

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 (Line)
 - b) Personnel salaries and wages (Line)
 - c) Equipment and motor vehicles (Line)
 - d) Capital project details (Line)
 - e) Government contracts, grants, and grants in aid (Line)
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

Keva DeKay

AUTHORIZED SIGNATURE

Keva DeKay, Executive Director

PRINT NAME AND TITLE

1/21/26

DATE

Hawaii VA Foundation, d/b/a OUR KUPUNA

I. Certification

1. Hawaii Compliance Express Certificate.

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.

See Attached Certificate

2. Declaration Statement

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

See Attached Signed 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 .

Hawaii VA Foundation - much better known as "Our Kupuna" - trains and manages island-based Community Health Workers to support kupuna aging in place, while also growing and strengthening Hawaii's community health force. This successful and inexpensive local program focuses on addressing key social determinants of health, including food security, social connection, overcoming transportation challenges, and arranging easy access to community-based support - all of which are essential to preventing health decline and enabling older adults to remain safely in their homes.

With initial support from this State Grant in Aid funding, we can recruit and train Care Navigators to join our programs not only on Oahu, but also on each island. With support and training, we can conduct ongoing community outreach identifying kupuna most in need, and addressing both the immediate crisis facing homebound seniors, as well as the long-term shortage of trained community-based care workers across the state.



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 VA FOUNDATION

Issue Date: 01/20/2026

Status: **Compliant**

Hawaii Tax#: [REDACTED]

New Hawaii Tax#: [REDACTED]

FEIN/SSN#: [REDACTED]

UI#: No record

DCCA FILE#: 243815

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

II. BACKGROUND AND SUMMARY

Applicant Background

Our Kūpuna is a statewide nonprofit organization founded in March 2020 to address a critical gap in support for Hawaii's most vulnerable seniors. What began as a grassroots COVID-19 response—when founder Gabe Amey mobilized volunteers to shop for homebound kupuna who lacked family support—has grown into a recognized ongoing community-based program connecting low-income, homebound kūpuna with essential grocery delivery, social connection, and aging in place support.

Our mission is clear: we connect Hawai'i's kūpuna with volunteers, resources, and essentials to support food security, community connection, and safe, independent aging in place. We envision a Hawai'i where all kūpuna have food security, access to their essentials, and are kāko'o (supported) by nui kaiāulu (the greater community).

Since 2020, Our Kūpuna has demonstrated remarkable impact and sustainability. Our flagship Volunteer Connections program has matched over 640 kupuna with vetted volunteers across five islands—Oahu, Maui, Hawaii Island, Kauai, and Molokai. These dedicated volunteers have delivered over 50,000 bags of groceries and provided over 70,000 hours of service—representing approximately \$2 million in volunteer contributions. Some kūpuna have received consistent support for more than five years, enabling them to age safely and independently in their communities. In 2023, recognizing our proven capacity and community trust, we expanded to serve fire-affected kupuna through our Aloha Maui program, which has since provided 6,410 deliveries, 1,111 transportation rides, and over 19,000 care navigation interactions to 385 kūpuna recovering from disaster.

Over the past five and a half years, Our Kūpuna has also collaborated with academic institutions, public health partners, and community coalitions to support practicum student internships and workforce development initiatives, further strengthening our role as a community-based training and service hub.

We have established strong partnerships with key stakeholders including the Hawaii Public Health Institute, Kupuna Collective, Lanakila Pacific, the University of Hawaii system and other academic institutions, Maui Food Bank, American Red Cross, county aging divisions, and healthcare providers across the state. ***Our track record of managing grants up to \$390,000 and our proven ability to deliver consistent, high-quality services across Hawaii's unique geographic and cultural landscape positions us as the ideal organization to lead statewide Community Health Worker workforce development for kupuna services.***

Goals and Objectives

The goal of this workforce development initiative is to build a sustainable, scalable hub-and-spoke model that trains island-based Care Navigators, including Community Health Workers and Kupuna Support Navigators, to support kūpuna aging in place while strengthening Hawai'i's community health workforce. This initiative focuses on addressing key social determinants of health, including food security, social connection, transportation access, and community-based support, which are essential to preventing health decline and enabling older adults to remain safely in their homes.

By establishing Care Navigators on each island to recruit and support volunteers, conduct community outreach, and coordinate services locally, this initiative addresses both the immediate crisis facing homebound kūpuna and the long-term shortage of trained community-based care workers across the state.

By June 2027, Our Kūpuna will accomplish the following measurable objectives:

1. **Workforce Development**
Our Kūpuna will train and deploy four Care Navigators, one each on O'ahu, Hawai'i Island, Maui, and Kaua'i. A comprehensive training curriculum will be developed and implemented covering volunteer management, community outreach, cultural competency, aging-in-place support, and data systems. Each Care Navigator will complete 40 hours of professional development training, including instruction in dementia care, trauma-informed practice, elder abuse prevention, and Hawaiian cultural protocols. The program will also host two student interns as part of Hawai'i's community health workforce development pipeline.
2. **Kupuna Service Expansion**
The program will match 40 new kūpuna with volunteer shoppers statewide, representing a 2.5-fold increase over 2025 service levels. An additional 20 to 25 kūpuna will receive support through an online ordering pilot designed for areas with limited volunteer availability. Together, these efforts will reduce the program waitlist by 30 percent and result in a total of 60 to 65 newly served kūpuna during the first year of implementation.
3. **Volunteer Recruitment and Support**
Our Kūpuna will recruit a minimum of 20 new active volunteers through targeted, island-based outreach. A structured volunteer support and appreciation system will be implemented, including gas card support, regular communication, and recognition. A volunteer management application will be launched to document service delivery, with a target of achieving 80 percent reporting compliance to support accountability and future public reimbursement readiness.

4. Community Outreach and Partnership Building

Care Navigators will conduct 40 to 42 community outreach events statewide, including activities on O'ahu, Hawai'i Island, Maui, and Kaua'i. The program will establish formal referral partnerships with 12 to 20 aging service agencies, healthcare providers, and social service organizations across the four islands. Professional referrals from social workers, case managers, and physicians are expected to increase by 30 percent through strengthened relationships and outreach.

5. **Systems Development and Sustainability**

The program will track outcomes data for 100 percent of enrolled kūpuna, including indicators related to food security, social connection, and participant satisfaction. During the grant period, Our Kūpuna will begin development of fee-for-service and public reimbursement readiness, including preliminary discussions with two counties and piloting Medicaid- and Medicare-aligned documentation protocols to support long-term sustainability.

Public Purpose and Need

Kūpuna—Hawai'i's elders—face a growing statewide crisis: thousands are homebound, low-income, and unable to access groceries and other essential daily supports needed to safely age in place. Hawai'i's population is aging rapidly across all counties. Adults age 60 and older represented approximately one-fifth of the population in 2010 and are projected to approach nearly one-third by 2040—an increase of more than 70% in the number of older residents. This demographic shift is placing urgent and sustained pressure on Hawai'i's health and social service systems, particularly for financially vulnerable kūpuna with limited mobility and little or no family support.

Financial hardship among kūpuna is widespread. According to Aloha United Way's ALICE reports, more than **43% of Hawai'i households headed by adults age 65 and older** struggle to afford basic necessities such as housing, food, healthcare, and transportation. Of these households, approximately one-third earn above the federal poverty level but still cannot meet the true cost of living, while an additional 8% live below the poverty line. Financial vulnerability is even more pronounced on the neighbor islands, where costs are higher, wages are lower, and access to services is more limited. Nearly 30% of kūpuna served by Our Kūpuna rely on SNAP benefits, underscoring the deep economic insecurity of the population most at risk.

Food insecurity is a critical and unresolved gap in Hawai'i's aging services system. While programs such as Meals on Wheels provide prepared meals, they do not address the need for regular grocery access, personal choice, or culturally appropriate foods. For homebound kūpuna—especially those using SNAP, which in Hawai'i generally requires in-store card use—accessing groceries without assistance is often impossible. These challenges are

magnified in rural and neighbor-island communities, where long distances, limited transportation, and fewer service providers leave many kūpuna with no viable options.

Disability, isolation, and living alone further increase risk. Approximately one-third of Hawai'i's seniors live with at least one disability, and roughly one in five live alone. Among seniors who live alone and have a disability, the majority fall below the ALICE Threshold, meaning they cannot afford basic needs. For these kūpuna, the inability to access groceries is not an inconvenience—it is a direct threat to health, safety, and independence.

Public systems have not filled this gap. Hawai'i's Medicaid Chore Services program was discontinued and replaced with more limited coverage under the Med-QUEST Integration Program, leaving thousands of seniors without support for basic tasks such as grocery shopping. At the same time, Hawai'i faces a severe shortage of direct care workers and community-based support staff, particularly on the neighbor islands. Private agencies are prohibitively expensive for low-income seniors, public programs have long waitlists and strict eligibility criteria, and many families are unable to help due to distance or work obligations. The result is a structural service gap that leaves homebound kūpuna at increased risk of malnutrition, preventable hospitalization, and premature institutionalization.

This service gap coincides with a broader workforce challenge. Hawai'i faces a critical shortage of trained **Care Navigators, Community Health Workers, and other patient-facing support roles** needed to address social determinants of health such as food security, social connection, transportation access, and care coordination. Existing workforce pipelines are limited, often centralized on O'ahu, and insufficiently tailored to the cultural and geographic realities of neighbor-island communities. Over the past **five and a half years**, Our Kūpuna has demonstrated the effectiveness of community-rooted training and service models by supporting student practicums, mentoring emerging care navigators, and partnering with public health and aging service organizations—experience that directly informs this proposed initiative.

By expanding access to essential services for homebound kūpuna while simultaneously training and deploying island-based Care Navigators, *Our Kūpuna's hub-and-spoke workforce development model directly advances key State priorities: aging in place, food security, health equity, workforce development, and community resilience. This preventive, relationship-based approach costs far less than institutional care, reduces strain on healthcare systems, and keeps kūpuna nourished, connected, and safely supported in their homes—while building Hawai'i's long-term capacity to care for its rapidly growing elder population.*

Target Population

Primary Beneficiaries: Kūpuna (Older Adults)

The primary beneficiaries of this initiative are low-income, homebound kūpuna ages 60 and

older who live independently across Hawaii's islands but lack support to access groceries and essential supplies. These seniors may have chronic health conditions, disabilities, limited income, or minimal family or informal support, and may live in rural areas with restricted transportation options. Eligible kūpuna must meet criteria ensuring services reach those with genuine need, including: living alone without alternative support; not receiving duplicate services; limited mobility; able to communicate with volunteers and Our Kūpuna staff; and willing to participate in the program.

Approximately 25% of current clients rely on Medicaid, and nearly 30% use SNAP, demonstrating the financial vulnerability of the population served. By expanding our capacity through trained Care Navigators, we aim to serve **up to 60 new kūpuna in Year 1**. This represents a significant increase from the 16 new kūpuna served in 2025 and reflects the phased rollout of the hub-and-spoke model across four islands. Early months will focus on hiring and onboarding Care Navigators, recruiting and training volunteers, and launching the Online Ordering Pilot, with full service expansion ramping up as systems and staffing are established. These efforts will reduce the organizational waitlist by approximately 30%, reaching seniors for whom grocery access is not merely inconvenient but life-threatening.

Secondary Beneficiaries: Care Navigators, Students, and Volunteers

Secondary beneficiaries include Care Navigators and other trainees, aged 18 and older, who seek meaningful career pathways in community health, aging services, and healthcare. Participants range from college students to mid-career residents pivoting into healthcare roles. Through paid training, mentorship, and supervised field experience, the program strengthens workforce capacity while creating economic opportunity.

Student interns participating in our practicum program gain hands-on experience, develop skills in volunteer management and community outreach, and build career connections that often lead to employment. Volunteers—who range from young adults to retirees and represent diverse backgrounds—benefit from intergenerational connection, meaningful service, and streamlined support systems, including training, communication, and recognition. Families and informal caregivers experience relief knowing their kūpuna receive reliable assistance, and communities benefit from strengthened cultural values of kāko'o (support) and aloha, prevention of costly hospitalizations, and demonstration that community-based solutions can fill systemic gaps in aging services.

Geographic Coverage

This workforce development initiative establishes Care Navigator presence across four Hawaiian islands, reaching both urban centers and rural, isolated communities. Each island presents unique geographic, cultural, and demographic challenges that require locally grounded service delivery.

Our hub-and-spoke model provides centralized coordination, training, and quality oversight while enabling decentralized, community-based services on each island. Care Navigators are embedded in their communities to recruit volunteers, coordinate local services, and build culturally responsive support systems for homebound kūpuna. Virtual communication platforms (Slack, Zoom, email, phone) facilitate coordination across islands, with potential for in-person retreats as the program grows.

Island-specific approach:

- **Oahu:** Care Navigators focus on Honolulu and surrounding communities, partnering with healthcare providers, aging service agencies, and neighborhood organizations to expand services and recruit volunteers.
- **Hawaii Island:** Care Navigators cover Hilo, Kona, Puna, and Kohala, addressing challenges of geographic isolation, long travel distances, and limited public transportation. As the program scales, the island may eventually require two Care Navigators (one for each side of the island).
- **Maui County:** Care Navigators serve central Maui, Kihei, Lahaina, and Upcountry, with potential expansion to Molokai and Lanai. Services reflect the island's socioeconomic and geographic diversity—from the commercial centers to fire-affected communities—leveraging established trust through our local connections (such as our Aloha Maui disaster recovery program).
- **Kauai:** Care Navigators support Waimea, Lihue, Poipu, Princeville, and Wailua, focusing on tight-knit community networks and culturally informed volunteer engagement. Despite its smaller population, Kauai's kūpuna face significant challenges including limited healthcare infrastructure, geographic isolation, high cost of living, and reduced access to services. The Care Navigator will build strong relationships with local providers and volunteers who understand the island's cultural landscape and sense of place-based identity.

This statewide model ensures that rural and neighbor island kūpuna—who face greater barriers than urban residents, including limited transportation, fewer formal services, and social isolation—receive accessible, culturally grounded support. By combining local presence with centralized coordination, the initiative balances efficiency with deep community engagement, supporting volunteer recruitment, referral partnerships, and high-quality, sustainable service delivery across Hawaii's geographically diverse island state.

III. Service Summary and Outcomes

Service Summary: Scope of Work, Tasks, and Responsibilities

Our Kūpuna will implement a statewide workforce development and service expansion initiative using a hub-and-spoke model to strengthen Hawai'i's community-based care workforce and expand essential aging-in-place services for homebound kūpuna. The program integrates Care Navigator training (including Community Health Workers), volunteer recruitment and management, community outreach, and direct kūpuna support into a coordinated and measurable service delivery system.

Core Scope of Work

1. Care Navigator Workforce Development and Deployment

Our Kūpuna will recruit, train, and deploy four Care Navigators, one each on O'ahu, Hawai'i Island, Maui, and Kaua'i. Responsibilities include:

- Developing and implementing a standardized training curriculum covering volunteer management, aging-in-place support, cultural competency, community outreach, data tracking, and ethical service delivery
- Providing 40 hours of professional development training per Care Navigator, including trauma-informed care, dementia awareness, elder abuse prevention, and Hawaiian cultural protocols
- Supporting Care Navigators as they conduct outreach, recruit volunteers, coordinate services, and serve as local points of contact for kūpuna and referral partners
- Hosting and supervising two student interns as part of Hawai'i's community-based care workforce pipeline

2. Volunteer Recruitment, Training, and Support

Care Navigators will lead island-based volunteer recruitment through outreach events, partnerships, and community engagement. Responsibilities include:

- Recruiting a minimum of 20 new active volunteers statewide
- Conducting volunteer screening, onboarding, and orientation

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- Implementing a volunteer appreciation and retention system, including gas card support, recognition, and regular communication
- Launching a volunteer management application to track services and documentation, with a target of achieving 80 percent reporting compliance

3. Kūpuna Service Expansion and Coordination

Care Navigators will coordinate volunteer-powered services to expand access for homebound kūpuna by:

- Matching 40 new kūpuna with volunteer shoppers statewide
- Enrolling 20 to 25 additional kūpuna in an online ordering pilot in areas with limited volunteer availability
- Reducing the organizational waitlist by 30 percent during the grant period
- Conducting kūpuna intake, eligibility screening, needs assessments, and ongoing monitoring in coordination with referral partners

4. Community Outreach and Partnership Building

Care Navigators will serve as community ambassadors by:

- Conducting 40 to 42 outreach events statewide across four islands
- Building relationships with healthcare providers, aging service agencies, and social service organizations
- Formalizing 12 to 20 referral partnerships and increasing professional referrals by 30 percent

5. Systems Development and Sustainability Planning

Program leadership and Care Navigators will:

- Track outcomes data for 100 percent of enrolled kūpuna
- Pilot Medicaid- and Medicare-aligned documentation protocols

- Initiate planning for fee-for-service and public reimbursement readiness, including preliminary discussions with two counties

Projected Annual Timeline

Quarter 1 (Months 1–3)

Recruit and onboard Care Navigators; finalize training curriculum; begin training and professional development; launch volunteer recruitment and outreach.

Quarter 2 (Months 4–6)

Deploy Care Navigators into island-based roles; begin matching kūpuna with volunteers; launch volunteer management application; initiate online ordering pilot; host student interns.

Quarter 3 (Months 7–9)

Expand outreach and volunteer recruitment; increase kūpuna enrollment; monitor service quality and reporting compliance; begin sustainability planning.

Quarter 4 (Months 10–12)

Reach Year 1 service targets; evaluate workforce, volunteer, and kūpuna outcomes; finalize sustainability documentation; submit year-end performance report.

Quality Assurance and Evaluation

Quality assurance is embedded into daily operations and supported by centralized data systems. Our Kūpuna will track all volunteer activity, kūpuna services, and Care Navigator outputs through a secure management platform; conduct regular supervisory check-ins; monitor service completion and reporting compliance; collect kūpuna satisfaction feedback; and review performance data quarterly to guide continuous improvement.

Measures of Effectiveness

Measures of effectiveness to be reported include:

Workforce Development

- Number of Care Navigators trained and deployed (Target: 4)
- Hours of professional development completed per Care Navigator (Target: 40)

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- Number of student interns hosted (Target: 2)

Volunteer Capacity

- Number of new active volunteers recruited (Target: at least 20)
- Volunteer retention rate
- Volunteer management application reporting compliance (Target: at least 80 percent)

Kūpuna Services

- Number of new kūpuna matched with volunteer shoppers (Target: 40)
- Number of kūpuna served through online ordering pilot (Target: 20–25)
- Total new kūpuna served (Target: 60–65)
- Waitlist reduction (Target: 30 percent)

Community Engagement

- Number of outreach events conducted (Target: 40–42)
- Number of formal partnerships established (Target: 12–20)
- Increase in professional referrals (Target: 30 percent)

Systems and Sustainability

- Percentage of enrolled kūpuna with complete outcomes data (Target: 100 percent)
- Fee-for-service and reimbursement readiness activities initiated (Yes/No)

Financial

The Applicant shall submit a budget utilizing the enclosed budget forms as applicable:

1. **Budget Request by Source of Funds - See attachment**
2. **Personnel Salaries and Wages - See Attachment**
3. Equipment and Motor Vehicles - Not Applicable for this Grant Request
4. Capital Project Details - Not Applicable for this Grant Request
5. Government Contracts, Grants and Grants in Aid - Not Applicable

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

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$50,000	\$36,000	\$29,000	\$15,000	\$130,000

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

Funding Source	Amount	Status
Hawai'i Community Foundation - East Hawai'i Fund	\$5,000.00	Secured
Atherton Family Foundation	\$20,000.00	Secured
City & County of Honolulu GIA	\$78,000.00	Pending
Hawai'i State GIA	\$130,000.00	Pending
Hawai'i County GIA	\$50,000.00	Applying
Laurence Dorcy Foundation	\$20,000.00	Applying
Hawai'i Community Foundation - Kupuna Aging in Place Grant	\$50,000.00	Applying
Next 50 Foundation	\$40,000.00	Applying
McInerny Foundation	\$25,000.00	Applying
James & Abigail Campbell Family Foundation	\$25,000.00	Applying
Cooke Foundation	\$17,000.00	Applying
Journey for Good Foundation by Avolta	\$25,000.00	Applying
Total =	\$485,000.00	

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Hawaii VA Foundation (dba Our Kupuna)

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	46,800	0	13,300	83,900
2. Payroll Taxes & Assessments	5,150	0	1,400	9,090
3. Fringe Benefits	3,650	0	1,600	12,160
TOTAL PERSONNEL COST	55,600	0	16,300	105,150
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	600	0	200	400
2. Insurance	1,800	0	550	1,400
3. Program Contractors (trainers + trainees)	47,000	0	69,500	38,500
4. Lease/Rental of Space	800	0	300	1,900
5. Curriculum Development + Staff Training	5,000	0	1,350	8,650
6. Office & Program Activity Supplies	4,000	0	15,300	5,700
7. Telecommunication, Technology, Software	4,000	0	4,000	12,000
8. Professional & Contractual Fees	5,000	0	15,700	9,300
9. Monitoring & Evaluation	1,700	0	800	27,500
10. Indirect Costs	4,500		4,000	16,500
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	74,400	0	111,700	121,850
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	130,000	0	128,000	227,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	130,000	Keva DeKay 425-736-9435		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	128,000	<i>Keva DeKay</i> 1/20/26		
(d) Total Private/Other Funds Requested	227,000	Signature of Authorized Official Date		
TOTAL BUDGET	485,000	Keva DeKay, Executive Director		
		Name and Title (Please type or print)		

V. Experience and Capability

1. Necessary Skills and Experience

Our organizational capacity reflects both deep community roots and demonstrated excellence in workforce and community health program delivery. Executive Director Keva DeKay brings a Master of Public Health and over 15 years of community health experience and has led Our Kūpuna's growth and statewide expansion since 2021. Our team includes experienced program managers, Community Health Workers, and kūpuna support navigators working remotely across the state, enabling responsive, culturally grounded service delivery in diverse communities.

We have hosted more than 90 students seeking professional experience in community health, care navigation, and aging services, including 44 students who completed formal academic practicums in partnership with their institutions—demonstrating our established capacity to train, supervise, and mentor emerging workforce talent.

Our five-member Board of Directors brings expertise in healthcare leadership, nonprofit management, public administration, and workforce development, including a board member who serves as Vice President of Workforce Development for the Healthcare Association of Hawai'i. With an annual operating budget of nearly \$1 million and robust operational systems—including client and volunteer management platforms, financial controls, and established academic partnerships—Our Kūpuna has the infrastructure, experience, and community trust necessary to successfully implement and scale a statewide CHW workforce development initiative.

Listing of verifiable experience of related projects:

External collaborators:

Hilary Hacker

Director of the Community Health Education Program
University of Hawaii - Kapi'olani Community College
hackerh@hawaii.edu
(808) 734-9796

The Community Health Education Program sends us the CHW student interns we train in workforce readiness. Our Kūpuna was one of the first practicum sites to host CHW certificate student interns from this program. We have hosted over 20 CHW student interns from this program since 2020, and we have hired 8 CHW interns into our team over the years.

Audrey Metzman

Community Food Security Project Coordinator

Office: (808) 796-3091

40 Holomua St., Hilo, HI 96720

Audrey@hawaiifoodbasket.org

hawaiifoodbasket.org

We partner with the Hawaii Food Basket (HFB) by deploying our shopping volunteers to pick up food boxes from the HFB and deliver them to the homes of our HFB-eligible homebound kupuna clients who cannot get the food themselves (they cannot drive or carry heavy boxes).

Lindsey Ilagan

Program Manager of Kupuna Initiatives

Hawai'i Public Health Institute and the Kūpuna Collective

lindsey@hpn.org

We collaborated with the Kūpuna Collective on a Community Funded Project: Kūpuna Support Navigator Program to build and strengthen the capacity of the aging network and bridge home and community-based service silos by implementing a workforce training program, coordinated care models that leverage Kūpuna Support Navigators, and hone data collection for impact evaluation.

Colby Takeda

CEO at Pear Suite

colby@pearsuite.com

For the above-described Kūpuna Support Navigator Program, Pear Suite was the standardized data collection platform all Program participants (subrecipients) used. We continue to partner with Pear Suite today, using their platform to collect key data on kupuna participants in our Aloha Maui Program, and providing insightful feedback that helps Pear Suite improve their user interface for CHWs and Care Navigators as the platform grows.

Carol Hayashida

Senior Customer and Community Success Manager

Unite Us

carol.hayashida@uniteus.com

(808) 256-7564

Our Kūpuna works directly with Carol and the Unite Us web-based referral platform to coordinate referrals, troubleshoot cases, and strengthen care connections between healthcare providers and community-based services for kūpuna.

Erika Allred

Hawaii VA Foundation (dba OUR KUPUNA)

Director of the Health Learning Center at Kahuku High & Intermediate School
Advisor for the Health Occupations Students of America (HOSA) - Future Health
Professionals Program
702-217-0416

ankadallred@gmail.com

We work with Erika through Hawai'i Workforce Pipelines to engage high school students as pen pals matched with kūpuna, building intergenerational connection while introducing students to community service.

Sabrina Young

EBT Project Manager
Department of Human Services
Benefit, Employment and Support Services Division
1010 Richards Street, Suite 412
Honolulu, Hawaii 96813
Ph. 808-586-5739

We partnered with the Hawai'i state EBT office in developing a system that facilitated responsible EBT card use for volunteers assisting and shopping for vulnerable homebound kūpuna.

County Aging Support Offices:

Telissa Agbulos

Program Specialist
County of Kaua'i | Agency on Elderly Affairs
4444 Rice Street, Suite 330 | Lihu'e, HI 96766
Ph: (808) 241-4470 | Fax: (808) 241-5113

Kristi Ishikawa, MSW, LCSW

Aging and Disability Services Specialist III
Maui County Office on Aging
95 Mahalani Street, Room 20
Wailuku, HI 96793
Phone: 808-270-7938
Fax: 808-270-7935

Telissa and her office have provided professional referrals for many of our Kauai kupuna clients, while Kristi and her office do the same for Maui county clients. The ongoing relationship we have Telissa and Kristi and their colleagues empowers us to exchange information about mutual clients that helps both parties provide the appropriate support and resources the kūpuna in their counties need.

Our Kūpuna Volunteers:

Anna Ezzy

Agriculture Research & Policy Specialist

County of Hawai'i

Department of Research and Development

Mailing Address: 25 Aupuni Street, Room 1301 Hilo, Hawai'i 96720

Telephone: (808) 961-8505

Email: anna.ezzy@hawaiiicounty.gov

Anna was one of our early delivery volunteers, supporting kūpuna from August 2020 to January 2023; she helped two kūpuna (one for two years) with grocery shopping and delivery, social phone check-ins, and emergency medication pick-ups.

Michelle Tanaka

Community Liaison

Bristol Hospice – Hawaii

55 Merchant Street, Suite 2900

Honolulu, HI 96813

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O: (808) 536-8012 | F: (808) 536-8013

bristolhospice.com

Michelle has been one of our wonderful volunteer shoppers since Nov 2022. She has helped three kūpuna, including one she's been supporting since 2023 and continues to support today. She is working for a hospice care center and shares aging related resources with our team. She also assists kūpuna and families with navigating home care and care home options.

Our Kūpuna Kupuna Clients:

Veronica Edwards

8087445220

800 Third Street H121, Pearl City, HI 96782

K is an 86 yr old woman who lives by herself and no other support. K has been with OK since December 2020 and is still connected with the same volunteer she's had since then. She has a great relationship with her V and is always happy and grateful. K often calls OK whenever she receives one of Sandy's handmade cards, and she's shared that without OK, she doesn't know what other organization would offer the kind of support we provide.

Margarita Tuzon

808-277-4183

Lani Huli Elderly Apartments, 25 Aulike Street, Room 201, Kailua, HI 96734

K is a 75-year-old woman living in an elderly apartment. She's been with OK since December 2023 and is still connected with the same volunteer she's had since then. She learned about OK through Jennifer at Hawai'i Food Bank. OK and her volunteers have been helping her connect with other resources, including furniture support, caregiver services, health professionals, and case managers, as well as encouraging her to advocate for herself.

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.

N/A. Our Kūpuna does not maintain a traditional office or program facility. The organization operates using a distributed, remote staffing model that allows us to serve kūpuna statewide while minimizing overhead and directing the majority of funds to direct services and workforce development. Staff work from home using secure digital systems for communication, training, supervision, and data management, which has proven effective over our five-plus years of operation. We maintain a small amount of office space solely for administrative purposes, including receipt of mail and secure document handling. This lean operational model reduces fixed costs, supports statewide coverage, and aligns with our mission to deliver efficient, community-based services.

VI. Personnel: Project Organization and Staffing

Proposed Staffing, Staff Qualifications, Supervision, and Training

Our Kūpuna has an established organizational structure and experienced leadership team capable of supervising, training, and administering the proposed workforce development and service expansion initiative. This grant will support a portion of existing leadership and program staff time and leverage current Care Navigators and contractors who already deliver services, supervise interns, and train team members statewide.

Project Leadership and Supervision

Executive Director (Keva DeKay) – 20% FTE (grant-supported)

The Executive Director provides overall leadership, strategic oversight, and administrative direction for the project. Keva DeKay holds a Master of Public Health and has more than 15 years of experience in community health and aging-related services. She has supervised student interns and emerging professionals for over five years and has led Our Kūpuna's organizational development and growth since 2021. For this initiative, the Executive Director will provide high-level supervision; guide program design and workforce development strategy; support partnership development; and ensure alignment with state priorities, fiscal accountability, and grant compliance.

Program Manager (Juna Sanchez) – 50% FTE (grant-supported)

The Program Manager is responsible for day-to-day project management and directly supervises Care Navigators and program operations. Juna Sanchez brings more than two years of experience managing staff, contractors, and student interns within Our Kūpuna's programs, as well as prior management experience. She oversees service delivery, staff training schedules, volunteer systems, and reporting, and will serve as a primary trainer for program-specific workforce development content.

Care Navigators and Program Staff

Care Navigators (Part-Time, Contractors)

Our Kūpuna currently engages part-time Care Navigators who conduct kūpuna intake and assessment, coordinate volunteer services, provide case management, and train student interns and newer team members. These Care Navigators will serve as trainers for the program-specific components of the workforce development curriculum, drawing on their direct service experience and established protocols. Care Navigators are supervised by the Program Manager and supported by the Executive Director.

Care Navigators are recruited from diverse backgrounds, including community health, caregiving, social services, and lived experience with kūpuna. While Hawai'i does not currently require a formal Community Health Worker license or minimum credential beyond a high school

diploma, Our Kūpuna prioritizes candidates who demonstrate cultural competency, strong communication skills, reliability, and a commitment to learning. Staff are encouraged to pursue additional training and certification when appropriate.

Trainer and Data Manager (Sarah Balmoja)

The Trainer and Data Manager supports workforce training delivery, data systems, and quality assurance. This role contributes to curriculum implementation, supports Care Navigators and interns in learning program systems, and ensures accurate tracking of services and outcomes.

Volunteer Connections Program Administrative Assistant (Contractor)

The Program Administrative Assistant supports the Program Manager with scheduling, volunteer coordination, documentation, and operational tasks, contributing to program efficiency and staff capacity.

Internship Pipeline and Workforce Development Experience

Over the past five and a half years, Our Kūpuna has hosted student interns from community colleges and universities, providing hands-on experience in community health, care navigation, volunteer coordination, and aging-in-place services. Interns receive structured onboarding, supervision, and mentorship from the Program Manager, Care Navigators, and experienced staff. Several former interns have transitioned into paid roles with the organization, including Care Navigators trained through the University of Hawai'i Kapi'olani Community College Community Health Worker Certificate program. While internships are currently unpaid, Our Kūpuna aims to pursue additional funding to support paid internship opportunities as the program grows.

Training and Onboarding

Training and onboarding are primarily delivered virtually, allowing for statewide participation across all islands. New staff and interns complete an intensive onboarding process during their first two weeks, which includes virtual shadowing of experienced team members; review of training materials, protocols, and resources housed in shared systems; and peer learning opportunities. Ongoing training is provided through internal instruction and external partners specializing in dementia care, trauma-informed practice, elder abuse prevention, and culturally grounded aging services. As the program expands, Our Kūpuna plans to incorporate in-person training opportunities when feasible.

External Expertise and Partnerships

Our Kūpuna leverages strong external relationships to enhance workforce development capacity. Board members include leaders with expertise in workforce development and healthcare systems, including the Vice President of Workforce Development for the Healthcare Association of Hawai'i and the founder of RISE HI. The organization has partnered with Positive Approach to Care and other training providers to deliver specialized instruction, and has participated in a federally funded Administration for Community Living initiative with the Kūpuna

Hawaii VA Foundation (dba OUR KUPUNA)

Collective, HIPHI, and Pear Suite to develop Kūpuna Support Navigator competencies. These partnerships position Our Kūpuna as a strong contributor to emerging statewide standards for community-based aging care roles.

Administrative and Fiscal Support

Administrative, payroll, and financial management functions are supported through centralized organizational systems. Payroll processing and accounting services are provided by contracted professionals, with oversight from the Executive Director. These systems ensure compliance with state requirements and allow program staff to focus on service delivery and workforce development.

2. **Organization Chart** - See attachment

3. **Compensation**

Executive Director \$78,000-89,000

Program Manager \$54,000-65,000

The remaining members of our Hawaii teams are very talented and dedicated independent contractors.

Our Kūpuna
(dba of Hawaii VA Foundation)
Organization Chart

Board President
Board Vice President

Executive Director

Board of Trustees

Program Director

Executive Director
Program Director

**Volunteer Connections Program
(Volunteer Matching Program)**

**Aloha Maui Program
(Kuleana Disaster Recovery Program)**

1001 Maui Street, LLC
4445 Kalia Avenue, LLC
Maui Support Group

3rd Program Manager

4th Program Manager

5th Program Manager
6th Program Manager

7th Program Manager

8th Program Manager

9th Program Manager

10th Program Manager

11th Program Manager

12th Program Manager

13th Program Manager

14th Program Manager

15th Program Manager

16th Program Manager

17th Program Manager

18th Program Manager

19th Program Manager

20th Program Manager

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.

Not applicable

2. Licensure or Accreditation

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

Not applicable

3. Private Educational Institutions

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

Not applicable

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2027 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2027, but**
- (b) Not received by the applicant thereafter.**

If GIA funding is received for fiscal year 2027 but not thereafter, Our Kūpuna will sustain the core activities supported by this grant through a diversified funding strategy and integration into ongoing operations. The Care Navigator workforce development and volunteer-supported service model builds on existing programs that Our Kūpuna has operated continuously since 2020 and is designed to scale up or down based on available resources. Sustainability strategies include continued pursuit of public and private grant funding; philanthropic and community-based support; expansion of partnerships with healthcare systems, aging service providers, and counties; and development of fee-for-service and reimbursement-ready service components as capacity allows. By embedding training, volunteer coordination, and care navigation functions into our evergreen service model, Our Kūpuna will continue serving kūpuna and advancing workforce development beyond the grant period, even if future GIA funding is not available.