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## IA-0000000548

### Individual Application

|                    |               |         |             |
|--------------------|---------------|---------|-------------|
| Application ID     | IA-0000000548 | Account |             |
| Application Status | Submitted     | Contact | Sheri Magno |

### ACT 310 - Application for Grants

|                                         |                                                              |                                          |                       |
|-----------------------------------------|--------------------------------------------------------------|------------------------------------------|-----------------------|
| Legal Name of Requesting Org/Individual | Girl Scouts of Hawaii                                        | DBA                                      | Girl Scouts of Hawaii |
| Type of Business Entity                 | 501 (C)(3) Non-Profit Corporation                            | Existing Service(Presently in Operation) | Yes                   |
| Mailing Address                         | 1164 Bishop Street, 200 Honolulu, Hawaii 96813 United States | Amount of State Funds Requested          | \$150,000.00          |
| Island                                  | Oahu                                                         |                                          |                       |

### Program Overview

Program 1 Overview

Program 2 Overview

Program 3 Overview

Department Notes

### Agency Eligibility

|                                         |           |                                        |                                                                                        |
|-----------------------------------------|-----------|----------------------------------------|----------------------------------------------------------------------------------------|
| Recipient of Terminated Federal Funding | No        | Able to Provide Documentation Evidence | Yes                                                                                    |
| Serves Negatively Impacted Populations  | Yes       | Narrative                              | Girl Scouts of Hawai'i does not require any upfront or advance payment for this grant. |
| Date Funding Stopped                    | 9/30/2025 |                                        |                                                                                        |

### Amount of Other Funds Available

|                              |        |                                 |  |
|------------------------------|--------|---------------------------------|--|
| State Fund Total Amount      |        | County Fund Total Amount        |  |
| Federal Fund Total Amount    |        | Private/Other Fund Total Amount |  |
| Total Amount of State Grants | \$0.00 | Unrestricted Assets             |  |

### Contact Person for Matters Involving this Application

|                 |                |                 |                                           |
|-----------------|----------------|-----------------|-------------------------------------------|
| Applicant Name  | Sheri Magno    | Applicant Title | Executive Assistant & Director of Revenue |
| Applicant Phone | (808) 675-5505 | Applicant Email | smagno@gshawaii.org                       |

## State of Hawaii Eligibility

|                                        |     |                                     |     |
|----------------------------------------|-----|-------------------------------------|-----|
| Organization is Licensed or Accredited | Yes | Nonprofit is a 501c3                | Yes |
| Complies with Anti-Discrimination Laws | Yes | Nonprofit has Governing Board       | Yes |
| Will not Use State Funds for Lobbying  | Yes | Is Incorporated Under Laws of State | Yes |
| Will Allow Access to Audit Records     | Yes | Has Bylaws and Policies             | Yes |

## Account Information

|                   |                                                                                                      |                  |                         |
|-------------------|------------------------------------------------------------------------------------------------------|------------------|-------------------------|
| Organization Name | Girl Scouts of Hawaii                                                                                | Organization DBA |                         |
| EIN               | ██████████                                                                                           | Street           | 1164 Bishop Street, 200 |
| Account Email     | smagno@gshawaii.org                                                                                  | City             | Honolulu                |
| Account Phone     | (808) 595-8400                                                                                       | State            | HI                      |
| Website           | https://www.gshawaii.org/                                                                            | Zip              | 96813                   |
| Mission Statement | Girl Scouting builds girls of courage, confidence, and character, who make the world a better place. |                  |                         |

## Point of Contact

|                             |                                           |                            |                     |
|-----------------------------|-------------------------------------------|----------------------------|---------------------|
| Point of Contact First Name | Sheri                                     | Point of Contact Last Name | Magno               |
| Point of Contact Title      | Executive Assistant & Director of Revenue | Point of Contact Email     | smagno@gshawaii.org |
| Point of Contact Phone      | (808) 675-5505                            |                            |                     |

## Leadership

|                       |                    |                      |                     |
|-----------------------|--------------------|----------------------|---------------------|
| Leadership First Name | Dr. Kanoe          | Leadership Last Name | Naone               |
| Leadership Title      | Executive Director | Leadership Email     | knaone@gshawaii.org |
| Leadership Phone      | (808) 675-5502     |                      |                     |

## Background and Summary

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant Background | <p>Girl Scouts of Hawai'i (GSH) is a statewide 501(c)(3) youth development organization dedicated to building girls of courage, confidence, and character who make the world a better place. Established in 1917, GSH has delivered leadership and life skills programs that strengthen academic engagement, civic responsibility, and personal growth for generations of Hawai'i's youth.</p> <p>The Girl Scouts of Hawai'i (GSH) is supported by a dedicated team of professionals who ensure the effective delivery of high-quality leadership, outdoor and STEM programs to girls across our state. Our staff brings diverse expertise in youth development, program management, and community engagement, working collaboratively to fulfill our mission of building girls of courage, confidence, and character who make the world a better place.</p> <p>Under the leadership of our Chief Executive Officer, Dr. Kanoe Nāone provides strategic leadership and oversight for all council operations, partnerships, and program initiatives. She ensures alignment with the national Girl Scouts framework while addressing the unique cultural and geographic needs of girls in Hawai'i's communities. Her role is to strengthen its operational and fiscal management systems, emphasizing accountability, program quality, and long-term sustainability. Despite recent reductions in foundation funding, the organization has maintained its statewide presence and focus on direct service delivery through strategic partnerships and prudent fiscal management.</p> |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Joseph Cisneros, Chief Operating Officer (COO) oversees the daily program and membership operations,

ensuring consistent delivery of impactful experiences statewide. He manages our leadership staff, oversees safety and compliance standards, and ensures accessibility for girls on neighbor islands through hybrid and outreach initiatives.

Charelle Silva, Director of Programs leads the design, coordination and evaluation of GSH's core programs, including outdoor adventure, STEM, entrepreneurship, and life skills. She manages a statewide program team including 15 full-time staff and 13 part-time staff members responsible for direct service delivery, logistics, and volunteer coordination.

Our program staff ensures programming remains inclusive, culturally responsive, and aligned with national standards while addressing the unique needs of Hawai'i's diverse communities. Through collaborations with public schools, community organizations, and volunteers, GSH provides accessible learning environments that foster belonging, confidence, and leadership. The organization's Honolulu headquarters and island-based staff structure allow programs to reach both urban and rural areas efficiently.

Act 310 support will allow us to retain key program staff and preserve consistent, high-quality youth development programming statewide. By sustaining these essential positions, we can continue providing the mentorship, skills training, and leadership experiences that prepare Hawai'i's future females with confidence and contribute to the vitality of their communities.

#### **Funding Request Purpose**

The primary goal of this request is to sustain the Program Department staff positions at Girl Scouts of Hawai'i (GSH) responsible for planning, coordinating, and delivering the organization's statewide leadership and after-school programming. These staff are essential to the continued implementation of the GSLE and ASLP programs, which provide girls across Hawai'i with opportunities to develop leadership, teamwork, and life skills in safe and supportive environments. The requested \$150,000 in funding will ensure that core programming staff remain in place during a period of reduced foundation and philanthropic support. Maintaining these positions is critical to preventing service disruption, preserving program quality, and meeting the ongoing demand for enrichment opportunities that promote academic engagement, personal growth, and community connection. Goal 1: Sustain essential staff capacity to ensure statewide program continuity. Objectives: Retain key Program Department staff who manage, facilitate, and evaluate GSLE and ASLP programs across all islands. Preserve staffing levels necessary to maintain program quality and participant safety. Provide professional development to ensure staff remain trained in best practices for youth engagement, safety, and program delivery. Goal 2: Strengthen program stability and effectiveness. Objectives: Utilize Act 310 funding to offset reduced foundation support, ensuring consistent program operations. Maintain established partnerships with schools, community centers, and youth-serving agencies through ongoing staff coordination. Monitor outcomes and participant feedback to evaluate program effectiveness and identify areas for improvement. Goal 3: Advance long-term organizational sustainability. Objectives: Develop a staffing sustainability plan that diversifies revenue sources and reduces reliance on short-term grants. Strengthen data collection and reporting systems to improve funding competitiveness and transparency. Continue to leverage partnerships and volunteer networks to maximize reach and impact statewide. By stabilizing its program staffing, GSH will sustain the infrastructure necessary to continue delivering high-quality, evidence-based leadership programming to Hawai'i's youth—ensuring consistency, accountability, and meaningful outcomes for the communities it serves.

#### **Geographic Coverage Served**

GSH's Program Department staff are based on multiple islands and coordinate programming across Hawai'i's six main inhabited and accessible islands—O'ahu, Maui, Hawai'i Island, Kaua'i, Moloka'i, and Lāna'i. (Ni'ihau is not included due to its restricted access and lack of regular programming.) This distributed staffing model allows for consistent delivery and local responsiveness, ensuring that programming reflects the culture, resources, and needs of each community.

The organization's largest participant base resides on O'ahu, where programming is concentrated in Central Honolulu (96813–96822), Leeward O'ahu (96706–96792), and Windward O'ahu (96744–96734). Staff regularly collaborate with schools and community centers throughout these regions, delivering programs that promote leadership, confidence, and civic engagement.

Neighbor-island programming is coordinated through local site leads and partnerships. On Maui (96732–96793), Hawai'i Island (96720–96783), and Kaua'i (96746–96766), staff implement year-round programs in partnership with schools and community organizations. Rural areas such as Wai'anae (96792), Nānākuli (96707), Moloka'i (96748), and Lāna'i (96763) are priority outreach zones, where enrichment opportunities are limited due to distance, cost, or transportation barriers.

The After School Leadership Program (ASLP) operates primarily at Title I school locations, while the Girl Scout Leadership Experience (GSLE) provides island-based programming that connects youth through in-person and virtual experiences. Program staff facilitate, coordinate, and mentor participants in each of these communities to ensure continuity and consistent program quality. These positions enable cross-island coordination, maintain relationships with local partners, and ensure that every participant—regardless of zip code—receives the same high-quality, inclusive programming.

By retaining its experienced, island-based program team, GSH preserves its ability to deliver services

equitably statewide, ensuring that youth in both urban and rural communities continue to benefit from safe, structured, and enriching leadership experiences.

#### Public Purpose or Need Served

Girl Scouts of Hawai'i (GSH) fulfills a vital public purpose by providing safe, inclusive, and enriching programs that build leadership, confidence, and civic engagement among Hawai'i's youth. Through two cornerstone initiatives—the Girl Scout Leadership Experience (GSLE) and the After School Leadership Program (ASLP)—we ensure girls across the islands have access to transformative, hands-on learning that fosters educational achievement and social-emotional well-being.

The GSLE program is the national framework of Girl Scouts of the USA (GSUSA) and provides programming in all HDOE schools. The After School Leadership Program (ASLP) extends programming into Title I schools and under-resourced communities, eliminating transportation and cost barriers that often prevent girls from accessing enrichment opportunities. Both programs provide leadership training, STEM activities, and mentoring directly in school settings, giving girls a safe, structured environment to learn and grow after school.

It is built around four program pillars—STEM, Outdoors, Life Skills, and Entrepreneurship—and delivered through three Girl Scout processes: Girl-Led, Learning by Doing, and Cooperative Learning. The GSLE goal is to help girls develop courage, confidence, and character through experiential, girl-centered learning. In Hawai'i, GSH integrates this model with local culture and values—such as mālama 'āina (care for the land), community service, and Hawaiian place-based learning—to make leadership development meaningful and relevant.

The need for these programs is clear. Nearly two-thirds of GSH members come from low-income households (HUD, 2024). Women in Hawai'i are 57% more likely than men to live in poverty (University of Hawai'i, 2017) and earn only 82.4% of men's wages (U.S. Bureau of Labor Statistics, 2024). Women hold just 31.6% of leadership roles and 30% of STEM positions statewide (Status of Women in Hawai'i, 2017). These inequities begin early when girls lack access to safe, high-quality after-school experiences that build leadership and academic confidence.

GSH's GSLE and ASLP programs directly address these disparities by equipping girls—with the skills, mentorship, and confidence to succeed. When GSH programs remain fully staffed and accessible, schools gain trusted partners, families gain reliable after-school support, and communities benefit from a generation of young women ready to lead with purpose.

By investing in these programs, Hawai'i invests in equity, education, and the future leadership of its youth—building stronger, more resilient communities statewide.

#### Target Population Served

The target population for this request includes youth who benefit from consistent, accessible, and high-quality enrichment programs offered through schools, community centers, and partner sites. Each year, GSH serves more than 3,200+ youth statewide, with nearly 70% attending Title I schools and approximately 65% coming from low- to moderate-income households. Many live in areas where enrichment and leadership programs are limited, making GSH's programming a critical community resource for working families.

Programs are intentionally located in schools and neighborhoods where after-school opportunities are scarce. Through the ASLP, GSH delivers programming at more than 20 public school and community sites, while the GSLE reaches participants across all major islands—including rural and neighbor-island communities such as Wai'anae, Hilo, Moloka'i, and Lāna'i. Program staff collaborate with schools and local organizations to reduce barriers such as cost, transportation, and limited access, ensuring all youth can participate.

The Program Department staff are the link between funding and impact. They design and facilitate activities that teach communication, problem-solving, and teamwork while fostering mentorship and stability. These trusted adult relationships help youth build a sense of belonging and responsibility that extends beyond program participation.

This population is the focus because equitable access to positive youth development experiences supports both individual growth and community well-being. Research shows that structured after-school programs improve academic engagement, social-emotional skills, and civic involvement. By retaining program staff funding, GSH will sustain these proven outcomes, ensuring that youth statewide—especially those from underserved areas—continue to gain the skills and confidence to thrive and lead.

## Summary and Outcomes

#### Measure(s) of Effectiveness

Girl Scouts of Hawai'i (GSH) will track and report a series of measurable outcomes that demonstrate the effectiveness of the funded staff positions and their direct impact on youth participants statewide. Measures are designed to align with GSH's October–September fiscal year and existing organizational reporting systems.

#### 1. Participation and Access

Number of youth served annually: Minimum of 2,200 participants engaged through GSLE and ASLP programs statewide.

Geographic reach: Programs delivered on all six major islands, including rural and neighbor-island sites.

Equity in access: At least 65% of participants from low- to moderate-income households and 70% from Title I schools.

These indicators will demonstrate that staffing levels directly influence access, outreach capacity, and equitable program delivery.

## 2. Program Quality and Outcomes

Program completion rate: Minimum of 85% of enrolled youth completing full program cycles.

Leadership growth: At least 80% of participants self-report increased confidence, teamwork, and problem-solving skills based on post-program surveys.

STEM and service participation: Minimum of 60% of participants completing a project or activity in STEM, community service, or civic engagement.

These outcomes reflect the GSLE framework and will be documented through attendance, surveys, and project completion reports.

## 3. Staff Performance and Capacity

Program fidelity and delivery standards: 100% of sites reviewed for compliance with curriculum and safety standards through Island Manager observations.

Retention and training: At least 90% of program staff complete annual professional development and midyear evaluation sessions.

Community partnerships maintained: Ongoing collaborations with at least 20 schools and community organizations statewide to ensure program access.

## 4. Organizational and Reporting Accountability

Quarterly progress reports summarizing participation, outcomes, and staff performance submitted to internal leadership.

Annual Act 310 summary report including final participation numbers, performance data, and success stories demonstrating public benefit.

These measures provide an objective framework for the State to assess achievement and accountability. Each metric is tied directly to staff-supported program delivery and the maintenance of equitable, high-quality services across Hawai'i. By sustaining key program positions, GSH will continue to deliver measurable outcomes that advance youth leadership, community engagement, and long-term social impact.

### Projected Annual Timeline

Girl Scouts of Hawai'i (GSH) operates on a fiscal year of October 1 – September 30, aligning closely with the public-school calendar and the rhythm of statewide programming. Act 310 support will sustain the Program Department staff responsible for implementing, monitoring, and evaluating the GSLE and ASLP across Hawai'i.

**FY26 Quarter 1 (October – December):** The fiscal year begins with site activation and staff coordination at more than 20 public-school and community sites statewide. Program Facilitators deliver weekly after-school and leadership sessions emphasizing collaboration, confidence, and civic engagement. The Director of Programs and Island Managers review safety, curriculum updates, and site readiness. Staff collect participation and attendance data for initial progress tracking and mid-semester adjustment.

**FY26 Quarter 2 (January – March):** This is the height of the school-year programming period. Staff lead leadership workshops, STEM initiatives, and community service projects. The Girl Scout Cookie Program, Hawai'i's largest youth entrepreneurship experience, is managed and supported by program staff who coach participants in goal-setting, budgeting, and teamwork. Interim evaluation data and success stories are compiled for internal review and funder updates.

**FY26 Quarter 3 (April – June):** Staff finalize school-year sessions and collect outcome surveys measuring participant growth in leadership and life skills. The Program Department analyzes participation data, identifies best practices, and adjusts curriculum for the next year. Planning begins for summer camps and leadership intensives, ensuring continuous engagement through the break.

**FY26 Quarter 4 (July – September):** Summer leadership camps and outdoor programs take place statewide,

led by Program Facilitators and supported by Island Managers. Staff complete final data analysis and prepare the comprehensive annual report for the Act 310 funding period, summarizing participation, outcomes, and staff performance metrics. The final month focuses on budget review, sustainability planning, and staff training for the upcoming program cycle.

This structure ensures consistent service delivery, transparent reporting, and measurable impact across the fiscal year.

#### Quality Assurance and Evaluation Plans

Girl Scouts of Hawai'i (GSH) maintains a structured quality assurance and evaluation process to ensure all programs are delivered effectively, meet organizational and funder goals, and achieve measurable outcomes. Oversight is led by Charelle Silva, Director of Programs, who coordinates with Island Managers, the Girl Experience Manager, the Director of Revenue and Fund Development, and the Finance Team to monitor performance, analyze data, and prepare quarterly reports aligned with GSH's October–September fiscal year.

**Program Implementation and Fidelity:** All activities under the Girl Scout Leadership Experience (GSLE) and After School Leadership Program (ASLP) follow standards developed by Girl Scouts of the USA (GSUSA). These frameworks emphasize measurable skill development in leadership, civic engagement, and life skills. Program staff receive annual training to ensure fidelity to curriculum design, delivery consistency, and safety requirements. Island Managers conduct regular site visits to observe facilitation quality and provide on-site coaching and feedback.

**Data Collection and Monitoring:** Evaluation is both quantitative and qualitative. Staff use attendance tracking, participant surveys, and facilitator reports to monitor engagement and learning outcomes. Each quarter, data are reviewed for trends in attendance, retention, and satisfaction. Surveys measure growth in leadership, confidence, and collaboration, while feedback from parents, school partners, and volunteers provides additional insight into program impact.

**Performance Evaluation and Accountability:** The Director of Programs consolidates data from each island and prepares quarterly summaries for executive review. Staff performance is assessed based on participation outcomes, program quality, and adherence to reporting timelines. The Director of Revenue and Fund Development ensures compliance with all grant requirements and accuracy in funder reporting.

**Continuous Improvement and Reporting:** Findings from quarterly reviews inform staff training, curriculum updates, and resource allocation. Annual evaluations, completed each September, summarize participation data, outcome measures, and success stories. These reports are shared with funders as part of year-end reporting and guide internal improvements for future program cycles.

By maintaining consistent evaluation and accountability practices, GSH ensures that funding directly supports measurable results. Sustaining these staff positions preserves the organization's ability to monitor performance, uphold program quality, and continuously improve the reach and effectiveness of its statewide youth leadership programs.

#### Scope of Work

Girl Scouts of Hawai'i (GSH) delivers statewide youth leadership and after-school programming that fosters confidence, teamwork, and civic responsibility through the GSLE and ASLP. The funding will support the personnel responsible for executing these programs across Hawai'i's six main islands—O'ahu, Maui, Hawai'i Island, Kaua'i, Moloka'i, and Lāna'i.

##### Scope of Work:

The funded staff plan, coordinate, and deliver youth development programming grounded in GSH's evidence-based GSLE framework, which integrates the four program pillars—STEM, Outdoors, Life Skills, and Entrepreneurship—through the three Girl Scout processes: Girl-Led, Learning by Doing, and Cooperative Learning. Activities are designed to build leadership, problem-solving, and teamwork skills while promoting academic and civic engagement.

##### Key Tasks and Responsibilities:

**Program Planning and Delivery:** Design and implement age-appropriate curriculum, coordinate logistics, schedule sessions, and deliver hands-on leadership and STEM activities.

**Site Coordination:** Manage programming at more than 20 public school and community locations, including Title I schools and rural areas. Ensure safe, consistent, and high-quality delivery.

**Partnership Development:** Collaborate with principals, teachers, and community organizations to sustain school-based and island-specific partnerships.

**Evaluation and Reporting:** Track attendance, conduct pre- and post-program surveys, collect participant feedback, and analyze data to assess outcomes and inform improvement.

**Volunteer and Family Engagement:** Recruit, train, and mentor volunteers who assist with facilitation and

logistics; maintain communication with families to encourage participation and retention.

Equity and Access: Adapt curriculum and scheduling to reflect each island's community culture and needs, removing barriers related to cost or transportation.

#### Team Roles:

The Director of Programs oversees statewide service delivery, curriculum integrity, and evaluation.

Island Managers supervise local implementation and manage school and partner relationships.

GSLE Coordinators and ASLP Advisors conduct direct sessions with participants.

The Girl Experience Manager coordinates statewide initiatives and special events.

This coordinated team approach ensures consistent program quality, accountability, and accessibility across islands. Funding will sustain these positions, preserving GSH's capacity to deliver safe, structured, and enriching programs that equip Hawai'i's youth with confidence, leadership, and life skills.

### Financial Information

|                            |                                                                                                                                                                                                                                                                         |                                      |                                                                                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Q1 Requested Amount</b> | <b>\$37,500.00</b>                                                                                                                                                                                                                                                      | <b>Q3 Requested Amount</b>           | <b>\$37,500.00</b>                                                                                                                                                                                                                                   |
| <b>Q2 Requested Amount</b> | <b>\$37,500.00</b>                                                                                                                                                                                                                                                      | <b>Q4 Requested Amount</b>           | <b>\$37,500.00</b>                                                                                                                                                                                                                                   |
| <b>Sources of Funding</b>  | Girl Scouts of Hawai'i actively seeks diverse funding partnerships to sustain the Girl Scout Leadership Experience (GSLE) statewide. For fiscal year 2026, the organization has secured several confirmed commitments and has additional pending requests under review. | <b>State and Federal Tax Credits</b> | Girl Scouts of Hawai'i has not been granted any state or federal tax credits within the prior three years. Additionally, no applications for state or federal tax credits have been submitted or are anticipated pertaining to any capital projects. |

#### Confirmed Funding Sources

City and County of Honolulu – Grant-In-Aid FY2026: \$150,000

Maui Office of Economic Development – Economic Diversification and Development Initiative: \$30,000

Girl Scouts USA – School Paid Facilitator Initiative: \$9,000

#### Pending / In Review

Fred Baldwin Foundation: \$15,000

Hawai'i Community Foundation – Community Funds: \$20,000

Elsie Wilcox Trust: \$10,000

Jon & Vera Long Foundation: \$30,000

Atherton Foundation: \$50,000

G.N. Wilcox Foundation: \$20,000

American Camp Association: \$300,000

Hawai'i Community Foundation – Youth Voice in Action: \$100,000

Aloha United Way (Act 310): \$150,000

Total Confirmed: \$189,000

Total Pending: \$695,000

These combined resources will support GSLE program delivery statewide, including outdoor leadership, environmental stewardship, and community impact initiatives on O'ahu, Maui, Hawai'i Island, and Kaua'i.

#### State and Federal Contracts and Grants

State of Hawai'i -  
 \* Department of Education (DOE) Partnership Agreement – FY 2023–26 – \$50,000 per year, Supports Girl Scout Leadership Experience (GSLE) and After School Leadership Program (ASLP) delivery at public school sites.  
 \* State of Hawai'i Grant-in-Aid (GIA) – FY 2024 – \$250,000 Completed capital improvements and safety upgrades at Camp Paumalu.  
 \* Act 310 Nonprofit Grant (pending) – FY 2026 – \$150,000 - Personnel support for program staffing and statewide service delivery under GSLE and ASLP.

#### Prior FY Balance of Unrestricted Assets

Unrestricted net assets at 7/31/25 consists of:

Cash and cash equivalents and investments: \$2,251,882  
 Other assets including inventory, fixed assets, prepaid expenses: \$6,778,685

From the grant application it appears you should use the amount for cash, cash equivalents and investments that are unrestricted since it references sources of funding.

County Governments -

\* County of Maui – Office of Economic Development (OED) – FY 2024–25 – \$20,000 - Funding for Maui Girl Scout Leadership Experience and ASLP implementation.  
 \* County of Hawai'i – Grant-in-Aid – FY 2023 – \$10,000 - STEM and environmental leadership programming for girls on Hawai'i Island.  
 \* City and County of Honolulu – Grant-in-Aid – FY2026 - \$150,00 Funding for 3 GSLE staff members

## Experience, Capability, and Personnel

### Skills and Experience

Girl Scouts of Hawai'i (GSH) brings more than a century of experience providing leadership development programs for youth across the state. The organization's strong governance, financial accountability, and proven history of managing multi-site, grant-funded initiatives demonstrate its readiness to implement and sustain supported services effectively.

#### Program Management and Oversight

At the center of this request is GSH's Program Department, the team responsible for planning, delivering, and evaluating all statewide programming. Under the direction of Charelle Silva, Director of Programs, this department ensures that every initiative—from the Girl Scout Leadership Experience (GSLE) to the After School Leadership Program (ASLP)—is implemented with consistency, quality, and measurable impact. Charelle oversees program design, staff supervision, curriculum fidelity, and data reporting to ensure that all activities align with GSH's mission and funder expectations.

The Program Department's structure allows for efficient coordination across islands. Island Managers oversee local implementation, ensuring programs remain responsive to community needs and logistical realities. They maintain school and community partnerships, manage site operations, and support volunteer coordination. Program Facilitators lead direct service delivery, providing hands-on mentorship and leadership training to youth participants. The Girl Experience Manager coordinates statewide special projects, ensuring that enrichment events and learning outcomes are consistent across regions.

Staff receive ongoing professional development in program facilitation, youth safety, evaluation, and leadership, equipping them to meet national Girl Scouts of the USA (GSUSA) standards. GSH uses a data management system to track participation, monitor outcomes, and support continuous improvement. Evaluation reports are compiled quarterly, reviewed by the Director of Programs, and shared with executive leadership to ensure transparency and alignment with funder goals.

#### Organizational Infrastructure

Oversight and resource management are strengthened by Kanoe Nāone, Chief Executive Officer, who

ensures strategic alignment, and Sheri Magno, Director of Revenue and Fund Development, who manages grant compliance and reporting. Together, this leadership team integrates program operations with financial oversight to maintain accountability and performance.

Over the past three years, GSH has successfully implemented statewide initiatives supported by both public and private funders, consistently meeting participation and outcome goals. Act 310 funding will sustain the highly skilled program staff who make this delivery possible—preserving the quality, consistency, and reach of critical youth leadership programs across Hawai'i.

#### **Facilities**

Girl Scouts of Hawai'i (GSH) maintains a statewide network of administrative, program, and camp facilities that enable staff to deliver consistent, high-quality programming across all major islands. This infrastructure allows GSH's Program Department to coordinate operations, manage partnerships, and reach youth in both urban and rural communities.

##### **Administrative and Program Headquarters**

GSH's central headquarters is located at 1164 Bishop Street, Suite 200, Honolulu, Hawai'i 96813. This site houses administrative and program operations, serving as the coordination hub for all statewide activities. From this location, the Program Department oversees staff training, curriculum design, data reporting, and logistics for more than 20 school and community program sites. The Honolulu office provides dedicated spaces for planning, volunteer engagement, and virtual collaboration, ensuring alignment across islands.

##### **Neighbor-Island Service Centers**

To maintain a strong local presence and provide logistical support for staff and volunteers, GSH operates three regional service centers:

Hawai'i Island Girl Scout Service Center – PO Box 384877, Waikoloa, HI 96738

Kaua'i Girl Scout Service Center – 4272-B Rice Street, Līhu'e, HI 96766

Maui Girl Scout Service Center – 200B Liholiho Street, Wailuku, HI 96793

These centers serve as coordination sites for island-based staff, supporting local programming, volunteer training, and community partnerships.

##### **Camp and Outdoor Program Facilities**

GSH owns and operates three outdoor leadership and camp facilities that extend program impact beyond the classroom:

Camp Paumalu (O'ahu) – A 135-acre property on the North Shore that includes GSH's STEM Center for Excellence, providing girls with access to environmental education, leadership training, and STEM enrichment.

Camp Kilohana (Hawai'i Island) – Used for outdoor adventure, community service projects, and leadership retreats.

Camp Pi'iholo (Maui) – Hosts day camps, troop gatherings, and volunteer training.

##### **Technology and Accessibility**

GSH supports statewide communication and hybrid programming through virtual learning platforms and digital collaboration tools, allowing staff to connect with volunteers and participants in geographically isolated areas.

##### **Adequacy and Need**

These facilities are fully adequate to support statewide programming; however, maintaining the program staff who coordinate, implement, and evaluate activities at these locations is essential to sustaining program quality and reach. Act 310 funding will allow GSH to retain key personnel who manage these facilities and ensure that leadership and enrichment opportunities remain accessible to youth across Hawai'i.

#### **Proposed Staffing and Service Capacity**

Girl Scouts of Hawai'i (GSH) maintains an experienced and well-structured staff team responsible for the coordination, delivery, and evaluation of programs across the state. The organization's staffing pattern ensures that each island and program site receives the oversight, support, and resources necessary for consistent and high-quality implementation.

##### **Organizational Structure**

GSH operates under the leadership of Kanoe Nāone, Chief Executive Officer, who provides strategic oversight, ensures compliance with organizational policies, and manages alignment between statewide operations and the Girl Scouts of the USA (GSUSA) standards. The Director of Programs leads the Program Department, overseeing curriculum design, site management, data collection, and staff supervision for all statewide programming.

The Program Department includes a network of professional staff organized by region and function:

Director of Programs – Oversees the implementation of all program initiatives, ensures alignment with the Girl Scout Leadership Experience (GSLE) outcomes framework, and manages statewide staff.

Girl Experience Manager – Coordinates statewide events, camps, and specialized learning opportunities, ensuring curriculum consistency and equitable access.

Island Managers – Based on O’ahu, Maui, Hawai’i Island, and Kaua’i, they manage local partnerships, supervise facilitators, and ensure program quality at each site.

Program Facilitators – Deliver direct youth programming through after-school sessions, leadership workshops, and community-based events.

Membership and Volunteer Support Staff – Recruit, train, and support volunteers who extend program delivery capacity statewide.

#### Qualifications and Experience

Staff members are trained in youth development, safety procedures, and inclusive programming. Many hold certifications in education, social work, or youth program management and bring experience working with diverse populations. All staff participate in annual training that includes curriculum updates, youth protection policies, and data collection procedures aligned with GSUSA standards.

#### Supervision and Training

The Director of Programs provides direct supervision of program staff, supported by Island Managers who conduct site visits, performance evaluations, and coaching. Staff receive quarterly training in program facilitation, leadership development, and risk management to ensure compliance and professional growth. GSH uses an internal learning management system to track required trainings and certifications.

#### Collaboration and Support

Program staff collaborate regularly with the Finance, Development, and Membership teams to ensure smooth operations, accurate reporting, and alignment with organizational goals. Cross-departmental meetings promote communication, accountability, and continuous improvement.

This staffing framework ensures that GSH programs are consistently delivered, well-supervised, and effectively monitored across all islands, upholding the organization’s long-standing reputation for quality, safety, and impact.

#### Staff Position(s) and Compensation

Chief Executive Officer \$200,000  
Chief Operating Officer \$92,260  
Director of Camp Advancement \$91,950

These are based on current salaries.

### Other Information

#### Pending Litigation

The Girl Scouts of Hawai’i confirms we have no pending or threatened litigation, claims or legal proceedings at this time.

Should circumstances change during the grant period, GSH is committed to immediate disclosure to the State expending agency, along with full details of any litigation or judgments.

#### Special Licensure or Accreditations

Girl Scouts of Hawai’i (GSH) is a 501(c)(3) nonprofit organization in good standing, registered with the State of Hawai’i Department of Commerce and Consumer Affairs (DCCA) and the Internal Revenue Service (IRS). The organization operates in full compliance with all federal, state, and local regulations governing nonprofits and youth-serving entities.

GSH holds an active charter agreement with Girl Scouts of the USA (GSUSA), the national organization that sets governance, program, and safety standards for all councils nationwide. This charter functions as a form of accreditation, confirming that GSH meets GSUSA’s rigorous operational, financial, and programmatic standards. Compliance is verified through annual reports and periodic council assessments conducted by GSUSA to ensure accountability, quality, and alignment with national best practices in youth development.

GSH’s program delivery adheres to all local health, safety, and facility regulations. The organization maintains comprehensive insurance coverage, detailed safety protocols, and youth protection policies across all program sites, including schools, community centers, and camp facilities. All GSH staff and volunteers complete mandatory background checks and training in accordance with GSUSA and Hawai’i State requirements for child-serving organizations.

While GSH’s programs do not require specific state licensure, they operate under nationally recognized youth

development frameworks and best practices outlined by GSUSA, the American Camp Association, and Hawai'i educational enrichment standards.

Together, these accreditations, safety measures, and oversight systems demonstrate Girl Scouts of Hawai'i's strong governance, accountability, and capacity to safely and effectively deliver high-quality youth programs statewide.

#### Private Educational Institutions

Girl Scouts of Hawai'i (GSH) is a non-sectarian, non-profit youth development organization and is not affiliated with any private educational or religious institution. No portion of this grant will be used to support, subsidize, or benefit any sectarian or private educational entity.

All GSH programs are open to girls of every background, faith, and belief, consistent with the organization's inclusive mission to build girls of courage, confidence, and character who make the world a better place. GSH does not provide religious instruction or advocacy and strictly adheres to all federal and state laws governing the separation of church and state in the use of public funds.

Programs supported through this grant—including the GSLE and the After School Leadership Program (ASLP)—are delivered in partnership with public schools, community centers, and nonprofit organizations statewide. These programs are educational and service-based, focusing on leadership, STEM, entrepreneurship, outdoor education, and life skills.

GSH operates independently of all educational institutions and does not function as or on behalf of a private school. Facilities used for after-school or enrichment programming—including public school classrooms, community centers, and GSH-owned sites such as Camp Paumalu—are used solely for non-sectarian purposes.

This request fully complies with Article X, Section 1 of the Hawai'i State Constitution, which prohibits the use of public funds for the benefit of any sectarian or private educational institution. All funds awarded through this grant will be used exclusively to provide public benefit through Girl Scouts of Hawai'i's youth development programs—accessible to all girls across the state, regardless of school, income, or belief.

#### Confirmations

Documentation of  
Federal Impacts



Hawaii Compliance  
Express Certificate



IRS Determination  
Letter



Records Retention  
Policy



Authorized  
Representative  
Certification



Active Status with the  
Hawaii AG



Certificate of Good  
Standing by the DCCA



By-laws or Corporate  
Resolutions



Signee Title

Executive Assistant & Director of  
Revenue

#### System Information

Application Type Act 310 Nonprofit Grant Application

Applied Date 10/24/2025, 2:24 PM

Owner Name

Category Grant Application

Created By Sheri Magno, 10/20/2025, 1:12 PM

Created Date 10/20/2025, 1:12 PM

Last Modified By Sheri Magno, 10/24/2025, 2:24 PM

Last Modified Date 10/24/2025, 2:24 PM

#### Files

2025.09.29\_GSH\_AGRegistration

GirlScoutsofHawaii\_501(c)(3)Letter

Last Modified 10/24/2025, 2:19 PM

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2025.09.29\_GSH\_DCCA

2022.04.01\_GSH\_ByLaws

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**Records Retention Policy**

Last Modified **10/24/2025, 2:11 PM**  
Created By **Sheri Magno**

**Future\_Sustainability\_Plan**

Last Modified **10/24/2025, 2:09 PM**  
Created By **Sheri Magno**

**2025.10.14\_GSHOrganizationalChart**

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Created By **Sheri Magno**

**Budget Request By Source of Funds (GSH)**

Last Modified **10/24/2025, 2:08 PM**  
Created By **Sheri Magno**

**BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES**

Last Modified **10/24/2025, 2:08 PM**  
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**BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES**

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**20250923\_CertificateofVendorCompliance**

Last Modified **10/24/2025, 2:07 PM**  
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**2025.09.30\_BOHDenialLetter**

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**Records Retention Policy**

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**Future\_Sustainability\_Plan**

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**2025.09.29\_GSH\_AGRegistration**

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**GirlScoutsofHawaii\_501(c)(3)Letter**

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**2025.10.14\_GSHOrganizationalChart**

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