

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

Type of Grant Request:

☐

Operating

☐

Capital

Legal Name of Requesting Organization or Individual: DbA:

Amount of State Funds Requested: \$ _____

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

Amount of Other Funds Available:

State: \$ _____

Federal: \$ _____

County: \$ _____

Private/Other: \$ _____

Total amount of State Grants Received in the Past 5
Fiscal Years:

\$ _____

Unrestricted Assets:

\$ _____

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:

City:

State:

Zip:

Contact Person for Matters Involving this Application

Name:

Title:

Email:

Phone:



Authorized Signature

Name and Title

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

PAUL GATES, EXECUTIVE DIRECTOR

PRINT NAME AND TITLE

JANUARY 6, 2025

DATE



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

Vendor Name: RIVER OF LIFE MISSION

DBA/Trade Name: RIVER OF LIFE MISSION

Issue Date: 01/10/2025

Status: Compliant

Hawaii Tax#: 10455714

New Hawaii Tax#:

FEIN/SSN#: XX-XXX3651

UI#: XXXXXX1099

DCCA FILE#: 62330

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 REVISED STATUTES**

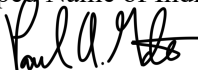
The undersigned authorized representative of the applicant certifies the following:

- 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.

(Typed Name of Individual or Organization)



(Signature)

(Date)

(Typed Name)

(Title)

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

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

See attached Certificate of Vendor Compliance.

2. Declaration Statement

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

See attached Declaration Statement.

3. Public Purpose

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

If awarded funding, State Grant-in-Aid funds would be used for a public purpose as described below in **Section II. Background and Summary – 3. Public purpose and need to be served**. Funds would be used to support the implementation of the Road to Redemption (R2R) Program in collaboration with weekly Hub events on Oahu to help ensure individuals in housing crisis receive timely support and equitable access to critical resources as they transition off the streets. R2R will offer ongoing support to individuals facing housing crisis by pairing them with trained mentors who will provide guidance for up to 12 months, helping ensure they stay on track toward achieving sustainable living and do not fall through the cracks.

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;

River of Life Mission (ROLM) offers a proven, collaborative solution to address Oahu's homeless crisis, offering hope to vulnerable individuals transitioning off the streets.

For nearly 40 years, ROLM has been serving the suffering with meals, ministry and pathways to overcoming brokenness and marginalization. Since our establishment in 1985, over 12 million free meals have been served to the needy over the years. As the pandemic reshaped the landscape in Hawaii, ROLM made the decision to close its doors to public feeding at our Chinatown facility in April 2022 and move toward a new mobile model of service delivery grounded in local communities – Hubs. Resembling mobile community service fairs, Hub Spots leverage partnerships to collectively tackle social determinants of homelessness through sustainable strategies. What began as one remote location and a few hundred volunteers has grown to encompass 80 mobile Hub events throughout Oahu, leveraging 585 partners and mobilizing thousands of volunteers to bring sustainable transformation to people in housing crisis.

Since launching Hubs, ROLM transitioned 77 individuals off the streets in 2022 and 110 in 2023, while delivering a record 210,863 meals to Oahu's most vulnerable this past year. To date in 2024, ROLM is celebrating 94 individuals transitioning off the streets in collaboration with ministry and social services partners, while distributing 13,482 hot meals and food bags every month.

2. The goals and objectives related to the request;

If awarded State GIA funding, ROLM anticipates accomplishing the following **Goals and Objectives**:

Goals

- 1) To support individuals in housing crisis by facilitating connections to a range of wraparound services through weekly Hub events, such as meals, ministry, basic medical care, behavioral health and substance abuse programs, job training, transitional housing, legal assistance, and assistance with obtaining identification or government benefits.
- 2) To connect individuals in housing crisis transitioning off the street with a mentor who is committed to providing guidance and support for up to 12 months.

Objectives over 12 months

- 1) Train 40 teams on the Road to Redemption curriculum, with teams integrating the R2R Program.
- 2) R2R program is implemented as part of 60 Hub events each week throughout impoverished communities along the Leeward Coast, Windward Oahu, North Shore, Central Oahu and the urban core of Honolulu.
- 3) Guide people in housing crisis along four essential phases of support: a) Meals & Ministry; b) Assistance and Basic Care; c) Treatment and Transition; and d) Shelter and Stability in collaboration with 40 healthcare workers, medical practitioners and R2R social service team mentors.
- 4) Transition up to 100 individuals in housing crisis off the streets.

3. The public purpose and need to be served;

Hawaii's chronic homelessness crisis, one of the worst in the nation, calls for urgent action as thousands without shelter need a tangible path to rebuild their lives away from the streets.

The homeless crisis in the City and County of Honolulu is complex, with many factors contributing to the vulnerability of this targeted population. Oahu has the greatest per capita homeless population in the nation at 49 individuals per 10,000 residents, with the lack of affordable housing continuing to fuel evictions and homelessness, particularly among seniors aged 65 and older. The 2024 Point in Time Count (PIC) unveils an alarming 17% surge in chronic homelessness on Oahu since 2023, with 62% of the 4,494 homeless children and adults unsheltered and living on the streets or in places not suitable for human habitation. A disturbing 1 in 5 are seniors experiencing homelessness, 10% are veterans and over half are Native Hawaiians or Pacific Islanders.

Equally troubling is the rising number of people experiencing homelessness for the first time amid Oahu's high cost of living, skyrocketing housing costs and the end of pandemic-related assistance programs. A staggering 2 in every 5 individuals in Hawaii are on the brink of homelessness, just one paycheck away from crisis, with the proportion of Hawaii households living in poverty surging from 9% to 11% between 2018 and 2022.

The 2024 PIC paints a sobering picture of Oahu populations experiencing homelessness, underscoring key determinants that impact the effectiveness of addressing this crisis. One in every 3 individuals experiencing homelessness reports a mental illness, 1 in 4 struggle with a substance use disorder, over half wrestle with one or more disabling conditions that significantly limit everyday activities, and nearly 1 in 4 are survivors of domestic abuse. Sadly, individuals facing housing instability and homelessness often suffer from worse physical and mental health compared to those with stable housing, resulting in episodic visits to the Emergency Room. On average, ER visits by Oahu's homeless individuals cost taxpayers more than \$18,000 per year, with frequent users driving costs as high as \$44,000 annually. Oahu's ERs simply lack the necessary infrastructure to offer follow-up care for individuals living on the streets or to ensure that prescriptions are filled following discharge.

Unfortunately, the lack of connection with consistent support can exacerbate mental health and substance abuse issues for individuals in housing crisis, leading to further instability and chronic homelessness. The Health Resources and Services Administration ranks Hawaii 32nd out of 50 states in the number of social workers in medical and health sectors, highlighting a critical workforce shortage that struggles to meet current demand, especially in the areas of mental health and substance use. As a result, case managers often handle large caseloads, leading to difficulties in maintaining consistent communication with individuals in housing crisis and causing many to fall in the cracks while transitioning off the streets.

For these vulnerable populations, a lack of trust remains a major deterrent to begin pathways toward sustainable recovery, often making individuals in housing crisis less likely to accept interventions. Building personal relationships with Oahu's chronically homeless helps break down trust barriers, encouraging deeper engagement and more effective use of services that lead to improved outcomes. Not only is there a need for an agile and coordinated approach to overcoming barriers for people in housing crisis, organizations working with homeless populations must be trained on how to effectively transition vulnerable individuals off the streets.

River of Life Mission has an intentional mechanism to address Oahu's homelessness crisis in significant ways, one life at a time. Through the Hub Spot Model and "Road to Redemption" Program, ROLM will help ensure vulnerable individuals in housing crisis receive timely support, increasing equity and accessibility to critical resources with a sense of hope knowing someone is advocating for them. By training Hub Leaders and volunteer mentors to work alongside persons in housing crisis, ROLM will continue to drive transformation by moving vulnerable populations toward a path of sustainable living away from the streets through places where barriers dissolve, empathy flourishes and everyone receives dignity and care.

Emphasizing the need for creative and collaborative strategies, both the State and City and County of Honolulu are dedicated to a holistic approach that includes enhancing the crisis response system, integrating healthcare services, and preventing chronic homelessness – key components of the R2R Program. ROLM Hubs are facilitating the transition of many of these vulnerable homeless individuals to State-supported Kauhale on Oahu, illustrating our alignment with the Statewide Office on Homeless and Housing Solutions and further demonstrating the strength of public-private partnerships to collectively address the issue of homelessness in Hawaii. By implementing the R2R Program throughout existing weekly Hub events, ROLM will work with partners to clear obstacles as individuals transition off the streets – from Hub to Home.

4. Describe the target population to be served; and

With 80 Hub events operating throughout Oahu on a weekly basis, ROLM currently serves an average of 2,400 individuals of all ages in housing crisis. Through these weekly Hub events, ROLM directly benefits Oahu's homeless populations, as well as the unemployed, underemployed, near-houseless, seniors, disabled individuals, women and children – increasing equity, accessibility and ensuring no one is turned away.

5. Describe the geographic coverage.

The R2R Program is in perfect alignment with Statewide and City and County of Honolulu efforts to combat homelessness throughout Oahu's 7 regions that represent the outreach boundaries for homeless service providers. ROLM currently has weekly Hub events operating in each of these 7 regions: Region 1 (Downtown Honolulu); Region 2 (East Honolulu); Region 3 (Central Oahu); Region 4 (Lower Windward); Region 5 (Central Oahu); Region 6 (Upper Windward); and Region 7 (Waianae Coast).

III. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

Over 12 months, ROLM will equip partners with training and resources to implement the Road to Redemption Program through existing weekly Hub events in communities throughout Oahu experiencing high numbers of individuals in housing crisis. Using meals to develop trust, ROLM will develop personal connections with individuals in housing crisis through Hub events, facilitating access to a fuller range of wraparound services, including telehealth, case management, mental health assessment, job opportunities and assistance with obtaining identification documents.

As part of this project, ROLM will hire a 1 FTE Road to Redemption (R2R) Coordinator, who will be instrumental in building partnerships with social service providers, government agencies, and community organizations. This Coordinator will work closely with Hubs and the Hub Director to identify resources, streamline referrals, and ensure comprehensive support for individuals and families in housing crisis as they transition off the streets and into stable housing. ROLM will also hire a contractor with a background in behavioral health to provide expertise, guidance and recommendations to strengthen behavioral health aspects of the R2R Program.

ROLM will also contract with Regional Overseers/Coordinators, who will serve as leads and coaches across the 7 geographic areas, modeling to teams how to successfully transition individuals in housing crisis from Hub, along the Road to Redemption Program, and eventually to housing and stability. These overseers/coordinators would be responsible for sourcing local outreaches in their regions, seeking partnerships, engaging potential Hub leaders, assisting with coaching and developing new Hubs, helping teams navigate the intake process for behavioral health services, facilitating transportation when necessary and networking with Hub leaders through their respective regions to strengthen Hubs as they implement the Road to Redemption Program.

Scope of Works, Tasks and Responsibilities

- 1) ROLM will strengthen partnerships with healthcare providers, social service agencies and other nonprofits to connect individuals in housing crisis with essential resources, such as but not limited to hygiene services, basic health screenings (i.e., vital signs measurement), onsite topical wound care, basic health information, referrals and safety net behavioral health services for those seeking to transition off the streets.
- 2) ROLM staff will provide R2R training, curriculum and resources to equip Hub partners with structure points of engagement to provide practical support to individuals moving off the streets.

- 3) Mentors will support individuals for up to 12 months, streamlining connections to treatment, shelter and stability, serving as the intermediary between people in housing crisis and other key individuals such as Hub Leaders, Case Managers or Executive Directors of housing programs, behavioral health centers or substance abuse treatment services.
 - 4) Volunteers will be trained on ROLM's suite of Impact Reporting Tools to enable collection of outcome metrics that will be evaluated monthly to improve service delivery and meet the unique needs of each community.
2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

Upon receiving the Notice to Proceed, ROLM will begin training Hub Leaders on the Road to Redemption Program, as well as convene healthcare/social services workers nonprofits and volunteers to help connect individuals in housing crisis with resources and support as they transition off the streets during the project period of 7/1/25 – 6/30/26.

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

Over 12 months, ROLM staff and volunteers will utilize a customized database through Airtable to maintain data on the following metrics:

- 1) Number of Hub Leaders trained on the Road to Redemption Program;
 - 2) Number of Hub events implementing R2R through the 7 regions on Oahu;
 - 3) Number of ministry and social services partners mobilized to provide wraparound services to individuals in housing crisis; and
 - 4) Number of individuals transitioned off the streets.
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.

ROLM will report quarterly progress to the State on the number of Hub Leaders trained on the Road to Redemption Program, as well as the number of Hub events implementing R2R to ensure the project is on track to meet its projected goals.

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](#))

See attached Budget Forms.

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
\$65,250	\$65,250	\$65,250	\$65,250	\$261,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2026.

ROLM has requested \$150,000 through City GIA FY2026 to support the R2R program. This request from State GIA FY2026 will complete funding for this project.

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.

This does not apply.

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.

Grant	Funding Source	Amount	Project Period
Emergency Food Services Program	City GIA FY2023	\$133,210	10/1/22 – 9/30/23
Community Driven Hubs	City GIA FY2025	\$150,000	10/1/24 – 9/30/25

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

The balance of ROLM's unrestricted current assets as of December 31, 2024 is \$1,965,765.07.

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.

Leveraging a dedicated and skilled team, strategic partnerships and 80 Hub Spots operating throughout the City and County of Honolulu, ROLM has the capacity and resources to successfully implement its Road to Redemption Program both now and beyond the grant period.

ROLM has built a strong, sustainable record of accomplishment over nearly 40 years, grounded in a commitment to serving Oahu's most vulnerable populations. In 2022, ROLM pivoted to a new service model, embedded within the community, to address Oahu's burgeoning homeless crisis on Oahu. This shift enabled ROLM to strengthen, and develop new collaborations with churches, businesses, nonprofits, social services agencies and community organizations. Through Hubs, ROLM has mobilized a steady stream of volunteers that support the mission of transitioning individuals in housing crisis off the streets and along pathways of hope.

Strategic partnerships with social service and healthcare organizations allow us to connect at-risk individuals to critical services they might otherwise struggle to access. For example, our partnership with nonprofit Leilani Health enables Hubs to connect with a team of trained healthcare professionals dedicated to serving the homeless community. ROLM is also enhancing its bandwidth to implement the Road to Redemption Program through a partnership with Kūpono Care Services, a nonprofit offering comprehensive care coordination and consultation services designed to overcome barriers to accessing treatment services. The numbers are a visible testament to the long-term benefit and effectiveness of our service model and programs. A record 281 individuals to date have begun a new life away from the streets since launching Hubs over the past 3 years, with 60 individuals in housing crisis now serving in the very Hubs that helped transform their lives!

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.

ROLM's programs operate out of the main facility located at 101 N. Pauahi Street in the heart of Chinatown, a three-story building that spans approximately 12,000 square feet. Currently, hot meals are prepared at the Chinatown facility, then distributed to weekly Hub events throughout the City and County of Honolulu. The R2R Program will be implemented as part of weekly Hub events, which are 100% mobile and are located within local communities in collaboration with churches, businesses, community organizations, private properties and homeless camps.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

For the past two years, ROLM has shifted its service delivery from its centralized Chinatown locale to a model rooted in local communities, leveraging partnerships to collaboratively tackle social determinants of homelessness through sustainable strategies. To date in 2024, ROLM is delivering 13,482 meals each month to build trust among individuals in housing crisis, facilitated by 80 Hub Spots located in every major region across the City and County of Honolulu. Leveraging the support of thousands of volunteers, ROLM has also forged partnerships with 57 churches across Oahu and 585 organizations and agencies to promote engagement with a range of social services.

To ensure mission alignment across all Oahu Hubs, ROLM prescreens each one before launch and offers access to our free, field-tested online curriculum, which provides step-by-step training for setting up a community Hub. Training encompasses the intake system, security and ways to build relationships to ensure culture building across all Hub events. ROLM has also developed curriculum for the Road to Redemption Program and is building out Airtable to create a user-friendly database that enables partners to easily access and utilize resources, materials and information to support individuals in housing crisis who are transitioning off the streets. This comprehensive database enables partnering Hubs to enter data in real time to better address needs through coordinated services, with data shared across multiple agencies to ensure greater collaboration throughout Oahu.

ROLM is under the direction of Executive Director Paul Gates, who oversees 37 staff and thousands of volunteers, leading the initiative to establish community Hubs. Paul has over 30 years of experience working with churches and nonprofit organizations, all with the goal of creating environments within local communities where people experience hope and a pathway toward freedom through relationships and a range of services. Paul holds a bachelor's degree in Non-Profit, Public, Organizational Management and Biblical Studies from Biola University and a master's in divinity from Talbot School.

Blake Spinak serves as ROLM's Hub Spot and Ministry Director, overseeing the launch and operations at Hub sites throughout Oahu and the Road to Redemption Program. Blake holds an associate degree in missions and has experience conducting school outreach and medical support services to impoverished communities internationally. Growing up a latchkey kid and child of multiple divorces, Blake is leveraging lived experiences to connect vulnerable populations with resources that result in life-changing impact.

ROLM values staff with lived experience, who bring unique insights to creating more inclusive and effective solutions. Once homeless and incarcerated, Hildaanne Gibson ("Hilda") was hired by ROLM in 2011 as the Food Service Director and today, runs our fully certified commercial kitchen, preparing over 1,000 hot meals per day and delivering hundreds of food boxes twice a month.

2. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

See attached Organization Chart.

3. Compensation

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Position Title	Salary
Executive Director	\$80,207.92
Finance Director	\$65,000.00
General Manager	\$65,000.00

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.

This does not apply.

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.

ROLM's prepares and delivers meals through its commercial kitchen in Chinatown, which is licensed by the Hawaii Department of Health. However, there are no special qualifications, licensure or accreditation required in order to implement the Road to Redemption Program as part of weekly Hub events.

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.

This does not apply.

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.

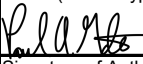
Through robust partnerships, thousands of volunteers and a diversified financial model supported by private donations, event revenues and grants, ROLM is well positioned to sustain and expand programs and services beyond the FY2026 to serve Oahu's most vulnerable populations during their time of greatest need.

State Grant-in-Aid funding will support expansion as ROLM implements the Road to Redemption Program across existing Hubs to strengthen the response and support for individuals transitioning off the streets. ROLM sustains its core programming through private donations from individuals, churches, trusts, and an annual gala, ensuring stable revenue beyond grant funding. Our collaborations with churches, businesses, and agencies also provide a reliable volunteer base, enabling ROLM to continue delivering vital services and closing service gaps as we have done for nearly 40 years.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2025 to June 30, 2026

Applicant: River of Life Mission

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	\$45,000	\$0	\$72,960	\$0
2. Payroll Taxes & Assessments	\$0	\$0	\$5,581	\$0
3. Fringe Benefits	\$0	\$0	\$0	\$0
TOTAL PERSONNEL COST	\$45,000	\$0	\$78,541	\$0
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	\$0	\$0	\$0	\$0
2. Insurance	\$0	\$0	\$0	\$0
3. Lease/Rental of Equipment	\$0	\$0	\$0	\$0
4. Lease/Rental of Space	\$0	\$0	\$0	\$0
5. Staff Training	\$0	\$0	\$0	\$0
6. Supplies	\$0	\$0	\$0	\$0
7. Telecommunication	\$0	\$0	\$0	\$0
8. Utilities	\$18,000	\$0	\$0	\$0
9. Contracted Services	\$198,000	\$0	\$1,200	\$0
10. Food Related Items for Meal Distribution	\$0	\$0	\$66,000	\$0
11. Indirect (Electricity & Water)	\$0	\$0	\$4,259	\$0
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	\$216,000	\$0	\$71,459	\$0
C. EQUIPMENT PURCHASES	\$0	\$0	\$0	\$0
D. MOTOR VEHICLE PURCHASES	\$0	\$0	\$0	\$0
E. CAPITAL	\$0	\$0	\$0	\$0
TOTAL (A+B+C+D+E)	\$261,000	\$0	\$150,000	\$0
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	\$261,000	Paul Gates 808-524-7656		
(b) Total Federal Funds Requested	\$0	Name (Please type or print) Phone		
(c) Total County Funds Requested	\$150,000	 January 6, 2025		
(d) Total Private/Other Funds Requested	\$0	Signature of Authorized Official Date		
TOTAL BUDGET	\$411,000	Paul Gates, Executive Director Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: River of Life Mission

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Road to Redemption (R2R) Coordinator	1	\$45,000.00	100.00%	\$ 45,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				45,000.00
JUSTIFICATION/COMMENTS: The R2R Coordinator will facilitate program implementation, including collaboration with partners/social service providers.				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: River of Life Mission

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2025 to June 30, 2026

Applicant: River of Life Mission

FUNDING AMOUNT REQUESTED - NOT APPLICABLE						
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						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: River of Life Mission

Contracts Total: \$283,210.00

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	City Grant-in-Aid FY2023	10/1/22 - 9/30/23	Department of Community Services	Honolulu	\$133,210.00
2	City Grant-in-Aid FY2025	10/1/24 - 9/30/25	Department of Community Services	Honolulu	\$150,000.00
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RIVER OF LIFE MISSION

ORGANIZATIONAL CHART *



SHEVY

GM

Ministry Services



JEREMY

MINISTRY SERVICES
MANAGER



HILDA

EXECUTIVE CHEF



ANGELA



CORAZON



NOEL



TBA

KITCHEN FLOOR
MANAGER



NANCI



THOMAS



JUSTIN



ANA

RECEPTIONIST



PAUL

CEO

Ministry Programs



BLAKE

DIRECTOR OF
HUBS & MINISTRY
PROGRAMS



EDDIE

MINISTRY PROGRAMS
SUPPORT
COORDINATOR



HECTOR

DIRECTOR OF
OPERATIONS



ALENI

CHURCHES &
MINISTRY
COORDINATOR



JOSUE

TEAMS MANAGER



DENISE

VOLUNTEER &
ENGAGEMENT
COORDINATOR



TRACY

CFO

Ministry Development



MISTY

FINANCE & TEAM
SUPPORT MANAGER



ADAM

ORGANIZATIONAL
DEVELOPMENT &
COMMUNICATIONS



SHERRY

DIRECTOR OF
DEVELOPMENT



KAILA

BRANDING
& DESIGN



REESE

INFORMATION
TECHNOLOGY