

# **FY 2014 Grants in Aid Fund Sample Proposal**

Courtesy of Hawaii Meals on Wheels

APPENDIX F: GRANTEE'S PROPOSAL  
SOLICITATION NO. GRP-DCS-632512

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**Description:** Provide services to economically and/or socially disadvantaged populations or provide services for public benefit in the areas of the arts, culture, economic development or the environment pursuant to Section 9-205 of the Revised Charter of Honolulu.

<b>Grantee Legal Name:</b>	Hawaii Meals on Wheels, Inc.
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<b>Grant Activity Name:</b>	Hot, home-delivered meals for homebound seniors and disabled individuals
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**Briefly summarize Grant Activity outcomes and measures of success, including number and description of those served.**

Hawaii Meals on Wheels (HMOW) is dedicated to helping Oahu's elders and individuals with disabilities preserve their independence at home. We do this primarily by providing hot, nutritious meals and regular personal interaction with those we serve.

HMOW is the only delivery charity that serves all of its meals hot.

In the past 34 years, HMOW has grown in response to an increasing need for fresh, home-delivered meals and friendly visits that also serve as wellness and safety checks. We served hot meals every weekday to more than 600 homebound elderly and disabled individuals in 2012. More than 80,000 meals were served on 46 delivery routes in Leeward, Windward, Central Oahu and the entire Honolulu metropolitan and suburban area.

Meals are prepared by hospitals, care homes and commercial kitchen vendors throughout the island. This enables volunteers to pick up meals at a location in their immediate community and deliver them to their neighbors. The contracting of these institutional kitchens also enables us to meet the need for medically therapeutic food, such as low sodium, low fat, no added salt, and pureed meals.

The use of kitchen vendors also enables us to have a sustainability plan in the event of disasters, acts of God, and labor disputes. Having a diversity of meal preparing vendors allows us to quickly shift from one to the other in the event that any one vendor cannot prepare meals due to any of the above circumstances.

HMOW has a diverse delivery force of more than 400 volunteers. Many of these volunteers are active retirees. Others are students, church groups, business groups, military units, informal groups, and caring individuals. Every Monday through Friday, including holidays, these dedicated volunteers bring food and aloha to help ensure that no senior or disabled individual goes hungry or is lonely.

We, therefore, submit a grant request for \$364,095 for food costs for meals to feed people in the communities encompassed by Districts 2 - 9 (See Section 3 of following GRANTEE AND GRANT ACTIVITY INFORMATION). This request is based upon the cost per unit served for each hot meal in each of the above districts.

<b>Council District</b> (Check all districts that will benefit from the Grant Activity. Provide the amount requested per district).		
<input type="checkbox"/> District 1	<input checked="" type="checkbox"/> District 2	<input checked="" type="checkbox"/> District 3
\$	\$7,281.00	\$54,612.00
<input checked="" type="checkbox"/> District 4	<input checked="" type="checkbox"/> District 5	<input checked="" type="checkbox"/> District 6
\$69,183.00	\$112,869.00	\$54,612.00
<input checked="" type="checkbox"/> District 7	<input checked="" type="checkbox"/> District 8	<input checked="" type="checkbox"/> District 9
\$10,926.00	\$36,405.00	\$18,207.00
<b>Total Amount Requested (Minimum of \$25,000):</b>		\$364,095.00

<b>Type of Grant Activity:</b>		
<input type="checkbox"/> Arts	<input type="checkbox"/> Culture	<input type="checkbox"/> Community Development
<input type="checkbox"/> Economic Development	<input type="checkbox"/> Environment	<input checked="" type="checkbox"/> Public Service - Seniors
<input type="checkbox"/> Public Service - Children	<input type="checkbox"/> Public Service - Disabilities	<input type="checkbox"/> Public Service - Homeless
<input type="checkbox"/> Public Service – Other (describe):		

The undersigned, subject to personal liability and penalty under applicable law, certifies that he or she: (i) is authorized to sign this GRP; (ii) personally prepared or reviewed the matters found in this GRP (including any related documents/attachments); (iii) asserts all statements made in this GRP and related Grant Related Proposal (including all attachments) are true, accurate and complete; and (iv) has the requisite skills and knowledge to assert the foregoing certification.



Print Name: Claire A. Shimabukuro  
Title: Executive Director

6-26-2013

Date

## GRANTEE and GRANT ACTIVITY INFORMATION

1. Please provide a brief summary of your organization, including mission and history, year established, as well as evidence that your organization is a Charitable Non-Profit Organization as defined in the RFP:

Hawaii Meals on Wheels (HMOW) is dedicated to helping Oahu's elders and individuals with disabilities preserve their independence at home. We do this primarily by providing hot, nutritious meals and regular personal interaction with those we serve.

HMOW was founded in 1979 to provide a home-delivered meal service to frail elderly and disabled individuals who were unable to cook or shop for themselves and did not have access to help for these essential functions.

We are a private, not-for-profit 501(c)(3) organization.

Former State of Hawaii librarian, Irmgard Hormann, and the Social Ministries Committee of the Lutheran Church of Honolulu, spearheaded the formation of a committee representing different denominations and several Honolulu churches to provide a basic nutritional and human support system for their isolated, disabled, and frail elderly neighbors.

The other founding churches included Central Union Church, Church of the Crossroads, Manoa Valley Church, The Parish of St. Clement, Unitarian Church of Honolulu, First Christian Church, First Presbyterian Church, and First United Methodist Church.

The service began with two small routes in Makiki and Moiliili, six clients, six volunteers and \$25.00.

In the past 34 years, HMOW has grown in response to an increasing need for fresh, home-delivered meals and friendly visits that also serve as wellness and safety checks. Currently, we serve hot meals every weekday to more than 600 homebound elderly and disabled individuals. In 2012, more than 80,000 meals were served on 46 routes in Leeward, Windward, Central Oahu and the entire Honolulu metropolitan and suburban area.

Meals are prepared by hospitals, care homes, and commercial kitchen vendors through the island. This enables volunteers to pick up meals at a location in their immediate community and deliver them to their neighbors. The contracting of these institutional kitchens also enables us to meet the need for medically therapeutic food, such as low sodium, low fat, no added-salt and pureed meals.

HMOW has a diverse delivery force of more than 400 volunteers. Many of these volunteers are active retirees. Others are students, church groups, business groups, military units, informal groups and caring individuals. Every Monday through Friday, including holidays, these dedicated volunteers bring food and aloha to help ensure that no senior or disabled person goes hungry or is lonely.

2. Provide a brief summary description of the problem being addressed, including the population, target group size and attributes, and applicable geographic area:

Food insecurity is prevalent and increasing amongst the senior population. In 2011, according to the United States Census Bureau, 14.7% of the population in Hawaii are over 65 years old. Many of these residents lack large social support systems due to family living away, working and/or being unable to help during work hours.

This population also lacks the ability to shop and cook for themselves for reasons of lack of ambulatory ability, danger (forgetting to turn off the stove), or forgetting to eat.

By the year 2030, one billion people on the planet will be over the age of 65 and for the first time in history, the number of those who are older than 50 will be greater than those under 17 (Shock of Gray by Ted Fishman). Therefore, there will be a huge number of aging people with very few younger people to care for them.

All clients are required to be frail and home-bound and have two unmet activities of daily living and one unmet instrument activity of daily living, or have a cognitive/mental condition (i.e. dementia).

During the grant period, the following number of meals will be served in each district:

District 2: 1,618

District 3: 12,136

District 4: 15,374

District 5: 25,082

District 6: 12,136

District 7: 2,428

District 8: 8,090

District 9: 4,046

Total Meals to be served: 80,910

3. Describe the need for this Grant Activity and provide the data to justify the Grant Activity:

As the senior population grows, the need for hot, home-delivered meals, personal interaction, and safety and wellness checks also grows. This is especially significant as people are choosing to or forced to, due to lack of financial resources, not live in institutions and rather stay in their own homes.

HMOw service began in 1979 with six clients, six volunteers and \$25.00. The organization has grown steadily year after year and in 2012, served over 80,000 hot meals to the target population. Our client intake applications indicate that the need for the service is growing.

In 2012, we served meals in the following districts:

District 2: 1,992

District 3: 12,473

District 4: 15,793

District 5: 25,612

District 6: 12,202

District 7: 2,386

District 8: 8,198

District 9: 4,741

Total meals served in 2012: 83,397

In 2013, we are serving 320 hot meals per day, which will translate to over 82,000 meals this year. We have an active waitlist of 66 qualified individuals and we predict the need will only increase.

4a. Provide a brief summary description of the Grant Activity.

Every weekday, a force of 400+ caring volunteers picks up hot meals prepared by kitchen vendors at hospitals, care homes, private institutional kitchens and delivers hot meals which are 33-1/3% of the US RDA on 44 lunch routes and 2 dinner routes.

All activity is coordinated by a small staff in a rented office located in one of the organization's founding churches. Every day staff members coordinate the volunteer force, interface and place daily orders with vendor kitchens, perform client intakes, service open routes, and perform emergency triage with meal recipients in danger in their homes. The staff also recruits and trains volunteers and performs all of the necessary fundraising and administrative tasks to capitalize our mission and program.

Although every staff member also works as a substitute driver, our organization's goal is to have 90% of all meal delivery labor performed by volunteers.

4b. Explain why you chose this approach to the problem or opportunity.

Having hot meals served daily ensures that there will be a daily check up on isolated home-found individuals.

Having meals prepared by institutions, which are regulated by the Department of Health, the Center for Disease Control, and the Department of Labor, and are staffed by medical and dietary professionals, ensures that therapeutic and modified meals can be provided for those that have life-threatening illnesses, health issues or dietary allergies.

Having volunteers be the primary workforce keeps costs down and provides a community service activity for those who want to help or give back to their communities.

4c. Describe the Grant Activity scope of services and outcomes, including how these services and outcomes directly benefit the target population for the Grant.

Each meal consists of one container consisting of a hot starch, entrée and vegetable; one container consisting of a cold salad; and one container consisting of a cold fruit or healthy dessert. Drinks include milk or fruit juice. Having this meal ensures that our target population has at least one healthy well-balanced, nutritious meal and drink each day.

Having socialization at least once a day also adds to the overall wellness of isolated individuals.

Having a wellness or safety check gives home-bound individuals as well as their absent family important peace of mind, and has saved lives of those who have fallen in their homes.

4d. Clearly state timelines, measurable milestones and/or specific events tied to the Grant Activity's objectives, or other performance measures appropriate to the desired outcomes.

HMOw tracks our meal service daily and provides a monthly dashboard which includes all pertinent statistics. Our goal is to serve 300 hot home-delivered meals daily and involve volunteers to cover 90% of our delivery labor (see Program Statistics Attachment).

4e. Describe how the Grant Activity will be funded.

HMOw raises most of our money from private individuals. We receive no state government grants and we receive two streams of income from writing federal government grants, which pass through the City and County Elderly Affairs Division. Our last completed fiscal year's revenue streams are as follows:

24% Client Contributions

6% Private Individuals (formally unsolicited)

9% Individuals (solicited via direct mail appeals)

6% Corporate Donations

12% Private Foundations

13% Workplace Giving (includes Aloha United Way and Combined Federal Campaign)

10% Federal Grants

8% Annual Gala Special Event Fundraiser

1% Churches

1% Interest on investments

10% Other (includes staff giving, Board of Directors giving, online giving, corporate matching donations, professional organizations, volunteer giving, special events, and community co-ventures)

As economic times are uncertain, a Grant-In-Aid grant would allow us to meet our target goals. We do not charge our clients as we are not a fee-for service organization. We do, however, ask our clients for a contribution of whatever they can afford.

4f. If the Grant involves a partnership, provide a description of each partner's role.

Our most important partners are our volunteers. They consists of caring individuals, military groups, businesses, institutional groups, church groups, and informal groups of friends. Volunteers are required to pass criminal background checks and provide TB clearances and proof of automobile insurance. Those who are unable to volunteer such as school children, partner by making cards and small gifts for the home-bound meal recipients.

As we collaborate with community based organizations across all generations, we contacted the Waianae High School Searider Productions to produce our only public relations movie/DVD (see enclosed DVD).

We purchase meals from our kitchen vendor partners: Castle Medical Center, Pali Momi Hospital, Kuakini Medical center, Straub Clinic and Hospital, Lunalilo Home, Kahala Nui Senior Living Center, Oahu Care Facility, Pearl City Nursing Home, A Catered Experience, and Opulicious Restaurant. These vendors are required to meet our nutritional guidelines and

provide a cycle of varied meals with a three to five week cycle. Meals must be available before the lunch period and must meet the food safety rule which requires them to be above 140 degrees F for hot food and below 40 degrees F for perishable cold food. Our staff faxes or emails meal orders daily to these kitchen vendor partners and we pay them on a monthly basis for each meal ordered.

HMOW has a small group of fundraising partners. These include The Willows Restaurant, which closes and rents out its facility and food service to us once a year to provide a venue for our annual Gala-Special Event Fundraiser.

We are a partner agency with Aloha United Way and have served as members of their speaker's bureau each campaign period.

Churches comprise another important partner group. Our permanent landlord is the Manoa Valley Church, which is one of the organization's founding churches. This church, The Parish of St. Clement, Lutheran Church of Honolulu, Central Union Church, Church of the Crossroads, Unitarian Church of Honolulu, First Christian Church, First Presbyterian Church and First United Methodist Church are all founding churches which have provided volunteers to deliver meals. Other churches which have provided volunteers or other resources include Waiiokeola Church, Community Church of Honolulu, Japanese Seventh Day Adventist, Nuuanu Congregational Church, St. John and others.

5. Describe with substantiating data your organization's experience (including past performance of activities similar or related to the Grant Activity) and qualifications to implement this Grant Activity, including: (i) strengths and weaknesses in relation to the Grant Activity; and (ii) capacity and resources to achieve the stated outcomes (e.g. plan, leadership, staff size and abilities, facilities, community relationships):

i) Strengths

-HMOW has implemented this Grant Activity since 1979. The business model, using paid kitchen vendors and delivery volunteer labor has been in existence since the beginning of the organization.

-This business model is sustainable through growth: We started with two routes, six clients, six volunteers and \$25.00. The number of units served has increased steadily over the last 34 years. In 2012, more than 80,000 hot meals on 46 delivery routes were served by over 400 volunteers.

-In the last five years, we have increased the use of technology to ensure that our operating systems are efficient as we experience and are prepared for immense growth.

-By subcontracting meal preparation, our small staff is able to focus on logistics and social work.

-Subcontracting meal preparation to institutions ensures that modified therapeutic meals are available for those who have medical or dietary requirements.

-Delivering every meal hot ensures that volunteers visit clients every weekday and this serves as a safety check.

-HMOW has always been domiciled either rent free or at a nominal rent by one of our founding

church partners. Our office was originally located at the Lutheran Church of Honolulu and, shortly thereafter, has been located in the Manoa Valley Church with an evergreen lease agreement. The nominal rent allows us to focus nearly all of our resources on the implementation of the grant activity.

-Our reliance on volunteers to deliver 90% of our route activity allows us to provide a meaningful volunteer avocation for younger retirees, businesses, students, and other community-minded citizens. Volunteers also come from founding and other churches.

-This business model also ensures that everyone receives his/her meal exactly at lunchtime or dinnertime.

-Having ten kitchens in various geographic locations throughout Oahu also allows volunteers to stay conveniently in their community and deliver the hot meals in a timely fashion to ensure food safety.

-Having multiple kitchens allows us to not have to rely on one kitchen in the event of a missed meal or larger challenges (acts of God, labor disputes, construction, e.g.).

-We often say we do alot with not much. As we are spared from running the entire gamut of keeping and running a central kitchen, our small staff handles all program activity, bookkeeping, administration, human resources, and all fundraising. Our entire staff is also trained to deliver, triage in emergency situations, and perform client intakes.

-HMOW involves the entire community in voluntary efforts. School children and working people who are unable to deliver lunch or dinner, participate by creating greeting cards and small hand-made crafts to lift the spirits of our isolated clients.

#### (ii) Weaknesses

-We have an active waitlist of 66 qualified individuals.

-In order to mitigate our waitlist by opening new routes, we need to recruit five to ten people to volunteer on each different weekday in the same geographic area. This necessitates a practice of constant recruitment. We have a volunteer orientation training session every month and the attending number varies from 3 people to over 20 people. We further screen and train volunteers on an actual driving route. Although this is a challenge, to serve at-risk, frail clients, one needs to "kiss a lot of frogs to find a prince."

Recruiting staff is also a challenge as our employees need to possess a uniquely diverse skill set. Some necessary characteristics include the need to be able to have empathy and patience with elderly and disabled individuals, many of whom suffer from dementia, impaired hearing, frustration and anger due to loneliness and lack of mobility. Others include impeccable customer service skills when dealing on a daily basis with 40 to 80 volunteers who need to feel cherished and welcomed and the ability to multi-task during emergency situations with fallen or injured clients or those who may not be home. Staff also needs to be able to drive safely and map out route directions. Employees also need to possess social work values including understanding professional distance while still being emphathetic. Since we are a small staff, all of us participate in fundraising and event planning.

(iii) Capacity and Resources

1. Plan

HMOW plans to grow 3% each year, which is consistent with the growth of the aging community. We have thus far been able to achieve this plan.

2. Leadership

HMOW has a non-compensated Board of Directors.

HMOW has a strong and capable staff management team in the areas of program, volunteers, administration, and fundraising.

3. Staff Size and Ability

HMOW has six full-time staff members and seven casual/part-time staff members.

Staff skills include expertise in business management, non-profit executive management, development and fundraising, public relations, accounting, social work, nutrition, human resources and personnel management, logistics and route management, education, strategic and performance planning, contract negotiations, public speaking and writing. (See attached chart for specific staff qualifications)

4. Facilities

As in above, subcontracting kitchen vendors and spending nominal rent in long-term landlord-tenant partnerships, enhances growth and sustainability in grant activity.

5. Community Relationships

See above response in 4f-Partnerships. Additionally, we have donor partners ranging from businesses to professional organizations to student groups to civic organizations to churches to unions to individuals.

Our executive director is a Weinberg Fellow, a guest columnist for the National Foundation to End Senior Hunger (see attached article) and has been a spokesperson for local and international media on senior and sequestration issues.

6. Describe your organization's plan to sustain the activities after the requested funds are exhausted.

Our organization sustains our activities by:

-Placing all surplus funds in safe, liquid CDs as reserves in order to access them if there is a need.

-Our fundraising model is to diversify our income streams and develop each income stream to its fullest in order to not have to rely on one particular income stream.

-HMOW publishes and sends two evenly spaced direct mail appeals per year and two evenly spaced newsletter appeals per year in order to provide income every quarter.

-We try to partner in community co-ventures with private sector businesses and professional organizations to raise awareness and funds for our cause.

-Volunteer recruitment is on-going.

-Seeking kitchen vendors is on-going.

-Our business model, which relies on subcontracted food preparation and volunteer labor, sets the framework for sustaining our core business, which is our grant activity and allows us to focus on delivering meals, interfacing with meal recipients, helping in emergency situations, raising money, recruiting volunteers, and raising awareness to ensure that all clients who are eligible receive the service we deliver.