

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Hawaii Compliance Express Certificate (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a) Budget request by source of funds ([Link](#))
 - b) Personnel salaries and wages ([Link](#))
 - c) Equipment and motor vehicles ([Link](#))
 - d) Capital project details ([Link](#))
 - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing


AUTHORIZED SIGNATURE

Allen Murabayashi, President
PRINT NAME AND TITLE

1/20/26
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: NALUKAI FOUNDATION

Issue Date: 01/15/2026

Status: **Compliant**

Hawaii Tax#: [REDACTED]

New Hawaii Tax#:

FEIN/SSN#: [REDACTED]

UI#: No record

DCCA FILE#: 230679

Status of Compliance for this Vendor on issue date:

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

Status Legend:

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

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

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

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

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

<u>Nalukai Foundation</u>	
(Typed Name of Individual or Organization)	
	1/20/26
(Signature)	(Date)
<u>Allen Murabayashi</u>	<u>President, Board of Directors</u>
(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](#).

Nalukai Foundation shall use the grant for a public purpose pursuant to Section 42F-102, HRS. This grant will fund youth leadership development programs that address Hawai'i's need for a new generation of problem-solvers equipped to tackle generational challenges including housing affordability, food security, and economic diversification. By expanding access to entrepreneurship and civic engagement training — particularly for Native Hawaiian youth and students from rural and underserved communities — this investment develops human capital essential to Hawai'i's long-term economic resilience. Since 2016, Nalukai has served 330+ students from 57 schools across six islands, with 53% Native Hawaiian participation in the past year.

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;

Nalukai Foundation, a Waimea-based 501(c)(3), has spent a decade training culturally-grounded young leaders to tackle Hawai'i's most pressing challenges including food security, housing, and economic diversification.

Nalukai provides rigorous leadership and entrepreneurship training, prioritizing students with the least access to such opportunities. Since 2016, Nalukai has delivered 16 intensive multi-day programs serving more than 330 students from 57 schools across all six major islands with over 31,000 program hours of direct instruction. 63.5% of our students are drawn from rural communities on Hawai'i Island, Maui, Kaua'i, Moloka'i, and Lāna'i and nearly 30% attend Title I public schools.

To address digital inequality and unequal access to career development opportunities, we have invested over \$290,000 to provide laptops to students in need and have connected youth with 100+ industry experts and community leaders. Building on this foundation of high-intensity programs, Nalukai is expanding its reach through 1-day moku-specific programs to target rural and low-income students who face the greatest barriers to participation.

We teach students an entrepreneurial framework to identify problems and ideate solutions that affect their communities while grounding our programs in Native Hawaiian values. Nalukai has twice received Congressional recognition (Hirono '21, Schatz '23) for our programs. Today our alumni are applying the skills gained at Nalukai to their work in influential for-profit, non-profit and civic institutions throughout Hawai'i.

2. The goals and objectives related to the request;

Nalukai's programs consistently operate at capacity with waitlists, reflecting strong demand from Hawai'i students seeking the skills and connections needed to engage with challenges that will affect their ability to thrive as adults. Our goal is to expand access to programs that connect Hawai'i's public, private, and charter high school students with the people and issues shaping their communities, particularly in rural and neighbor island communities where access to enrichment programs is most limited. To coordinate and enable these services, we're transitioning from seasonal to full-time program management.

We seek to launch moku-specific 1-day programs at an estimated \$200 per student – an 88% reduction from our current multi-day programs (\$1,700-\$2,600) – which will allow us to serve 160+ additional students annually across 6+ communities statewide. We will pilot this program in May 2026 and expand to four additional sites by June 2027.

While Nalukai has successfully served 330+ students through volunteer board leadership, full-time staff will be needed to bring annual student reach to 250+ in 2027 while maintaining Nalukai's high standards for operational excellence and student outcomes. This grant will professionalize operations by hiring dedicated staff to manage both existing Regional Programs and new 1-day programs.

Goals:

1. Establish full-time program management capacity to enable statewide expansion;

2. Expand equitable access and student population by launching affordable 1-day moku-specific leadership programs.

Objectives:

1. We will contract a 1.0 FTE Program Director and 0.5 FTE Program Operations Lead to support program expansion, serving an additional 160+ students annually, engaging 12-16 industry experts and mentors, and formalizing 4 partnerships with schools and community organizations;
2. We will maintain $\geq 50\%$ + Native Hawaiian participation across all programs, achieve a 90%+ program completion rate, and demonstrate 90%+ positive post-program participant feedback.

Outputs:

1. 1.0 FTE Program Director and 0.5 FTE Program Operations Lead; 160+ students; 12-16 industry experts and mentors; 4 partnerships with schools and community organizations; $\geq 50\%$ + Native Hawaiian participation; 90%+ program completion rate; 90%+ positive post-program participant feedback.

3. The public purpose and need to be served;

Hawai'i's public education system formally recognizes entrepreneurship and business as essential workforce pathways. The Hawai'i State Department of Education (HIDOE) includes Entrepreneurship within its Career & Technical Education (CTE) Business Management, Finance, and Marketing pathway, signaling a statewide acknowledgement that students must develop applied business, financial, and problem-solving skills to succeed after high school. State workforce projections underscore the urgency of strengthening these pathways.

Over the next decade, nearly 168,000 young Hawai'i residents are expected to enter the workforce, while only about 120,000 living wage jobs for a single adult are projected statewide – leaving nearly one-third of new workforce entrants without viable local employment options (*University of Hawai'i Economic Research Organization, 2025*).

These conditions heighten the need for early exposure to entrepreneurial thinking, innovation, and civic problem solving, equipping youth not only to enter existing jobs but to create new economic opportunities aligned with Hawai'i's unique challenges. Although entrepreneurship coursework exists within the system, many students – especially those in rural and neighbor island communities – lack access to culturally grounded, leadership programs that connect learning to community needs and real-world practice. Nalukai addresses this gap by providing equitable, digitally inclusive, mentor-driven programs that equip youth with 21st century skills, civic awareness, and clear pathways to participate meaningfully in Hawai'i's economy.

4. Describe the target population to be served; and

Our target beneficiaries are high school students with a focus on Native Hawaiian youth and students from ALICE (asset-limited, income-constrained, employed) households who have limited access to enrichment opportunities, mentorship, and career-connected learning. Since 2020, Native Hawaiian students have comprised 43-53% of our cohorts, reaching a record 53% in 2025.

The desire to serve a demographic reflective of rural Hawai'i is intentional. The 2020 Census showed Native Hawaiians comprising 21.8% of the population, however, the group has the second lowest median income and tends to have higher unemployment rates and less education. They also suffer from worse health outcomes (both morbidity and mortality rates) compared to the general population of Hawai'i. Creating entrepreneurial pathways for rural areas and Native Hawaiians provides a route toward improved economic and health outcomes.

5. Describe the geographic coverage.

Combined, our Spring and Fall regional programs serve students from every district of Hawai'i Island. Our Spring program, typically held in Waimea, draws students from Hāmākua, North and South Kohala and North and South Kona whereas our Hilo and Kea'au-based Fall programs draw from North and South Hilo, Puna and Ka'u. Our intensive Summer boarding program is open to students from across the pae 'āina, and has served students from all 6 of the major Hawaiian islands over the past 9 years. During that time, we've held the program in various locations on both Hawai'i Island and O'ahu, and facilitated huaka'i ranging from Hale o Lono Loka I'a to Iolani Palace to Ho'oulu 'Aina – giving students a profound connection to both 'āina and history.

Initially, our new 1-day programs will reach deeper into the rural, underserved Hawai'i Island communities, exposing more of our target student audience to local challenges, leadership and career opportunities and problem-solving methodologies. At our planned May pilot in Kona we will address the challenges with building affordable housing by examining the Villages at La'i 'Opua – an affordable housing project built on DHHL lands by Kalaniana'ole Development.

With the aid of this grant, over FY2027 we will expand to O'ahu and other islands with 1-day programs serving students in the vicinity of challenge focus areas such as food processing in Central O'ahu, renewable energy storage in Waimea, and climate-focused agriculture in Kona.

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;

Per the timeline below, this grant will enable the expansion of Nalukai’s programming on Hawai’i Island and O’ahu to provide an additional 160+ students with the skills and perspectives needed for success in local entrepreneurship, stewardship and civic engagement. Through our 1-day and multiday intensive workshops focusing on problem solving, leadership and communication skills, youth will directly engage with generation-defining problems that will define their adult lives: food security, housing, energy, economic opportunity.

Our exit surveys and longitudinal tracking indicate that our programs have a significant impact in the belief our alumni have in themselves to build businesses, engage in civic life, or tackle “wicked” problems confronting Hawai’i. However, our approach thus far has been high cost, intensive programs that limit the number of students served to several dozen per year.

The Grant-in-Aid will allow Nalukai to hire a Program Director and Program Operations Lead to develop and deploy shorter 1-day experiences that will significantly broaden our reach to hundreds and eventually thousands of students who are examining issues within their moku. The approach is designed to provide maximum relevance to students who may not realize the problems and solutions that exist in their own backyards: food processing (e.g. Wahiawā Value-Added Product Development Center), renewable energy storage (e.g. Hale Kuawehi in Waimea), and climate-focused agriculture (e.g. Symbrosia in Kona). We fundamentally believe that allowing students to use their school-derived skills combined with exposure to real-world problems has the potential to engage them in salient issues in their young adulthood, provide career pathways exposure, and prevent brain drain from Hawai’i.

Nalukai is currently finalizing logistics for our pilot 1-Day Program with Kealakehe High School for May 2026 (funded by other sources). This partnership serves as the blueprint for our expansion into West Hawai’i, providing a structured pathway for high school students to engage with our entrepreneurial curriculum in a familiar, high-accessibility environment. By establishing this pilot and an associated after-action review to plan future programs, we ensure that GIA funds are immediately deployed toward the students and moku with the highest demonstrated interest.

Having a broader base of students with exposure to Nalukai will also provide a feeder mechanism for our more intense regional and Summer programs. Our approach is informed by the success of established organizations like Kupu and Center for Tomorrow’s Leaders that have lighter touch programs feeding their more intensive and in-depth leadership strands.

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

Nalukai Academy: Program Timeline (2026-2027)

Year/QTR	Activity	Month	Deliverables
2026 Pre-Grant Period	1. Part-time Program Director and Program Operations Lead contracted to plan 1-day pilot program and support existing regional programs.	1. Jan	1. Program staff contracted

Year/QTR	Activity	Month	Deliverables
	2. Spring Regional Program (staff managed)	2. Mar	2. Spring program executed (16 students served)
	3. Conduct 1-day pilot program	3. May	3. Pilot program executed (30 students served)
	4. Complete pilot evaluation and refine curriculum	4. Jun	4. ~\$21,500 organizational investment in staff costs
2026 QTR 1	1. Expand contractors from part-time to full-time capacity	1. Jul	1. Program Director (1.0 FTE), Program Operations Lead (0.5 FTE)
	2. Finalize curriculum refinements based on May 2026 pilot results	2. Jul - Sep	2. Curriculum finalized
	3. Establish partnership agreements with partner schools/organizations to support deployment of 4 additional 1-day programs	3. Jul - Sep	3. Program partnership agreements secured
	4. Develop scaled delivery systems and training materials	4. Jul - Sep	4. Program delivery and training materials developed
2026 QTR 2	1. Fall Regional Program (existing multi-day program, staff managed)	1. Oct	1. Fall program executed (16 students served)
	2. Launch Fall 1-day programs	2. Nov	2. (2) programs serving 80 students across 2 moku/school sites
	3. Implement standardized data collection systems from pilot	3. Nov	3. Data collection system implemented
2027 QTR 3	1. Spring Regional Program (existing multi-day program staff managed)	1. Mar	1. Spring program executed (16 students served)
	2. Launch Spring 1-day programs	2. Mar	2. (2) programs serving 80 students across 2 moku/school sites
	3. Conduct mid-year evaluation of scaled model	3. Mar	3. Mid-year program evaluation completed
	4. Refine operations based on Fall program feedback.	4. Mar	4. Program operation assessment completed.
2027 QTR 4	1. Conduct comprehensive annual evaluation across all moku	1. Apr	1. Annual program evaluation completed
	2. Document best practices and lessons learned for sustainability	2. Apr	2. Best practices documented
	3. Submit final outcomes report to State	3. May	3. Final report submitted by June 30, 2027; 190+ total students served, 4 moku programs established

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

Nalukai will implement the following quality assurance systems to ensure program effectiveness and continuous improvement:

Outputs	Collection Method & Quality Assurance	Personnel Responsible	Schedule	Use of Findings (Continuous Improvement)
1.0 FTE Program Director, 0.5 FTE Program Lead contracted	Executed contracts; Annual program review	Board President; Chief Financial Officer	QTR 1 2026	Ensure adequate staffing capacity; adjust roles or workload to support program quality and scale
160+ students served	Attendance logs; program completion certificates; photo and video documentation; post-program surveys	Program Director; Program Operations Lead	Pre-Grant Period through QTR 3 2027	Assess impact of students served; refine outreach strategies and partnerships with schools to meet or exceed participation targets
12-16 industry experts and mentors engaged	Expert panel rosters; photo and video documentation; participation logs; mentor feedback	Program Director; Program Operations Lead	Pre-Grant Period through QTR 3 2027	Evaluate mentor mix and expertise; review staff and mentor feedback; strengthen recruitment and retention of mentors
4 partnerships with schools and community organizations formalized	Signed MOU's; partnership agreements; stakeholder feedback	Program Director; Program Operations Lead	QTR 1 2026	Strengthen institutional relationships; Build upon existing pathways or curriculum; identify opportunities for repeat or expanded programming
≥50%+ Native Hawaiian participation	Anonymized demographic data from student applications; post-program surveys	Program Director	QTR 4 2027	Adjust recruitment and school selection strategies to maintain equity and mission alignment
90%+ program completion rate	Attendance tracking against completion criteria; program quality review	Program Director	QTR 4 2027	Identify barriers to completion; refine curriculum, scheduling, or student supports
≥90% positive post-program participant feedback	Post-program surveys; program quality review	Program Director	QTR 2 2026, QTR 3 2027	Improve learning experience and curriculum design; Incorporate participant feedback into future program iterations

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.

Nalukai will evaluate the success of this Grant-in-Aid project through the following operational and participant-focused benchmarks. These metrics are designed to demonstrate the efficiency and reach of the newly expanded 1-day programs as a vital resource for Hawai'i's youth.

Measure of Effectiveness	Target / Benchmark	Verification Method	Reporting Frequency	Goals
Student Participation <i>(Expansion of Access)</i>	Serve an additional 160+ students during the grant period	Count of unique participants verified through attendance logs and issued program completion certificates	Quarterly, updated after each program (4 programs)	1 & 2
Geographic Reach <i>(Neighbor Island Bridge)</i>	Deliver four 1-day moku programs in rural and/or neighbor island communities	Number of completed programs verified through geographic data logs, zip codes, and photo/video documentation	Quarterly, updated after each program (4 programs)	1 & 2
Native Hawaiian Representation <i>(Mission Alignment)</i>	Maintain ≥50% Native Hawaiian representation	Percentage of participants identifying as Native Hawaiian based on anonymized demographic data from student applications	Quarterly, updated after each program (4 programs)	1 & 2
Community Practitioner Engagement	Engage 12-16 local experts (avg. 3-4 per program)	Number of community practitioners participating verified through documented expert panel rosters	Quarterly, updated after each program (4 programs)	1 & 2
Institutional Sustainability - Staffing Capacity	1.0 FTE Program Director and 0.5 Program Ops Lead contracted	Executed employment contracts and payroll documentation	Annually	1
Institutional Sustainability - Partnerships	Formalize four (4) partnership agreements	Count of executed MOUs verified through signed agreements with schools and community organizations	Annually	1 & 2
Program Completion & Retention	Achieve 90%+ completion rate	Percentage of enrolled participants meeting participation requirement verified through attendance records and program completion certificates	Quarterly, updated after each program (4 programs)	1 & 2

Participant Experience & Satisfaction	Achieve 90%+ positive post-program feedback	Anonymized post-program evaluation results assessing student experience and interest in future entrepreneurial pathways	Quarterly, Updated after each program	1 & 2
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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
\$29,800*	\$21,000	\$21,000	\$21,000	\$92,800

*Q1 funding includes initial program supplies, travel for partnership development, and annual insurance, with subsequent quarters covering strictly personnel costs.

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

To fund the continuation and expansion of our programs, Nalukai is actively engaged in fundraising from various sources such as local and national foundation grants, private donations, and federal grants. In fiscal year 2027, we anticipate seeking funding from sources including Clarence T.C. Ching Foundation, Kohala Coast Community Fund, Bell Charitable Foundation, Saltchuk, James & Abigail Campbell Foundation, and more.

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

Not applicable

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.

County of Hawai'i R&D Impact Grant – Business and Industry Development Program (2025-2026): \$17,947

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

\$110,209

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.

Since 2016, Nalukai Foundation has successfully conducted 16 intensive multi-day programs and impacted over 330 Hawai'i high school students from 57 schools across 6 islands. Our programs connect youth with industry experts and leaders, as well as others in the community, to equip them with the entrepreneurial skills and tools to create innovative solutions to the local issues that will shape our islands' future. Our achievements in preparing our youth to be future stewards of Hawai'i have twice resulted in Congressional recognition (Hirono '21, Schatz '23) and enabled high-level partnerships with organizations such as Kamehameha Schools ('19-'23), the University of Hawaii at Hilo and Lili'uokalani Trust.

Our partnerships with Native Hawaiian organizations and charter schools, culturally-informed curriculum and the trust built with the Native Hawaiian community over nearly a decade of operations have positioned Nalukai to successfully serve Native Hawaiians especially in underserved rural areas. Nalukai's programs are built on a foundation of Native Hawaiian values, integrating mo'olelo and indigenous frameworks into our leadership and entrepreneurial problem-solving curriculum in a way that's relevant and engaging for the rural Hawai'i demographics we primarily serve. Last year, more than 53% of students admitted to our programs were of Native Hawaiian ancestry.

All of our current program offerings are well-established with strong reputations for excellence in student outcomes, service to underserved communities and safety:

- **Summer Academy:** Since its debut in 2016, Nalukai has successfully held 11 iterations of our signature 10-to-15 day intensive boarding program that guides students through a rigorous curriculum of problem identification and solutions ideation. It concludes with a hō'ike – where students pitch their solution to community stakeholders.
- **Spring & Fall Regional Programs:** First piloted as a semester-length program in '22, through 5 iterations these programs have evolved into annual Spring and Fall break programs providing rigorous introductions to innovative stewardship for West and East Hawai'i Island high school students, respectively.
- **Alumni Program:** Established in 2021, our Alumni Program provides ongoing mentorship, networking, and work-based learning opportunities to hundreds of college and early career Nalukai alumni through regularly held online and in-person events.

Programs conducted over the past 3 years include:

- '23 Nalukai Summer Startup Camp - Held at UH Hilo (Hawai'i Island) from July 7-16, 2023 serving 26 Hawai'i high school students and 7 alumni.
- '23 Nalukai Fall Program - Held at Kamehameha Schools Kea'au (Hawai'i Island) from Oct 9-14, 2023 serving 11 East Hawai'i Island students and 1 alum.
- '24 Nalukai Spring Program - Held at Kanu o Ka 'Āina (Hawai'i Island) from Mar 18-23, 2024 serving 14 West Hawai'i Island students and 2 alumni.
- '24 Nalukai Summer Startup Camp - Held at UH Hilo from July 5-14, 2024 serving 24 Hawai'i high school students and 6 alumni.
- '25 Nalukai Spring Program - Held at Kanu o Ka 'Āina from Mar 17-22, 2025 serving 16 West Hawai'i Island students and 4 alumni.
- '25 Nalukai Summer Program - Held at Lili'uokalani Center (O'ahu) from June 20-29, 2025, serving 28 Hawai'i high school students and 7 alumni.
- '25 Nalukai Fall Program - Held at UH Hilo - Ka Haka 'Ula o Ke'elikōlani from Oct 6-11, 2025, serving 16 East Hawai'i Island students and 4 alumni.

Current Capacity Development (2026):

Building on this track record, Nalukai has invested approximately \$21,500 in organizational funds (January-June 2026) to hire part-time contractors and pilot the 1-day program model. A pilot program serving 30 students in Kona is scheduled for May 2026. This self-funded pilot demonstrates organizational commitment to expanding access and testing program elements before full-scale deployment. The GIA funding will expand these contractors to full-time/half-time capacity, enabling deployment of 4 additional 1-day programs across multiple moku during the 2026-27 grant period.

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.

To secure venues for our student programs, Nalukai partners with Hawai'i Island charter and private schools, the University of Hawai'i, and statewide cultural organizations such as

Lili'uokalani Trust. Our most recent Spring, Summer and Fall programs were hosted by Kanu o ka 'Āina New Century Public Charter School, Lili'uokalani Center and UH Hilo Ka Haka 'Ula O Ke'elikōlani, respectively.

We intend to hold our '26 Spring program either at Kanu o ka 'Āina or Hawai'i Community College Pāalamanui depending on venue cost, availability and proximity to the West Hawai'i students we intend to serve. Our '26 Summer program will be held at either Lili'uokalani Center or at University of Hawai'i Hilo depending on availability during planned program dates and resources available on-site. For '26 Fall we hope to return to UH Hilo's College of Hawaiian Language, pending availability and negotiations with our counterparts there.

Venue negotiations typically take place 3-4 months prior to program start in the case of our Spring and Fall break programs and 6-7 months in advance for our Summer boarding program. Although our next Summer program is expected to take place in early July '26, discussions with potential partners regarding venue availability have already begun. Outreach to secure a venue for our next Spring program, scheduled for March 16-21, 2026, will begin no later than mid-December. Planning for a Fall program running Oct 5-10, 2026, will begin in mid-July '26 following the Summer program.

Although we have yet to be advised of closures or limited availability of potential program sites as a result of federal cuts, we are proactively monitoring the capacity of 'āina stewardship organizations we partner with for huaka'i. These experiential learning opportunities — from the Kohala Center's Keawewai site to Hui Ho'oleimaluō — are essential to our curriculum.

To mitigate potential disruptions, we are expanding our network of huaka'i partners to include additional sites such as Lili'uokalani Trust properties, DHHL homestead communities, and private landowners who have expressed interest in hosting student programs. Our long-standing relationships with venue partners — including Kanu o ka 'Āina, UH Hilo, and Hawai'i Community College Pāalamanui — provide stable anchors for our core programming while we cultivate these expanded partnerships.

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.

To ensure the success of our 1-day programs and allow for future scalability, we are requesting funding of a full-time Program Director and a part-time Program Operations Lead.

Program Director (1.0 FTE) — Responsible for leading design, planning, and execution of all Nalukai programs including the Spring Regional Program and new 1-day moku-specific programs. Duties include: coordinating with venue partners; conducting school outreach and student recruitment; managing admissions; designing curriculum aligned to leadership,

stewardship, and entrepreneurship outcomes; arranging huaka'i (field trips); recruiting and training facilitators and Alumni Team Leaders; overseeing student and parent communications; and administering pre/post-program assessments. The Program Director reports to the Board President and works closely with the Camp Director on curriculum delivery.

Program Operations Lead (0.5 FTE) — Supports the Program Director with logistics and operations including: venue coordination; transportation and meal arrangements; school recruitment visits; documentation of program activities (photos, video, student interviews); and co-facilitation of program sessions. This position also supports planning and execution of 1-day programs.

Qualifications: Program Director candidates should have 3+ years experience in project management, consulting, community outreach, or education, with strong ties to Hawai'i Island communities. Program Operations Lead candidates should have experience in event logistics, youth programs, or nonprofit operations. Both positions require the ability to work independently and travel to neighbor island program sites.

Our organization is led by a dedicated team of community-driven leaders:

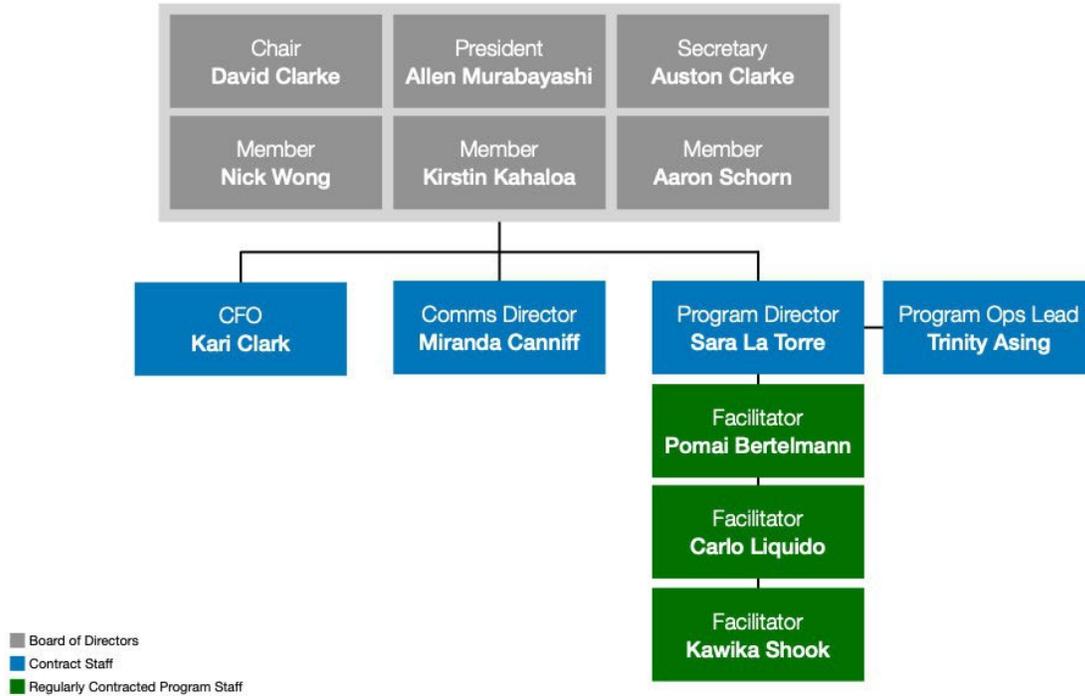
- Board Chair and Camp Director, David Clarke contributes 25+ years in education and program leadership and serves as the Head of Upper School at Parker School.
- Board President and Facilitator, Allen Murabayashi adds entrepreneurial and nonprofit governance expertise (hotjobs.com, PhotoShelter, Save the Music Foundation)
- Board Secretary and Facilitator, Auston Stewart brings Silicon Valley technology and mentorship experience (Apple, Twitch, Xpert Financial).
- Board member Kirstin Kahaloa offers extensive experience in higher education, non-profit management, and state-level leadership (State House Representative, District 6)
- Together, our core team possesses over 50 years in youth development and entrepreneurship coaching in Hawai'i.

In addition to serving our students, our programs provide opportunities for core staff to train alumni and community members in operational procedures and facilitation of Nalukai's unique curriculum, ensuring the availability of local talent to support them. Each year Nalukai contracts or otherwise engages dozens of local subject matter and industry experts, community leaders, cultural practitioners and our own alumni to serve as facilitators, team leaders and guest speakers in our programs. Notable supporting facilitators this year who we've worked with in this way include Sara La Torre in Kailua-Kona (Malipolipo, Playbook, Reef.ai, Cisco Systems), Carlo Liquido on O'ahu (Pi'ikū Co., Shopify), Jazzmin Cabanilla in Hilo (Teach for America Hawai'i) and Pomai Bertelmann in Waimea (Nā Kalei Wa'a, Kanu o Ka 'Āina).

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.

Nalukai Org Chart (2026)



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.

- CFO (part-time): \$25,000
- Communications Director (part-time): \$25,000
- Program Director (part-time): \$18,000

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

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.

We intend to use the FY2027 Grant-in-Aid funds to significantly increase the number of students we serve across Hawai'i by expanding our Program Director and Program Operations Lead from part-time to full-time capacity. We have already invested approximately \$21,500 in organizational funds (January-June 2026) to hire these positions part-time and pilot the 1-day program model, demonstrating our commitment to this expansion regardless of grant outcomes.

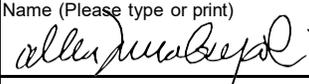
This GIA will accelerate our growth trajectory by 12-18 months, allowing us to reach 160+ additional students in FY2027 and positioning Nalukai for larger foundation and federal grants by demonstrating statewide reach and cost-efficiency. Our goal is to serve 600+ students annually within 3 years.

If GIA funding is not renewed after FY2027, Nalukai will sustain operations through diversified revenue streams we are actively developing. We have engaged a contract grant writer and plan to submit 12+ applications in 2026 to funders including the Harold K.L. Castle Foundation, James & Abigail Campbell Foundation, and national funders focused on indigenous youth and rural education such as the W.K. Kellogg Foundation. Additional revenue sources include individual donors, corporate sponsors, and other earned income opportunities like teacher training.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: NALUKAI FOUNDATION

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested
A. PERSONNEL COST				
1. Salaries	84,000			
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST	84,000			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	2,000			
2. Insurance	1,200			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies	5,600			
7. Telecommunication				
8. Utilities				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	8,800			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	92,800			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	92,800	ALLEN MURABAYASHI	(347) 922-4294	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested			1/20/26	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET	92,800	ALLEN MURABAYASHI, PRESIDENT Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: NALUKAI FOUNDATION

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

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: NALUKAI FOUNDATION

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: NALUKAI FOUNDATION

Contracts Total: 17,947

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Impact Grant – Business & Industry Dev Program	FY 2025-2026	Research & Development	Hawai'i County	17,947
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
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16					
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22					
23					
24					
25					
26					
27					
28					
29					
30		10			Application for Grants