



We are committed to providing a helping hand to restore dignity and improve the quality of life for every client, every time, in every community we serve.

HAWAI'I STATE LEGISLATURE
GRANTS-IN-AID
COHEN MILITARY FAMILY CLINIC
AT ENDEAVORS, MILILANI, O'AHU, HI

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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) ([Per IRS, this does not apply to nonprofit organizations. 501c3 attached](#))
- 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](#)) - N/A
 - d) Capital project details ([Link](#)) - N/A
 - e) Government contracts, grants, and grants in aid ([Link](#)) - N/A
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing



AUTHORIZED SIGNATURE

Chip Fulghum, CEO

PRINT NAME AND TITLE

1/20/2026

DATE

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

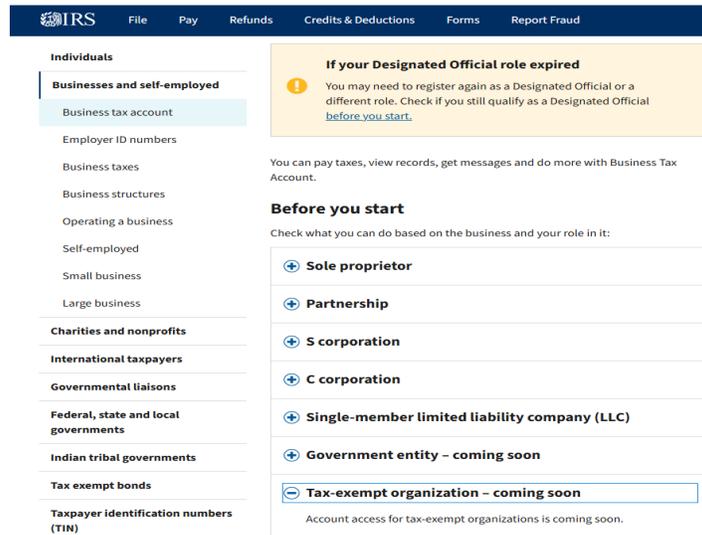
Not Applicable

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, 2025.

Per IRS.gov, accessing information regarding Business Tax Accounts for tax-exempt organizations is not currently available (coming soon). Therefore, obtaining a TCR letter from the IRS.gov website is currently not possible for our tax-exempt organization.

Family Endeavors is submitting our IRS determination letter confirming our federal income tax exemption.

Please see the screenshot below, captured directly from the IRS website.





CINCINNATI OH 45999-0038

In reply refer to: 0248104892
July 07, 2014 LTR 4168C 0
23-7223078 000000 00
00022316
BODC: TE

FAMILY ENDEAVORS INC
535 BANDERA RD
SAN ANTONIO TX 78228

021917

Employer Identification Number: 23-7223078
Person to Contact: Jeff Seibert
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your June 26, 2014, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in November 1972.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Richard McKee, Department Manager
Accounts Management Operations

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)

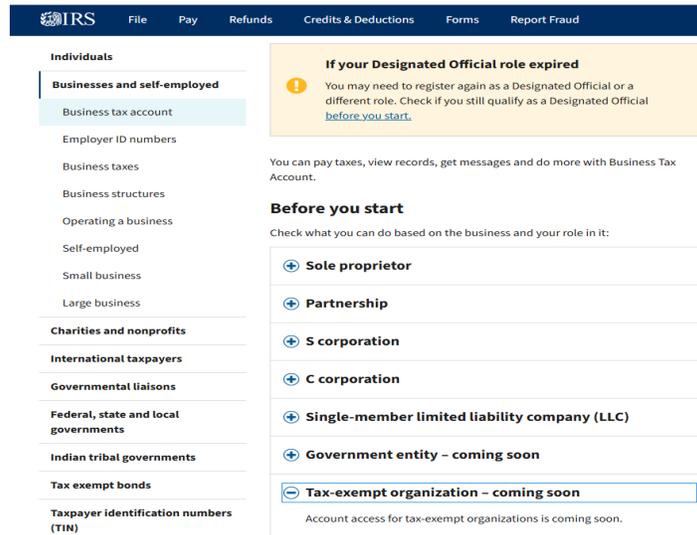
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Per IRS.gov, accessing information regarding Business Tax Accounts for tax-exempt organizations is not currently available (coming soon). Therefore, obtaining a TCR letter from the IRS.gov website is currently not possible for our tax-exempt organization.

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Please see the screenshot below, captured directly from the IRS website.



2. Declaration Statement

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

Please see the attached signed Declaration Statement.

**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.

Family Endeavors, Inc., dba Endeavors
(Typed Name of Individual or Organization)

	1/20/2026
(Signature)	(Date)

<u>Chip Fulghum</u>	<u>CEO</u>
(Typed Name)	(Title)

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](#).

The primary goal of the Hawai'i State Legislature Grant-In-Aid (GIA) program for the 2026 session is to support local nonprofit organizations that provide critical "safety net" programs and services for the public benefit, particularly for vulnerable populations.

Endeavors will use the State Legislature Grant-In-Aid (GIA) to align with the following public purposes:

- Supporting vulnerable populations
- Meeting community needs
- Encouraging community partnerships

II. Background and Summary

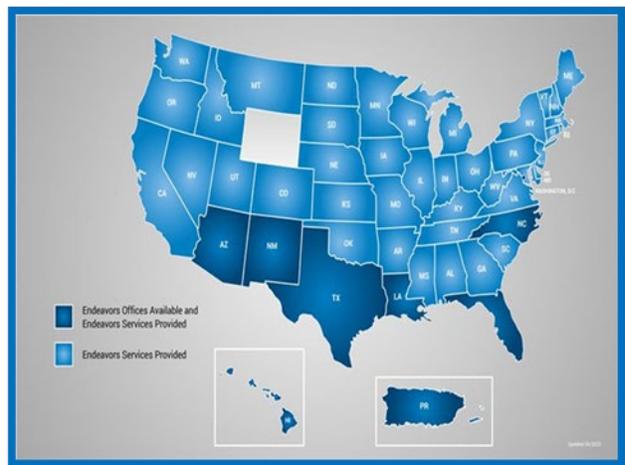
This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

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

As a faith-based, 501(c)(3) nonprofit organization headquartered in San Antonio, Texas, Endeavors has been helping people in need since 1969 and was incorporated in 1971. We fulfill our mission of “Driven by faith to serve those in need” through core values including accountability and integrity, care and compassion, and community involvement. Our core competencies include providing mental health and wellness services, shelter for vulnerable populations, rapid response to help people recover from disasters, and case management to connect people to resources.

We are licensed to do business in all 50 states and Puerto Rico, with active services in 48 states. Our national footprint includes physical offices in Arizona, California, Florida, Hawaii, Louisiana, New Mexico, North Carolina, Puerto Rico, and Texas.

Endeavors administers over 102 active grants and contracts across federal, state, local, and philanthropic entities, with work performed by more than 100 subcontractors and approximately 4,000 full-time and part-time employees, including reservists.



Endeavors’ service model is individualized, client-centered, evidence-based, and trauma-informed, as demonstrated by more than 10 years of certification by the [Commission on Accreditation of Rehabilitation Facilities \(CARF\) International](#). This certification demonstrates the highest standards of care, program performance, accountability, continuous quality improvement, and service delivery. In September 2025,

Endeavors became a [Trauma-Informed Certified](#) organization. This accreditation demonstrates that Endeavors implements compassionate, person-centered, and trauma-responsive training and practices throughout our programs. We are qualified to recognize and address the challenges that veteran participants, their families, and communities experience.



Endeavors recognizes that while the terms *behavioral health* and *mental health* are sometimes used interchangeably, behavioral health is the broader construct. It encompasses mental health conditions (such as depression, anxiety, and PTSD), substance use disorders, and behaviors that

influence overall health and recovery—including coping skills, stress management, and adherence to treatment plans. In some contexts, behavioral health also includes health-related behaviors such as sleep, nutrition, and lifestyle choices. As such, behavioral health more accurately reflects a comprehensive, person-centered approach that supports clients across multiple domains as they work toward sustained stability and overall well-being.

Endeavors brings deep expertise in administering behavioral health and wellness programs, supported by a robust corporate infrastructure, strong financial controls, and rigorous compliance oversight. The organization's health and wellness services integrate evidence-based practices, peer support, and data-driven program evaluation to effectively serve veterans and individuals experiencing occupational trauma, chronic stress, substance use, co-occurring conditions, or complex life transitions. Endeavors delivers positive, integrated care that empowers clients to make informed daily choices and improve overall well-being. This expertise extends to the expansion and operation of multi-location behavioral health programs, with demonstrated capacity in program design, rapid activation, onboarding, training, and deployment, as well as a strong track record of effective case management, innovative outreach, and exceptional operational oversight.

We request the Hawai'i State Legislature Grants-In-Aid funding to support the **Steven A. Cohen Military Family Clinics at Endeavors** located in Mililani, Oahu. The new clinic, formally opened in November 2025, provides in-person and virtual high-quality, accessible, and integrated mental health care to post-9/11 veterans and their families. The Grant-in-Aid would fund a Clinic Community Liaison (CCL) and enable us to expand wellness services to the broader community. Our clinics in **San Antonio, Killeen, and El Paso, Texas**, served 4,013 veterans and family members in 2024 as part of the Cohen Veterans Network (CVN), a national not-for-profit organization. Due to the success of these clinics, Endeavors was invited to assume operations of the Hawai'i clinic last year.

Cohen Clinics are Veterans Choice Providers and have earned accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) International. Clinics offer services addressing depression, anxiety, post-traumatic stress, sleep problems, adolescent behavioral issues, relationship and family stress, for both individuals and family members, provided in the same place, at the same time, with the same treatment team.

The Endeavors Cohen clinics have earned numerous awards for excellence, including:

- **2024 Star of the Year:** Awarded by CVN itself for our support of their research program.
- **2025 San Antonio Healthcare Heroes Award:** From the San Antonio Business Journal, for service to local veterans.
- **2025 Outstanding Community Provider Recognition:** Awarded to our clinic in Killeen by local businesses for excellence in community service.
- **2024 Outstanding Field Agency Award of the Year:** Awarded by the Army Social Work Program for quality training opportunities for interns studying through the University of Kentucky.

During the past two years, clients at our three Texas clinics have demonstrated clinically significant improvement in symptom reduction rates, averaging over 50 percent reduction in rates of anxiety, PTSD, and depression. We plan to achieve similar improvements in Mililani.

2. The goals and objectives related to the request;

Endeavors is responding to the GIA funding opportunity to strengthen our capacity to deliver health and wellness activities that address unmet community needs, reduce barriers to care, and generate measurable public benefit for vulnerable populations.

This project will enable the Cohen Clinic in Mililani to expand its wellness services to the community, thereby enhancing protective factors for mental health. The grant will help fund a wide range of classes coordinated by the Community Clinic Liaison and offered to the community at large, including expressive arts, mindfulness, and cultural awareness, in our clinic's community room [at no cost to attendees](#).

Goals

- **Strengthen community-based service delivery** that promotes early intervention, stability, resiliency, and overall well-being.
- **Support coordinated, prevention-focused services** that reduce crisis escalation and improve long-term outcomes for individuals and families.
- **Reinforce partnerships** with local service providers, referral sources, and community stakeholders to ensure integrated and culturally responsive care.
- **Monitor outcomes and service effectiveness** through standardized measures, client feedback, and continuous quality improvement practices to ensure public accountability and program impact.
- **Provide awareness of access to low-cost and no-cost mental health and supportive services** for military-connected individuals and families experiencing barriers related to cost, geography, or system navigation.

Outcomes and measures of success:

Endeavors will serve a minimum of 200 clients through 7 psychoeducational groups and offer 40 wellness classes.

Program success will be measured by attendance and satisfaction surveys, demonstrating an overall satisfaction rate of 80% and a 70% improvement in knowledge and skills in areas such as mindfulness, emotional regulation, and cultural engagement.

This request directly supports the Hawai'i State Legislature's Grant-In-Aid priorities by investing in documented community needs, strengthening partnerships, and delivering clear public benefit to vulnerable populations statewide.

3. The public purpose and need to be served;

This request advances the public purpose of supporting vulnerable populations, meeting community needs, and encouraging community partnerships.

[Endeavors will deliver accessible, community-based health and wellness supportive services in Hawai'i for veterans and their families—a population that experiences elevated behavioral health needs alongside persistent structural and geographic barriers to care.](#) Through the Cohen Military

Family Clinic at Endeavors, this initiative will expand wellness services and psychoeducational support groups that strengthen resilience, promote preventive mental health, and enhance overall quality of life.

Veterans and their families across Hawai‘i face compounding stressors related to transition to civilian life, service-connected physical and psychological conditions, financial strain, caregiving responsibilities, and social isolation. These challenges underscore the need for wellness-focused, skills-based programming that supports mental, emotional, and social well-being while reducing reliance on crisis-driven interventions.

Economic vulnerability further exacerbates these conditions. According to the U.S. Census Bureau and Hawai‘i County reports, approximately **7.1% of veterans statewide live below the federal poverty level**. Poverty rates are significantly higher on the neighbor islands—**Hawai‘i County (17.5%), Maui County (11%), and Kaua‘i County (8–10%)**—where low- to moderate-income veterans and older adults face high housing costs, limited transportation, and reduced access to supportive resources. These realities increase mental health risk and diminish protective factors that support long-term wellness and independence.

Hawai‘i’s geographic isolation and long travel distances further limit access to preventive wellness and educational programming, particularly for older adults and individuals with mobility, health, or caregiving constraints. In response, Endeavors will deliver wellness services grounded in culturally responsive, trauma-informed care (TIC) that prioritize safety, trust, choice, collaboration, and empowerment. Services are designed to reduce stigma, encourage engagement, and build trust, especially among individuals who may be reluctant to seek traditional clinical care.

Preventive behavioral health and wellness initiatives represent a best-practice approach to strengthening community well-being. By offering proactive, non-clinical, educational, and skills-based services, Endeavors equips individuals and families with tools to manage stress, regulate emotions, improve communication, and solve problems before challenges escalate into crises. These services also serve as trusted entry points to future behavioral health care when needed.

Wellness programming will incorporate expressive arts and movement-based activities—such as pottery, art, yoga, and dance—alongside psychoeducational support groups that promote mindfulness, self-care, empowerment, and healthy coping strategies. Family-inclusive, culturally grounded activities **further strengthen community partnerships by fostering multigenerational connections, social cohesion, and a sense of belonging.**

In summary, economic stress, geographic isolation, aging-related barriers, service-related disabilities, and gaps in preventive education contribute to reduced well-being among veterans and their families across Hawai‘i. This project enables the Cohen Military Family Clinic in Mililani to expand community-based wellness services that align with Hawai‘i’s values, strengthen protective mental health factors, and improve life-management capacity for veterans, older adults, and economically vulnerable populations statewide.

4. Describe the target population to be served; and

The target population includes veterans and their families residing in Hawai‘i, with particular focus on households experiencing behavioral health needs, access barriers, or economic vulnerability. Services are designed to support veterans across the lifespan and reflect Hawai‘i’s multi-generational family structures, including households with spouses, dependent children, and Kūpuna caregivers.

Many veteran families in Hawai‘i reside in multi-generational homes where older adults play critical caregiving or support roles. These households may face compounded challenges related to aging, chronic health conditions, caregiving responsibilities, social isolation, and limited access to culturally responsive mental health and wellness services. The program prioritizes inclusive, trauma-informed approaches that promote trust, reduce stigma, and strengthen individual well-being while reinforcing family stability across generations.

The population served may include veterans transitioning to civilian life, aging veterans, and families navigating stressors related to mental health, housing stability, caregiving demands, or system navigation. Services are provided regardless of discharge status or ability to pay, ensuring equitable access for vulnerable and underserved veteran households.

Programming is open to the general public, with targeted outreach to veterans and their families, individuals aligned with Age-Friendly Honolulu priorities, and other economically disadvantaged populations. The program’s flexible design allows activities to be adapted to participants’ abilities, readiness, and learning styles, reducing barriers related to age, physical limitations, emotional awareness, and prior service experience and supporting inclusive participation across generations.

5. Describe the geographic coverage.

Services will be provided statewide to veterans and their families residing across Hawai‘i’s legislative districts, including urban, rural, and neighbor island communities. The program is structured to support veterans and their families across multiple legislative districts, including District 37, represented by Trish La Chica, and District 17, represented by Donovan M. Dela Cruz, while maintaining the capacity to serve additional districts statewide as needs arise.

Hawai‘i’s island geography presents unique challenges in transportation, provider availability, and service continuity, particularly for veterans and families living outside urban centers. To address these barriers, services are delivered through a combination of in-person and telehealth modalities, allowing the program to reach veterans and families regardless of island, location, or mobility limitations. As the program expands, the CCL will develop partnerships in various locations, thereby reducing the need for participants to travel to Mililani for activities.

This statewide service approach promotes equitable access to health and wellness supportive services for veterans and their families while remaining responsive to the diverse needs of communities across Hawai‘i.

III. Service Summary and Outcomes

1. 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:

Since 2016, the **Cohen Military Family Clinic at Endeavors** has provided evidence-based services to active-duty service members, veterans, and their families. As a CARF International–accredited and Trauma-Informed Care–certified organization, Endeavors will utilize this grant to expand access to non-clinical, community-based programming that promotes wellness, cultural awareness, and psychoeducational learning opportunities. Services will be available to the general community, with a targeted emphasis on military service members, veterans, participants in the Age-Friendly Honolulu Program, and other economically disadvantaged populations.

The program scope focuses on preventive behavioral health and whole-person wellness through structured, non-clinical activities designed to build resilience, life skills, and emotional regulation. Programming will meet participants at their current level of readiness, allowing for flexible engagement that reduces barriers commonly associated with traditional mental health services. This approach is particularly effective for veterans and families who may be hesitant to seek clinical care due to stigma, access limitations, or cultural considerations. By offering skills-based, educational alternatives, the program creates safe entry points that foster trust and encourage future engagement with behavioral health services when needed.

Activities will be delivered primarily in our Cohen Military Family Clinic's community room, where outpatient behavioral health services are already established. This setting enables participants to become familiar with the clinic environment through non-emergent, non-clinical experiences, thereby strengthening trust and increasing awareness of available resources. Over time, this integration supports a seamless bridge between community wellness programming and formal behavioral health care, ensuring that participants and their 'ohana understand how and when to access additional support.

The program also emphasizes community connection and early intervention by strengthening partnerships with local organizations, referral sources, and stakeholders. To further expand access, Endeavors will increase travel to Hawai‘i’s outlying islands to promote health and wellness programming, conduct in-person outreach, and reduce geographic disparities in service availability. These efforts will also support the development of new partnerships with local providers, community organizations, and stakeholders to strengthen referral pathways and ensure culturally responsive, community-based engagement across island communities. Through coordinated outreach and responsive engagement, Endeavors will promote autonomy, resource awareness, and long-term community resilience by equipping participants with practical skills that enhance quality of life and overall well-being.

Key tasks and responsibilities include:

- **Outreach and Engagement:** Conduct targeted outreach and respond to referrals from community partners, service providers, and stakeholders to ensure veterans, families, and

community members are connected to appropriate wellness and supportive services in a timely manner.

- **Program Delivery and Facilitation:** Coordinate and support non-clinical wellness, life skills, and psychoeducational activities that emphasize coping strategies, communication, problem-solving, emotional regulation, resilience, and cultural awareness.
- **Access and Service Modalities:** Maintain flexible service delivery through primarily in-person engagement, with supplemental virtual options as appropriate, to reduce geographic, transportation, and mobility barriers, including for neighboring islands and rural participants.
- **Operational Oversight:** Support day-to-day program operations, including scheduling, coordination, staffing support, and supervision, to ensure continuity of services, responsiveness to participant needs, and alignment with grant requirements.
- **Data Collection and Reporting:** Collect and monitor participation data, service utilization, outcomes, and participant feedback to support performance measurement, continuous improvement, and required reporting to the State agency through which funds are appropriated.

Through this scope of work, Endeavors will deliver coordinated, community-based wellness services that strengthen resilience, promote stability, and improve outcomes for veterans, families, and underserved community members, while ensuring responsible stewardship of public funds and measurable public benefit.

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

The projected annual timeline will include the following:

1. **Expressive Arts:** A total of 21 classes focused on art, music, cooking, and pottery, or a combination of these and similar provisions. Classes will be offered in partnership with a local studio and a co-facilitator. These classes **will be offered monthly** throughout the year.
2. **Movement:** A total of 20 classes **will be offered throughout the year**, focusing on yoga, dance, and Tai Chi, or a combination of these. Classes will be provided in partnership with a local studio and a co-facilitator.
3. **Psychoeducational groups:** A total of 8 support groups **will be offered throughout the year**. An assessment of the local community's gaps and needs will be considered before selecting groups, for example, anger management, financial wellness, journaling, and resume workshops.
4. **Cultural Event:** One event minimum. The cultural event **will be held in conjunction with the Aloha Festival**, allowing the facilitator to coordinate volunteers, performances, and cultural education and awareness activities.

The attached timeline indicates the activities offered per month:

Timeline	Activities	Quantity
October 2026 – August 2027	Expressive Arts: Art sessions, pottery, music, and/or cooking classes will be facilitated by the Clinic Community Liaison or contracted instructor. Hosted monthly for eleven months.	21
November 2026 – August 2027	Movement: Yoga, dance, and/or Tai Chi will be coordinated by the Clinic Community Liaison or contracted instructor. Hosted monthly for eleven months.	20
October 2026 – August 2027	Psychoeducational Support Groups: will be facilitated by the Clinic Community Liaison for eleven months. These include anger management, financial wellness, journaling, and resume workshops	8
September 2027	Cultural events will consist of participation and education at the Aloha Festival. The Clinic Community Liaison will work with local agencies to incorporate participants in a single event, volunteer work, or performance. Minimum of one cultural event.	1

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

The program will utilize a structured quality assurance and evaluation framework to monitor service delivery, assess effectiveness, and support continuous improvement. Quality assurance activities are integrated into routine operations to ensure services are delivered consistently, ethically, and in alignment with trauma-informed and veteran-responsive best practices.

Program oversight includes regular reviews of service utilization and participant engagement to ensure services are delivered as intended and that barriers to participation are identified early. Participant feedback is incorporated through client satisfaction surveys and ongoing engagement, enabling the program to assess service accessibility, responsiveness, and perceived benefits. Program leadership reviews outcome data and feedback regularly to identify trends, address gaps, and implement improvements to service delivery, outreach, or coordination as needed.

This approach ensures accountability, promotes high-quality services, and supports continuous improvement while maintaining flexibility to respond to emerging needs within Hawai‘i’s veteran community.

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.

The program will report measurable outcomes to the State agency through which Grant-In-Aid funds are appropriated using standardized, objective indicators that allow the State to assess program achievement and public benefit. Measures of effectiveness are aligned with the purposes and priorities of the Grants-in-Aid Fund, including supporting vulnerable populations, improving community well-being, and ensuring measurable public benefit.

During the grant term, the wellness and community coordination activities delivered through the Cohen Military Family Clinic at Endeavors will directly benefit approximately 200 individuals, including veterans, family members, older adults, and economically disadvantaged community members. In addition, the program will deliver a minimum of **50 non-clinical wellness and psychoeducational activities**, including support groups, expressive arts, movement-based wellness, cultural programming, and community events, designed to foster social connection, resilience, and overall quality of life.

Measures of effectiveness will include, but are not limited to, the following:

Service Access and Utilization

- Number of veterans, family members, and community participants served during the grant term.
- Number of wellness classes, psychoeducational groups, and community activities delivered.
- Attendance and participation rates across program offerings.

Client Experience and Satisfaction

- Client satisfaction survey results measuring perceived effectiveness, accessibility, cultural relevance, and overall service experience.
- Target benchmark: **80% overall client satisfaction rate.**

Program Outcomes and Performance

- **70%** of participants report on improved mind-body connection and mindfulness through movement-based wellness activities.
- **70%** of participants report improved emotional regulation and self-expression through expressive arts activities.
- **70%** of participants report increased hope, social connection, and sense of belonging through psychoeducational support groups.
- **70%** of participants report an improved sense of purpose, growth, connection, and spirituality through participation in cultural and community events.

Key performance indicators (KPIs) related to engagement, continuity of participation, and completion of scheduled activities:

- Program data will be collected through attendance tracking, participant feedback tools, and satisfaction surveys to support continuous quality improvement and accountability. Outcomes will be regularly reviewed to assess effectiveness, identify service gaps, and inform program adjustments as needed.

If the level of appropriation differs from the amount included in this application, the measures of effectiveness will be updated accordingly and transmitted to the expending agency to ensure continued alignment with program scope, funding levels, and reporting requirements.

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](#)) **Not applicable**
- d. Capital project details ([Link](#)) **Not applicable**
- e. Government contracts, grants, and grants in aid ([Link](#)) **Not applicable**

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

\$150k

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$37,500	\$37,500	\$37,500	\$37,500	\$150,000

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

For fiscal year 2027, the Mililani Clinic has been awarded funding from the Bob Woodruff Foundation to equip our play therapy room with appropriate educational and therapeutic toys to support the treatment of military-connected children. Clinical operations are funded by Cohen Veterans Network to provide targeted, evidence-based treatment to the veteran community of Hawai'i and their family members.

An application has been submitted to Honolulu GIA in support of the community outreach and wellness services offered to veteran families and community members.

Additionally, Endeavors will continue to monitor relevant local, state, federal, and philanthropic funding opportunities to support program sustainability and expansion, as applicable.

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years.

Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

Not applicable

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2024 to June 30, 2025

Applicant: Family Endeavors, Inc., dba Endeavors

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	85,000	0	85,000	
2. Payroll Taxes & Assessments		0		
3. Fringe Benefits	22,950	0	22,950	
TOTAL PERSONNEL COST	107,950	0	107,950	
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	3,000	0		
2. Insurance		0		
3. Lease/Rental of Equipment		0		
4. Lease/Rental of Space		0		
5. Staff Training		0	1,600	
6. Supplies	17,000	0	18,400	4,000
7. Telecommunication		0		
8. Utilities		0		
9 Professional and contractual fees	14,550	0	14,550	
10. De Minimis (5%)	7,500	0	7,500	
11		0		
12		0		
13		0		
14		0		
15		0		
16		0		
17		0		
18		0		
19		0		
20		0		
TOTAL OTHER CURRENT EXPENSES	42,050	0	42,050	4,000
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)	150,000	0	150,000	4,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	150,000	Kirsty Dean 210.399.4838 xt 498		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	150,000	 1/20/2026		
(d) Total Private/Other Funds Requested	4,000	Signature of Authorized Official Date		
TOTAL BUDGET	304,000	Chip Fulghum, CEO Name and Title (Please type or print)		

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2027 for program funding.

Not applicable

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

Not applicable

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.

Endeavors has extensive experience designing, implementing, and operating veteran-focused mental health, wellness, case management, comprehensive suicide prevention, and supportive service programs. The organization's experience spans more than a decade, encompassing city/county and state-funded initiatives, as well as federally funded, philanthropic, and community-based projects. **In 2024, we served more than 180,000 clients** across 48 states and Puerto Rico, and we remain deeply committed to serving active-duty service members, veterans, and first responders, as well as their families. **Endeavors served 10,361 veterans and their families in 2024** across multiple programs. In every community we serve, we build a close network of community partners, identify needs, and work together to fill service gaps for people in need.

2016 – Present | Steven A. Cohen Military Family Clinics at Endeavors: Four clinics (San Antonio, Killeen, El Paso, and Mililani, HI) provide accessible in-person and virtual mental health care to post-9/11 veterans, active-duty service members, and their families. In 2018, Cohen MFC earned CARF International accreditation. **In 2024, over 90 staff members served 4,013 clients, who showed a 50 percent symptom reduction in PTSD, depression, and anxiety. Since inception, we've reached over 17,000 military members and their families.**

Between 2021 and 2024, our life skills and wellness programs engaged 2,623 participants at our El Paso clinic, including veterans, military service members, their families, caregivers, and the broader community. Over four years, we delivered 217 distinct life skills sessions designed to enhance mental, emotional, physical, and social well-being while fostering resilience, empowerment, and community connection:

- **2021–2022 (22 sessions; 650 attendees):** Military cultural competence training, integrated mental health care training for social work students, expressive arts (ceramics, music, dance), couples' workshops, caregiver support groups, anger management classes, mental health panels, mental health first aid classes, and veteran entrepreneur support groups.
- **2022–2023 (37 sessions; 415 attendees):** Mental health first aid, caregiver support, financial wellness, suicide prevention, veteran entrepreneur support groups, ceramics, dance, dog training and communication, yoga, and parenting classes.
- **2023–2024 (111 sessions; 510 attendees):** Day of the Dead Altar, yoga, walking and biking groups, couples' workshops, art therapy, women veteran peer groups, volunteer opportunities with Team RWB, and guitar classes.

- **2023–2024 (47 sessions; 1,048 attendees):** Anger management, art therapy, Day of the Dead Altar, parenting classes, yoga, veteran educational briefing and panels, and guitar classes, achieving a 96% satisfaction rate.

The program emphasized cultural humility in the El Paso and Paso del Norte region, utilizing trauma-informed care and family-friendly accessibility. The services incorporated peer support, expressive arts, physical activity, and volunteer engagement to strengthen social networks, build life skills, and foster holistic wellness.

This four-year initiative in one of our three Texas Cohen clinics reflects a scalable, evidence-informed model for supporting veteran and military populations. By combining culturally responsive, preventive, and holistic interventions, the programs have successfully enhanced the resilience and well-being of thousands of veterans, service members, and their families.

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.

Endeavors utilizes a combination of clinical, administrative, and community-based facilities to support the delivery of mental health and supportive services for veterans and their families in Hawai‘i. Facilities are appropriately sized, accessible, and functional, supporting confidential and trauma-informed service delivery and program operations.

Facilities are designed and operated in accordance with trauma-informed care principles, promoting safety, trust, and dignity. Spaces are welcoming and culturally responsive, featuring private and secure areas that support confidential counseling, minimize re-traumatization, and promote open engagement. Attention is given to creating calm, respectful environments that encourage participation and foster trusting relationships among veterans, families, and service providers. These environments encourage participation and reinforce the sense of physical and psychological safety.

Services are delivered through established clinic locations, community partner sites, and secure telehealth platforms, enabling Endeavors to reach veterans and families across urban and neighbor-island communities. Most of our services are provided in our own facilities; however, several activities are hosted through partnerships in their art/pottery studios, in outdoor environments for yoga or tai chi, and in animal therapy.

Physical locations support individual and group services, care coordination, and administrative functions, while telehealth services expand access for individuals facing transportation, mobility, or geographic barriers.

Endeavors’ facilities and service delivery platforms comply with applicable safety, accessibility, and confidentiality standards. The organization maintains the flexibility to expand or adapt facilities as needed to respond to service demand and community needs, ensuring continuity of care and consistent access to services statewide.

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.

Endeavors proposes to support one **Clinic Community Liaison (CCL)** position to carry out the scope of work outlined in this request. The CCL is a non-clinical role embedded within the Cohen Military Family Clinic at Endeavors, designed to expand access to community-based wellness, psychoeducational programming, outreach, and partnership development. This staffing model is well-suited to the scope and scale of the request, supporting the program's emphasis on preventive, non-clinical services, community engagement, and coordinated access to resources.

Staff Qualifications and Experience

The Clinic Community Liaison will possess a minimum of a bachelor's degree (a master's degree is preferred) and demonstrate experience in community outreach, wellness facilitation, life skills programming, peer support, or related fields. Preferred qualifications include prior experience working with veterans, military families, older adults, or underserved populations, as well as strong communication, organizational, and partnership-building skills. The CCL is not a credentialed or licensed clinical position and does not provide clinical services or treatment; rather, the role focuses on engagement, education, coordination, and community-based wellness activities.

Supervision and Administrative Oversight

Although the CCL does not require clinical supervision, the position will receive structured administrative and programmatic supervision to ensure quality, accountability, and alignment with grant requirements. The CCL will report directly to the Clinic Director or designee, who provides oversight related to work planning, performance expectations, outreach strategy, coordination with clinic staff, and adherence to organizational policies and procedures.

The Clinic Director will conduct regular check-ins, review outreach and engagement activities, monitor progress toward program goals, and ensure coordination between community-based programming and clinic operations. The CCL will collaborate closely with the clinical team for referral coordination, situational consultation, and alignment with trauma-informed principles, while maintaining clear role boundaries that distinguish non-clinical services from licensed behavioral health care.

Training and Professional Development

The CCL will participate in a structured onboarding and training process that includes orientation to Endeavors' mission, policies, data systems, and community engagement protocols. On-the-job training will focus on outreach practices, facilitation of wellness and psychoeducational activities, documentation and data entry, cultural responsiveness, engagement in trauma-informed care, and military cultural competence. Ongoing training may include

evidence-based psychoeducational curricula, peer group facilitation, cultural awareness, and safety protocols relevant to community-based work.

Service Capacity and Program Viability

The proposed staffing pattern supports flexible scheduling, including evenings and weekends, to meet community demand and maximize participation. The CCL will also support outreach across O’ahu and, as applicable, travel to outlying islands to promote services and develop partnerships with local providers and community organizations. This staffing approach leverages existing clinic infrastructure and leadership, ensuring program viability, continuity, and effective use of public funds without duplicating clinical roles.

Through this supervision and training framework, Endeavors demonstrates its capacity to effectively manage, support, and oversee the Clinic Community Liaison position while maintaining clear role delineation, high standards of practice, and accountability consistent with the intent of the Grant-In-Aid program.

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.

Please see the attached Endeavors Corporate and Health and Wellness Services organizational charts.

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.

Data obtained from Endeavors’ 2024 990:

Chief Executive Officer – \$716,186

Chief Financial Officer – \$497,903

Chief Administrative Officer - \$474,511

Executive Organizational Chart

Board of Directors

Chief Executive Officer
Chip Fulghum

Director, Office of the CEO
Connie Garner

Chief Operating Officer
Heather King



Cont.

Corporate Risk Officer
Jeff Jewell

Senior Director of Business Development
Valerie Boyd

Chief Communications & External Affairs Officer
Kimberly Harle Solis

Chief Legal Officer
Pamela Bethel

Chief Admin Officer
Danny Hernandez

Chief Financial Officer
Michael Greiner

Senior Director, External Affairs
Darnell Salley

Corporate External Affairs Officer
Benjamin Miranda

Senior Director of Human Resources
Bruce Knott

Corporate Data Officer
Martha Lieber

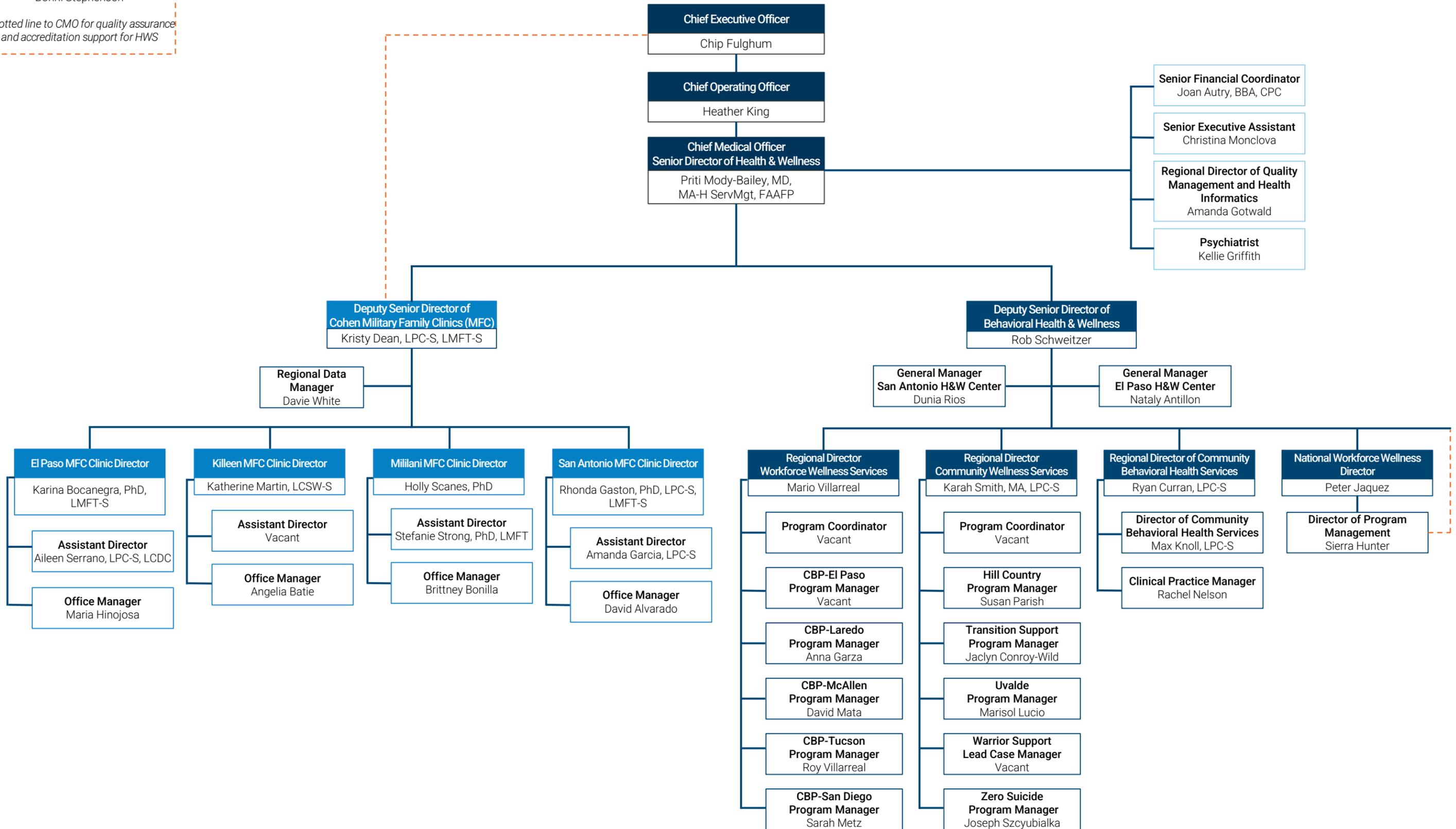
Corporate Technology Officer

Senior Director of IT Operations
Christopher Williams



Quality Assurance & Accreditation Officer
Bonni Stephenson

* Dotted line to CMO for quality assurance and accreditation support for HWS



VII. Other

1. Litigation

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

Not applicable

2. Licensure or Accreditation

Endeavors holds multiple professional accreditations and qualifications relevant to the services proposed in this application, demonstrating compliance with nationally recognized standards for quality, safety, and accountability.

Endeavors has been accredited by the **Commission on Accreditation of Rehabilitation Facilities (CARF) International** since 2016. CARF accreditation reflects adherence to rigorous standards related to program performance, service quality, risk management, continuous quality improvement, and organizational governance.

The Steven A. Cohen Military Family Clinics at Endeavors earned CARF accreditation in 2018 and continue to operate in accordance with these standards. Current accreditation extends to Endeavors' clinic operations in Hawai'i, ensuring consistent quality, oversight, and accountability across all locations.

In September 2025, Endeavors achieved **Trauma-Informed Certification (TIC)**, affirming the organization's commitment to trauma-responsive practices across programs, staff, supervision, and service environments. This certification reflects Endeavors' integration of trauma-informed principles into community engagement, service delivery, and organizational culture.

Services supported through this Grant-In-Aid request are delivered through non-clinical, community-based programming and are coordinated by a Clinic Community Liaison (CCL).

The CCL is a non-credentialed position and does not provide clinical treatment. The role requires a minimum of a bachelor's degree (a master's degree is preferred) and demonstrated experience in community outreach, wellness facilitation, life skills programming, psychoeducation, or related fields. Additional qualifications include experience working with veterans, military families, older adults, or underserved populations, as well as strong communication, organizational, and partnership-building skills.

These organizational accreditations and staff qualifications ensure that services funded through this request are delivered within a structured, trauma-informed framework that prioritizes quality, accountability, cultural responsiveness, and public benefit.

January 10, 2025

Bonni Stephenson
Family Endeavors dba Endeavors
6363 De Zavala Road
San Antonio, TX 78249

Dear Ms. Stephenson:

It is my pleasure to inform you that Family Endeavors dba Endeavors has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

- Comprehensive Suicide Prevention Program: Mental Health (Adults)
- Outpatient Treatment: Mental Health (Adults)
- Outpatient Treatment: Mental Health (Children and Adolescents)
- Community Housing and Shelters (Children and Adolescents)

This accreditation will extend through August 31, 2027. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may order additional certificates from Customer Connect (<https://customerconnect.carf.org>).

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Dana Stewart by email at dstewart@carf.org or telephone at (888) 281-6531, extension 7097.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s)/service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon Ph.D." in a cursive script.

Brian J. Boon, Ph.D.
President/CEO

Enclosures

The Trauma-Informed Care Training Center formally attests that this organization

Family Endeavors, Inc

continues to demonstrate progress on their TIC journey, maintain approved TI training and is committed to Continuous Quality Improvement, resulting in the credential:

Certified Trauma-Informed Organization



TIC Training Center

Elizabeth Lane Simmons
Elizabeth Lane Simmons
Director of TI Programming

Originally awarded October 6th, 2025 | Expires October 6th, 2026

This Certification is subject to annual renewal in accordance with applicable Trauma-Informed Care Training Center Organizational Certification Criteria outlined in Trauma-Informed Organizational Change Manual.

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 2027 the activity funded by the grant if the grant of this application is:

a. Received by the applicant for fiscal year 2027, but

Endeavors maintains a long-standing practice of leveraging public funding, philanthropic support, and community partnerships to sustain critical services. The organization actively seeks and manages federal, state, local, and private funding to support programs focused on behavioral health, wellness, and veterans.

If Grant-In-Aid funding is received for fiscal year 2027, the initial aim of this program will be to provide beneficial wellness and preventive services to the community, which will also serve as outreach, establish trust with the community, and increase comfort and familiarity, which are essential for earning mental health outpatient therapy referrals. Subsequent goals will focus on expanding access to the clinic's services on surrounding islands, which have a noted lack of resources, initially through virtual services, ultimately leading to in-person services. This expanded access will not be possible without key community partnerships, and the Clinic Community Liaison will play a crucial role in developing them.

As part of its sustainability strategy, Endeavors participates in national and philanthropic partnerships that support veteran mental health services. This includes affiliation with the [Steven A. Cohen Veterans Network](#), which provides operational support to affiliated clinics on a prorated basis following the initial start-up period, and philanthropic funding partnerships such as the [Bob Woodruff Foundation](#), which has supported Endeavors' veteran-focused programs in multiple communities. These funding sources help offset operational costs and enhance the program's long-term viability.

b. Not received by the applicant thereafter.

The preventative wellness and psychoeducation services that will be provided are an investment in the state of Hawai'i's public services, strengthening the community's behavioral health and fostering increased connection and wellness skills that serve as protective factors for behavioral health. This translates into improved behavioral health outcomes, fewer acute mental health emergencies, and ultimately saves lives by preventing suicides. These programs are invaluable to the clients we serve, as well as to the volunteers and partner instructors who also benefit from them.

As the clinic's impact grows, sustainment revenue will diversify, including third-party insurance billing for mental health services. The sustainment revenue will be used to continue our commitment to Hawai'i's preventive wellness programs and psychoeducation services.

If Grant-In-Aid funding is not received in subsequent fiscal years, Endeavors will assess service demand, available funding, and community partnerships to determine the most effective strategy for continuing to serve veterans and their families. This may include integrating services into existing programs, pursuing alternative public or philanthropic funding, or adjusting service delivery models to maintain access while preserving quality and fiscal responsibility.

This approach ensures responsible stewardship of public funds while prioritizing continuity of care and ongoing support for Hawai'i's veteran community.

ENDEAVORS[®]

endeavors.org