

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

Aaron Kamau

Aaron Kamau (Jan 18, 2026 16:49:06 HST)

AUTHORIZED SIGNATURE

Aaron Kamau

PRINT NAME AND TITLE

01/18/2026

DATE



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

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

Vendor Name: KAMP HAWAII, INC.

DBA/Trade Name: KAMP HAWAII, INC.

Issue Date: 01/16/2026

Status: **Compliant**

Hawaii Tax#: [REDACTED]
New Hawaii Tax#: [REDACTED]
FEIN/SSN#: [REDACTED]
UI#: XXXXXX3668
DCCA FILE#: 213286

Status of Compliance for this Vendor on issue date:

| Form | Department(s) | Status |
|-------|---|-----------|
| A-6 | Hawaii Department of Taxation | Compliant |
| 8821 | Internal Revenue Service | Waived |
| COGS | Hawaii Department of Commerce & Consumer Affairs | Compliant |
| LIR27 | Hawaii Department of Labor & Industrial Relations | Compliant |

Status Legend:

| Status | Description |
|---------------|---|
| Exempt | The entity is exempt from this requirement |
| Compliant | The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance |
| Pending | A status determination has not yet been made |
| Submitted | The entity has applied for the certificate but it is awaiting approval |
| Not Compliant | The entity is not in compliance with the requirement and should contact the issuing agency for more information |

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

KAMP Hawaii

(Typed Name of Individual or Organization)

Aaron Kamau

1/18/2026

Aaron Kamau (Jan 18, 2026 16:49:06 HST)

(Signature)

(Date)

Aaron Kamau

Executive Director

(Typed Name)

(Title)

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2025.

2. Declaration Statement

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

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 grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. It directly supports the public by: improving access to essential services; facilitating community development; ensuring inclusivity and equity; and strengthening local nonprofit organizations' capacity to serve. These outcomes align with the broader goal of enhancing the well-being, quality of life, and sustainability of Hawaii's communities.

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;

Background: For two decades, the Kids At-Risk Mentoring Program (KAMP) Hawaii has served as a critical lifeline for Oahu's most vulnerable youth. Founded in 2005 by Aaron and Michele Kamau, KAMP addresses the urgent needs of at-risk, economically disadvantaged, and special needs children who often lack access to positive role models and essential life skills development. Over 20 years, KAMP has transformed the lives of more than 100,000 youth, empowering them to become confident, caring, and contributing members of our community.

Current Impact: KAMP currently serves approximately 3,674 youth annually through six comprehensive programs operating within public schools and city parks across Oahu. Each

program addresses critical needs including anti-bullying intervention, social skills development, emotional regulation, and leadership cultivation. The organization's success is measurable through participation rates, family satisfaction surveys, and observable improvements in behavior, confidence, and social interactions among participants.

Innovative Mentorship Model: Central to KAMP's effectiveness is its dual-impact mentorship approach. At-risk Youth Mentors—typically student athletes referred by coaches, teachers, and counselors—work directly with program participants under experienced senior staff supervision. This model creates a ripple effect: mentors gain valuable leadership skills and personal development while simultaneously reinforcing positive behaviors in younger participants, fostering an environment where growth and encouragement flourish at multiple levels.

Comprehensive Program Structure:

- 1. Anti-Bullying Lunchtime Program:** Targeting students in grades 3-5 and middle school, KAMP staff and trained volunteer student athletes conduct four monthly hour-long sessions at participating schools. Through engaging team sports—flag football, volleyball, kickball, and soccer—coupled with focused discussions on health, cooperation, communication, decision-making, teamwork, and leadership, students learn to navigate bullying situations and develop crucial conflict resolution skills.
- 2. Classroom Outreach Program:** Serving grades 3-12, KAMP mentors engage students four times monthly in 75-minute sessions designed to foster essential life skills. The curriculum is specifically tailored to address age-appropriate challenges, ensuring relevance and maximum impact for each developmental stage.
- 3. Special Needs Classroom Outreach Program:** This year-round initiative serves students with intellectual and physical disabilities in grades 3-12, including collaboration with Farrington High School's Community Based Instruction (CBI) and Life Skills programs. Through hands-on activities, students enhance leadership, communication, cooperation, and teamwork skills while developing job-readiness competencies. Notably, KAMP employs eight CBI students for eight weeks annually in its Summer Healthy Lifestyle Program, providing invaluable work experience and preparing them for productive futures.
- 4. Alternative Learning Center Outreach Program:** Reaching high school students who are separated from the main student body—whether on-site or at alternative locations—KAMP mentors provide three to four weekly support sessions tailored to each student's unique educational and emotional needs, ensuring no youth is left behind.
- 5. Outdoor Outreach Program:** Conducted spring through May, this experiential learning program offers students field trip opportunities with optional one- or two-night stays. Participants build community bonds and strengthen friendships through shared outdoor experiences that complement classroom learning.

- 6. Summer "Pride and Victory" Healthy Lifestyle and Enrichment Program:** Supporting youth ages 5-13 in partnership with the Department of Parks and Recreation's Summer Fun Program, this annual initiative provides five hours of daily activities that blend fun, education, and physical wellness, ensuring children remain engaged and active during summer months.

Community Impact: KAMP Hawaii's unwavering commitment to nurturing resilience and fostering community involvement among at-risk youth has created measurable, lasting change across Oahu. By equipping participants with essential tools and comprehensive support systems to overcome challenges, KAMP empowers young people to thrive individually and collectively. The result is a stronger, more engaged, and more caring community where every child has the opportunity to reach their full potential.

2. The goals and objectives related to the request;

KAMP Hawaii's FY2027 project will serve 3,674 individuals through evidence-based programs addressing the needs of at-risk, economically disadvantaged, and special needs youth across Oahu.

Program Components:

1. In-School Special Needs Instruction: Monthly community-based sessions serving 420 special needs students annually with hands-on activities and social skill-building in familiar school environments.
2. Youth Mentor Training: Training 20 youth mentors each May in mentorship techniques, communication strategies, and engagement methods, ensuring culturally relevant program delivery.
3. Summer Outreach Life Mentoring Program: June-July programming engaging 3,500 youth in structured workshops promoting emotional regulation, leadership development, and healthy lifestyle choices.
4. Youth Mentor Program Delivery: Twenty trained mentors provide peer-led guidance during summer programming, fostering trust and meaningful connections among participants.

Program Effectiveness:

Culturally Relevant Mentorship: Youth mentors from local communities ensure cultural alignment and relatability, critical for building trust and improving outcomes for at-risk youth.

Skill Development: Activities develop essential competencies in communication, leadership, and emotional regulation, reducing risky behaviors and enhancing community contribution.

Community Engagement: Programs foster belonging and connection, addressing isolation among at-risk youth while strengthening community bonds through mentor, educator, and family involvement.

Special Needs Integration: Tailored community-based instruction in familiar settings promotes comfort and confidence, enabling special needs youth to develop skills at their own pace.

Measurable Outcomes:

1. Enhanced Social and Emotional Skills: 420 special needs students will demonstrate improved social interaction and emotional regulation, measured through pre- and post-program assessments by teachers and caregivers.
2. Expanded Leadership Capacity: 20 youth mentors will complete structured training, measured through completion rates, feedback surveys, and observation of mentoring performance.
3. Life Skill Development: 3,500 youth will engage in activities promoting healthy choices, emotional resilience, and leadership, assessed through participant surveys and behavioral evaluations.
4. Youth-Led Engagement: 20 mentorship opportunities will empower trained mentors to lead activities and foster peer connections, measured through engagement metrics.

KAMP Hawaii aligns with Grant-in-Aid priorities by:

Serving Vulnerable Populations: Targeting at-risk youth, economically disadvantaged individuals, and special needs students requiring focused support to overcome systemic barriers.

Strengthening Communities: Involving youth mentors and delivering culturally relevant programming that strengthens community bonds and promotes inclusivity.

Building Future Leaders: Preparing participants through skill-building and mentorship to overcome obstacles and contribute meaningfully to their communities.

Direct Benefits

Supportive Mentorship: Relatable role models inspire growth and resilience through authentic relationships.

Essential Skills: Development of communication, leadership, and emotional regulation skills that reduce risky behaviors and foster self-sufficiency.

Enhanced Confidence: Inclusive programming empowers special needs participants to engage meaningfully in their communities through supportive environments.

Through measurable outcomes, evidence-based practices, and alignment with GIA priorities, KAMP Hawaii's FY2027 project ensures lasting benefits for its target population and a stronger, more resilient community across Oahu.

3. The public purpose and need to be served;

KAMP Hawaii addresses a critical public need by providing essential support to Oahu's most vulnerable youth -- children who face significant barriers to success due to economic disadvantage, disability, or at-risk circumstances. Without targeted intervention, these young people are at heightened risk for negative outcomes including academic failure, social isolation, and involvement in risky behaviors. KAMP's evidence-based programs serve the public interest by:

Developing Future-Ready Youth: KAMP equips vulnerable children with essential life skills, emotional resilience, and confidence necessary to overcome adversity and become productive members of society. This investment reduces future dependence on social services and criminal justice systems while building Hawaii's workforce and civic capacity.

Providing Critical Mentorship and Education: Through structured mentoring programs, KAMP delivers focused interventions in anti-bullying, social skills development, and positive decision-making. These preventive measures address root causes of youth disengagement before problems escalate, saving public resources while transforming lives.

Advancing Equity and Inclusion: KAMP ensures that economically disadvantaged and special needs youth—populations often underserved by traditional programs—receive equal access to supportive resources and opportunities. This commitment to equity strengthens Hawaii's social fabric and fulfills the state's obligation to all its children.

Strengthening Communities: By empowering youth to become caring, contributing community members, KAMP creates positive ripple effects throughout families and neighborhoods. Participants gain skills that enable them to give back, creating a sustainable cycle of community investment and engagement.

Delivering Measurable Results: KAMP's systematic tracking demonstrates concrete improvements in participant confidence, social skills, and emotional regulation. These documented outcomes validate public investment and ensure accountability to taxpayers and the communities served.

This proposal represents a strategic public investment in Hawaii's future. By intervening early with at-risk youth, KAMP prevents costly social problems while developing the skilled, resilient citizens Hawaii needs to thrive. The program's focus on underserved populations ensures that public resources reach those with the greatest need, fulfilling the state's commitment to equity and opportunity for all children.

4. Describe the target population to be served;

Oahu's low-to-moderate-income household at-risk, economically disadvantaged, and special needs' youth aged 5-18.

5. Describe the geographic coverage: Island of Oahu.

III. Service Summary and Outcomes

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

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

SCOPE OF WORK

KAMP Hawaii will deliver four integrated program components serving 3,674 at-risk, economically disadvantaged, and special needs youth across Oahu from July 1, 2026 through June 30, 2027:

1. In-School Special Needs Instruction: Monthly sessions serving 420 special needs students with individualized activities and social skills building.
2. Youth Mentor Training: Recruitment, training, and certification of 20 youth mentors in May 2027.
3. Summer Outreach Life Mentoring Program: Daily programming for 3,500 youth in July 2026 (2026 Season), and June 2027 (2027 Season) promoting emotional resilience, healthy choices, and leadership.
4. Youth Mentor Program Delivery: Deployment of 20 trained mentors to lead summer programming under staff supervision.
5. To ensure consistent program delivery across 32 geographically dispersed park sites and school campuses, KAMP Hawaii requires the purchase of a 12-passenger van.

TASKS

In-School Special Needs Instruction (August 2026 – May 2027)

- Develop individualized lesson plans (August 2026)
- Conduct 36 monthly instructional sessions (August 2026 – May 2027)
- Collect pre- and post-session assessments from teachers and caregivers
- Complete quarterly progress reviews

Youth Mentor Training (February – May 2027)

- Recruit 20 youth mentors through school and community partnerships (February – March 2027)
- Deliver two-day training workshop on mentorship techniques and program delivery (May 2027)
- Assess and certify all trained mentors (May 2027)

Summer Outreach Life Mentoring Program (April – June 2027) – Summer Program Year 2027

- Finalize curriculum and distribute materials (April - May 2027)
- Conduct kickoff event (Early June 2027)
- Deliver daily five-hour programming sessions (June 2027)
- Administer post-program surveys and evaluations

Youth Mentor Program Delivery (July 2026) – Summer Program Year 2026

- Deliver daily five-hour programming sessions (July 2026)
- Host culminating celebration (Late July 2026)
- Deploy 20 trained mentors across program sites
- Conduct weekly supervision meetings with mentors
- Complete mentor performance evaluations

Monitoring and Reporting (July 2026 – June 2027)

- Establish monitoring framework (July 2026)
- Conduct quarterly progress reviews (September 2026, December 2026, March 2027, June 2027)
- Submit final report documenting outcomes and expenditures (June 30, 2027)

RESPONSIBILITIES

Executive Director: Responsible for overall program oversight, financial management, grant compliance, partnership development, and stakeholder reporting.

Office Manager: Manages participant registration, data management, financial tracking, family communication, and logistical support.

Program Specialists (3): These key staff members divide the operational leadership of the program, covering the following distinct functional areas:

- Program Management & Supervision: Day-to-day management, staff supervision, monitoring and evaluation implementation, data analysis, and quarterly reporting.
- Curriculum & Instruction: Curriculum design, lesson plan development, delivery of monthly sessions, multi-site logistics, and student progress documentation.
- Mentor Coordination: Recruitment and screening of mentors, training coordination, mentor supervision, performance evaluation, and daily support for the Youth Mentor team.

Youth Mentors (20): Responsible for the delivery of daily programming, participant engagement, attendance at supervision meetings, and activity documentation under the supervision of the Program Specialists.

External Grant Consultant: Regulatory Compliance. An independent specialist retained to ensure GIA allowability, manage official state drawdown requests, and conduct pre-audit reviews to ensure zero findings.

External Partners:

- Oahu Public Schools: Facility access, student referrals, special education coordination, and assessment completion
- Responsibilities
- Summer program facilities, coordination with Summer Fun Program, and logistical support

All parties will maintain documentation, ensure transparent communication, adhere to timelines, and participate in quarterly reviews to ensure program quality and grant compliance.

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

Phase 1: Program Startup and Infrastructure Development

July 2026:

- Establish monitoring and evaluation framework and data collection systems
- Finalize partnerships with Oahu public schools and Department of Parks and Recreation
- Develop individualized lesson plans for In-School Special Needs Instruction in collaboration with school staff and special education professionals
- Hire and onboard program staff (Lead Instructor, Youth Mentor Coordinator, Summer Program Coordinator, Administrative Staff)
- Establish baseline data collection protocols

August 2026:

- Launch In-School Special Needs Instruction program (Month 1 of 10)
- Conduct first monthly instructional session serving 420 special needs students
- Collect pre-session assessments from teachers and caregivers
- Begin documentation of student engagement and progress

September 2026:

- Continue monthly In-School Special Needs Instruction sessions (Month 2 of 10)
- Conduct first quarterly progress review
- Assess program implementation and make initial adjustments as needed

Phase 2: Ongoing Program Delivery and Summer Preparation

October 2026 – January 2027:

- Continue monthly In-School Special Needs Instruction sessions (Months 3-6 of 10)

- Collect ongoing pre- and post-session assessments
- Conduct second quarterly progress review (December 2026)
- Begin curriculum design for Summer Outreach Life Mentoring Program

February 2027:

- Continue monthly In-School Special Needs Instruction sessions (Month 7 of 10)
- Launch recruitment campaign for 20 youth mentors through school partnerships, athletic programs, and community referrals
- Finalize Summer Outreach curriculum and activity schedules

March 2027:

- Continue monthly In-School Special Needs Instruction sessions (Month 8 of 10)
- Complete youth mentor recruitment (target: 20 mentors)
- Conduct third quarterly progress review
- Screen and select mentor candidates based on established criteria

April 2027:

- Continue monthly In-School Special Needs Instruction sessions (Month 9 of 10)
- Finalize summer program materials and distribute to all sites
- Complete participant registration for summer programming
- Prepare program sites and logistics

May 2027:

- Complete final monthly In-School Special Needs Instruction session (Month 10 of 10)
- Collect final post-session assessments for special needs program
- Deliver intensive two-day Youth Mentor Training workshop covering:
 - Mentorship fundamentals and best practices
 - Youth engagement strategies
 - Communication and facilitation techniques
 - Program delivery methods
- Conduct post-training assessments and certify all 20 trained mentors
- Assign mentors to specific program sites and roles

Phase 3: Summer Program Implementation – (Month 1 – July 2026; and Month 12 – June 2027)

July 2026:

Deliver daily five-hour programming sessions across multiple locations

- Provide structured workshops promoting emotional resilience, healthy lifestyle choices, and leadership development
- Conduct weekly supervision meetings with all 20 mentors
- Monitor daily attendance and participant engagement
- Provide ongoing support and guidance to mentors
- Administer post-program surveys to participants and families
- Complete mentor performance evaluations
- Conduct mentor recognition event

Early June 2027:

- Host kickoff event launching Summer Outreach Life Mentoring Program
- Introduce 3,500 registered youth participants to mentors and programming
- Deploy 20 trained mentors across program sites

Throughout June 2027:

- Deliver daily five-hour programming sessions across multiple locations
- Provide structured workshops promoting emotional resilience, healthy lifestyle choices, and leadership development
- Conduct weekly supervision meetings with all 20 mentors
- Monitor daily attendance and participant engagement
- Provide ongoing support and guidance to mentors
- Facilitate peer learning sessions among mentors

Late July 2027: (if funding is available)

- Host culminating celebration event showcasing participant achievements and growth
- Administer post-program surveys to participants and families
- Complete mentor performance evaluations
- Conduct mentor recognition event

Phase 4: Final Evaluation and Reporting

Final Week of June 2027 (by June 30, 2027):

- Conduct fourth and final quarterly progress review
- Compile and analyze all program data:
 - Pre- and post-assessments from 420 special needs students
 - Mentor training completion rates and readiness scores
 - Summer program attendance and satisfaction data
 - Engagement metrics for all 3,920 participants served
- Prepare comprehensive final report including:
 - Outcomes achieved against stated goals
 - Analysis of measurable results
 - Lessons learned and best practices identified
 - Program impact on participants and communities
 - Recommendations for sustainability and expansion
 - Complete financial accounting of grant expenditures
- Submit final report to State of Hawaii by June 30, 2027

Key Milestones Summary

| Milestone | Target Date | Participants |
|--|--------------------|---------------------|
| Monitoring framework established | July 2026 | N/A |
| In-School Special Needs program launch | August 2026 | 420 students |

| | | |
|--|-----------------|-------------|
| First quarterly review | September 2026 | N/A |
| Second quarterly review | December 2026 | N/A |
| Youth mentor recruitment complete | March 2027 | 20 mentors |
| Third quarterly review | March 2027 | N/A |
| Youth mentor training complete | May 2027 | 20 mentors |
| Summer program launch | Early June 2027 | 3,500 youth |
| Summer program conclusion | Late June 2027 | 3,500 youth |
| Fourth quarterly review & final report | June 30, 2027 | N/A |

Total Individuals Served: 3,920

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

KAMP Hawaii employs a comprehensive quality assurance framework ensuring program excellence, accountability, and continuous improvement through systematic monitoring, rigorous evaluation, and data-driven enhancement.

MONITORING

Monitoring Framework (July 2026): KAMP will establish specific success indicators for each program component with standardized data collection protocols:

- In-School Special Needs: Pre- and post-session assessments, attendance rates, teacher/caregiver observations
- Youth Mentor Training: Completion rates, competency assessments, readiness scores
- Summer Program: Daily attendance, engagement levels, satisfaction surveys, behavioral observations
- Mentor Performance: Relationship quality, program delivery fidelity, participant feedback

Data Collection: Digital attendance tracking, standardized assessment instruments, weekly observation checklists, participant satisfaction surveys, and mentor supervision logs ensure comprehensive monitoring.

Progress Reviews: Quarterly reviews (September 2026, December 2026, March 2027, June 2027) analyze progress toward outcomes, enrollment trends, program fidelity, budget variance, and stakeholder feedback.

Real-Time Adjustments: Monthly program team meetings enable rapid response to challenges based on monitoring data.

EVALUATION

Outcome Assessment: Pre- and post-assessments measure changes in social skills, emotional regulation, and behavioral indicators. Performance targets: 90% session completion, 85% participant satisfaction, measurable improvements in 80% of special needs students.

Program Quality Audits: Quarterly internal audits assess adherence to program standards, safety protocols, timeline compliance, financial management, and data integrity.

Risk Management: KAMP maintains a risk register with mitigation strategies, updated quarterly with proactive intervention plans.

Staff Development: Monthly training on evidence-based practices, quarterly workshops on trauma-informed care and cultural competency, and annual performance evaluations with development plans.

External Validation: School administrators, special education professionals, and Parks & Recreation staff participate in mid-term and final program reviews.

IMPROVEMENT

Data-Driven Decisions: Monthly data reviews by Program Director and Executive Leadership analyze trends in participation, engagement, and outcomes, informing immediate program adjustments.

Board Oversight: Board of Directors reviews quarterly reports, providing governance oversight and authorizing programmatic adaptations based on evaluation findings.

Stakeholder Feedback Integration: Systematic incorporation of feedback from participants, families, mentors, partner organizations, teachers, and caregivers through surveys, focus groups, and collaborative review sessions.

Continuous Improvement Cycle: Following each quarterly review, KAMP identifies performance gaps, analyzes root causes, develops targeted improvement strategies, monitors intervention effectiveness, and documents lessons learned.

Transparent Reporting: Quarterly progress reports to the State of Hawaii GIA funding agency document progress toward outcomes, challenges and mitigation strategies, budget expenditures, programmatic adjustments, and recommendations for enhancement.

By integrating monitoring, evaluation, and continuous improvement throughout program delivery, KAMP ensures accountability, maximizes impact, and demonstrates responsible stewardship of public resources while delivering measurable benefits to Oahu's vulnerable youth.

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.

KAMP Hawaii will report the following standardized measures to the State expending agency for objective assessment of program achievement:

1. PARTICIPATION MEASURES

- Total unduplicated individuals served (Target: 3,920)
- Special needs students served (Target: 420)
- Summer program youth participants (Target: 3,500)
- Youth mentors trained and certified (Target: 20)
- Program completion rate (Target: 90%)

2. PROGRAM DELIVERY MEASURES

- Session completion rate (Target: 90% - 36 of 40 planned sessions)
- Average attendance rate (Target: 85%)
- Mentor training completion rate (Target: 100%)

3. OUTCOME MEASURES

- Social-emotional skill improvement in special needs students based on pre/post assessments by teachers and caregivers (Target: 80% show measurable improvement)
- Mentor competency: Average post-training assessment score (Target: 85%)
- Life skills development in summer participants based on behavioral evaluations (Target: 75% show improvement)
- Participant and family satisfaction from post-program surveys (Target: 85%)

4. ACCOUNTABILITY MEASURES

- Quarterly progress reviews completed on schedule (Target: 4 of 4)
- Pre/post assessment completion rate (Target: 95%)
- Weekly mentor supervision meetings conducted (Target: 100%)

5. COST-EFFECTIVENESS

- Cost per participant served (total expenditure ÷ participants)

REPORTING

KAMP will provide quarterly progress reports (September 2026, December 2026, March 2027, June 2027) and a comprehensive final report (June 30, 2027) documenting all measures with supporting data including attendance records, assessment results, survey data, training completion records, and financial expenditures.

All measures will be verified through digital attendance systems, standardized assessments, validated surveys, competency evaluations, and financial management systems, providing the State with objective indicators of KAMP's effectiveness and responsible use of public funds.

IV. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total Grant |
|-----------|-----------|-----------|-----------|-------------|
| \$127,218 | \$100,218 | \$100,218 | \$100,218 | \$427,872 |

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2027. City and County of Honolulu, Grant In Aid, Bank of Hawaii Foundation, Hawaii Community Foundation, Kosasa Foundation.
4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable. N/A
5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2027 for program funding.

| | | | |
|--------------------|-----------------|------------------------------|-----------|
| State of HI GIA | 7/1/24-6/30/25 | Office of Youth Services | \$184,000 |
| C & C Honolulu GIA | 10/1/24-9/30/25 | Dept of Community Services | \$150,000 |
| State of HI GIA | 7/1/23- 6/30/24 | Office of Youth Services | \$100,000 |
| State of HI GIA | 5/1/23-4/30/24 | Office of Community Services | \$100,000 |
| C & C Honolulu GIA | 10/1/21-9/30/22 | Dept of Community Services | \$117,700 |

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2025. \$33,723

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: KAMP Hawaii

| BUDGET CATEGORIES | Total State Funds Requested (a) | Total Federal Funds Requested (b) | Total County Funds Requested (c) | Total Private/Other Funds Requested (d) |
|---|------------------------------------|--|-------------------------------------|--|
| A. PERSONNEL COST | | | | |
| 1. Salaries | \$ 274,400 | | \$ 95,700 | \$ 36,000 |
| 2. Payroll Taxes & Assessments | \$ 49,392 | | \$ 7,321 | |
| 3. Fringe Benefits | \$ 41,580 | | \$ 15,510 | |
| TOTAL PERSONNEL COST | \$ 365,372 | | \$ 118,531 | \$ 36,000 |
| B. OTHER CURRENT EXPENSES | | | | |
| 1. Airfare, Inter-Island | | | | |
| 2. Insurance | \$ 1,500 | | | \$ 4,000 |
| 3. Lease/Rental of Equipment | \$ 2,000 | | \$ 8,000 | |
| 4. Lease/Rental of Space | | | | |
| 5. Staff Training | \$ 3,000 | | \$ 1,469 | |
| 6. Program Activities and Supplies | \$ 7,000 | | \$ 10,000 | \$ 10,000 |
| 7. Telecommunication | | | | |
| 8. Utilities | | | | |
| 9. Grant Mangement | \$ 24,000 | | \$ 12,000 | |
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| TOTAL OTHER CURRENT EXPENSES | \$ 37,500 | | \$ 31,469 | \$ 14,000 |
| C. EQUIPMENT PURCHASES | | | | |
| D. MOTOR VEHICLE PURCHASES | \$ 25,000 | | | \$ 25,000 |
| E. CAPITAL | | | | |
| TOTAL (A+B+C+D+E) | \$ 427,872 | | \$ 150,000 | \$ 75,000 |
| SOURCES OF FUNDING | | Budget Prepared By: | | |
| (a) Total State Funds Requested | \$ 427,872 | Michele Kamau (808) 271-4392 | | |
| (b) Total Federal Funds Requested | | Name (Please type or print) Phone | | |
| (c) Total County Funds Requested | \$ 150,000 | <u>Aaron Kamau</u> 1/18/2026 | | |
| (d) Total Private/Other Funds Requested | \$ 75,000 | Signature of Authorized Official Date | | |
| TOTAL BUDGET | \$ 652,872 | Aaron Kamau, Executive Director Name and Title (Please type or print) | | |

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: ___KAMP Hawaii_____

| FUNDING AMOUNT REQUESTED | | | | | | |
|--------------------------|--|--------------|-----------------------|----------------------------------|--------------------------------------|--------------|
| TOTAL PROJECT COST | ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS | | STATE FUNDS REQUESTED | OTHER SOURCES OF FUNDS REQUESTED | FUNDING REQUIRED IN SUCCEEDING YEARS | |
| | FY:2024-2025 | FY:2025-2026 | FY:2026-2027 | FY:2026-2027 | FY:2027-2028 | FY:2028-2029 |
| PLANS | N/A | | | | | |
| LAND ACQUISITION | N/A | | | | | |
| DESIGN | N/A | | | | | |
| CONSTRUCTION | N/A | | | | | |
| EQUIPMENT | N/A | | | | | |
| TOTAL: | | | | | | |
| JUSTIFICATION/COMMENTS: | | | | | | |

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: KAMP Hawaii Inc.

Contracts Total: 651,700

| | CONTRACT DESCRIPTION | EFFECTIVE DATES | AGENCY | GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County) | CONTRACT VALUE |
|----|--|------------------------|------------------------------------|--|-----------------------|
| 1 | City & County of Honolulu GIA - CT-DCS-2200036 | 10/1/2021-9/30/22 | Dept of Community Services | C&C of Honolulu | \$117,700 |
| 2 | State of HI GIA - OCS-GIA-23-68 | 5/1/2023-4/30/2024 | DLIR - Office of Community Service | State of Hawaii | \$100,000 |
| 3 | State of HI GIA - DHS-24-OYS-432 | 7/1/2023- 6/30/2024 | DHS - Office of Youth Services | State of Hawaii | \$100,000 |
| 4 | City & County of Honolulu GIA - CT-DCS-2200036 | 10/1/2024-9/30/2025 | Dept of Community Services | C&C of Honolulu | \$150,000 |
| 5 | State GIA DHS-25-OYS-508 | 7/1/2024-6/30/2025 | DHS - Office of Youth Services | State of Hawaii | \$184,000 |
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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.

KAMP Hawaii brings exceptional organizational capacity and proven expertise to this project, built on 20 years of nonprofit operations and 28 years of collective program leadership experience. This deep institutional knowledge, combined with innovative staffing approaches and strong community partnerships, positions KAMP to deliver high-quality, culturally responsive programming that achieves measurable outcomes for Oahu's vulnerable youth.

Proven Youth Mentor Model: Central to KAMP's effectiveness is our distinctive youth mentor approach, which leverages peer-to-peer influence to create authentic, transformative relationships. Our youth mentors—primarily student athletes and Community Based Instruction (CBI) students referred by coaches, teachers, and counselors—undergo rigorous selection based on academic standing, demonstrated work ethic, and commitment to program demands. This model creates a dual-impact structure: mentors deliver positive programming while simultaneously developing their own leadership capabilities and professional skills.

Cultural Relevance and Authenticity: KAMP's mentors predominantly come from the same communities we serve—low-income neighborhoods, subsidized housing projects, and areas impacted by substance abuse and single-parent households. This shared cultural background and lived experience creates powerful connections that traditional mentorship models cannot replicate. Participants see themselves reflected in their mentors, fostering trust and receptivity that enhances program effectiveness. Our mentors authentically understand the daily challenges participants face, enabling them to provide guidance rooted in genuine understanding rather than theoretical knowledge.

Evidence of Impact: Eighteen years of data demonstrate that participants respond more positively to peer mentors than to traditional authority figures. This relatability translates into higher engagement, stronger behavioral outcomes, and sustained program participation. Many former mentors have completed college degrees, established careers, and become productive community members—living proof of the program's transformative potential and creating an inspiring pathway for current participants.

Staffing Stability and Sustainability: KAMP maintains exceptional staffing stability through:

- High Retention Rates: Youth mentors frequently return for multiple summers

throughout their high school careers, creating continuity and institutional knowledge

- Peer Training Model: Experienced mentors mentor incoming staff, ensuring consistent program quality and preserving best practices
- Strong Partnerships: Longstanding relationships with Department of Parks and Recreation personnel facilitate efficient recruitment and program coordination
- Professional Development: All staff receive comprehensive training in program delivery, safety protocols, and evidence-based youth development practices

Continuous Quality Improvement: KAMP's program model reflects continuous refinement based on systematic feedback from multiple stakeholder groups. Department of Parks and Recreation Site Directors provide operational insights, while participant reflection letters offer direct evidence of program impact and areas for enhancement. This feedback loop ensures programming remains responsive, relevant, and effective.

Safety and Professional Standards: All Program Coordinators, Program Specialists, and Youth Mentors receive certification in low-COPE (Challenging Outdoor Personal Experience) course facilitation, ensuring safe, professionally delivered activities. KAMP maintains adequate budgetary resources for equipment maintenance and replacement, prioritizing participant safety and program quality.

Organizational Support and Sustainability: KAMP's Board of Directors demonstrates unwavering commitment to program excellence through:

- Consistent financial support and strategic oversight
- Featured prominence of summer programming at annual fundraising events
- Complete stakeholder buy-in across governance, staff, and community partners
- Institutional commitment to exceeding minimum standards and pursuing excellence

Partnership Excellence: KAMP's successful 20-year partnership with the Department of Parks and Recreation represents a model of effective collaboration. Site Directors consistently recognize program quality, participant engagement, and organizational reliability. This partnership provides critical infrastructure, community access, and operational support that amplifies program reach and effectiveness.

Commitment to Excellence: Every individual associated with KAMP—from Board members to youth mentors—shares an unwavering commitment to delivering exceptional programming that transforms lives. This organizational culture of excellence, combined with proven methodologies and deep community roots, ensures KAMP will successfully achieve stated outcomes while providing vulnerable youth with the support, skills, and opportunities they need to thrive.

VERIFIABLE EXPERIENCE:

| | | | |
|--------------------|-----------------|------------------------------|-----------|
| State of HI GIA | 7/1/24-6/30/25 | Office of Youth Services | \$184,000 |
| C & C Honolulu GIA | 10/1/24-9/30/25 | Dept of Community Services | \$150,000 |
| State of HI GIA | 7/1/23- 6/30/24 | Office of Youth Services | \$100,000 |
| State of HI GIA | 5/1/23-4/30/24 | Office of Community Services | \$100,000 |
| C & C Honolulu GIA | 10/1/21-9/30/22 | Dept of Community Services | \$117,700 |

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.

KAMP operates with a lean administrative structure by operating from a home office, directing maximum resources toward program delivery where youth live, learn, and play -- at Oahu public schools, 32 community parks islandwide, and a North Shore campground.

12-Passenger Van: This vehicle serves as a critical logistical asset, transporting heavy program equipment and sports gear to benefit over 10,000 youth annually -- including 6,000 students during the academic year and 4,000 in summer programs. These participants, aged 5 to 18, reside in Oahu’s most underserved communities and face significant barriers such as economic instability and learning challenges.

Currently, reliance on personal staff vehicles creates operational inefficiency and wear-and-tear. The acquisition of this van will professionalize KAMP's logistics and ensure reliable access to enrichment activities for special needs and at-risk populations. To support the \$50,000 purchase price, KAMP has already secured a \$25,000 grant from the Atherton Family Foundation. We request \$25,000 in State GIA funds to leverage this private investment, with the remaining balance covered by organizational operating funds.

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.

- **Executive Director:**
 - Proven track record of over 28 years in youth mentorship and nonprofit leadership.

- Extensive experience in program development, financial oversight, grant compliance, and community partnership development.
-
- **Office Manager:**
 - Required qualifications include experience in administrative management, financial tracking, and data analysis.
 - Skilled in logistical coordination, family communication, and maintaining operational compliance.
- **Program Specialists (3):**
 - Strong communication and leadership skills with experience working with diverse and at-risk youth populations.
 - Proven ability in program coordination, staff supervision, curriculum delivery, and multi-site logistics management.
 - Qualifications include certification capability for low-COPE (Challenging Outdoor Personal Experience) course facilitation.
-
- **Youth Mentors (20):**
 - High school or college students (often student-athletes or former program participants) with strong recommendations from coaches, teachers, or counselors.
 - Must demonstrate a positive attitude, teamwork, academic good standing, and a commitment to mentoring at-risk youth.

Supervision, Training, and Administrative Direction:

- **Supervision:**
 - The Executive Director provides high-level strategic oversight.
 - Program Specialists divide operational leadership, providing direct supervision to the Youth Mentors to ensure accountability, adherence to KAMP policies, and high-quality program delivery.
- **Training:**
 - Staff Development: All senior staff undergo training on KAMP's curriculum, safety protocols, and participant engagement strategies.
 - Youth Mentor Training: Mentors participate in an intensive two-day training workshop in May, covering mentorship fundamentals, youth engagement strategies, communication techniques, and program delivery methods. This includes safety certifications and cross-training in multiple program areas.

- **Administrative Direction:**

- The Executive Director ensures alignment with organizational goals and grant requirements, while the Office Manager ensures operational efficiency through rigorous data management and financial tracking.

This staffing structure leverages experienced leadership and enthusiastic peer-to-peer mentors to maximize program impact and operational efficiency.

2. Organization Chart

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

3. Compensation

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

Executive Director – \$90,000

Office Manager – \$50,000

Program Specialist – \$40,000

VII. Other

1. Litigation

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

Not Applicable

2. Licensure or Accreditation

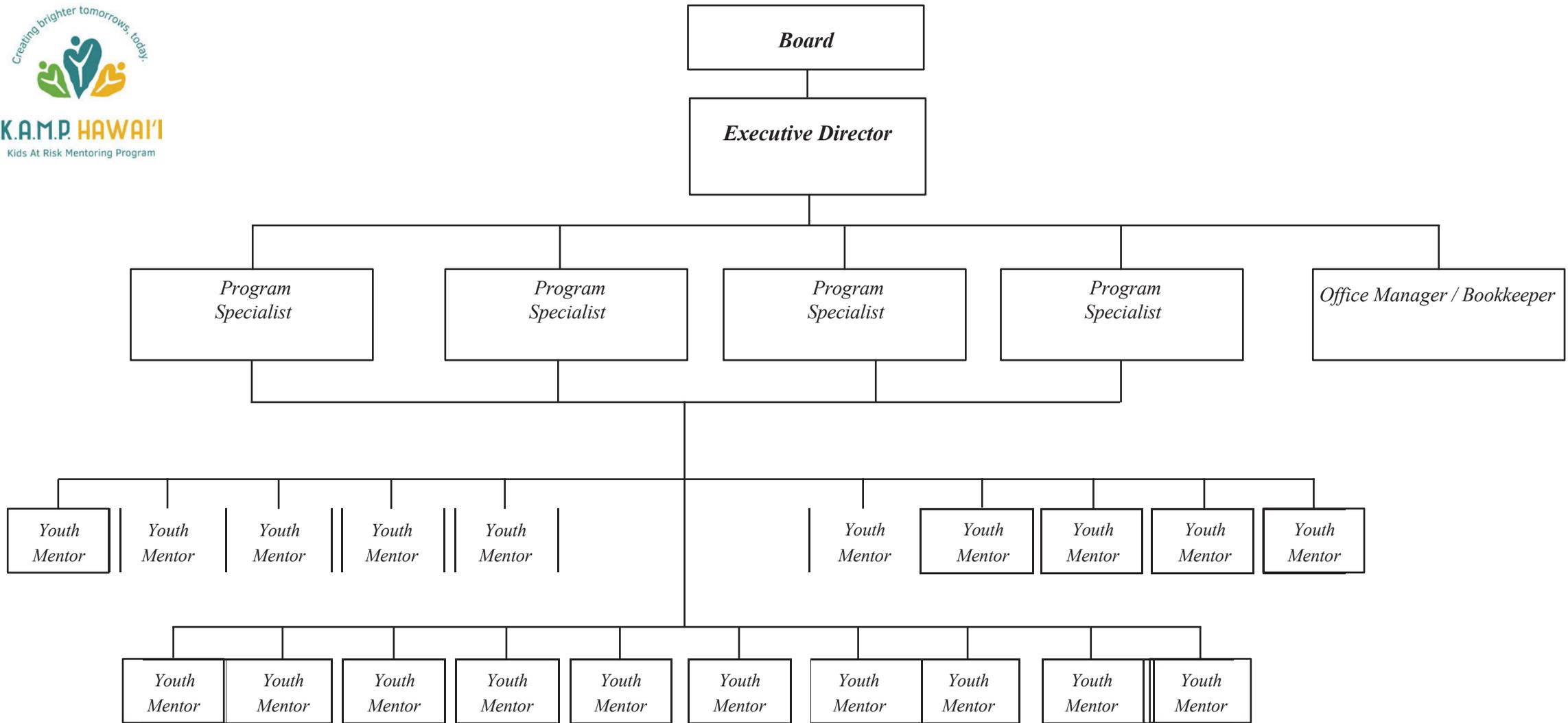
The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

Not Applicable

3. Private Educational Institutions



K.A.M.P. HAWAII
Kids At Risk Mentoring Program



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 KAMP receives FY2027 State GIA funding but not in subsequent years, we have established a comprehensive sustainability strategy ensuring program continuity through diversified revenue streams and strategic planning.

Current Financial Foundation: KAMP's 20-year history demonstrates proven sustainability through balanced funding including individual donations, foundation grants, corporate support, annual fundraising events, and partnerships. This diversified approach has enabled consistent program delivery across two decades despite economic fluctuations.

KAMP has secured \$150,000 in County funding through the City & County of Honolulu FY2025 Dept of Community Services' GIA to support program operations.

Transition Strategy: Should State GIA funding discontinue after FY2027, KAMP will implement the following plan to replace funding within 18 months:

Revenue Diversification

- Expand foundation grant applications from 3-5 to 8-10 annually targeting youth development and special needs priorities
- Increase individual donor base by 25% through enhanced stewardship and acquisition campaigns
- Develop corporate sponsorship program generating \$50,000-75,000 annually
- Enhance annual gala revenue by 15% through expanded engagement
- Pursue federal grant opportunities (AmeriCorps, Department of Education) for multi-year commitments

Operational Efficiency

- Maintain lean home office operations, directing 85% of budget to direct services
- Leverage Parks and Recreation partnerships minimizing facility costs
- Utilize high-retention mentor model reducing recruitment expenses
- Expand volunteer support for administrative functions

Strategic Partnerships

- Formalize fee-for-service agreements with school districts for special needs programming
- Expand Parks and Recreation collaboration to year-round programming with shared costs
- Partner with healthcare and social service agencies seeking evidence-based youth programs
- Develop earned income through mentor training certification for other organizations

Capacity Building Underway: KAMP has initiated sustainability preparations:

Grant Writing: Professional team developing strategic plan targeting 10-15 applications annually across local, national, and federal sources.

Board Development: Training program focused on fundraising, corporate relationships, planned giving, and financial oversight.

Donor Development: Systematic stewardship including quarterly impact reports, alumni engagement, monthly giving program, and legacy giving initiatives.

Marketing Enhancement: Website redesign, social media strategy, media outreach, and annual reports demonstrating accountability and results.

Long-Term Financial Planning

- **Endowment Development:** Initiating planned giving with goal of \$500,000 endowment within 5 years
- **Operating Reserve:** Building 6-month reserve (currently at 3 months) for financial stability
- **Revenue Distribution Goal (FY2029):** 30% individual donors, 30% foundations/corporations, 25% government grants, 15% earned income

Program Value Proposition: KAMP's sustainability is strengthened by:

- Cost-effectiveness serving 3,920 youth annually with demonstrated ROI
- Measurable outcomes showing 80% improvement rates
- 20-year track record and strong community partnerships
- Scalable model attracting funders seeking systemic impact

Commitment to Continuity: KAMP's Board has committed to maintaining core programming regardless of individual funding outcomes. State GIA funding serves as catalytic support, but our diversified approach, proven track record, and strategic planning ensure continued service to Hawaii's vulnerable youth beyond this grant period, honoring our 20-year commitment to community impact.

Kamp Hawaii _OP

Final Audit Report

2026-01-19

| | |
|-----------------|--|
| Created: | 2026-01-19 |
| By: | Marie Villa (marivia7@gmail.com) |
| Status: | Signed |
| Transaction ID: | CBJCHBCAABAAR5Q-DLbCEXfz6BvqGdYJIIG92_NrUDvd |

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-  Signer aaron@kamphawaii.org entered name at signing as Aaron Kamau
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