Alternatives, I declare that the organization is in compliance with HRS § 42F-103.

Sincerely,

A handwritten signature in black ink that reads "Karen Gallagher". The signature is written in a cursive style and is positioned above a horizontal line.

Karen Gallagher  
President, NSTA  
nstaohu@gmail.com

## 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, 2024.*

See attached Hawaii Compliance Express Certificate

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

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

See attached Declaration Statement

#### **2. Public Purpose**

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

North Shore Transportation Alternatives (NSTA) will use the GIA Grant for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

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

*This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:*

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

NSTA was organized in 2024 by passionate residents of the North Shore of O‘ahu who were highly motivated to resolve the region’s serious transportation issues that have been growing over the past several decades. These issues have led to major safety concerns, reduced quality of life for residents, and damage to the local ecosystems. Therefore, NSTA was founded with the mission “to alleviate traffic and parking congestion on O‘ahu’s North Shore through alternative transportation options.”

Our leadership team includes a retired state senator, a retired law professor, a high school teacher, a youth climate advocate, nonprofit and business leaders, and active members of the North Shore Neighborhood Board and North Shore Chamber of Commerce. NSTA’s Directors and Advisors have diverse experiences and perspectives that cover the breadth of the North Shore and inform the organization’s efforts to implement solutions for the severe traffic problems on the North Shore.

NSTA registered as a state non-profit on October 28, 2024 and obtained 501(c)(3) status from the IRS on December 5, 2025.

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

NSTA has three goals for this GIA request:

(1) to design a community-driven **Alternative Transportation Plan (ATP)** for the North Shore region centered around a non-profit-run shuttle system, mobility hubs, and managed “hot spot” parking lots that will substantially reduce traffic due to tourism and support the daily transportation and recreation needs of residents;

(2) to carry out a **Community Engagement** process that will involve area residents, community groups, businesses, and agencies in the design and future implementation of the shuttle system, mobility hubs, and managed parking system; and

(3) to provide NSTA the necessary **Organizational Capacity** to successfully complete these projects.

NSTA seeks to apply the valuable lessons learned by Hanalei Initiative<sup>1</sup> on the North Shore of Kaua’i to the traffic congestion challenges facing us on the North Shore of O’ahu. Hanalei Initiative’s successful visitor shuttle, arrival hubs, and managed parking systems at area beaches have improved quality of life for residents, generated substantial revenue that is reinvested in community programs, and created a better experience for visitors.

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

The North Shore of O’ahu has become a high-volume destination for tourists, who often drive rental cars to the North Shore, causing major congestion at various points throughout the region. In 2023, DBEDT estimated that over 52% of all O’ahu visitors drove to the North Shore – a total of 2.9 million people, representing an average of 12,088 visitors daily - meaning on a typical day, one of three persons on the North

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<sup>1</sup> <https://www.hanaleiinitiative.org/>

Shore is a visitor.<sup>2</sup> The North Shore is also a popular destination for State of Hawai'i residents.



Photo source:

<https://www.hawaiipublicradio.org/news/2019-09-24/north-shore-overcapacity-says-honolulu-council-member>

North Shore traffic is most congested between 11 am - 6 pm on most weekdays and virtually all weekends and holidays throughout the year. The limited infrastructure and high volume of vehicles on two-lane Kamehameha Highway causes major congestion and safety issues, reducing quality of life for residents, delaying emergency responders, and discouraging people from visiting the North Shore

Resolving these transportation issues requires a new, community-driven approach to transportation and visitor management. With this GIA, NSTA proposes to develop a comprehensive transportation plan for the region that is community-driven and fulfills the needs of residents, supports local businesses, and improves the visitor experience.

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

When implemented, the **Alternative Transportation Plan** will reduce traffic congestion, benefiting both residents and visitors.

Residents will have improved access and reduced time in traffic for daily business, errands, and to engage in recreational activities.

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<sup>2</sup> [https://files.hawaii.gov/dbedt/economic/reports/North\\_Shore\\_Profile\\_Report\\_final\\_September\\_2024.pdf](https://files.hawaii.gov/dbedt/economic/reports/North_Shore_Profile_Report_final_September_2024.pdf)

Visitors will have a convenient option for a well-managed and community-hosted experience to prime locations such as Halei’wa Town, Waimea Valley, local business centers, and popular beaches.

First responders – police, fire, ambulance, lifeguards, and state officers – will have safer and faster transit times for incident response.

In addition, the Honolulu City Bus and Handi-Van will encounter less congestion and better conditions for drivers, supporting these vital municipal transportation systems.

*5. Describe the geographic coverage.*

The area that will be served by this GIA is primarily the Halei’wa to Kahuku area, which is the northern portion of the larger “North Shore” area of O’ahu (defined by DBEDT as corresponding to Hawai’i State House District 47 (HD 47), including Punalu’u, Hau’ula, Lā’ie, Kahuku, Kawela Bay, Pūpūkea, and Halei’wa).

**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;*

(1) To prepare the **Alternative Transportation Plan (ATP)**, NSTA will hire community-oriented transportation consultants with experience in alternative mobility options including shuttles, hubs, and managed parking lots. NSTA has recently engaged Transpo Group USA, based in Washington State, in a “Phase 1” study of current North Shore transportation systems and agency plans, which will be completed in April 2026. NSTA’s role will be to manage the contract with the consultants, ensure deliverables, and complete performance. NSTA and its consultants will also consult regularly with the Hanalei Initiative and similar Hawai’i alternative transportation projects in the development of the ATP.

(2) To collaborate with diverse stakeholders in the **Community Engagement** process, NSTA will hire a consultant with experience working in communities like the North Shore to facilitate a series of meetings and workshops in parallel with the ATP process and to set a format for future consultation during the later implementation stage. The process will engage residents, businesses, agencies, elected officials, neighborhood boards, community associations, civic clubs, first responders, schools, and recreational user groups in the development of the ATP.

- (3) To build necessary **Organizational Capacity**, NSTA will hire one or more part-time staff to coordinate the ATP and Community Engagement projects, to seek additional grant and donor funding, to conduct performance evaluation of the projects, and to sustain the capacity of the organization (e.g., tax compliance, insurance, social media, data systems, legal services).

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

2026: Upon release of the GIA funds, NSTA will commence the hiring process for the consultants for the ATP and Community Engagement projects, and the organizational staff, completing this phase within three months.

2027: January 1 – June 30, 2027 (six months): ATP and Community Engagement tasks commence and produce a draft plan due by June 30, 2027.

2027: July 1 – December 31, 2027 (six months): Revisions to ATP and continued Community Engagement process, with final plan due by December 31, 2027.

2028: With GIA projects completed, NSTA applies for necessary approvals, management agreements, and regulatory licenses to begin the shuttle and managed parking system under the ATP. Continued Community Engagement and staffing with other funding.

2029: Implementation of the ATP, in phases, to allow for iterative progress. Continued Community Engagement and staffing with other funding.

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

As part of the organizational capacity, NSTA will hire a quality assurance and evaluation consultant to coordinate, monitor, evaluate, and improve the results under the ATP and Community Engagement projects.

*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.*

NSTA will provide quarterly progress reports to the State expending agency and stakeholders. These reports will include summaries of: expenditures of the GIA and

matching funds for the ATP and Community Engagement projects, deliverables from consultants (e.g., draft and final reports, meeting presentations and summaries, community survey results), progress on staffing and organizational capacity/compliance, and performance evaluation milestones.

#### **IV. Financial**

##### **Budget**

*1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.*

- a. Budget request by source of funds (Link)*
- b. Personnel salaries and wages (Link)*
- c. Equipment and motor vehicles (Link)*
- d. Capital project details (Link)*
- e. Government contracts, grants, and grants in aid (Link)*

*2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027 (July 1, 2026 to June 30, 2027).*

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Grant				
\$70,000	\$70,000	\$70,000	\$40,000	\$250,000

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

NSTA is seeking funding from several granting entities as well as individual and business donors for FY2027, including: Hawai'i Tourism Authority, the Hawaiian Council, Central Pacific Bank, Spectrum, Onebrief Oahu Community Investment Program, and the Hawai'i Community Foundation.

The Phase 1 study by Transpo will provide NSTA with additional funding opportunities to pursue at the state and federal level.

*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.*

N/A

*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 2026 for program funding.*

N/A

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

\$5,150

## **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.*

The NSTA Board of Directors and Advisors have substantial necessary skills and experience to implement the projects in the GIA.

- NSTA Board President **Karen Gallagher** is a long-time small business owner on the North Shore, editor/owner of the Paumalū Press, and a board member of two other community non-profits. She is actively engaged in community issues through the Sunset Beach Community Association, the North Shore Chamber of Commerce, and the North Shore Neighborhood Board.
- NSTA Director **Gil Riviere** represented the North Shore in the Hawai'i Legislature for 10 years, interacting regularly with agencies and community groups to discuss traffic and mobility concerns, including with the Hawaii State Department of Transportation, Honolulu Department of Transportation Services, State and County Parks Departments, Hawaii Department of Land and Natural Resources, the Hawaii Tourism Authority, the Hawaii Transportation Authority, and other entities. He served on the O'ahu Metropolitan Planning Organization Citizens' Advisory Committee for five years representing the North Shore Chamber of Commerce and has been engaged in a wide range of community planning issues on the North Shore.
- NSTA Director **Kaleohano Farrant** was raised on the North Shore of O'ahu, graduated from Kamehameha Schools, Stanford University, and the University of Hawai'i at Mānoa. He is a project coordinator for the North Shore Community Land Trust. In his role with NSCLT, he advocates for multimodal transportation

through the North Shore Trails initiative. He represents the Sunset Beach Community Association on HDOT’s Laniākea Working Group.

- NSTA Director **Marsha Taylor** is a retired teacher at Waialua High School and now serves as the Community Outreach Specialist with the North Shore Chamber of Commerce. She works for the Chamber at the Hale‘iwa Visitor and Business Services Center and has years of experience interacting with tourists, local businesses, and community members.
- NSTA Advisor **Kathleen Pahinui** is the long-time chair of the North Shore Neighborhood Board and the public information officer for the Honolulu Board of Water Supply. Kathleen has led many community planning efforts, including her efforts as a member of the citizens advisory committees for the North Shore Sustainable Communities Plan (2010 and current update) and a board member of Keep the North Shore Country.
- NSTA Advisor **Denise Antolini** is a retired law professor from the University of Hawai‘i William S. Richardson School of Law. She is a member of the North Shore Neighborhood Board and President of two North Shore non-profit organizations. She is a member of the State DOT Laniākea Working Group, representing the North Shore Neighborhood Board.
- NSTA Advisor **Luca Cuniberti** will graduate from the Asia Pacific International School in 2026 and is the O‘ahu North Shore representative on the State DOT Hawai‘i Youth Advisory Transportation Council, where he serves as the Policy & Legislation committee chair. He interned for City Councilmember Matt Weyer and has volunteered with the Surfrider Foundation Blue Water Task Force since 2019.

## 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.*

No facilities are needed for these projects or staffing. For community events, NSTA will utilize meeting facilities such as local schools, Waialua or Sunset Beach community centers, or community-oriented businesses such as Waimea Valley, Patagonia, and Kōkua Learning Farm.

## 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.*

For the ATP, NSTA will hire professional transportation consultants that have extensive experience with community-driven initiatives.

For the Community Engagement process, NSTA will hire a local consultant with experience in community consultation. NSTA Board/Advisors have worked with several such consultants in the past on North Shore projects.

For organizational capacity, NSTA will hire staff in the following areas to support the GIA projects: coordination of contractor/consultant hiring, oversight of contract deliverables, fiscal compliance, program evaluation, and communications.

## **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.*

### *Board of Directors*

President Karen Gallagher  
Directors Gil Riviere, Marsha Taylor, Kaleohano Farrant

### *Advisors*

Denise Antolini, Kathleen Pahinui, Luca Cuniberti

### *Staff (to be hired under the GIA)*

Project Coordinator  
Communications Assistant

### *Consultants*

Transportation Planning Firm(s)  
Community Engagement Specialist  
Compliance/Evaluation Consultant  
Legal Consultant

## **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.*

NSTA does not pay its Directors and Advisors. They all volunteer their time and talents. Currently, NSTA does not have or pay any employees.

## **VII. Other**

### **1. Litigation**

*The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgment. If applicable, please explain.*

N/A

### **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.*

N/A

### **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.*

N/A

### **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.*

NSTA anticipates securing additional grant and donor support to sustain its efforts after FY2027. As part of the ongoing NSTA Phase 1 study by Transpo, sources of funding will be identified for NSTA to pursue beginning in mid-2026.

In the long-term, NSTA seeks to enter into co-management agreements with the state, county, and local businesses that will provide a self-sustaining revenue model for the shuttle, hub, and managed parking lot systems for the North Shore. This approach has

been demonstrated to be successful by the Hanalei Initiative on the North Shore of Kaua’i, where millions of dollars of revenue have been generated by the tourist shuttle to support operations, shared with government, and reinvested in community programs.

# BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

App North Shore Transportation Alternatives

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	73,000			
2. Payroll Taxes & Assessments	14,600			
3. Fringe Benefits	0			
<b>TOTAL PERSONNEL COST</b>	<b>87,600</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	8,000			
2. Insurance	2,500			
3. Lease/Rental of Equipment	0			
4. Lease/Rental of Space	0			
5. Staff Training	0			
6. Supplies	2,500			
7. Telecommunication	0			
8. Utilities	0			
9. Consultants Transportation Plan	90,000			
10. Consultant Community Engagement	20,000			
11. Legal Consultant	15,000			
12. Quality/Performance Evaluation	5,000			
13. Travel Conferences	4,000			
14. Technology Support-Software	2,500			
15. Printing	5,000			
16. Financial Systems	1,000			
17. Taxes and Accounting	5,000			
18. Meeting Expenses	900			
19.				
20.				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>161,400</b>			
<b>C. EQUIPMENT PURCHASES</b>	<b>1,000</b>			
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>250,000</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	250,000	Karen Gallagher (808) 372-6289		
(b) Total Federal Funds Requested	0	Name (Please type or print) <i>Karen Gallagher</i> Phone		
(c) Total County Funds Requested	0	Signature of Authorized Official <i>Karen Gallagher</i> Date <i>1/16/2026</i>		
(d) Total Private/Other Funds Requested	0	Name and Title (Please type or print) Karen Gallagher President		
<b>TOTAL BUDGET</b>	<b>250,000</b>			



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

North Shore Transportation Alternatives

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
none			\$ -	0
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	0

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
none			\$ -	0
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	0

JUSTIFICATION/COMMENTS:

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

North Shore Transportation Alternatives

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	0	0				
LAND ACQUISITION	0	0				
DESIGN	0	0				
CONSTRUCTION	0	0				
EQUIPMENT	0	0				
<b>TOTAL:</b>	<b>0</b>	<b>0</b>				
<b>JUSTIFICATION/COMMENTS:</b>						

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

App: North Shore Transportation Alternatives

Contracts Total: -

	<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	none				-
2					
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4					
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