

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

Michelle Cordero-Lee, CEO

PRINT NAME AND TITLE

1/22/2026

DATE

GIA (GRANTS IN AID) Request for the 2026 Legislative Session

from Hawaii Meals on Wheels, Inc. for Meal Delivery Vehicles

GRANT PROPOSAL

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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: HAWAII MEALS ON WHEELS, INC.

DBA/Trade Name: HAWAII MEALS ON WHEELS

Issue Date: 01/02/2026

Status: **Compliant**

Hawaii Tax#: [REDACTED]
New Hawaii Tax#: [REDACTED]
FEIN/SSN#: [REDACTED]
UI#: XXXXXX0180
DCCA FILE#: 39342

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, HAWAI'I 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, Hawai'i 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, Hawai'i 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, Hawai'i 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, Hawai'i 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.

Hawaii Meals on Wheels, Inc.

(Typed Name of Individual or Organization)



1/22/2026

(Signature)

(Date)

Michelle Cordero-Lee, CEO

1/22/2026

(Typed Name)

(Title)

Public Purpose

The requested grant serves a clear public purpose pursuant to **Section 42F-102, Hawai'i Revised Statutes**, by supporting the health, safety, and general welfare of Hawai'i's residents. Funding will be used to purchase essential delivery vehicles that enable **Hawai'i Meals on Wheels** to provide medically tailored hot and frozen meals to around 1,000 homebound kūpuna and individuals with disabilities across O'ahu.

By ensuring reliable and temperature-controlled meal delivery, this project addresses food insecurity, supports aging in place, and helps prevent costly hospitalizations and institutional care. The program prioritizes vulnerable populations who are unable to shop or prepare meals independently, many of whom are socially isolated and medically fragile.

This investment strengthens a critical community-based service that reduces hunger, promotes health equity, and complements state efforts to support older adults and individuals with disabilities in remaining safely in their homes and communities.

Section II: Background and Summary

Applicant Background

Hawai'i Meals on Wheels (HMoW) is a nonprofit organization that has served O'ahu since 1979, providing nutritious meals, wellness checks, and human connection to homebound kūpuna and individuals with disabilities. What began with two routes, six clients, and six volunteers has grown into a vital islandwide service delivering over 200,000 meals annually. Over the past five years, HMoW has doubled its capacity in response to O'ahu's rapidly aging population and increased community need.

HMoW is the only nonprofit in Hawai'i offering medically tailored meals, with more than 200 therapeutic options designed to meet complex dietary and medical needs, including diabetic, renal-friendly, low-sodium, and texture-modified meals. In addition, HMoW operates a critical safety-net program to serve individuals who do not qualify for government assistance, ensuring access to nutritious meals regardless of income.

Goals and Objectives

The primary goal of this request is to strengthen and sustain HMoW's meal delivery infrastructure through the purchase of essential delivery vehicles. Funding will support the acquisition of a Commercial Refrigerated Delivery Van, a Mid-Size Truck, and a Compact Crossover Hybrid vehicles. These vehicles will enhance reliability, temperature control, fuel efficiency, and route coverage, enabling HMoW to safely and consistently deliver hot and frozen meals across 98 active delivery routes.

Public Purpose and Need

This request serves a clear public purpose by promoting the health, safety, and general welfare of Hawai'i's residents. Reliable transportation is essential to addressing food insecurity, supporting aging in place, and preventing costly hospitalizations or institutional care among vulnerable populations. As the number of kūpuna served by HMoW continues to increase, dependable delivery vehicles are critical to meeting growing demand and reaching unserved, isolated individuals who would otherwise go without adequate nutrition.

Target Population

Those we serve includes over 1,200 homebound kūpuna and individuals with disabilities, many of whom live with chronic health conditions, mobility limitations, and fixed or low incomes. A significant portion of those served are socially isolated and medically fragile. In 2025, the median age of our clients 80 and the majority (58%) were female. Seventy percent of all meals delivered are medically tailored to address specific health needs.

Geographic Coverage

Hawai'i Meals on Wheels provides islandwide service across O'ahu, delivering meals from 12 licensed kitchen partners located throughout the island. With deliveries spanning thousands of miles each week, the organization's fleet supports daily meal distribution, wellness checks, and in-home social service visits throughout the island. In 2025, we delivered to 98 routes throughout O'ahu. Clients reside in the following neighborhoods: Aiea, Ala Moana/Kakaako, Aliamanu/Hickam, Diamond Head/Kaimuki, Downtown, Ewa Beach, Hawaii Kai, Palolo/Kahala, Kalihi/Palama, Kailua, Kaneohe, Kapahulu, Kapolei, Pearl City, Ma'ili, Makaha Valley, McCully/Moiliili, Makakilo, Makiki, Manoa, Mililani, Moanalua/Airport, Nanakuli, Salt Lake, Wahiawa, Waiālae/Kuliouou, Waianae, Waikiki, Waikiki, Waimanalo, and Waipahu.

Section III: Service Summary and Outcomes

Hawai'i Meals on Wheels (HMoW) seeks funding to strengthen its meal delivery infrastructure through the acquisition of three essential delivery vehicles. Reliable, fuel-efficient, and temperature-controlled transportation is fundamental to HMoW's ability to deliver medically tailored meals, conduct wellness checks, and reach isolated kūpuna and individuals with disabilities across O'ahu. This request supports the continuity, safety, and expansion of core services that directly advance public health and well-being.

1. Scope of Work, Tasks, and Responsibilities

The scope of work for this request includes the procurement, deployment, and operational use of delivery vehicles to support daily meal distribution and client services.

Key tasks and responsibilities include:

- Procure one Commercial Refrigerated Delivery Van, one Mid-Size Truck, and a Compact Crossover Hybrid vehicles in accordance with organizational procurement policies.
- Register, insure, and equip vehicles for food transport and meal delivery operations.
- Assign vehicles to staff drivers and trained volunteers to support daily meal pickups from licensed kitchen partners and delivery to clients.
- Maintain vehicles through routine servicing, safety inspections, and preventive maintenance to ensure reliability and compliance with food safety standards.

Utilize vehicles to support meal delivery, wellness checks, and in-home social service visits across 98 delivery routes.

2. Projected Annual Timeline

Months 1–3:

1. Vehicle procurement and acquisition
2. Registration, insurance, and outfitting for service use

Months 4–12:

- Full deployment of vehicles into daily operations

- Ongoing use for meal delivery, wellness checks, and social service visits
- Routine maintenance and monitoring of vehicle performance

Results and outcomes will be realized immediately upon deployment and sustained throughout the year.

3. Quality Assurance and Evaluation Plan

HMoW maintains strong quality assurance practices to ensure services are delivered safely, efficiently, and effectively.

Monitoring and evaluation methods include:

- Daily route tracking and delivery confirmation to ensure timely meal delivery.
- Temperature control and food safety monitoring for hot and frozen meals.
- Vehicle maintenance logs and safety inspections to reduce breakdowns and service disruptions.
- Staff and volunteer feedback to identify logistical challenges and opportunities for improvement.
- Ongoing review of service data, including meal counts, route efficiency, and client outcomes.

We conduct regular operational reviews, adjustments to routing and scheduling, and preventive maintenance planning to minimize service interruptions.

4. Measures of Effectiveness

The following measures of effectiveness will be reported annually to the expending State agency and provide objective indicators of program success:

- Number of meals delivered annually (200,000+ meals)
- Number of individuals served (approximately 1,200 homebound kūpuna and individuals with disabilities)
- Number of active delivery routes supported (98 routes islandwide)
- Vehicle uptime and service reliability metrics

These measures will allow the State to assess the effectiveness of the investment in maintaining essential nutrition services for vulnerable populations. Should the level of appropriation differ from the amount requested, Hawai'i Meals on Wheels will update the measures accordingly in coordination with the expending agency.

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Hawaii Meals on Wheels, Inc.

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

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Commercial Refridgerated Delivery Van	1.00	\$ 55,000.00	\$ 55,000.00	
Mid-Size Truck	1.00	\$ 40,000.00	\$ 40,000.00	
Compact Crossover Hybrid	1.00	\$ 35,000.00	\$ 35,000.00	
			\$ -	
			\$ -	
TOTAL:	3		\$ 130,000.00	

JUSTIFICATION/COMMENTS:
 Hawaii Meals on Wheels will be able to strengthen and sustain our meal delivery infrastructure through the purchase of essential delivery vehicles. Funding will support the acquisition of a Commercial Refrigerated Delivery Van, a Mid-Size Truck, and Compact Crossover Hybrid vehicles. These vehicles will enhance reliability, temperature control, fuel efficiency, and route coverage, enabling HMoW to safely and consistently deliver hot and frozen meals across 95 active delivery routes.

Section IV: Financial

2. Quarterly Funding Request

We anticipate the following quarterly funding requests for the fiscal year 2027. We expect to acquire all three vehicles within the first quarter of the fiscal year.

Q1	Q2	Q3	Q4	Total Grant
\$130,000	\$0	\$0	\$0	\$130,000

3. Funding Sources

The following funding requests are for operating and program costs:

Funder	Amount Requested	Pending/Secured
Act 310	\$450,000 (Meals and Social Service Staff)	Secured
Freeman Foundation	\$150,000 (Social Service Staff, Meals)	Pending
2027 GIA (DCS)	\$51,700 (Mele Meals Program)	Pending
The Clarence T.C. Ching Foundation	\$25,000 (Social Service Staffing)	Pending
McInerney Foundation	\$25,000 (Food is Medicine)	Pending
Enda T. Covalt Charitable Trust	\$25,000 (Medically Tailored Meals)	Pending
Theresa F. Hughes Charitable Trust	\$20,000 (Medically Tailored Meals)	Pending
The Pettus Foundation	\$15,000 (General Operating)	Secured
Matson	\$10,000 (General Operating)	Pending
Par Hawaii	\$10,000 (General Operating)	Pending
First Hawaiian Bank	\$10,000 (General Operating)	Pending
First Insurance Company of Hawaii	\$10,000 (Program Supplies)	Pending
Total	\$801,700	

4. Tax Credits

Not applicable. Hawai'i Meals on Wheels does not receive and has not applied for state or federal tax credits.

5. Government Contracts

Below is a list of all federal, state, and county government contracts, grants, and grants in aid Hawai'i Meals on Wheels has been granted within the prior three years and will be receiving for fiscal year 2027 for program funding:

1. Grant Activity Name & Contract #: Act 310 Funding

Grant Period: 12/1/2025-11/30/2026 Grant Amount: \$450,000

Grant Purpose: Provide home-delivered meals, nutrition services, and support for eligible kupuna who loss federal funding and fund social services positions.

Grant Activity Status: Anticipated but no contract issued yet.

Administrating Division: State of Hawaii – Office of Community Service

2. Grant Activity Name & Contract #: Kupuna Care Nutrition Services (MA-DCS-2500021)

Grant Period: 10/1/2024-9/30/2026 Grant Amount: \$1,027,755.00

Grant Purpose: Provide home-delivered meals, nutrition services, and support for eligible kupuna.

Grant Activity Status: Underway

Administrating Division: City & County of Honolulu – DCS, EAD

3. Grant Activity Name & Contract #: Kupuna Care Nutrition Services (#MA-DCS-2300043)

Grant Period: 10/1/2022-9/30/2024 Grant Amount: \$630,000.00

Grant Purpose: Provide home-delivered nutrition services under the EAD.

Grant Activity Status: Completed

Administrating Division: City & County of Honolulu – DCS, EAD

6. Unrestricted Assets

Please see the next page for Hawai'i Meals on Wheels' balance of unrestricted current assets as of November 30, 2025. We have not yet closed the 2025 fiscal year and can provide the December 31, 2025 balance sheet in mid-February.

Hawaii Meals On Wheels
Balance Sheet
As of 11/30/2025

	Current Year
Assets	
Cash and Cash Equivalents	
FHB Master Checking	157,762.81
FHB Maximizer Savings	58,173.87
BOH Savings	5,534.44
TSB Checking	9,510.41
FHB Business MaxiMizer Savings	529,050.79
HawaiiUSA Federal Credit Union Savings/Share	99.97
Petty Cash	300.00
Total Cash and Cash Equivalents	760,432.29
Certificates of Deposit--Current	
BOH CD	100,000.00
Total Certificates of Deposit--Current	100,000.00
Accounts Receivable	
Accounts Receivable	694,827.26
Accounts Receivable Clearing	7,467.00
Allowance for Bad Debts	(15,000.00)
Total Accounts Receivable	687,294.26
Prepaid Expenses	
Prepaid Insurance	36,548.68
Security Deposits	1,277.57
Total Prepaid Expenses	37,826.25
Certificates of Deposit--Long-Term	
FHB CD #1	52,719.77
FHB CD #2	50,000.00
ASB CD	55,206.19
Finance Factors CD	54,832.80
TSB CD Acct 4002622852	58,999.42
TSB CD Acct 4002628883	105,969.49
HawaiiUSA FCU CD	52,168.39
Weinberg Endowment FHB CD (7/6/06)	102,029.69
Total Certificates of Deposit--Long-Term	531,925.75
Investments	
HCF Endowment	126,338.29
FHB Inv #1325500	2,074,385.85
FHB Inv #1325501	613,363.40
FHB Inv #1325502	403,370.02
Total Investments	3,217,457.56
Fixed Assets	
Leasehold Improvements	118,637.81
Equipment	35,385.25
Vehicles	201,299.09
Total Fixed Assets	355,322.15
Accumulated Depreciation	
Accum Depreciation--Leasehold Improvements	(2,941.14)
Accum Depreciation--Equipment	(35,385.25)
Accum Depreciation--Vehicles	(80,403.01)
Total Accumulated Depreciation	(118,729.40)
Right of Use Assets (Leases)	
ROU Asset--Finance	55,962.93
Accumulated Amortization ROU Asset--Finance	(20,889.30)
ROU Asset--Operating	77,789.61
Accumulated Amortization ROU Asset--Operating	(51,241.49)
Total Right of Use Assets (Leases)	61,621.75
Total Assets	5,633,150.61

Hawaii Meals On Wheels
Balance Sheet
As of 11/30/2025

	Current Year
Liabilities	
Accounts Payable	
Accounts Payable	50.00
Accounts Payable Adjustments	(28,423.60)
Total Accounts Payable	(28,373.60)
Accrued Liabilities	
Accrued Vacation Payable	22,766.32
Tax Deferred Annuity Payable	745.38
Total Accrued Liabilities	23,511.70
Other Current Liabilities	
ST Lease Liability--Finance	10,374.32
ST Lease Liability--Operating	19,785.58
Total Other Current Liabilities	30,159.90
Long-Term Liabilities	
LT Lease Liability--Finance	28,327.06
LT Lease Liability--Operating	8,443.00
Total Long-Term Liabilities	36,770.06
Total Liabilities	62,068.06
Net Assets	
Unrestricted	
Net Assets--Unrestricted	555,108.87
Operating Reserve	1,345,000.00
Retained Earnings	2,957,987.26
Total Unrestricted	4,858,096.13
Restricted	
Net Assets--Restricted	338,589.39
Total Restricted	338,589.39
Net Income	374,397.03
Total Net Assets	5,571,082.55
Liabilities & Net Assets	5,633,150.61

Section V. Experience and Capability

1. Necessary Skills and Experience

Hawai'i Meals on Wheels (HMoW) is the only nonprofit organization in the state that offers medically tailored home-delivered meals — prepared to meet specific dietary needs such as low-sodium, renal, diabetic, and texture-modified diets. Our organization has a proven record of adapting to changing funding landscapes and maintaining continuity of care during crises, including the COVID-19 pandemic, supply chain disruptions, and kitchen partner closures. Despite rising costs and reductions in public funding, HMoW continues to serve thousands of meals each month, supported by a robust infrastructure of staff, volunteers, and kitchen partners. HMoW's expertise lies in its ability to coordinate a complex delivery network involving 12 kitchen partners, over 300 volunteers, and 24 staff—including social services professionals, drivers, and program coordinators—while managing compliance with federal, state, and county meal service contracts.

Relevant Experience and Projects:

1) Medicaid-Funded Home-Delivered Meals Program: Provision of medically tailored meals reimbursed through five Med-QUEST plans for clients with chronic health conditions and limited mobility. In 2025, HMoW delivered 60,000 meals (30%) annually to Medicaid beneficiaries referred through health plans and case managers. HMoW has the operational capacity to manage state and federally reimbursed meal programs, as well as its readiness to sustain these services as reimbursements decline.

2) Elderly Affairs Division (EAD) Contract – City & County of Honolulu: Delivery of home-delivered meals to kūpuna under the Older Americans Act (OAA) nutrition services program (Title III) and the state-funded Kupuna Care program. In 2025, approximately 30% of all meals were provided under this contract. HMoW's has managed these federally and state-supported programs administered through the City & County for many decades and has coordinating client care over the past few years as funding is reduced.

3) YMCA Partnership / Congregate Meal Program: In partnership with YMCA Honolulu since 2022, HMoW supports congregate meals for active older adults at YMCA sites, including Kaimuki-

Wai‘alae, Kalihi, Leeward, Mililani, and Windward). We serve 36,295 congregate meals per year for YMCA’s Kūpuna Congregate Meal Program for members who are 60 years old and older. This program has faced unstable funding since 2023. These meals comprise 21% in 2025.

4) Safety Net Program – Aloha United Way (AUW): Provided emergency meals for kūpuna who were ineligible for federal or Medicaid-funded nutrition programs. In 2024, we provided 5,065 meals through AUW’s Safety Net initiative to around 35 clients. This program parallels this ACT 310 request, demonstrating successful management of flexible emergency funds that address federal funding shortfalls.

5) Alu Like Partnership: Collaboration with Alu Like’s Kumu Kahi / Ke Ola Pono No Nā Kūpuna program, which provides nutrition and supportive services to Native Hawaiian kūpuna under Older Americans Act Title VI / Native Hawaiian elder services. Impact: Through this partnership, HMoW has contributed to 4,325 home-delivered meals to 23 clients served under the Native Hawaiian elder nutrition program. We have partnered with culturally specific programs under federal grant frameworks and offered meal services in alignment with the funding structure (Title VI) that is also subject to federal budget pressures.

2. Facilities

Hawai’i Meals on Wheels operates from two offices located in Nu‘uanu and Nimitz. These offices house our admin, programs, and volunteer staff, who oversee the management of 300 meal delivery volunteers. Vehicles from our fleet are parked at both office locations.

Section VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

Michelle Cordero-Lee, CEO, is responsible for collaborating with the board of directors and overseeing and executing the overall strategy, operations, and fundraising efforts to support Hawai'i Meals on Wheels' mission of helping homebound kūpuna and individuals with disabilities preserve their independence at home. She has responded to the ever-increasing need for nutritious, home-delivered meals on O'ahu and leads a staff of 24 to carry out this mission safely during the pandemic. Born in Honolulu, Michelle received her B.A. in journalism and communications from the University of Southern California (USC) and a law degree from American University Washington College of Law in Washington, D.C. Her 20 years of fund development and advocacy work have included leadership as Vice President of Development and Communications at Aviva Family and Children's Services in Los Angeles and as Lead Site Manager for Domestic Violence Clinic at DC Superior Courthouse. A mother of two boys, Michelle relocated her family home to Hawai'i in 2016 where she has served the community in collaborative leadership roles, as a member of the Kūpuna Food Security Colation, Rotary Club of Honolulu, and Association of Fundraising Professionals (AFP). She is fluent in both Tagalog and English. This year, she celebrates 10 years as CEO of Hawai'i Meals on Wheels.

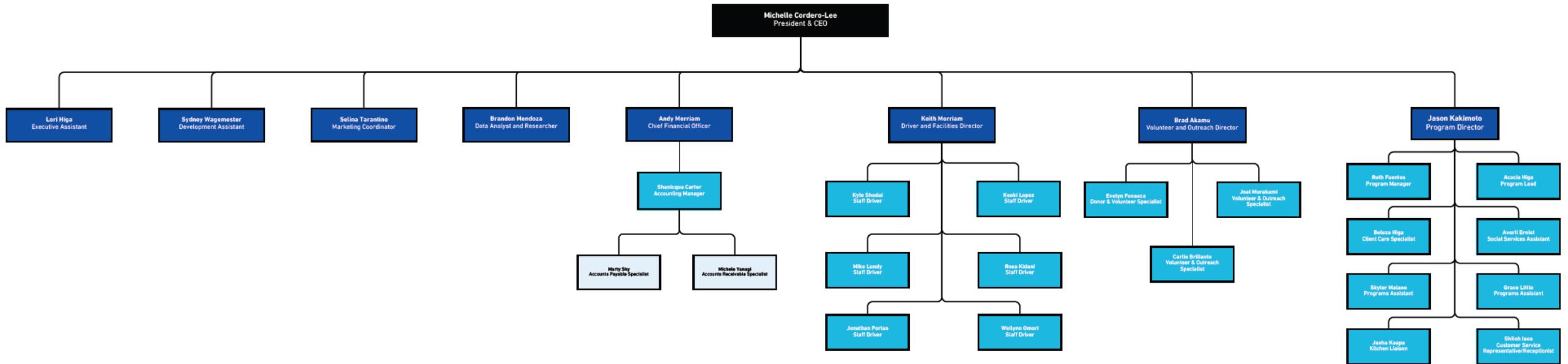
Andy Merriam, CFO, oversees budgets, accounting deposits, bookkeeping, payable, and income data entry, and prepares reports on income accounts receivable. She also oversees equipment and supply purchasing and maintenance and insurance. Andy has 22 years of nonprofit experience and 10 years of nonprofit accounting experience. She is conversational in Spanish.

Brad Akamu, Outreach and Volunteer Director, oversees the recruitment and management of volunteers, including recruitment, screening, orientation/training, supervision, evaluation, and recognition. He has seven years in nonprofit management and nine years in customer relations.

Jason Kamimoto, Program Director, is responsible for day-to-day operations of delivery of meals and client care. He has 10 years in nonprofit management experience, including work at the Hayes County Food Bank, Meals on Wheels Central Texas, and KUPU. He manages a client coordinator, intake specialists, and three program assistants who are responsible for reviewing and assessing client intakes, triage, and meal delivery.



HAWAI'I MEALS ON WHEELS ORGANIZATIONAL CHART



3. Compensation

CEO - \$114,330

CFO - \$68,764

Volunteer & Outreach Director - \$58,383

Section VII. Other

1. **Litigation** *not applicable*
2. **Licensure or Accreditation** *not applicable*
3. **Private Education Institutions** *not applicable*
5. **Future Sustainability Plan**

Hawai'i Meals on Wheels (HMoW) is committed to sustaining the activity funded by this grant beyond fiscal year 2027. This request supports the purchase of capital assets—delivery vehicles—that will provide long-term operational value well beyond the grant period.

Fleet Sustainability and Asset Longevity

The vehicles funded through this grant are expected to remain in service for 7–10 years with proper maintenance. Once purchased, no recurring state funding is required to continue their use. HMoW will integrate the vehicles into its existing fleet management plan, which includes routine preventive maintenance, safety inspections, and replacement planning to maximize vehicle lifespan and reliability.

Diversified Funding Strategy

HMoW maintains a diversified funding base that includes private foundations, corporate contributions, individual donors, special events, and government contracts. Ongoing operational costs associated with vehicle use—such as fuel, insurance, and maintenance—are already built into the organization's annual operating budget and supported through a combination of earned revenue, private fundraising, and grant funding.

Fleet Replacement and Capital Planning

HMoW proactively plans for future vehicle replacement through its Fleet Program, which identifies capital needs well in advance and secures philanthropic and private funding for replacement vehicles. We have successfully implemented this approach in recent years, raising funds to purchase new vehicles and reduce reliance on aging or leased vehicles.

Operational Efficiency and Cost Containment

The inclusion of fuel-efficient hybrid vehicles and a commercial refrigerated van will reduce fuel costs, minimize breakdowns, and lower emergency repair expenses. These efficiencies strengthen HMoW's ability to sustain services within existing resources while maintaining uninterrupted meal delivery.

Mission Continuity

HMoW's core mission—to provide nutritious meals and connection to homebound kūpuna and individuals with disabilities—remains a top organizational priority. Sustaining meal delivery services is fundamental to this mission, and HMoW will continue to allocate organizational resources to ensure uninterrupted service regardless of future state funding availability.

Through responsible asset management, Hawai'i Meals on Wheels will sustain the activity supported by this grant well beyond fiscal year 2027, ensuring continued public benefit and service to Hawai'i's most vulnerable residents.