

**THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES**

Type of Grant Request:

Operating Capital

Legal Name of Requesting Organization or Individual: Db:

BOYS AND GIRLS CLUB OF HAWAII

Boys & Girls Club of Hawaii

Amount of State Funds Requested: \$ 727,502.00

Brief Description of Request (Please attach word document to back of page if extra space is needed):

BGCH is requesting capital funding to make critical safety repairs and improvements to its nine Clubhouse on Oahu and Kauai that provide out-of-school programming to thousands of youth in Hawaii. Having safe, clean and up to code Clubhouses is essential to BGCH's work in providing youth development services. Physical safety plays an important role in our Clubhouse experience, and 81% of BGCH Club Members surveyed in our 2024 National Youth Outcomes Initiative (NYOI) assessment reported that they feel physically safe in our Clubs, which is something we want to maintain and improve. Our Clubhouses are used as sports facilities, cooking clubs, dance halls, gardening clubs, food distribution centers, community gathering places, and tutoring centers. This constant activity takes a toll on building, some built nearly 50 years ago. The safety repairs and improvements conducted through this grant will allow BGCH to continue providing services to the thousands of youth we serve, and ensure youth have a safe, secure place to go when they are not in school.

Amount of Other Funds Available:

State: \$ \$727,502.00 - Pending
Federal: \$ \$150,000.00 - Pending
County: \$ _____
Private/Other: \$ \$500,000.00 - Pending

Total amount of State Grants Received in the Past 5

Fiscal Years: \$ 4,262,970

Unrestricted Assets:

\$ 2,065,033.00

New Service (Presently Does Not Exist): Existing Service (Presently in Operation):

Type of Business Entity:

501(C)(3) Non Profit Corporation
 Other Non Profit
 Other

Mailing Address:

1000 Bishop Street, Suite 505
City: State: Zip:
Honolulu HI 96813

Contact Person for Matters Involving this Application

Name:
Paddy Kauhane

Title:
President & CEO

Email:
pkauhane@bgch.com

Phone:
808-949-4203

Paddy Kauhane
Authorized Signature

Paddy Kauhane, President & CEO
Name and Title

1/16/2025
Date Signed

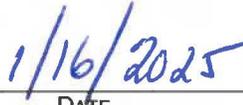
Application Submittal Checklist

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

Paddy Kauhane, President & CEO
PRINT NAME AND TITLE


DATE

Application for Grants

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

I. Certification – Please attach immediately after cover page

1. Hawaii Compliance Express Certificate (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2024.

Attached

2. Declaration Statement

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

Attached

3. Public Purpose

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

Boys & Girls Club of Hawaii attests that, if awarded, the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. The (1) name of the requesting organization is Boys & Girls Club of Hawaii, (2) the public purpose for the grant, (3) the services to be supported by the grant, (4) the target group; and (5) the cost of the grant and the budget are all detailed in this application.

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;

The mission of the Boys & Girls Club of Hawaii is to enable all young people, especially those that need us most, to reach their full potential as productive, caring, responsible citizens. Since our first Clubhouse opened in 1976, BGCH has been providing low-cost, high-quality out-of-school programs to the children and families on Oahu and Kauai. Today BGCH operates 9 Clubhouses that offer opportunities to improve the life trajectories of thousands of youth ages 7-17. Benefits of out-of-school program participation aren't limited to academics. Studies

have shown that youth in out-of-school programs are less likely to be victims or perpetrators of violence, become teen parents, or engage in a host of high-risk behaviors. Participating in out-of-school programs keeps youth safe, has a positive impact on their self-confidence and decision making, encourages overall health and reduces obesity by keeping them physically active and promoting healthy eating, reduces truancy, and improves their behavior in school.

2. The goals and objectives related to the request;

Each year, BGCH conducts a safety assessment to ensure the 9 Clubhouses we operate are safe and secure for the thousands of youth who depend on us each day for a safe place to go during the afterschool hours. Feeling safe is the first key element necessary for positive youth development - it is a proven fact that feeling safe is linked with a youth's ability to learn. When we consider the low-income demographic of the youth BGCH serves, many coming from disadvantaged and broken homes, or who are in the foster system, the Club represents a safe haven and provides youth with stability, safety and support.

Having safe, clean and up to code Clubhouses is essential to BGCH's work in providing youth development services. Physical safety plays an important role in our Clubhouse experience, and 81% of BGCH Club Members surveyed in our 2024 National Youth Outcomes Initiative (NYOI) assessment reported that they feel physically safe in our Clubs, which is something we want to maintain and improve. Our Clubhouses are used as sports facilities, cooking clubs, dance halls, gardening clubs, food distribution centers, community gathering places, and tutoring centers. This constant activity takes a toll on building, some built nearly 50 years ago. The safety improvements conducted through this grant will allow BGCH to continue providing services to the thousands of youth we serve, and ensure youth have a safe, secure place to go when they are not in school.

The objectives of this request are to complete all identified critical safety improvements to our 9 Clubhouses identified through our needs assessment. The capital upgrades range from painting, roofing, and installing ADA compliant upgrades to ensure our Clubhouses are safe and up to code in order to provide the best facilities possible to the youth we serve.

3. The public purpose and need to be served;

Quality after school care that offers academic and social support is a priority and a need for Hawaii. According to the 2022-2023 Hawaii State Department of Education Strive HI Performance results, language proficiency of our youth is only 52%, and math proficiency is at 40%. On-time graduation decreased in the past year to 85%, and only half of Hawaii's graduating seniors go to college or pursue higher-education. The mental health of Hawaii's youth is also a serious concern. According to the Department of Health, over the past four years the number one cause of death in Hawaii for people between the ages 15 and 44 was suicide. Mental health service utilization statistics show disparities in Hawai'i are even more drastic for adolescents. The annual average prevalence of past-year major depressive episodes among youth aged 12-17 years was 11.5%. Only 24.1% of

those youth who experienced at least one major depressive episode received mental health care, compared to 41.8% in the nation.

Financial and food security is also a pressing need for our families. Children who are food insecure are more likely to suffer poor health, struggle in school, and experience behavioral issues. Reducing childhood poverty starts with supporting parents and guardians so that they may be gainfully employed. Childcare is a huge drain to the budget of local families, and Boys & Girls Club of Hawaii (BGCH) drastically decreases those household costs by providing affordable, quality childcare. Hawaii parents face some of the highest child care costs in the nation. BGCH is doing everything we can to counteract that statistic with our affordable fees. Parents do not have to choose between paying a household bill and keeping their child safe after school at BGCH. BGCH charges only \$25 per year membership fees to ensure all youth may access our programs.

Our Clubhouses meet kids where they spend 80% of their time: outside of school. Clubhouses are embedded in their communities, offering a safe place and caring, adult mentors that kids and teens need to reach their potential. By building on their strengths and the assets in their lives, our programs strengthen young people's resilience and belief in their own capabilities. Studies have shown that students who participate in out-of-school programs on a regular basis meet or exceed proficiency standards, develop resilience, build life skills, and live healthy lifestyles at a higher rate than those who did not attend programs. According to the Afterschool Alliance, there are approximately 74,500 children in Hawaii who would be enrolled in an out-of-school program if one was available to them. In fact, for every child in an out-of-school program in Hawaii, there are 2 more waiting to get in.

In addition to being the home of our out-of-school programs, BGCH Clubhouses are community hubs. Capital repairs will ensure these gathering places in our community can continue to offer their space. For example, the BGCH Waianae Clubhouse partners with Waianae Community Watch and monthly meetings are held at the Clubhouse. Hale Pono Clubhouse in Ewa Beach partners with the Hawaii Foodbank to do food distributions for the community at the Clubhouse, and almost all of our Clubhouses offer some form of meal/grocery distribution to the communities they serve. The Spalding and Nanakuli Clubhouses partner with Hawaii Youth Symphony to host "Music in the Club" to showcase youth musicians, and Hale Pono hosts the Weed and Seed program at their Clubhouse to boost engagement between youth and law enforcement. Our Clubhouses also act as meeting spaces for local Girl Scout Troops and quarterly Ohana Nights to encourage family engagement.

4. Describe the target population to be served; and

In 2024, BGCH served more than 3,200 active members who accessed our afterschool programming, an increase of 250 from the previous year. We anticipate a similar increase in 2025. In addition, BGCH reached 583 youth and 842 adults through outreach services. In 2024, 42% of BGCH members were teenagers, and 58% between the ages of 7 and 12. BGCH serves a very diverse group of young people as 47% are Native Hawaiian, 24% Asian, 6% Pacific Islander, 12% White,

4% Black or African American, 1% American Indian, and 6% other. BGCH serves primarily high-risk youth, as 97% come from low, very low, or extremely low-income households.

5. Describe the geographic coverage.

BGCH Clubhouses are situated on or next to school campuses on the islands of Oahu and Kauai. Our clubhouse sites are located in the neighborhoods of:

- McCully-Moilili, Honolulu, beside Washington Middle School and in the vicinity of Kaimuki and McKinley High Schools and Lunalilo Elementary School.
- Nanakuli beside Nanaikapono Elementary and in the vicinity of Nanakuli Elementary and Ma'ili Elementary Schools, and Ka Waihona O Ka Na'auao Public Charter School, as well as our teen center located beside Nanakuli Intermediate & High School
- Waianae beside Waianae Elementary and in the vicinity of Makaha, Leihoku and Maili Elementary Schools, Waianae Intermediate, Waianae High School, Kamaile Academy and Adventist Malama Elementary & Maili Bible private schools.
- Kailua beside Kailua Intermediate School, with nine nearby feeder elementary schools, and two high schools: Kailua and Kalaheo.
- Ewa Beach beside Campbell High School and Ilima Intermediate School and in the vicinity of Pohakea, Ewa Beach, Ewa, Makakilo, Maukalani, Kaimiloa, Keoneula, and Holomua Elementary schools, Ewa Makai and Kapolei Middle schools, Kapolei High School, Lanakila Baptist, Friendship Bible, Our Lady of Perpetual Help Private School, Island Pacific Academy and Hawaii Tech Academy.
- West Kauai at the Waimea Tech Center in the vicinity of Waimea High School, Waimea Canyon Middle School, Eleele and Kekaha Schools and St. Theresa School in Kekaha.
- In 2024, BGCH expanded its service in the West Kauai / Waimea community through a partnership with St. Theresa's school. St. Theresa's site will be an extension of the West Kauai Club and offer services to elementary aged youth, allowing room for expansion of middle and high school youth service at the Club.
- Lihue in the vicinity of Elsie H. Wilcox Elementary, Chiefess Kamakahele Middle School and Kauai High School, as well as Island School and Kawaikini Public Charter School.
- Kapa'a beside Kapa'a High, Middle and Elementary schools and St. Catherine's School.

Additionally, BGCH consistently visits multiple gathering places in all the communities we serve to provide outreach services to teens, youth and their families.

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.

1. **Describe the scope of work, tasks and responsibilities;**
Through this funding request, BGCH proposes to complete the following capital improvements to our 9 Clubhouses:

Spalding Clubhouse:

- Repair bathroom partitions.
- Repair back area fencing.
- Repair flooring on 1st floor.
- Repair flooring in Teen Center office.
- Strip and wax club floors.
- Fix AC on 2nd floor.
- Paint interior of building.
- Paving of exterior ground.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Replace glass wall in weight room.

Waianae Clubhouse:

- Build roll-up gate in front of building.
- Build roll up gate for lanai.
- Repair sprinklers.
- Repair air conditioner.
- Paint interior of Clubhouse.
- Repair gym roof.
- Replace windows shot by BB gun,
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Install water fountain in gym.
- Repair front cap of roof.
- Tint windows.
- Replace breaker for lights.
- Replace ceiling fan in discovery center.
- Install switches for lighting in game room.
- Replace signage.

Hale Pono Clubhouse:

- Install windows on 2nd floor.
- Replace carpet in learning center.
- Strip and wax interior floors on 1st and 2nd floors.
- Trouble shoot sprinkler system leak.
- Repair irrigation backflow.
- Redo 2nd floor AC
- Power wash exterior of building.
- Replace gym fencing.
- Replace gutter system.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Upgrade ADA lift.
- Install 2nd gate with panic bar by staff parking.

Nanakuli Clubhouse (YET)

- Annual backflow testing
- Install audio closures
- Install bigger hot water heater
- Rebalance AC
- Repair leak in roof.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Repair automatic windows
- Replace floor outlet covers.

Nanakuli Teen Center

- Replace sinks and toilets in bathrooms
- Upgrade electrical outlet trips
- Install sprinkler system.
- Scrape and repaint back lanai.
- Repave parking lot.
- Repair water spigot.
- Repair termite damaged ceilings.
- Install shelving.
- Repair AC
- Install barrier on gravel walkway.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Repair roof flashing
- Repave parking lot.
- Replace covers on lights.
- Install exterior sink.
- Install exterior outlets.

Windward Clubhouse

- Annual backflow testing.
- Strip and wax floors.
- Repair sprinkler system.
- Replace refrigerator in green room.
- Install convex mirrors.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.

West Kauai Clubhouse

- Exterior tarp and pipe tent.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Flame locker installed.
- Camera system/ring door bell installed.

Kapaa Clubhouse

- Replace storage door with security door.

- Replace/repair garden fencing.
- Install certified kitchen that meets DOH standards with grease trap and ventilation hood.
- Install hood and stove.
- Deep clean Clubhouse.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Add water bip near the garden.

Lihue Clubhouse

- Annual backflow inspection.
- Replace 2 sinks.
- Install spray nozzle in kitchen.
- Install certified kitchen that meets DOH standards with greatest trap and ventilation hood.
- Quarterly maintenance plan for mechanical HVAC
- Painting exterior and interior of building
- Inspect roof and repair missing shingles.
- Install gutter over doorways.
- Replace older windows with more secure windows.
- Create outdoor program space.
- Pest control.
- Emergency repairs such as plumbing leaks, broken toilets and electrical issues.
- Inspect and repair exterior lighting
- Back ADA railing repair.
- Semi-annual tree trimming.

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

- July 2025: Safety assessment reviewed and plan for upcoming year of capital repairs finalized.
- August 2025: Bids for contractors released.
- September 2025: Supplies and materials purchased.
- October 2025: Contractors hired and work begins.
- November 2025: Roofing repairs start.
- December 2025: Paving repairs start.
- January 2026: Team travels to Kauai to launch repairs.
- February 2026: Roofing completed.
- March 2026: Minor repairs completed and/or underway.
- April 2026: Painting projects completed.
- May 2026: Final assessment of capital needs.
- June 2026: All repairs complete and/or underway.

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

BGCH's board-led safety committee and President and CEO will have ultimate oversight of the project. They will work with the facilities manager to provide day to day oversight and quality control. Monitoring will also be done through professional plans, hiring companies and tradespeople expert and licensed in the required fields, and through regular inspections, permitting and licensing.

To measure the success of the programs that these capital improvements will support, BGCH measures goals through pre & post quantitative and qualitative monthly data collection. In addition to tracking of program attendance, qualitative data will be derived from weekly observational forms that will measure continuous quality improvement. Grade point average will be analyzed each semester as well as grade progression through youth school report cards. For youth and staff well-being, we will utilize the annual Boys & Girls Club of America National Youth Outcomes Initiative, a survey which is given to all youth members and staff to measure engagement, feeling of safety and other social and emotional outcomes. This data will be analyzed monthly by clubhouse location and against national benchmarks. BGCH utilizes additional tools from BGCA such as Standards of Organizational Effectiveness and YPQA-Youth Program Quality Assessment. These tools are measurements of defining our success and growth as an organization, and include an ongoing process to assess, plan, and improve. Staff and leadership work together to improve the quality of their services through collecting data, creating improvement plans based on the data, and implementing a systematic improvement process. All data will be reported in program reports as required.

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.

1. **Grant and fiscal management:** Compliant fiscal management including staying with budget and providing timely progress and financial reports to the State.
2. **Law Compliance:** Compliance with county, state and federal laws.
3. **Renovations:** Complete upgrades and renovations as determined by final contract if awarded.
4. **Increased Youth Security:** Increase member's feelings of security as determined by the BGCA National Youth Outcomes Initiative survey given to our members to measure their feelings of safety, fun, engagement and other key outcomes.
5. **Increased Ability to Serve:** Increase BGCH's ability to serve through safer facilities and more robust programs. This will be determined by increase in

membership and outreach levels and increase in average daily attendance. Safe and accessible buildings for our youth members will increase their own feelings of safety which lead to positive results in all aspects of their development. Safe and accessible buildings will also encourage our youth to attend programs regularly and will allow us to increase capacity to serve. For example, our Lihue clubhouse has a waitlist to join. Adding more program space will help us to welcome more members to our club.

6. **Property Value:** Increase in assessed property and/or building values.
7. **Safer Communities:** Decrease in crime related incidents caused by theft and property damage due to more robust security systems and upgrades to grounds and landscaping to improve visibility.
8. **Safer Facilities for Youth:** Decrease in safety or injury incidents due to upgraded and safer buildings and grounds.
9. **Earned Revenue:** BGCH has also identified opportunities for earned revenues through facility rentals during times when the clubhouses are not in use for youth programming. BGCH can rent our facilities more often and charge a higher fee if our buildings are safe and well maintained.
10. **Budget Flexibility:** The GIA will allow BGCH to utilize other revenue sources currently earmarked for building repairs to support operations, including staffing and programs.

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 2026.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$109,127	\$206,125	\$206,125	\$206,125	\$727,502

3. **The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2026.**
 Specific to Capital improvements, BGCH is approaching FEMA and Bank of Hawaii Foundation.

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.**

Attached list of grants for the following contracts/grants:

Afterschool and Summer Programs Statewide (DHS)

Contract: HMS-903-24-05-S

Contracting Agency: DHS

Description of Services. Contracted in 2024 to offer after school and summer programming to youth on Oahu and Kauai.

Kumuwaiwai Na'auao – Educational Resources (OHA)

Contracting Agency: OHA

Description of Services: The purpose of Ka Ulu A'e o ka Na'auao is to provide culturally relevant educational support and career readiness training to 212 Native Hawaiian youth from Nānākuli and Waianae aged 7-17 at risk of becoming opportunity youth, with the measurable result of increasing the number of youth on track to graduate highschool and plan to pursue post-secondary education by 2% .

Temporary Assistance for Needy Families (TANF)

Contract: DHS-23-TANF-0033

Contracting Agency: Hawaii Department of Human Services

Description of Services: Contracted since 2008 to provide Positive Youth Development and Teen Pregnancy Prevention programs and services to Kauai middle – high school age youth. Core program service areas include 1) Social Recreation Activities; 2) Personal and Educational Development; 3) Cultural Enrichment; 4) Leadership Development; 5) Health and Physical Education; 6) Outdoor & Environmental Education; 7) Targeted Community Outreach; and, 8) Parent Component for Prevention.

Kekaha Host Community Grant (County of Kauai)

Contracting Agency: County of Kauai

Description of Services: To provide after school programming to youth in West Kauai.

Alcohol and Drug Division (ADAD)

Contract Number: ASO Log No. 23-053

Contracting Agency: Hawaii Department of Health

Description of Services: Kauai, Nanakuli and Waianae contracted to provide alcohol and substance use prevention utilizing an evidence-based, nationally-recognized curriculum – Project Alert. Supplemental services include participation in high-yield learning activities and family engagement activities.

Grants-In-Aid (GIA) - State

Contract Number: OCS-GIA-23-52

Contracting Agency: State of Hawaii

Description of Services: Providing SEL and safety measurements to the youth BGCH serves.

Grants-In-Aid (GIA) - City and County

Contract Numbers: CT-DCS-2400009 & CT-DCS-2500012

Contracting Agency: City & County of Honolulu

Description of Services: Public service grant to provide services to economically and/or socially disadvantaged populations through the Great Futures After School Program. This program engages youth in high-yield learning activities, provides tutoring, and serves families and communities through various engagement activities such as family nights and food distribution days.

Non-Profit Grant Recovery Program

Contracting Agency: City and County of Honolulu

Description of Services: Staffing and program supplies for post-pandemic recovery.

NOAA Bay Watershed Education and Training (B-WET) Program

Contract Number: NA21NOS4730165

Contracting Agency: U.S. Department of Commerce, National Oceanic & Atmospheric Administration

Description of Services: Support an environmental education program that promotes locally relevant, experiential learning in the K-12 environment on priority topics such as understanding climate, ocean and earth sciences, and community resilience to hazards.

Mentoring at Boys & Girls Clubs (OJJDP)

Contract Numbers: 2022-51194, 2023- 52617-52625

Contracting Agency: U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention Programs

Description of Services: National mentoring program to promote positive outcomes and reduce risk factors for at-risk and high-risk youth through high quality club-based mentoring.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2024.

\$2,065,033

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.

BGCH executive management and clubhouse directors and staff are well versed in planning and managing multiple capital projects at all sites. Our staff have managed the upkeep, maintenance, and capital improvements of our clubhouses for more than 40 years. In the past three years, BGCH has:

- 1. Spalding and Hale Pono Clubhouse Renovations:** At these Clubhouses, BGCH conducted the following capital repairs - teen center roof repair, replaced corroded gas line, internal painting, floor replacements, window replacements, a/c upgrades/replacements, energy efficient lighting upgrades internally and externally, upgrade electrical wiring in specific places, new chain link security fencing and gate at Hale Pono, security bars on windows, external door replacements, water damage restoration. (Completed 2023)
- 2. Kapaa Clubhouse Renovations:** BGCH built restrooms in the Kapa'a clubhouse to replace the current portable restrooms which have been in place for 25 years and are not accessible (Completed 2023).
- 3. Waianae and Nanakuli Clubhouse Renovations:** Improvements and repairs include roof repairs or replacement at Waianae and Nanakuli clubs, upgrades to wiring and electrical systems at Waianae and Nanakuli clubs, improved lighting at all clubhouses, upgrade or create security systems, including fire alarms, at most clubhouses, replace broken interior doors at Nanakuli Teen Center, repair interior walls and floors to remove rot, mold and pests, install a new sport court at the Waianae clubhouse, and upgrade or replace air conditioning units. (Completed 2023)

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.

BGCH operates nine brick & mortar clubhouses and teen centers on the islands of O'ahu and Kaua'i. All clubhouses are ADA compliant, multi-space facilities which include learning centers (classrooms), kitchens or concession areas, recreation areas, multi-function spaces, meeting rooms, storage rooms, restrooms, and common areas.

Three clubhouses have full gymnasiums, four clubhouses have multi-media rooms, and one clubhouse has an outdoor amphitheater and native Hawaiian garden.

Spalding Honolulu Clubhouse

Address: 1704 Waiola Street Honolulu, Hawaii 96826

Facility Description/Adequacy for Proposed Services: BGCH Spalding Clubhouse has served the Honolulu community since 1976. The clubhouse is located on the campus of Washington Intermediate School in a two-story, multi-room building with a capacity of 245 people. It has a large gymnasium, reading room, teen center with recording and audio equipment and a computer lab, a preteen game room, arts and crafts room, and a dance studio.

Hale Pono Ewa Beach Clubhouse

Address: 91-884 Fort Weaver Road, Suite A, Ewa Beach, Hawaii 96706

Facility Description/Adequacy for Proposed Services: Hale Pono has served the Ewa Beach community since 1990 and is very much part of the fabric of supports for underserved youth in the area. Hale Pono has a game room, gym, arts & craft room, teen center, dance room, recording studio, Learning Center room with a Lakers Reading room, and a Center of Innovation STEM room.

NFL YET Nanakuli Clubhouse

Address: 89-159 Mano Ave, Waianae, Hawaii 96792

Facility Description/Adequacy for Proposed Services: BGCH has served the Nanakuli community since 1998. NFL YET Nanakuli site is perfectly adapted to the proposed program activities. It is located directly adjacent to Nanaikapono Elementary School on Department of Hawaiian Home Lands and is part of the Nānākuli Hawaiian Homestead Community Association. The building complex was designed with “green” features; the intent was to use the building’s green features to model and demonstrate concepts of ecological sustainability. The 10,000 square foot state-of-the-art building has a capacity of 228 persons and is equipped with a large multi-purpose community room, library, learning center and multimedia room. The landscaping includes an outdoor amphitheater with a stage and tiered lawn seating, a water catchment system for irrigation, a garden of native dry land plants, and a traditional Hawaiian agricultural crop garden. Native Hawaiian plants were used wherever possible to conserve water, reduce maintenance, and contribute to the restoration of native plants in the region.

Nanakuli Teen Center

Address: 89-969 Lahikiola Place, Waianae, Hawaii 96792

Facility Description/Adequacy for Proposed Services: In 2007 BGCH opened the Harry & Jeanette Weinberg Nanakuli Teen Center, located adjacent to Nanakuli High & Intermediate School. The Teen Center is served by public transportation. The 3,610 sq ft building includes a games room, teen lounge, study rooms with computer labs, kitchen, restrooms, offices, and an outdoor volleyball and basketball court. The is ari conditioned and has wifi enabled access. BGCH members help to care for the Center's grounds and landscaping. The rooms and spaces within the facility make it possible to run multiple programs concurrently and provide enough space for when privacy or confidentiality is required.

Waianae Clubhouse

Address: 85-165 Plantation Road, Waianae Hawaii 96792

Facility Description/Adequacy for Proposed Services: BGCH Waianae has served the community since 1988. The Clubhouse is ADA compliant and includes a Learning Center, Teen Center, Recreation Room, Sound Studio, Technology Center, Gym, and Career Development Center.

Windward Clubhouse

Address: 145 S. Kainalu Dr. Kailua, Hawaii 96734

Facility Description/Adequacy for Proposed Services: The Windward Clubhouse is located on the campus of Kailua Intermediate School and was established in May 2006. For nine years, programs were run out of the former metal shop classroom at the school. The space, although small, was cleverly used and became a popular gathering place for kids from both the middle school. In May 2015 BGCH opened a new 10,000 square foot Clubhouse on the intermediate school campus. The current facility has allowed Windward Clubhouse to serve more youth and designate specific areas for play and study activities.

Kapa'a Clubhouse

Address: 4695 Mailihuna Road, Kapa'a, Hawaii 96746

Facility Description/Adequacy for Proposed Services: Established in 1994, BGCH Kapaa was the first clubhouse on Kauai. The Clubhouse was built in 1993 as a temporary structure to provide out-of-school services to youth displaced after the devastation of Hurricane Iniki, and was recently renovated in 2023. The Clubhouse meets ADA requirements and is a single-level, four-room facility with shared access to the school's gym and outdoor playing field on the Kapaa High School campus. It is also adjacent to Kapaa Elementary School. The clubhouse includes a Learning Center, Kitchen, Social recreation activity center, and Multi-purpose room.

Lihue Clubhouse

Address: 4193 Hardy Street, Lihue, HI 96766

Facility Description/Adequacy for Proposed Services: BGCH has served the Lihue community since 2003. The current clubhouse was built in 2004 and renovated in 2014. It is a 5 room, one level building with two restrooms. The Lihue site at 4193 Hardy Street in Lihue, just behind the Kauai Convention Hall, was recently renovated with the help of community, government, and corporate partners to add on program space for teens.. With the addition of the Teen Center, BGCH has increased the support system for working families on Kauai who cannot afford more expensive fee-based afterschool programs.

West Kauai Clubhouse

Address: 4590 Ola Road, Waimea, HI 96796

Facility Description/Adequacy for Proposed Services: In October 2020, the West Kauai Clubhouse moved to a new, bigger location at 4590 Ola Road across the street from Waimea High School. The previous clubhouse was 1,800 square feet and the new space is 2,800 square feet, which has allowed BGCH to increase the age range of youth served and program capacity. In 2024, BGCH expanded its service in the West Kauai / Waimea community through a partnership with St. Theresa's school. St. Theresa's site will be an extension of the West Kauai Club and offer services to elementary aged youth, allowing room for expansion of middle and high school youth service at the Club.

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.

BGCH's Capital work is managed by Damon Kukea Naber, who brings to BGCH 12 years of facility management and operations experience through the US Military and Government, Non-Profit, For-Profit and Education organizations. His expertise includes responsibility and management of all activities related to operation, maintenance and in-house repair and improvements of facilities, grounds, communications systems, security systems, and vehicle fleets. Kukea has the experience to identify problem areas, recommend corrective actions, and provide data and reporting in all related matters.

BGCH employs 85 staff members, has an active corporate board of directors, an alliance board of young professionals, as well as clubhouse level boards who oversee individual clubhouse needs. All of our staff are trained in working with at-risk youth and providing quality programs to ensure guidance, support, and set them on a path for future success. BGCH continues to make our employees a priority and we have implemented a 5-year compensation plan to increase program staff wages so that no regular employee working in the Clubs will earn less than \$20.00 per hour.

BGCH has two Native Hawaiian women leading the organization. BGCH President & CEO Paddy Kauhane has over 30 years' experience in youth service, museum, health care, culture, education, arts, government, and other industries. Paddy is a member of the Native Hawaiian Legislative Hui which focuses on advocacy work and policies that affect Native Hawaiians, and was awarded an empowering 'Ōiwi Leadership award in 2022 through the Council for Native Hawaiian Advancement for "bringing a large national brand to intertwine with our native Hawaiian community". Executive Vice President & Chief Operations Officer Lala Fernandez has 18 years of experience at BGCH and is a BGCA Certified Trainer. A former Waianae Clubhouse member and current Waianae resident, Lala has a BA in Justice Administration from Hawaii Pacific University and a MA in business administration from the University of Hawaii. Lala is a member of the Native Advisory Committee for BGCA Native Services, which represents Native Clubs across the nation.

Each position with Boys & Girls Club of Hawaii is governed by detailed job descriptions which clearly state required work experience, skills and education. Recruitment for positions are conducted through BGCH Human Resources Department for initial vetting through our online application system. The recruitment process includes information on BGCH values, physical requirements of the job, and any additional responsibilities that may apply. Applicants are also provided with our Equal Opportunity Employer

statement. Once passed screening, candidates will go through multiple interviews with club and admin management.

BGCH utilizes the BambooHR human resources software to manage recruitment, hiring, onboarding, off boarding, employee data, job history, time off, HR documents, training and certifications, performance evaluations and goal tracking. BGCH conducts annual background and criminal record checks and drug testing. All employees are required to complete the BGCA Annual Safety Training through Spillet Leadership University; a total of 11 courses. Additionally, some employees are required to be fingerprinted through the State to comply with federal contracts.

Qualified candidates must be at least 17 years of age and be a high-school graduate. All employees must adhere to standard DHS fingerprinting and background checks. BGCH has a history of hiring current and retired DOE teachers for our out-of-school programs, and currently has staff with DOE teaching experience at several of BGCH Clubhouses.

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.

Attached

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.

President & CEO: \$172,648

Chief Operations Officer: \$125,000

Chief Financial Officer: \$115,000

VII. Other

1. Litigation

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

Nadia Assaf (Plaintiff) v. Boys and Girls Club of Hawaii (Defendant), Case CIVIL NO. 24-000123 WRP-NONE. A former executive employee of BGCH is claiming employment discrimination which BGCH believes has no merit and we are vigorously defending it with our attorneys and insurance company. The case was dismissed by the EEOC. There has been no trial date set and no judgment to date.

2. Licensure or Accreditation

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

Not applicable.

3. Private Educational Institutions

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

Not applicable

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2026 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2026, but
- (b) Not received by the applicant thereafter.

BGCH has an active development program and works with a grant writer to ensure funding is continuously available to our most needed programs and capital repairs. Our diverse revenue streams (contributions, government contracts, private grants) make up the variance of the cost of our low membership fees vs. the cost to serve the same youth and are structured to provide flexibility in program planning. BGCH has funding in place from private donors to support the food program, but there is a gap between what we need to fully fund the program and what we have secured.

This funding from the State of Hawaii would allow BGCH to complete all critical repairs to its Clubhouses. Future repairs will be paid for by additional grant and fundraising efforts. If funding goals are not met, we will need to scale our capital repairs in relation to available revenue.



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: BOYS AND GIRLS CLUB OF HAWAII

DBA/Trade Name: BOYS & GIRLS CLUB OF HAWAII

Issue Date: 01/10/2025

Status: **Compliant**

Hawaii Tax#: 20604692-01
New Hawaii Tax#: GE-0123699200-01
FEIN/SSN#: XX-XXX5407
UI#: XXXXXX0528
DCCA FILE#: 8625

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.

Boys & Girls Club of Hawaii

(Typed Name of Individual or Organization)

Paddy Kauhane

(Signature)

1/16/2025

(Date)

Paddy Kauhane

President & CEO

(Typed Name)

(Title)

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2025 to June 30, 2026

Applicant: Boys & Girls Club of Hawaii

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
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				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	727,502	150,000		500,000
TOTAL (A+B+C+D+E)				
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	727,502	Paddy Kauhane 808-949-4203		
(b) Total Federal Funds Requested	150,000	Name (Please type or print) Phone		
(c) Total County Funds Requested		<i>Paddy Kauhane</i> 1/16/25		
(d) Total Private/Other Funds Requested	500,000	Signature of Authorized Official Date		
TOTAL BUDGET	1,377,502	Paddy Kauhane, President & CEO		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: Boys & Girls Club of Hawaii

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: Boys & Girls Club of Hawaii

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2025 to June 30, 2026

Applicant: Boys & Girls Club of Hawaii

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:2023-2024	FY:2024-2025	FY:2025-2026	FY:2025-2026	FY:2026-2027	FY:2027-2028
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION			727502	550000		200000
EQUIPMENT				100000		
TOTAL:	0	0	727,502	650,000	0	200,000
JUSTIFICATION/COMMENTS: BGCH is requesting an additional \$150,000 from FEMA and \$500,000 from BOH Foundation for Capital Repairs. If fully funded, all capital repairs will be completed by end of 2027. An estimated \$200,000 would be needed in 2028 for ongoing maintenance and repairs of the Clubhouses.						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Boys & Girls Club of Hawaii

Contracts Total: 4,278,970

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Afterschool and Summer Programs Statewide	6/3/2024 - 8/2/2025	DHS	State	\$ 2,207,570.00
2	Kumuwaiai Naauao Educational Resources	9/1/2024 - 9/30/2026	OHA	State	\$ 410,000.00
3	Temporary Assistance for Needy Families	1/1/2023 - 12/31/2024	DHS - TANF	State	\$ 250,000.00
4	Kekaha Host Community Benefits	1/1/2024 - 12/31/2024	County of Kauai	Kauai County	\$ 26,000.00
5	Alcohol and Drug Division Funding	10/1/2023 - 9/30/2024	DOH	State	\$ 295,400.00
6	City and County GIA	11/1/2024 - 10/31/2025	City and County of Honolulu	State	\$ 150,000.00
7	City and County GIA	1/11/2023 - 10/31/2024	City and County of Honolulu	State	\$ 200,000.00
8	Non-Profit Grant Recovery Program	9/22/2023 - 6/30/2024	City and County of Honolulu	State	\$ 100,000.00
9	NOAA BWET Grant Program	10/1/2021-9/30/2023	NOAA	Federal	\$ 150,000.00
10	Youth Mentoring	1/1/2024 - 12/31/2024	OJJDP	Federal	\$ 170,000.00
11	Youth Mentoring	5/1/2023 - 12/31/2023	OJJDP	Federal	\$ 170,000.00
12	State of Hawaii GIA	4/1/2023 - 3/31/2024	State of Hawaii	State	\$ 150,000.00
13					
14					
15					
16					
17					
18					
19					



Youth & Teens served by Boys & Girls Club of Hawaii on Oahu & Kauai

Board of Directors

President & CEO

Human Resources Director

Grant Writer - Contractor

SVP & Chief Development Officer Vacant

EVP & Chief Operations Officer

Chief Financial Officer

Human Resources & Volunteer Assistant

Executive Assistant - 0.25 FTE

Organizational Chart v. March 2024

Director of Development - Kauai

Director of Development - Oahu

Director of I.T.

Director of Operations & Safety

Director Teen Initiatives

Full Charge Bookkeeper & Payroll Manager

Special Events & Projects Manager 0.75 FTE

VISTA Development Assistant

Data & Grants Manager

Facilities Manager

Community Impact Manager

AP Specialist & Grant Billing

Development Database 0.75 FTE

Marketing Specialist

Project Specialist & Office Manager Vacant

Teen Youth Development Director

Accounting Contractors

Misc Interns

Misc Interns

Windward Clubhouse Director

Honolulu Clubhouse & Teen Center Director

Ewa Beach Clubhouse & Teen Center Director

Nanakuli Clubhouse & Teen Center Director

Waianae Clubhouse & Teen Center Director

Lihue Clubhouse & Teen Center Director

Kapaa Clubhouse Director

West Kauai Clubhouse Director

Kamalani Academy Youth Dev Dir - Program Coordinator 1 FTE

Windward Program Director

Honolulu Program Director

Nanakuli Program Director

Waianae Program Director - Vacant

Lihue Program Director

Kapaa Program Director

Kamalani Academy YDS - 0.50 FTE

Club Staff:
2 0.875 FTE Youth Dev Dir
5 0.75 FTE Youth Dev Spec
10.75 FTE Front Desk/Social Media

Club Staff:
4 0.75 FTE Youth Dev Spec
3 0.875 FTE Youth Dev Spec
1 0.875 FTE Front Desk
2 0.5 FTE Program Assist

Club Staff:
2 FT Youth Dev Dir
1 0.5 FTE Youth Dev Spec
1 0.875 FTE Youth Dev Spec
1 FT Office Manager
1 0.50 FTE Program Intern

Club Staff:
2 FT Youth Dev Spec
2 0.875 FTE Youth Dev Spec
1 0.5 FTE Youth Dev Spec
2 0.75 FTE Program Assistants
1 0.875 FTE Front Desk
3 PT Program Assist
1 FT Program Assist

Club Staff:
2 FT Youth Dev Dir
2 0.875 FTE Youth Dev Spec
1 0.5 FTE Program Assist
1 FT Office Coordinator

Club Staff:
3 FT Youth Dev Dir
2 FT Youth Dev Spec
1 0.75 Youth Dev Spec
1 PT Intersession YDS
1 PT Intern

Club Staff:
1 FT Youth Dev Dir
1 FT Youth Dev Spec
3 0.875 Youth Dev Spec

Club Staff:
1 FT Youth Dev Spec
2 0.875 FTE Youth Dev Spec

KEY

Board
Executive
Admin
Development
Kauai - Clubs
Oahu - Clubs

Contractor
Intern
Vacant
School Sites