

House District \_\_\_\_\_

Senate District \_\_\_\_\_

THE TWENTY-SIXTH LEGISLATURE  
HAWAII STATE LEGISLATURE  
APPLICATION FOR GRANTS & SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No: 59-C

For Legislature's Use Only

Type of Grant or Subsidy Request:

Rec'd JAN 28 2011

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:  
Ke Ola Mamo  
(Db: Ke Ola Mamo)

Street Address:  
1505 Dillingham Boulevard, Room 205  
Honolulu, Hawaii 96817

Mailing Address:  
1505 Dillingham Boulevard, Room 205  
Honolulu, Hawaii 96817

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name LOUISE FUNAI

Title Resource Developer

Phone # 808-226-9773

Fax # 808-848-8001

e-mail lfunai@keolamamo.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
- FOR PROFIT CORPORATION
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

KE OLA MAMO, A NATIVE HAWAIIAN HEALTH CARE SYSTEM ON O'AHU IS PLANNING TO BUILD A PRIMARY HEALTH CLINIC FOR NATIVE HAWAIIANS. THIS CLINIC WILL BE LOCATED IN DEPARTMENT OF HAWAIIAN HOME LANDS' KAPOLEI HOMESTEAD, AND WILL OFFER A COMPREHENSIVE INTEGRATED PRACTICE HOUSING MEDICAL, DENTAL, BEHAVIORAL, NUTRITIONAL, AND TRADITIONAL MEDICINE FOR UNINSURED AND UNDERINSURED NATIVE HAWAIIANS WITH HIGH HEALTH RISK FACTORS. THE TWO-STORY CLINIC WILL BE APPROXIMATELY 13,860 SQUARE FOOT ON A 11,550 SQUARE FOOT PROPERTY TO BE LEASED FROM THE DHHL FOR 65 YEARS WITH THE FIRST FIVE YEARS RENT FREE, AND THEREAFTER RENTAL FEES OF \$23,100 ANNUALLY.

4. FEDERAL TAX ID #: \_\_\_\_\_

5. STATE TAX ID #: \_\_\_\_\_

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2011-2012: \$ 1,500,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ 0

FEDERAL \$ 0

COUNTY \$ 0

PRIVATE/OTHER \$ 0

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[Redacted Signature]

AUTHORIZED SIGNATURE

JOELENE K. LONO, EXECUTIVE DIRECTOR  
NAME & TITLE

1/27/2011  
DATE SIGNED

## Application for Grants and Subsidies

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

### I. 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. Include the following:

#### 1. A brief description of the applicant's background

Ke Ola Mamo is a 501(c)3 nonprofit organization incorporated on O‘ahu in 1992 with a mission to empower, educate and promote the health and well-being of the Native Hawaiian community through a system of culturally appropriate services on O‘ahu. The genesis of Ke Ola Mamo was the Native Hawaiian Health Care Act passed by Congress in 1988 and reauthorized under the Native Hawaiian Health Care Improvement Act of 1992. The Act is the result of the federal government’s recognition and effort to addressing some the Native Hawaiian’s distinct and extremely troubling health disparities. Ke Ola Mamo provides services at various locations: Urban Honolulu (Hawai‘i Kai to Wahiawa), Wai‘anae, Ko‘olaupoko (Waimanalo to Kualoa ), Ko‘olauloa (Ka‘awa‘a to North Shore), and a primary health clinic at the Kuakini Medical Plaza.

Native Hawaiians were generally a healthy people before contact with foreign civilizations. They had successfully adapted over 1,500 years to an island ecosystem and had a coherent social order and cosmology. The Native Hawaiians also possessed strong holistic spiritual values which were the foundations for sound health practices. After the Western “discovery” of the Hawaiian Islands in 1778, the ensuing colonization and Westernization of the islands resulted in the loss of cultural identity and practices, the introduction of Western cultural and behavioral practices and, most alarmingly, the devastating decline of their health and well-being. Today Native Hawaiians have the shortest life expectancy in the state, the highest infant mortality and highest mortality for heart disease, cancer, stroke, accidents and diabetes when compared with other ethnic groups in Hawai‘i. The five leading causes of death for Native Hawaiians mirror national and local mortality but occur with greater frequency because of late diagnosis and barriers to health care.

Ke Ola Mamo’s program services include intervention, advocacy, outreach, education and early detection screenings delivered through various venues: on an individual basis, in small group sessions, and in large community settings (e.g. health fairs, celebrations, etc.). In 2009, Ke Ola Mamo recorded a total patient count of 3,476, a total of 17,938

encounters, and provided 10,835 classes with 55,381 contacts through its services and programs:

1. Support services - nonclinical: transportation, outreach, and enrollment assistance with medical coverage
2. Nutrition and diet services - nutritional counseling for clients with diabetes, traditional Native Hawaiian diet education, cooking services, and weight management nutritional services
3. Critical health services - weight training, hula, and yoga
4. Disease control and prevention - diabetes, high blood pressure, and otitis media (middle ear inflammation)
5. Maternal and child health - prenatal care, immunizations and health coverage
6. Disease prevention - immunizations, cancer screenings, tobacco cessation, and materials and supplies
7. Traditional healing - *lomilomi* (Hawaiian massage) and *la'au lapa'au* (traditional herbal medicine)

## **2. The goals and objectives related to the request**

Ke Ola Mamo's priority is to locate its clinics near or in Native Hawaiian homestead communities so that health care is more easily accessible and health program can be integrated into community life. This new clinic will be the first located on a homestead and the first offering a comprehensive full-time integrated-practice housing medical, dental, behavioral, nutritional, and traditional medicine under one roof. (The Kuakini Clinic is located on Kuakini Street and services Native Hawaiian individuals from all parts of O'ahu.) Although the clinic will be open to everyone, it will target uninsured and underinsured Native Hawaiians with high risk factors. As a result of this new clinic, Ke Ola Mamo's planned goals and objectives are to have an increase of patients seeking treatment earlier, an increase patient compliance and self-management, closer monitoring of chronic conditions, more frequent screening, enhanced prevention services, and a more holistic integration of traditional medicine.

The planned health clinic in Kapolei will focus on reaching Native Hawaiians on the Wai'anae Coast and in West O'ahu with services to address the health problems they are highly vulnerable to, including a primary health clinic with integrated traditional healing practices. In 2008, the Department of Hawaiian Home Lands accepted Ke Ola Mamo's proposal for consideration as a health care provider to Native Hawaiians in a clinic to be located in the Kapolei Homestead. Consequently, Ke Ola Mamo was awarded a 65 year license agreement for a property of 11,550 square feet with the first five (5) years rent free and thereafter rental fees of \$23,100 annually.

## **3. State the public purpose and need to be served**

The Native Hawaiian population experiences barriers to accessing health care services that significantly impact its overall health status. Some Native Hawaiians report a lack of trust in the Western system of care. Many Native Hawaiians have cultural beliefs

regarding their health that differ from the standards of Western medicine. Geographic isolation from health services is also a serious barrier for many Native Hawaiians in Hawai'i.

As a result of these and other barriers, Native Hawaiians suffer disproportionately from many chronic diseases, which underlie premature disability and high morbidity and mortality rates. When compared to other population groups, Native Hawaiians have significantly higher rates of diabetes mellitus, health disease, obesity, stroke, asthma, hypertension, dental caries, and cancer.

Native Hawaiians are a people at risk, falling below almost any measure of social, economic or physical well-being when compared with other ethnic groups in the State of Hawai'i. Native Hawaiians suffer disproportionately from health disparities and early mortality due to preventable "lifestyle" diseases such as cardiovascular disease, diabetes and obesity. In a recent report published by the Native Hawaiian Epidemiology Center, Native Hawaiians on O'ahu are a young group of people with 27.7% of adults between the ages of 24-44.

In addition, the report indicated that when compared to whites, Native Hawaiians are over represented in tobacco use (19% compared to 12% whites), high blood pressure (32% compared to 24% whites), obesity (38% compared to 18% whites), and diabetes (14% compared to 5% whites). With respect to heart disease, 7.6% of Native Hawaiians on O'ahu report having a heart attack compared to 3.1% whites.

Furthermore Native Hawaiians have the poorest health outcomes, often seeking medical services late resulting in poor medical outcomes. Access to care among Native Hawaiian women on O'ahu indicated that they were less likely to be seen by a health care provider in the last year, less likely to have insurance coverage, and more likely to have emergency room visits. Native Hawaiian men found that integrating cultural strength and preferences into health-seeking approaches could motivate Hawaiian men to navigate the health care system and over time improve their health status. Some of the statistics are listed below:

- a. The cancer mortality rate of Native Hawaiians of 218.3 per 100,000 is 50 percent higher than the rate for the total population of the State of 145.4 per 100,000 residents; Native Hawaiian males have the highest cancer mortality rates in the State for cancers of the lung, colon, and rectum, and for all cancers combined; Native Hawaiian females have the highest mortality rates in the State for cancers of the lung, breast, colon, rectum, pancreas, stomach, ovary, liver, cervix, kidney, and uterus, and for all cancers combined.
- b. In 2004, Native Hawaiians had the highest mortality rate as a result of diabetes mellitus (28.9 per 100,000 residents) in the State, which is 199 percent higher than the rate for all racial groups in the State (13.2 per 100,000 residents).
- c. With respect to asthma and lower respiratory disease, in 2004, mortality rates for Native Hawaiians (31.6 per 100,000 residents) from chronic lower respiratory disease

were 52 percent higher than rates for the total population of the State (20.8 per 100,000 residents).

- d. In 2004, the mortality rate for Native Hawaiians as a result of heart disease (305.5 per 100,000 residents) was 86 percent higher than the rate for the total population of the State (164.3 per 100,000 residents).
- e. The mortality rate from cerebrovascular diseases for Native Hawaiians (75.6 percent) was 65 percent higher than the rate for the total population of the State (46 percent).
- f. With respect to other circulatory diseases (including high blood pressure and atherosclerosis), in 2004, the mortality rate for Native Hawaiians of 20.6 per 100,000 residents was 46 percent higher than the rate for the total population of the State of 14.1 per 100,000 residents.
- g. In 1998, Native Hawaiians comprised 20 percent of all deaths resulting from infectious diseases in the State for all ages.
- h. The incidence of acquired immune deficiency syndrome for Native Hawaiians is at least twice as high as per 100,000 residents (10.5 percent) than the incidence for any other non-Caucasian group in the State.
- i. The mortality rate for Native Hawaiians as a result of injuries (32 per 100,000 residents) is 16 percent higher than the rate for the total population of the State (27.5 per 100,000 residents).
- j. Native Hawaiian children experience significantly higher rates of dental caries and unmet treatment needs as compared to other children in the continental United States and other ethnic groups in the State.
- k. Native Hawaiians have the lowest life expectancy of all population groups in the State.

The Native Hawaiian Health Care Improvement Act of 1992 recognized that despite its commitment to a policy of reconciliation with the Native Hawaiian people for past grievances, the unmet health needs of the Native Hawaiian people remain severe. Also, that the health status of the Native Hawaiian people continues to be far below that of the general population of the United States.

The Native Hawaiian Health Care Improvement Act outlined the services that Ke Ola Mamo as one of five Native Hawaiian Health Care Systems will provide: outreach services to inform Native Hawaiians of the availability of health services; education in health promotion and disease prevention of the Native Hawaiian population, by wherever possible, Native Hawaiian health care practitioners, community outreach workers, counselors, and cultural educators; services of physicians, physicians' assistants, nurse

practitioners or other health professionals; immunizations; prevention and control of diabetes, high blood pressure, and otitis media; pregnancy and infant care; improvement of nutrition.

#### **4. Describe the target population to be served**

Native Hawaiians are the target population and are a distinct and unique indigenous people with a historical continuity to the original inhabitants of the Hawaiian archipelago within the Pacific Ocean and have a distinct society that was first organized almost 2,000 years ago. The health and well-being of Native Hawaiians are intrinsically tied to the deep feelings and attachment of Native Hawaiians to their lands and seas. The long-range economic and social changes in Hawai'i over the 19<sup>th</sup> and 20<sup>th</sup> centuries have been devastating to the health and well-being of Native Hawaiians.

The United States Census of 2000 reported that the Native Hawaiian population was at 153,117, or 17.5% of the total 876,156 individuals on the island of O'ahu. The distribution of Native Hawaiians on O'ahu is as listed below:

<b>Area</b>	<b>NH Population</b>	<b>% of NH on O'ahu</b>
Urban Honolulu (Hawai'i Kai to Wahiawa)	89,417	58.4%
Wai'anae	23,543	15.4%
Ko'olaupoko (Ka'a'awa to North Shore)	14,401	9.4%
Ko'olaupoko (Waimanalo to Kualoa)	25,761	16.8%

#### **5. Describe the geographic coverage**

The planned health clinic in Kapolei will focus on reaching Native Hawaiians on the Wai'anae Coast and West O'ahu with services to address the health problems they are highly vulnerable to, including a primary health clinic with integrated traditional healing practices. It is expected that clients will travel from all parts of the islands to receive the services that are culturally sensitive and appropriate to the Native Hawaiian culture and values. The targeted clients will be from West O'ahu, Leeward O'ahu, Wai'anae Coast, and Central O'ahu, ranging from Wai'anae, Ewa Beach, Waipahu, Waipio, Wahiawa, and North Shore. The total population from these census tracts is 76,547.

Tripler, Moanalua, Salt Lake, Airport, Halawa Heights, Aiea	8,379
Pearl City, Pacific Palisades	8,344
Waipio, Ewa, Barbers Point	5,961
Makakilo, Kapolei, Ko Olina	6,667
Waipahu, Village Park, Waipio	7,354
Mililani	6,078
Waiawa, Waipio, Waikele, Wheeler, Wahiawa	7,472
Nanakuli, Maili, Wai'anae, Makaha	23,543
Mokuleia, Waialua, Haleiwa, Kawaihoa	2,749

**TOTAL**

76,547

**II. 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.

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

This project involves three major components: fundraising, construction, and onset of service delivery. The first two will overlap with fundraising outcomes driving the construction phase. The third part is a natural progression with the completion of the construction.

Fundraising is an agency wide project to raise \$8 millions needed to finance the construction and implementation of the services. Ke Ola Mamo had hired an experienced Resource Developer who had built the fundraising plan, coordinated and managed the leadership, and currently recruiting business and community leaders to lead the campaign. This cadre of leaders will become the Capital Campaign Committee charged with reaching into their network of known decision makers with foundations, businesses, corporations, governments, and individuals responsible for determining the distribution of charitable funds. This orchestrated and mapped out phase will commence in Spring 2011 and expected to be completed by January 2012. The final outcome will be sufficient funds raised to finance the entire capital campaign of the Kapolei Health Clinic.

The construction is the Kapolei Health Clinic has commenced with initial planning and meeting with PQ Architects who will be responsible for the design, construction, and completion of the building in Kapolei.

The moving in date into the new Kapolei Health Clinic will mark the completion of this capital campaign. The staff for the new health clinic will recruited and poised to begin the much needed work of partnering with Native Hawaiians to improve their dismal health status.

**2. The applicant shall provide a projected annual timeline for accomplishing the results or outcomes of the service**

August 2010	Pre-Construction planning
	Pre-fundraising planning
January 2011	Fundraising
September 2012	Marketing and publicity of Kapolei Health Clinic
November 2012	Hiring and assignment of staff
January 2012	Construction

January 2013	Moving date
March 2013	Delivery of services

**3. The applicant shall describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results**

The capital campaign will involve Ke Ola Mamo's leadership, personnel, contractors, and volunteers in the monitoring, evaluation, and quality improvement in the construction of the health clinic. Ke Ola Mamo's Board of Directors has governance, fiduciary, and corporate compliance responsibilities of the organization as well as over the capital campaign. The board meets monthly and reviews all reports submitted on the progress of the project and makes final decisions, recommendations and directors for the Executive Director. The Executive Director oversees the day-to-day operation of key personnel involved in the project: Fiscal Officer and Resource Developer; and has oversight of contractor PQ Architects. PQ Architects will subcontract the Project Manager whose responsibilities will be implementing the construction plan toward the final construction completion. Together, these participants will comprise the Kapolei Building Committee: Executive Director, Fiscal Officer, Resource Developer, PQ Architects, and Project Manager.

**4. The applicant shall 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.**

The measures of effectiveness of who this grant funds are utilized include the following:

- Accounting: record keeping of receivables and payables, reconciliation of accounting reports
- Contracts: adherence to contractual agreements through compliances and deliverables
- Funding requirements: adherence to funds contractual agreements through compliance and deliverables

### III. Financial

#### Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**

See attached budget (2011POS-GIAPage4)



**2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2011-2012.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$375,000	\$375,000	\$375,000	\$375,000	\$1,500,000

**3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2011-2012.**

- Community Development Block Grant
- United States Department of Agriculture
- Office of Hawaiian Affairs
- New Market Tax Credit
- Harry & Jeannette Weinberg Foundation
- Hawai'i Foundations
- Mainland Foundations
- Businesses
- Individuals
- Leadership

**IV. Experience and Capability**

**A. 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.**

Ke Ola Mamo has been in business since 1992 and delivery services to the Native Hawaiian community on O‘ahu: education, support services, nutrition and diet services, critical health services, disease control and prevention, maternal and child health, and traditional. It’s primary health services are provided at a clinic located at the Kuakini Medical Plaza and serves as the impetus for expansion into the Kapolei community. The current primary health care clinic serves clients from all parts of O‘ahu and is a highly valued program for its clinical excellence as well as medical staff who treat clients with culturally appropriate and sensitive sensibilities. The clinic’s staff includes a medical physician, two medical assistants, and a psychiatrist.

**B. 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. Also describe how the facilities meet ADA requirements, as applicable.**

This project is for the construction of a facility to house the Kapolei Health Clinic to serve Native Hawaiians in West O‘ahu and on Wai‘anae Coast. A license agreement with the Department of Hawaiian Home Lands has been secured for 65 years for a property of 11,550 square feet with the first five (5) years rent free and thereafter rental fees of \$23,100 annually.

Ke Ola Mamo is now embarking on a major fundraising drive to secure funds needed for the construction of the facility. The Board of Directors had selected PQ Architects, Inc. to design the facility and coordinate with the contractors during the construction phase. Ke Ola Mamo has been and will continue to have all facilities (offices and health clinics) fully ADA accessible. The accommodations include, but not limited to:

- Parking and Passenger Loading Zones
- Site Accessible Routes and Elements
- Entrances
- Building Accessible Route
- Rooms and Spaces (Including Assembly Areas and Dressing and Fitting Rooms)
- Toilet Rooms and Bathrooms
- Special Features - Signage, Alarms, and Detectable Warnings
- Drinking Fountains
- Telephones
- Ramps
- Stairs
- Platform Lifts
- Entrances and Exits (Areas of Rescue Assistance)
- Doors and Gates
- Building Lobbies and Corridors (Interior Accessible Route)
- Elevators
- Rooms and Spaces
- Assembly Areas

**V. Personnel: Project Organization and Staffing**

**A. 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.**

**Paul Richards** has extensive experience in management and through his years of involvement in nonprofit governance is familiar with the governance and fiduciary responsibilities of a charity's board of directors. Richards is a well known advocate in the Native Hawaiian community.

Chairman of the Board of Directors: 10 years on the board of directors  
Executive Director of Native Hawaiian Education Council  
President - Waimanalo Hawaiian Homes Association at Department of Hawaiian Home Lands

**Joelene Lono** had started with Ke Ola Mamo in 1995 and become its Executive Director in 2002 and steered the organization through its growth and presence in the Native Hawaiian community on O'ahu. Lono is especially skilled as the director and manager of program activities, fiscal management and control system, and compliance with federal and non-federal grant requirements. (See attached resume).

**Diana Berg** has been the Fiscal Financial Officer for Ke Ola Mamo and manages all financial activities of the organization. Berg received her MBA from the University of Hawai'i, Mano'a is licensed as a Certified Public Accountant by the State of Hawai'i. She has proven her skills and expertise with Ke Ola Mamo, as an owner of a public practice accounting firm, and a manager of an intermediary financial institution. Under her leadership, the entity reversed its losses, experienced a 10-fold increase in assets and income, saw the introduction of innovative services and developed a sound and stable equity position.

**Louise Funai** is Ke Ola Mamo's Resource Developer and has extensive experience in fundraising for nonprofit organizations. Funai's background includes fundraising for special events, capital campaigns, annual giving, etc. (See attached resume).

**PQ Architects, Inc.** is Phillips Quildon Architects, Inc., and Sandi Quildon, AIA, IIDA is the principal and architect selected to orchestrate Ke Ola Mamo's construction phase of the Kapolei Health Clinic. Quildon and PQ Architects has produced quality products for the Tripler Army Medical Clinic (renovation, alteration, repair/renewal, remodel, upgrade and retrofit, and improvements); Waimanalo Community Center Halau, Waimanalo Kitchen Building, Kamehameha Schools, etc. (See attached background information on Sandi Quildon and PQ Architects, Inc.)

## **B. 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 organizational chart that illustrates the placement of this request.**

See attached organization charts.

**VI. Other**

**A. 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


**B. Licensure or Accreditation**

**Specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.**

Not applicable

**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2011 to June 30, 2012)

Applicant: Ke Ola Mamo

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	500,000	15,079		
2. Payroll Taxes & Assessments	35,000	8,780		
3. Fringe Benefits	60,000	29,730		
<b>TOTAL PERSONNEL COST</b>	<b>595,000</b>	<b>53,589</b>	<b>0</b>	<b>0</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance		100,000		
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9 PQ Architects	400,000			
10 Other Architectural/Engineering Fees		9,144		
11 Construction	505,000		5,659,953	
12 FFE			131,625	
13 Contingencies			545,689	
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>905,000</b>	<b>109,144</b>	<b>6,337,267</b>	
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>1,500,000</b>	<b>162,733</b>	<b>6,337,267</b>	
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	1,500,000	Louise Funai	808-226-9773	
(b) Ke Ola Mamo	162,733			
© Funds raised	6,337,267			
(d)		Signature of Authorized Official	Date	
<b>TOTAL BUDGET</b>	<b>8,000,000</b>	Joelene K. Lono, <i>Executive Director</i>		
		Name and Title (Please type or print)		

## BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: Ke Ola Mamo

Period: July 1, 2011 to June 30, 2012

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	1	\$96,443.00	25.00%	\$ 24,110.75
Fiscal Officer	1	\$69,951.00	25.00%	\$ 17,487.75
Resource Developer	1	\$70,191.00	75.00%	\$ 52,643.25
Executive Administrative Assistant	1	\$35,096.00	25.00%	\$ 8,774.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>103,015.75</b>
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Ke Ola Mamo

Period: July 1, 2011 to June 30, 2012

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: Ke Ola Mamo

Period: July 1, 2011 to June 30, 2012

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2009-2010	FY: 2010-2011	FY:2011-2012	FY:2011-2012	FY:2012-2013	FY:2013-2014
PLANS	0	0	595000	53589		
LAND ACQUISITION						
DESIGN			400000	9144		
CONSTRUCTION			505000	2937267	3000000	368375
EQUIPMENT						131625
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>500,000</b>
<b>JUSTIFICATION/COMMENTS:</b>						



**DECLARATION STATEMENT  
APPLICANTS FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawai'i Revised Statutes:

- (1) 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 or subsidy is awarded;
- (2) Comply 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;
- (3) Agree not to use state funds for entertainment or lobbying activities; and
- (4) Allow the state agency to which funds for the grant or subsidy 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 or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

- (1) Is incorporated under the laws of the State; and
- (2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

For a grant or subsidy used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy 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 or subsidy 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.

KE OLA MAMO

 (Signature)

January 27, 2011

(Date)

Joelene K. Lono

(Typed Name)

Executive Director

(Title)

# ATTACHMENTS (A)

- Resumes and Bio
  - Joelene K. Lono
  - Louise A. Funai
  - Sandi Quildon, PQ Architects Inc.
  
- Organizational Chart
  - Ke Ola Mamo
  - Capital Campaign

Joelene K. Lono

## EDUCATION

1970-1974 Diploma, McKinley High School, Honolulu, Hawaii  
1990-2001 Bachelors in Social Work, Hawaii Pacific University  
2001-2004 Masters in Social Work, University of Hawaii, Manoa

## EMPLOYMENT

October 2002-Present

### **Executive Director**

**Ke Ola Mamo, Native Hawaiian Health Care Systems, O'ahu**

Assess needs, design, plan budget, control, select, organize, direct, monitor, evaluate, refine and improve health care service delivery system for Native Hawaiians on the island of O'ahu. Direct and manage program activities involving the coordination, supervision, and delegation of responsibility and evaluation of staff responsibilities. Develops and implements quality control systems in all areas of program operations. Develop, plans, direct coordinates and evaluates a comprehensive staff development program for all staff members of the organization. Develop and implement Fiscal Management and Control System for the organization and delegate accordingly. Develop and/or refine database system (hard/software) based on program and client need; and meeting federal and non-federal program reporting objectives. Presently coordinated and implemented programs such as the Dental Program BCCCP, Hawaii Health Diet, Ai Pono Program, Uniform Data Standards, and Imi Hale.

June 2002- October 2002

### **Acting Executive Director**

**Ke Ola Mamo, Native Hawaiian Health Care Systems, O'ahu**

Assess needs, design, plan budget, control, select, organize, direct monitor, evaluate, refine and improve health care service delivery system for Native Hawaiians on the Island of O'ahu. Direct and Manage program activities involving the coordination, supervision and delegation of responsibility and evaluation of staff responsibilities. Develops and implements quality control

systems in all areas of program operations. Develop, plans direct, coordinates and evaluates a comprehensive staff development and implement Fiscal Management and Control System for the organization and delegate accordingly. Develop and/or refine database system) hard/software) based on program and client needs; and meeting federal and non-federal program reporting objectives. Presently coordinated and implemented programs such as the Dental Program, BCCCP, Hawaii Health Diet, Ai Pono Program, Uniform Data Standards, and Imi Hale.

June 2001- June 29, 2002

**Deputy Director**

**Ke Ola Mamo, Native Hawaiian Health Care Systems, O'ahu**

Responsible for all Ke Ola Mamo Programs for the planning, development and implementation of case management and outreach services in accordance to Program time-line objectives and successful outcomes. In addition supervises community coordinator, fitness trainers, and staff nurse. Plan, develop, design and implement operational work-plans based on the grant objectives. Emphasis is placed on a holistic approach to health care service delivery to successfully meet overall program goals and objectives. Fosters and develops a team approach in providing coordinated, individualized, goal-oriented services leading to desired client outcome. Performs directs coordinates and monitor program services and activities to endure compliance with internal and contractual requirements. Promotes the basic human rights, dignity, health and safety of the persons served.

June 1999-June 2001

**Programs Coordinator**

**Ke Ola Mamo, Native Hawaiian Health Care Systems, O'ahu**

Responsible for the planning, development and implementation of case management and outreach services in accordance to program time-line objectives and successful outcomes. Supervises Site managers. Plans develops, designs and implements operational work-plans based on the grant objectives. Emphasis is placed on a holistic approach to health care services delivery to successfully meet overall program goals and objectives. Assumes responsibility for the resolution of conflicts that may occur between service agencies and the Program; and or with families and providers. Cultural appropriateness for services and sensitivity may also require planning on interpretive and conflicting resolving role.

April 1995- June 1997

**Community Outreach Worker**

**Ke Ola Mamo, Native Hawaiian Health Care Systems, O'ahu**

Provides health education/promotion to Native Hawaiian communities. Community networking/collaboration with Native Hawaiian agencies as well as state, federal, private and non-profit organizations. Worked with agencies such as Alu Like, OHA, Queen Liliuokalani Childrens Center, Department of Health, Department of Education and much more.

1993- 1994 **Student Clerk**

**Hawaii Pacific University Nursing Department**

Clerical functions such as answering phones, typing, assisting new nursing student with schedules.

1989 – 1991 **Nursing Assistant**

**Honolulu Medical Group**

Appointment scheduling, assist physicians with patients Insurance billing, typing and answering phones.

1986 – 1989 **Personnel Clerk/Medical Assistant**

**United Airlines**

Clerical functions, typing, filing, process applications, answering phones, set up interviews, data input. Assist physicians with patients. Process physicals for pilots, flight attendants and new employees.

**INTERSHIP**

8/03 – 5/04 **Cancer Research Center of Hawaii - Provided information to Native Hawaiian communities on Cancer. Assisted the researcher with logistical, clerical, and statistical support when working with research projects.**

2/99 – 5/99 **Hawaii Counseling & Education Center – Group/one on one Counseling to students at a day treatment facility. Assisted educational aid with implemented programs. Provided resource and referrals to students and their families.**

9/98 – 12/98 **Paoilani Dual Diagnosis Facility – A dual diagnosis residential facility housing 8 clients. I worked with individuals who has a mental illness as well as substance abuse problem. I did intakes**

one on one counseling, group sessions, bio psychosocial and severity index assessments. Referrals were made appropriately accordingly to the needs of the clients.

11/97 – 12/97 Weinberg Village Waimanalo – A transitional housing setting for families who are homeless. My practicum included working with families of Special Needs children. I was able to do intakes, social assessments, resource and referrals when needed.

9/97 – 12/97 Institute for Human Services (IHS) – My practicum setting included assessing homeless, houseless individuals. An intensive interviewing process helped determine the needs of the clients. A substance abuse counselor, clinic, and shelter is available for the clients. Resource/referral also played a major role in providing the necessary resources for the clients.

Community Clearinghouse – Duties included phoning agencies regarding pick up of needed items requested by an agency. Networking and available resources were implemented.

#### **VOLUNTEER EXPERIENCE**

9/04 – Current Honolulu Police Department, Juvenile Services Division providing evening counseling to youth who have been arrested for theft, curfew, assault, truancy, beyond parental control, injurious behavior, and runaways.

7/93 – 6/03 King Kamehameha Celebration Commissioner appointed by the Governor. Planning, implementation, community collaboration, networking on behalf of the parade.

#### **SPECIAL SKILLS AND ATTRIBUTES**

Work with economically, socially and educationally disadvantaged Native Hawaiian families. Provided health education, and Resources to families as well as Native Hawaiian agencies.

#### **PROFESSIONAL AFFILIATION AND HONORS**

American Public Health Association  
National Association of Social Workers  
Board of Directors for Hawaii Primary Care Association

## LOUISE A. FUNAI

### EXPERIENCE

#### **Ke Ola Mamo**

Resource Developer

Responsible for designing and building a development department for the purpose of fund diversification and future financial sustainability. Developed and implemented fund development vehicles with Board of Directors and Executive Director: annual, grant writing, endowment, etc. Created a formal marketing campaign to support fundraising efforts of the organization.

Primarily responsible for a Capital Campaign to raise \$8 M for the construction of a primary health clinic on approximately 11,500 square feet property leased from Department of Hawaiian Home Lands.

#### **Le Jardin Academy**

Development Director

Provide leadership to development department charged with all fundraising activities for the institution – annual, capital, special events, endowment, etc. Developed and implemented donor stewardship plan for the Board of Trustees, administration, staff, and volunteers.

Primarily responsible for Le Jardin Academy's capital campaign to raise funds for the infrastructure expansion on its 24 fee simple acres property. Phase IIA \$21 million fundraising for the construction of gymnasium, Middle School 8 classrooms, and High School's 10 classrooms and science laboratories. Phase IIB \$12 million for building to house administration, library, and technology. Phase IIC \$5 million for construction of Fine Art Center for music, drama and arts.

#### **USS Missouri Memorial Association, Inc.**

Vice President of Development

Primarily responsible for actively seeking and developing all philanthropic and sponsorship for the Battleship Missouri. Create and implement all fundraising and donor stewardship activities for the Battleship Missouri by establishing objectives and detailed plans for fundraising that will contribute to the goal and support the mission of the Battleship Missouri Memorial.

Actively seek financial support for the project through the development and oversight of annual giving, membership programs, direct mail, capital campaign activities, planned giving programs, corporate sponsorship presentations, grant and foundation proposals, and fundraising special events.

### **Myerberg Shain and Associates**

Senior Consultant

Consultant to nonprofit organizations in Hawaii. Responsible for development and implementation of business, marketing and community relations plans, fund development, organizational development and capacity, governance and leadership development, and other issues specific to not-for-profit and charitable organizations.

Develop plans with leadership for entrepreneurial management, fundraising campaign readiness, and strategic fund development capacity.

Fundraising clients include charter school, native Hawaiian housing, native Hawaiian cultural event, senior community living, deaf community, private high school, and others. Fundraising goals range from \$3 million to \$18 million.

### **Helping Hands Hawaii**

President

Responsible for the overall direction and administration of nonprofit agency and its programs in accordance with policies established by the Board of Directors; reports and interprets agency programs and services to the Board; providing information as needed for long-term objective and policy setting; recommend annual programs and goals to the Board; provide leadership for the agency resources and programs for relevant services to current and emerging needs of the community.

Responsible for a major Capital Campaign to raise \$6 million for the purpose of the development and construction of new facilities (office and warehouse) for the organization.

### **EDUCATION**

Masters of Business Administration: Hawaii Pacific University, Honolulu: May 1996

Studies: Non-profit Management and Quality Management

Honor: Degree with distinction

Bachelor of Science: University of Hawaii, Manoa: 1986

### **APPLICABLE VOLUNTEER SERVICE**

2006 University of Hawaii Business Plan Competition - judge

2006 Hogan Entrepreneurial Program & Bank of Hawaii Nonprofit Business Plan Competition - judge

Breakthroughs for Youth at Risk – Consultant to Board of Directors and Executive Director

Miss Deaf Hawaii – Fundraising volunteer

Hawaii Fi-Do Service Dogs – Board of Directors, member and chair

Helping Hands Hawaii – Logistics Chair, Auction Dinner

Life Foundation – Mail/Phone/Mail Campaign

Winners at Work – Administration Chair, Annual Auction Dinner

Aloha Festival Ho'olaulea – Vendors Chair, Communications Chair, Emergency Chair

Hawaii Youth at Risk – Volunteer Enrollment Managing Director



# SANDI QUILDON, AIA, IIDA

## QUALIFICATIONS

### As principal/architect

Managing and directing operations of PQ Architects since 1996 providing architectural design from preliminary design through construction. Responsibilities include overseeing project design and development for federal and private sector projects primarily focused on renovation/facilities upgrade and new construction of community-based projects.

Director, AIA Honolulu

## PROFESSIONAL LICENSES:

Registered Architect: HI 1996  
Registered Architect: NY 1992

## EDUCATION:

Bach. Architecture,  
Pratt Institute, New York  
Engineering – University of Nebraska  
Fine Arts - University of Alaska  
Liberal Arts – NYC Technical College

## PROFESSIONAL AFFILIATIONS:

AIA – American Institute of Architects  
IIDA – International Interior Design Assoc.  
USGBC- U.S. Green Building Council  
CNHA- Council for Native Hawaiian Advancement

## PROJECT ARCHITECT

### Project Highlights

#### **Tripler Army Medical Center - Child Psychiatry 2B**

*Tripler Army Medical Center, Hawaii*

Current/Ongoing: Renovation of existing child psychiatry wing required enlarging and redesigning patient waiting room and included reconfiguring offices, conference and break rooms, upgrading corridors and bathrooms with special design considerations for Play Therapy and Group Therapy rooms. Project required phased demolition/construction with complete upgrade of interior finishes throughout in addition to coordination of telecommunications, fire protection, structural/seismic, electrical, and mechanical systems, ADA compliance, wayfinding signage and strict adherence to UFC criteria.



#### **Tripler Army Medical Center- Building 160 Fire Sprinkler Repair/Renewal,**

*Tripler Army Medical Center, Hawaii*

Repair/replacement of an existing automatic fire sprinkler and fire alarm system connected to water supply system within this historic building facility involved field verification and fire protection engineering to coordinate extending coverage fire protection coverage, bringing into life safety-compliance as well as upgrading and replacing non-compliant components for this fire protection system to eliminate growing maintenance issues and downtime for this facility.

#### **Radiology Clinic Alteration, Tripler Army Medical Center, Hawaii**

Current/Ongoing: Alteration of existing radiology division to include interior modifications to replace surface finishes throughout the public corridor areas, involving phased removal and replacement of existing flooring, walls, ceiling throughout.

#### **Waimanalo Community Center- Halau, Waimanalo, Hawaii**

**Phase I:** New construction/site development for a shared community facility in a traditional Hawaiian vernacular—Halau, incorporating a conference and computer rooms, reception, storage with new parking/landscaping.

**Phase II:** New construction of a kitchen/administration building complimenting and providing a facility to support the activities, programs of the community center and Halau previously constructed during Phase I.

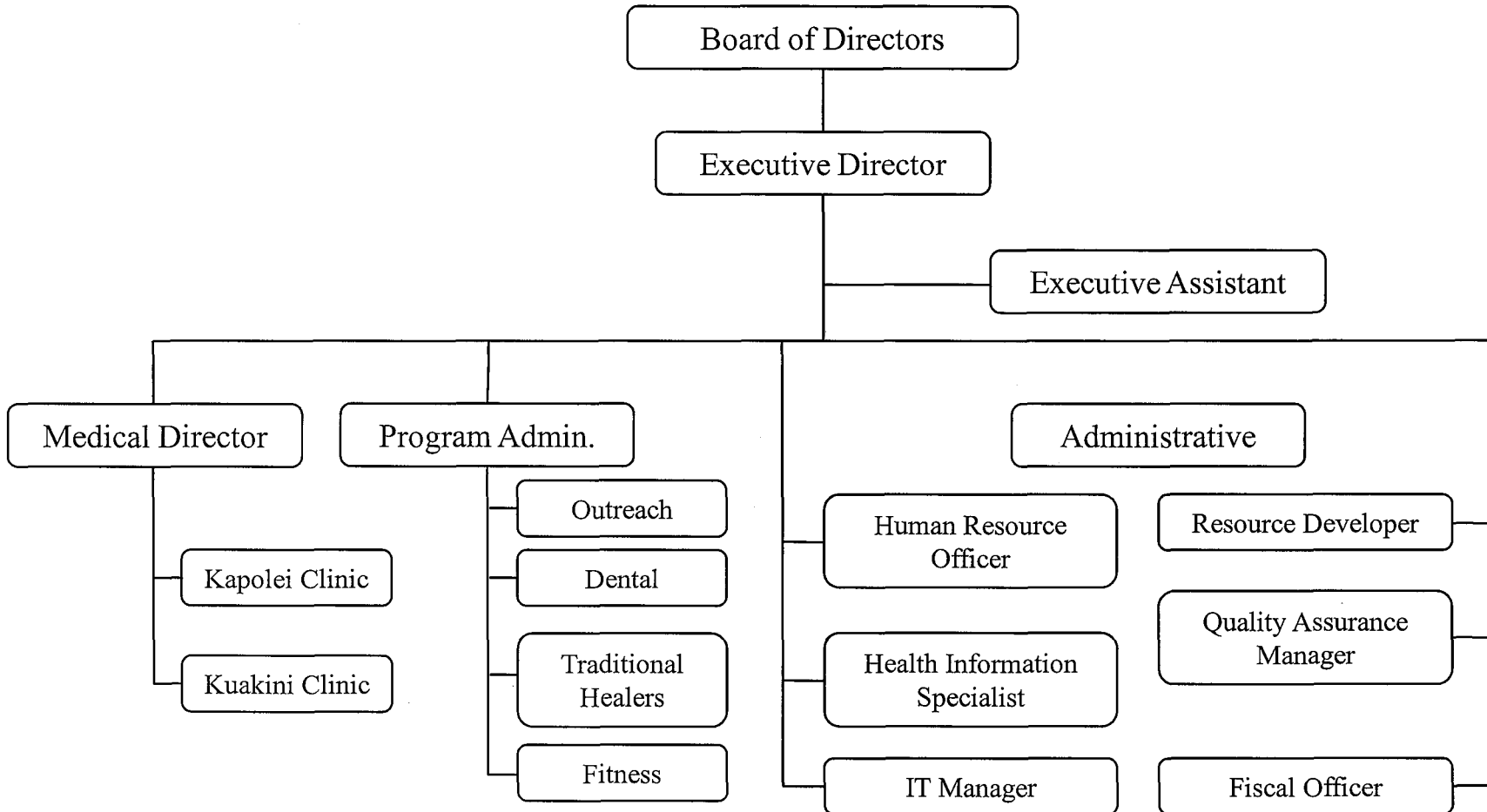
#### **Modification/Alteration – Buildings 525/520, Ft. Shafter, Hawaii**

Headquarters of the U.S. Pacific Command, project presented numerous design challenges in the interior renovation for two historic office buildings valued at \$8.4M with a program involving a multiplicity of end-user requirements. Provided reconfigured areas for new offices, open and flexible work zones, shared conference rooms and reception areas involving full interior infrastructure upgrade: electrical, mechanical, telecommunications and fire-protection systems.

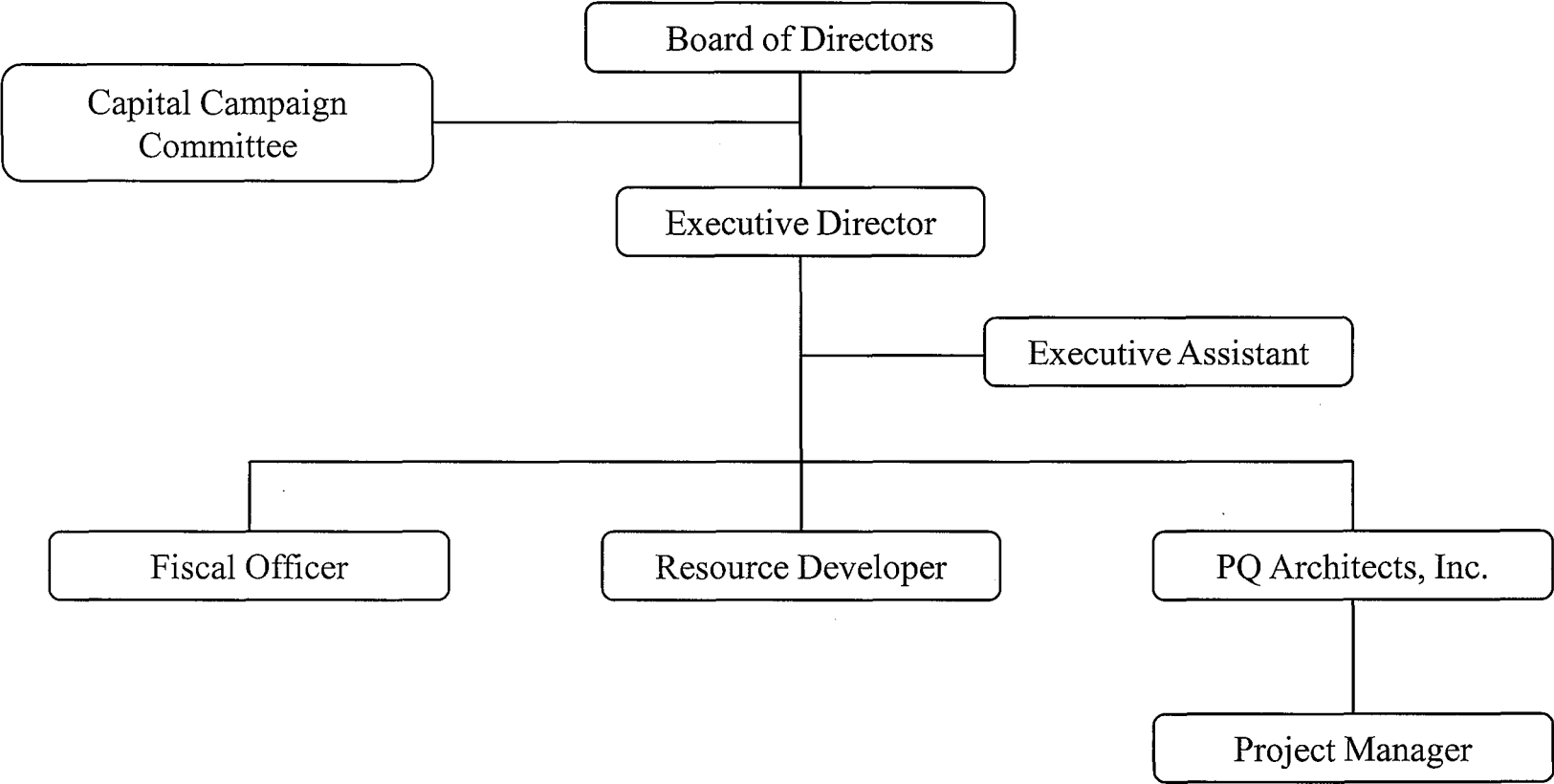
#### **Ke' Ola Mamo – Kapolei Clinic Kapolei, Hawaii**

Established preliminary program parameters with initial conceptual design study for Ke' Ola Mamo clinic - a proposed new facility for a community-based native Hawaiian integrated practice health clinic including ADA-accessible patient waiting area, reception, nurses stations, exam rooms, dental operatory, medical/dental labs, restrooms, record storage, behavioral health and traditional healing treatment areas with consideration for site design/development including site/landscaping features e.g. breezeways and an exterior water garden at entry, establishing vehicular/pedestrian access, parking, and service access. Initial planning efforts involved preliminary review and analysis of energy-conservative systems using clean energy technologies as a path toward creating sustainable green design integral to the design of the clinic.

# Ke Ola Mamo Organizational Chart

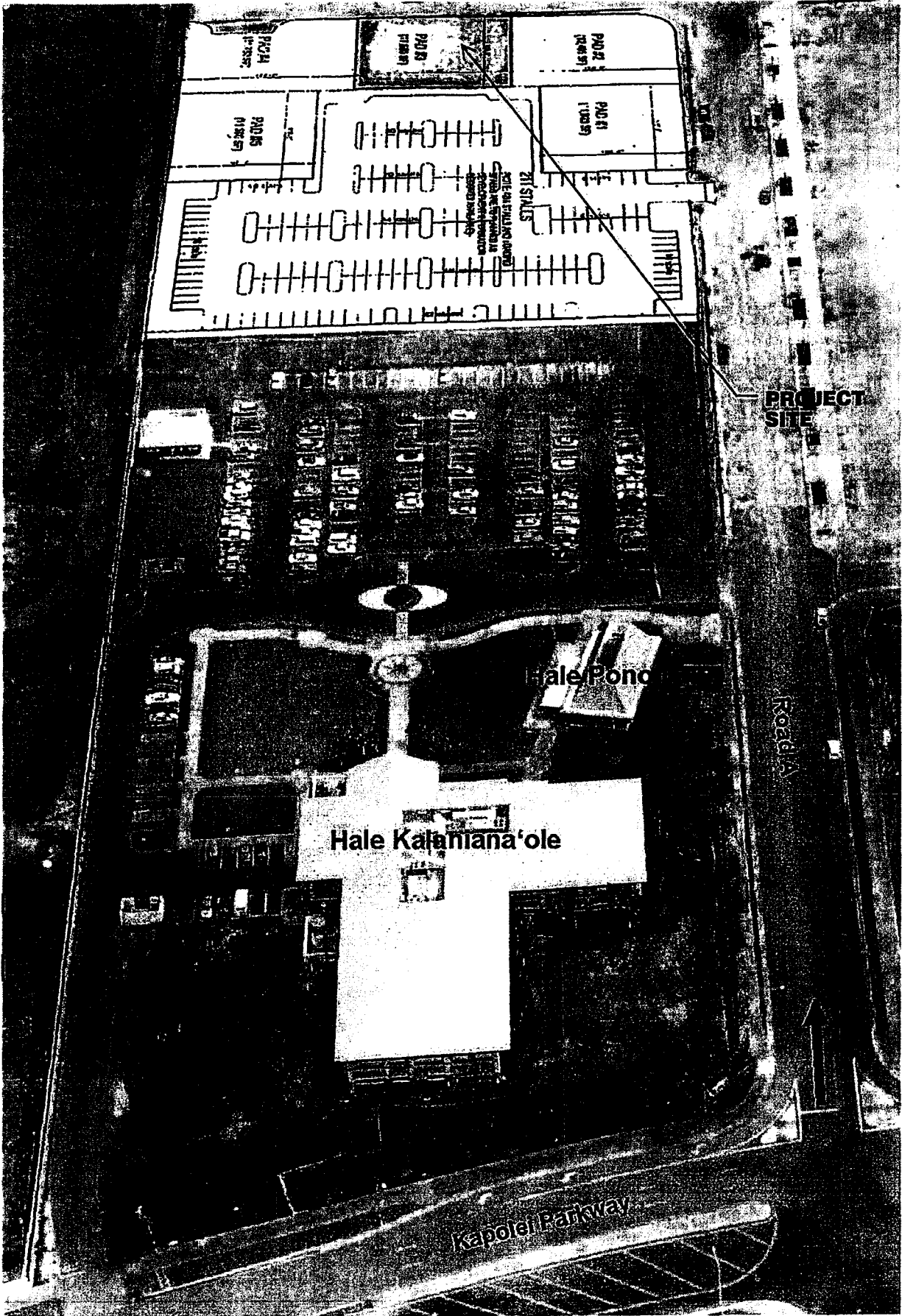


**Ke Ola Mamo  
Capital Campaign  
Organizational Chart**



# ATTACHMENTS (B)

- Architectural Concepts
  - Aerial View
  - Floor Plan



PROJ A  
Lot 100

PROJ B  
Lot 101

PROJ C  
Lot 102

PROJ D  
Lot 103

PROJ E  
Lot 104

LOT STALLS  
SCALE: SEE SITE PLAN AND ADJACENT  
STREETS. THE STREETS AND  
ADJACENT AREAS ARE NOT TO BE  
CONSIDERED AS PART OF THIS  
PROJECT.

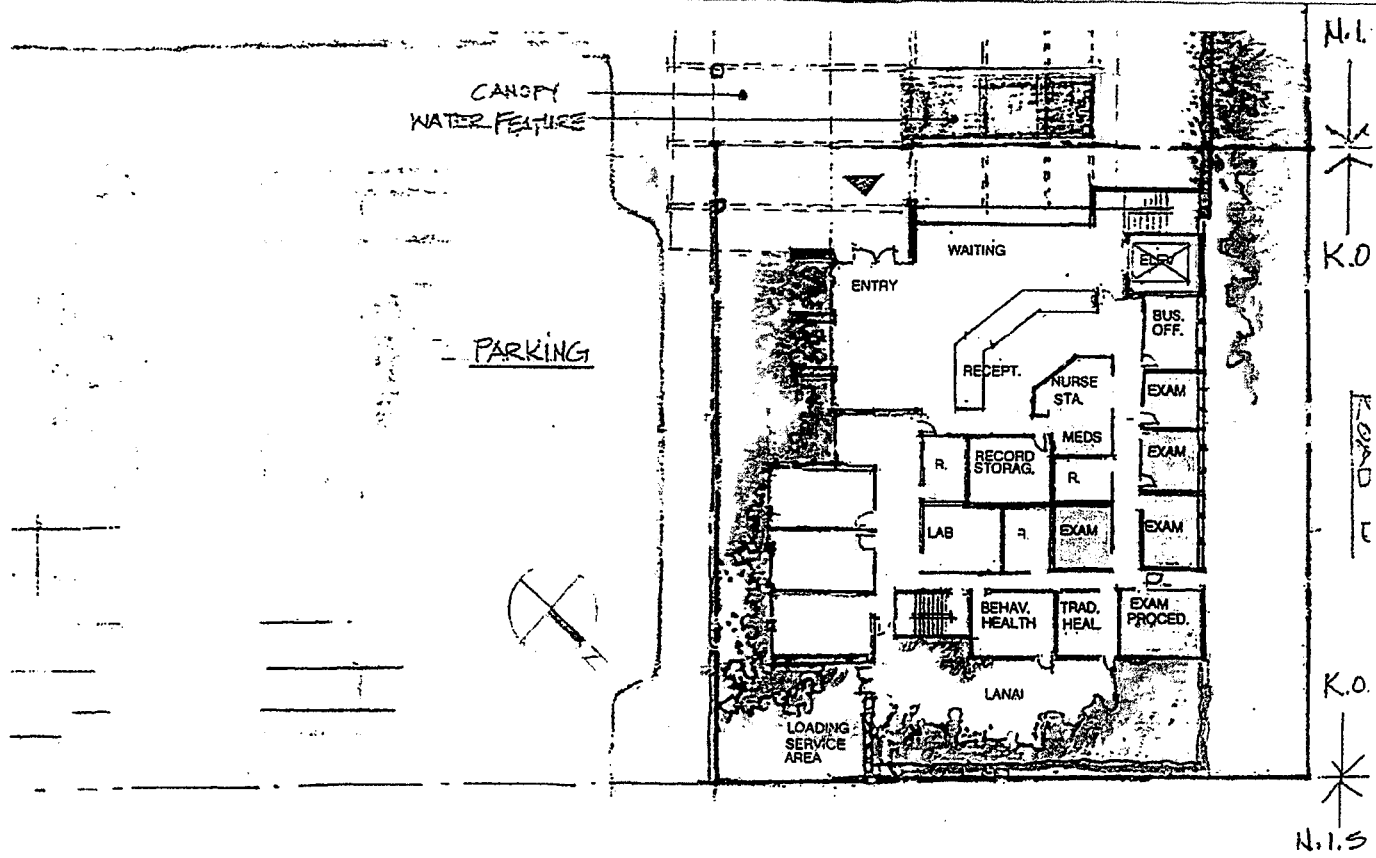
PROJECT SITE

Hale Pond

Hale Kalamiana'ole

Kapolei Parkway

KOOLA



# KE OLA MAMO - KAPOLEI CLINIC

PRELIMINARY CONCEPTUAL DESIGN 8.01.09

PO ARCHITECTS, INC  
 Seven Waterfront Plaza, Suite 400  
 300 Ala Moana Blvd., Honolulu, HI 96913  
 T 808.543-6350 F 808.543-2010

# ATTACHMENTS (C)

- Ke Ola Mamo Documents
  - IRS 501(c)3
  - Articles of Incorporation
  - Bylaws of Ke Ola Mamo

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
2 CUPANIA CIRCLE  
MONTEREY PARK, CA 91755-7406

RECEIVED  
9/28/95

DEPARTMENT OF THE TREASURY

Date: SEP 13 1995

KE OLA MAMO  
C/O NIMITZ BUSINESS SUITES  
1130 N NIMITZ HWY SUITE A 221  
HONOLULU, HI 96817-4579

Employer Identification Number:  
99-0288045  
Case Number:  
955251000  
Contact Person:  
TYRONE THOMAS  
Contact Telephone Number:  
(213) 894-2289  
Our Letter Dated:  
June 11, 1992  
Addendum Applies:  
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).


Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,

  
Richard R. Orosco  
District Director

Letter 1050 (DO/CG)



STATE OF HAWAII  
DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS  
Business Registration Division  
1010 Richards Street  
Mailing Address: P. O. Box 40, Honolulu, Hawaii 96810

EXPEDITED  
REVIEW

ARTICLES OF AMENDMENT  
(Section 415B-38, Hawaii Revised Statutes)

RECEIVED  
FEB 28 1992  
8:36 am  
Dept. of Commerce & Consumer Affairs  
STATE OF HAWAII

DEPARTMENT OF COMMERCE  
AND CONSUMER AFFAIRS  
STATE OF HAWAII  
Filed on  
February 28, 1992

814 00225861 13- 3/09/92 10.00  
502 00225862 13- 3/09/92 40.00

The undersigned, duly authorized officers of the corporation submitting these Articles of Amendment, certify as follows:

1. The name of the corporation is:

KE OLA MAMO 81-1302

2. The amendment adopted is attached.

3. If adoption of the amendment was by the members, complete the following:

A. A meeting of the members was held on \_\_\_\_\_  
(Month Day Year)  
A quorum was present at the meeting, and at least two-thirds of the members present at the meeting voted to adopt the amendment.

OR

B. The amendment was adopted by the written consent of all of the members of the corporation entitled to vote.

4. If adoption of the amendment was by the board of directors, complete the following:

A. A meeting of the directors was held on January 8, 1992  
(Month Day Year)  
A quorum was present at the meeting, and a majority of the directors in office voted to adopt the amendment.

OR

B. The amendment was adopted by the written consent of all of the board of directors.

5. If the amendment was adopted by the board of directors, check only one of the following:

[ x ] The corporation has no members. OR [ ] There are no members entitled to vote.

We certify under the penalties of 415B-158, Hawaii Revised Statutes, that we have read the above statements, and that the same are true and correct.

Witness our hands this 14th day of February, 1992

CLAIRE K. HUGHES, President

KAPUA SPROAT, Secretary

(Type/Print Name & Title)

(Type/Print Name & Title)

(Signature of Officer)

(Signature of Officer)

(See Reverse Side For Instructions)

AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

I.

Name

The name of the Corporation shall be **KE OLA MAMO**, which in the Hawaiian language means, "the perpetuation of health from one generation to the next".

II.

Offices

The mailing address of the initial or principal offices of the Corporation is: 41-1347 Kalaniana'ole Hwy, Waimanaio, Hawai'i, 96795. The Corporation may have such other offices within the State of Hawai'i as the Board of Directors may designate.

III.

Period of Duration

The period of its duration is perpetual.

# AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

## IV.

### Purposes and Powers

The Corporation shall be a non-profit corporation within the meaning of Chapter 415B of the Hawai'i Revised Statutes.

The Corporation is organized for the following specific purposes and powers:

- (a) To develop and administer a Native Hawaiian comprehensive health care delivery system for Native Hawaiian residents of the island of O'ahu, designed to promote comprehensive health promotion and disease prevention services and to maintain and improve the health status of Native Hawaiians;
- (b) To assess the changing health care status and needs of Native Hawaiians;
- (c) To foster a comprehensive health care system that is community-based, building upon the Native Hawaiian 'ohana system; a system based upon the fundamental unit of societal interaction for Native Hawaiians, in which a family or an organization is led by a recognized leader whose function is to coordinate and facilitate the expertise and resources of the various households or affiliated organizations, in order to accomplish a task or resolve a problem, and incorporating traditional healing practices with Western medical services to provide a health care system that will be culturally sensitive and responsive to the health care needs of Native Hawaiians;
- (d) To promote the development of Native Hawaiians in all health care professions; and
- (e) To have and exercise all of the powers conferred by law on non-profit corporations, provided, however, that the foregoing shall be

## AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

strictly limited to charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 or corresponding provisions of any subsequent Federal tax laws. The Corporation is not organized for profit and it will not issue any stock. No part of its assets, income or earnings shall be distributed to any director, officer, employee or any private individual, except that reasonable compensation may be paid for services rendered to or for the Corporation effecting one or more of its objects and purposes or for reimbursement of expenses incurred in behalf of the Corporation. No Director, Officer or employee of the Corporation, or any private individual, shall be entitled to share in the distribution of any of the Corporation's assets on dissolution of the Corporation.

Notwithstanding any other provision herein, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any subsequent Federal tax laws, or (b) by a corporation contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 of the corresponding provision of any subsequent Federal tax laws.

### V.

#### Members

The Corporation shall have no members.

# AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

## VI.

### Board of Directors

The business and affairs of the Corporation shall be managed by the Board of Directors, which shall consist of not less than nine (9), and not more than twenty-five (25) members. At least one-half of the Board of Directors must be of Native Hawaiian ethnicity.

Directors must also be representative of geographic areas of the Island of O'ahu. The Board of Directors shall be elected or appointed at such times, in such manner, and for such terms as may be provided by the ByLaws.

## VII.

### Officers

The Officers of the Corporation shall be President, Vice President, Secretary and Treasurer. One person may hold more than one office as long as there are at least two (2) persons as Officers of the Corporation. The Officers shall be duly elected or appointed at such times, in such manner, and for such terms as may be prescribed in either these Articles of Incorporation or by the ByLaws.

AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

VIII.

Appointment of Officers

The following persons shall act as the initial Officers of the Corporation until their successors are duly elected or appointed and qualified as provided for in the ByLaws:

<u>Office</u>	<u>Name</u>	<u>Residence Address</u>
President	Mitchell C. Eli, D.C.	1221 Kapi'olani Blvd., #6A-4 Honolulu, HI 96814
Vice President	Kawahine Kamakea-Ohelo	41-1431 Kumu'ula Street Waimanalo, HI 96795
Secretary	Claire Hughes	1926 Awapuhi Street Honolulu, HI 96822
Treasurer	Airleen Lucero	89-239 Lepeka Avenue Wai'anae, HI 96792.

IX.

Contracts

The Board of Directors may make contracts with any person, firm, corporation, association or organization to act as an agent or employee of the Corporation, to perform duties and services and to exercise power and authority on behalf of the Corporation, including ministerial, executive and discretionary powers, subject always to the supervision and control of the Board of Directors. Any such contract (a) shall contain terms and provisions with respect to the duties, services, powers and authority to be performed by such agent or

## AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

employee, compensation therefore and such other provisions, as the Board of Directors may determine, and (b) may permit such agent or employee to deal in his/her own behalf with the Corporation, to hold similar positions for other corporations with which the Corporation may do business and to receive compensation therefrom.

### X.

#### Interested Directors and Officers

No contract or other transaction between the Corporation and one or more of its Directors or any other corporation, firm association or entity in which one or more of its directors are directors or officers, or are financially interested shall be either void or voidable because of the relationship or interest or because the Directors or a committee thereof which authorizes, approves or ratifies the contract or transaction or because the vote of the interested Director or Directors are counted for that purpose, if:

(1) the fact of the relationship or interest is disclosed or known to the Board of Directors or committee which authorizes, approves or ratifies the contract or transaction by a vote or consent sufficient for the purpose without counting the votes or consents of the interested Director or Directors; or

(2) the contract or transaction is fair and reasonable to the Corporation.

Common or interested Directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or a committee thereof which authorizes, approves or ratifies such contract or transaction.

## AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

### XI.

#### Indemnification of Officers, Directors, Employees and Agents

(a) As used in this Article, unless the context otherwise requires: "Agent" means any person who is or was a Director, Officer, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, or was a director, officer, employee or agent of a foreign or domestic corporation which was a predecessor corporation of the Corporation or of another enterprise at the request of the predecessor corporation.

"Expenses" include, without limitation, attorney's fees and any expenses of a completed action or proceeding, whether civil, criminal, administrative or investigative.

(b) The Corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the Corporation) by reason of the fact that the person is or was an agent of the Corporation against expenses (including reasonable attorney's fees), judgments, fines, settlements and other amounts actually and reasonable incurred in connection with such proceeding if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Corporation, and with respect to any criminal proceeding, had no reasonable cause to believe the conduct of the person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nol contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in or not opposed to the best interests of the Corporation, or that the person had reasonable cause to believe that the person's conduct was unlawful.

(c) The Corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any threatened,



## AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

pending or completed action by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that the person is or was an agent of the Corporation against expenses (including reasonable attorney's fees) actually and reasonably incurred by the person in connection with the defense or settlement of such action if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Corporation. No indemnification shall be made in respect of any claim, issue or matter as to which the person shall be adjudged to be liable for negligence or misconduct in the performance of the person's duty to the Corporation unless and only to the extent that the court in which the action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all circumstances of the case, the person is fairly and reasonably entitled to indemnity for such expenses as the court shall deem proper.

(d) To the extent that an agent has been successful on the merits or otherwise in defense of proceeding referred to in subsection (b) or (c), or in defense of any claim, issue or matter therein, the agent shall be indemnified by the Corporation against expenses (including reasonable attorney's fees) actually and reasonably incurred by the agent in connection therewith.

(e) Any indemnification under subsection (b) or (c) of this Article shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in subsection (b) or (c). The determination shall be made (1) by the Board of Directors by a majority vote of a quorum consisting of Directors who were not parties to the proceeding, or (2) if a quorum is not obtainable, by independent legal counsel in a written opinion, or (3) the court in which the proceeding is or was pending upon application made by the Corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not the application by the agent, attorney or other person is opposed by the

## AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

Corporation.

(f) Expenses incurred in defending any proceeding may be paid by the Corporation in advance of the final disposition of the proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall ultimately be determined that the agent is entitled to be indemnified by the Corporation as authorized in this Article.

(g) The indemnification provided by this Article is not exclusive of any other rights to which those indemnified may be entitled under any Bylaw, agreement, vote of the disinterested Directors or otherwise, both as to action in a person's official capacity and as to action in another capacity while holding office, and shall continue as to a person who has ceased to be an agent and shall inure to the benefit of their heirs and personal representatives of such a person.

(h) The Corporation shall have the power to purchase and maintain insurance on behalf of any agent of the Corporation against any liability asserted against or incurred by the agent in any such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify him/her against such liability under the provisions of this Article. Any such insurance may be procured from any insurance company designated by the Board of Directors, including any insurance company in which the Corporation shall have any equity or other interest through stock ownership or otherwise.

(i) This Article does not apply to any proceeding against any trustee, investment manager or other fiduciary of an employee benefit plan in such person's capacity, though such person may also be an agent of the employer corporation as defined in subsection (a). Nothing contained in this Article shall limit any right to indemnification to which such a trustee, investment manager or other fiduciary may be entitled by contract or otherwise.

## AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

### XII.

#### Dissolution

Upon the dissolution or winding down of the Corporation, its assets remaining after payment of, or provision for payment of, all debts and liabilities of the Corporation shall be distributed to a non-profit fund, foundation or corporation which is organized and operated exclusively for charitable, educational, religious and/or scientific purposes and which as established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code of 1986.

### XIII.

#### ByLaws

The initial ByLaws of the Corporation shall be adopted by the Board of Directors. The ByLaws may be altered, amended or repealed, and new ByLaws may be adopted, by the Board of Directors as prescribed in the ByLaws.

### XIV.

#### Corporate Liabilities

All of the property of the corporation shall be liable for the debts of the Corporation. The Directors, Officers and employees of the Corporation shall not be liable for the Corporation's obligations.

AMENDED ARTICLES OF INCORPORATION FOR KE OLA MAMO

XV.

Amendment

These Articles of Incorporation may be amended by a majority of the Directors of the Board of Directors.

XVI.

Definitions

The word "person" or any pronoun used in place thereof, where the context so required or admits, shall include and mean individuals, firms, corporations, partnerships and associations. The singular shall include and mean the plural, or vice versa. Masculine, feminine and neuter genders shall include and interchange each of other genders as the context shall imply.

BYLAWS  
OF  
KE OLA MAMO

PREAMBLE

**We are the Caretakers of Native Hawaiian Health from Generation to Generation.**

ARTICLE I

Purpose and Non-Profit Character

SECTION 1. Purposes. KE OLA MAMO is organized for the following specific purposes:

- (A) To develop and administer a Native Hawaiian comprehensive health care delivery system for Native Hawaiian residents of the island of Oahu, designed to promote comprehensive health promotion and disease prevention services and to maintain and improve the health status of Native Hawaiians;
- (B) To assess the changing health care status and needs of Native Hawaiians;
- (C) To foster a comprehensive health care system that is community-based, building upon the native Hawaiian 'ohana system: a system based upon the fundamental unit of societal interaction for Native Hawaiians, in which a family or an organization is led by a recognized leader whose function' is to coordinate and facilitate the expertise and resources of the various households or affiliated organizations, in order to accomplish a task or resolve a problem, and incorporating traditional healing practices with Western medical services to provide a health care system that will be culturally sensitive and responsive to the health care needs of Native Hawaiians.
- (D) To promote the development of Native Hawaiians in all health care professions; and
- (E) To have and exercise all of the powers conferred by law on non-profit corporations.

The powers and limitations of KE OLA MAMO are specifically set forth in Article IV of the Articles of Incorporation.

SECTION 2. Non-Profit Character. KE OLA MAMO shall be a non-profit corporation within the meaning of Chapter 415B of the Hawaii Revised Statutes and shall be strictly limited to charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986. KE OLA MAMO shall not authorize or issue shares of stock. No dividend shall be paid and no part of the income or earning which may be derived from its operations, in pursuance of the purposes of KE OLA MAMO, shall be distributed to or inure to

the benefit of any Director or Officer of KE OLA MAMO, or any private individual, but shall be used to promote the purposes of KE OLA MAMO.

## ARTICLE II

### Principal Office; Place of Meeting; Seal; Fiscal Year

SECTION 1. Principal Office. The principal office of KE OLA MAMO shall be maintained at such place within the State of Hawaii, and may have such other offices within the State of Hawaii, as the Board of Directors shall determine.

SECTION 2. Place of Meetings. All meetings of the Board of Directors shall be held at the principal office, unless some other place is stated in the call for the meeting.

SECTION 3. Public Meetings. All meetings of KE OLA MAMO and its committees are public meetings conducted in accord with Chapter 92, HRS.

SECTION 4. Seal. There shall be a corporate seal as the Board of Directors shall determine. The seal shall be in such form and bear the name of KE OLA MAMO and such other words, devices, and inscriptions as the Board of Directors from time to time shall prescribe as set forth.

SECTION 5. Fiscal Year. The fiscal year is October 1 through September 30, or as otherwise established by the Board of Directors.

## ARTICLE III

### Board of Directors

SECTION 1. Powers. Subject to any limitations which may be set forth in law, in the Articles of Incorporation of KE OLA MAMO, or in these Bylaws, the Board of Directors shall have all power to establish governing policies, to control and direct business and corporate affairs and to do and provide for any and every lawful act, whether in the ordinary course of business or otherwise, including, establishing the need for, committing, and monitoring implementation of federal and state funds, and contracting with individuals or organizations to carry out the work of KE OLA MAMO. The Board of Directors shall have the power to establish such committees as the Board may determine are necessary or appropriate to assist the Board in carrying out its responsibilities to govern. In addition, the Board is empowered:

- (A) To hire all corporate employees and to prescribe their lawful powers and duties, determine compensation and security.

- (B) Borrow money, incur indebtedness for the purposes of KE OLA MAMO and cause to be executed and delivered in the corporate name promissory notes, bonds, debentures, deeds of trust mortgages, pledges or other evidences of debt and securities.

SECTION 2. Number, Election and Term.

- (A) There shall be a Board of Directors of KE OLA MAMO which shall consist of no more than Fifteen (15) members of whom shall be nominated either:
  - (1) by nomination by their respective board members' respective district and subsequently approved by the majority of board members present; or
  - (2) where nomination by a district is absent, not assured, or not applicable, then by the best efforts of the resulting board to recruit, qualify, nominate and approve by the majority of the board members present a prospective candidate to represent a vacant position.
- (B) The Fifteen (15) representative seats on the Board shall be apportioned as follows:
  - (1) Ko'olaupoko District - Three (3) but not less than One(1) seat.
  - (2) Ko'olaupoko District - Three (3) but not less than One(1) seat.
  - (3) Urban Kona District - Three (3) but not less than One(1) seat.
  - (4) Wai'anae District - Three (3) but not less than One(1) seat.
  - (5) Traditional Native Hawaiian Healing Practitioner – One (1) seat occupied by a Native Hawaiian healing practitioner who shall be a member of Na Lei Hulu No Ke Ola Mamo (NLH) and whose board membership herein shall be and remain acknowledged and recognized by NLH.
  - (6) Two (2) seats comprising of individuals possessing special skills, industry and professional experience as deemed necessary by the majority of the Board.
- (C) Directors of the Board may be appointed at such times, in such manner and for terms as may be prescribed by the Bylaws.

SECTION 3. Criteria for Directors. In connection with all appointments to the Board of Directors, the Board encourages representation from all Native Hawaiian districts.

- (A) At least one-half of the Board of Directors must be of Hawaiian ethnicity. Directors must also be representative of all geographic districts of the island of Oahu. At least 51% of the Board of Directors shall be consumer members.

- (B) Consumer representative may serve on the Board of KE OLA MAMO for two consecutive terms of three years each and may be re-appointed to the Board after one year of absence.
- (C) Provider representative may serve on the Board of KE OLA MAMO for three consecutive terms of two years each and may be reappointed to the Board after one year of absence.
- (D) After a completion of six years in term, a consumer cannot serve as a provider and a provider cannot serve as a consumer.

SECTION 4. Regular Meetings. There shall be Monthly meetings. Unless otherwise noticed pursuant to Section 6, below, the Monthly meetings of each fiscal year shall be on the third Mondays of each month, or other day of the month as may be established by a majority of the board from time to time. Members may attend meetings by telephone conference when provided by the board no more than Five (5) times within any fiscal year. Each member is personally accountable for their own record and nature of attendance hereby.

SECTION 5. Special Meetings. Special meetings of the Board of Directors shall be called by the Chair upon request by any three (3) Directors.

SECTION 6. Notice of Regular Meetings. Except as otherwise expressly provided, reasonable notice of meeting of the Board of Directors shall be given to each Director (other than the person or persons calling the meeting, other than the person giving notice of the meeting) by the Secretary, or by the person or one of the persons calling the meeting, by advising the Director of the meeting by word of mouth or by telephone or by leaving written notice shall be mailed not less than ten (10) days prior to the date of the meeting. Non-receipt by a Director of any written notice of a meeting mailed to such Director shall not invalidate any business done at the meeting while a quorum is present.

- (A) Any interested parties may request meeting notices and minutes of the meeting which they attended. All interested parties shall have access to all publications and participate in all general meetings.

SECTION 7. Voting. Each Director, who is in good standing for a period of at least one month, shall have one vote in all elections of Officers of the Board of Directors and in proper subjects for action by the Board of Directors. There shall be no vote by proxy.

SECTION 8. Quorum. A majority of the Board of Directors shall constitute a quorum to transact business, and, in order to be valid, any act or business must receive the approval of the majority of such quorum. A vacancy or vacancies on the Board of Directors shall not affect the validity of any action of the Board of Directors, provided there is present at the meeting a quorum of all the Directors at which the Board of Directors has been fixed.



SECTION 9. Adjournment. In the absence of a quorum at the date, time and place of a meeting duly called, and at any meeting duly called and held, the presiding Officer or a majority of the Directors present may adjourn the meeting from time to time without further notice and may convene or reconvene the meeting when a quorum shall be present.

SECTION 10. Removal, Unexcused absences; Withdrawal; Admission. Any Board Officer may be removed from office by a majority vote of the Board, and a written notice will be given to the Director. If a Director misses three (3) consecutive meetings of the Board of Directors without being excused by the Chair from attending such meetings, after which time the Director shall be automatically removed, without the need for any vote. Any Director may withdraw at any time upon giving prior written notice to the Secretary. Additional Directors may be appointed as set forth in these Bylaws.

SECTION 11. Vacancies. If any vacancy shall occur in the Board of Directors through death, resignation, disqualification, removal or other cause other than temporary absence, illness or disability, the vacancy of the unexpired term of the Director whose position was vacated shall be filled according to Section 2 and Section 3, above.

SECTION 12. Executive and Other Committees.

Except for the Executive Committee and other Standing Committees provided for in the Articles of Incorporation or these Bylaws, the Board of Directors, by resolution adopted by a majority of the Board of Directors, may designate and appoint such committees, as it deems necessary, each of which, to the extent provided in the resolution, the Articles of Incorporation or these Bylaws, shall have and may exercise all the authority of the Board of Directors; except that no such committee (including the Executive Committee and other Standing Committees as aforesaid) shall have the authority of the Board of Directors in reference to:

- (A) Amending, altering or repealing the Bylaws;
- (B) Electing, appointing or removing any member of any committee or any Director or Officer of KE OLA MAMO;
- (C) Amending the Articles of Incorporation, restating the Articles of Incorporation, adopting a plan or merger, or adopting a plan of consolidation with another corporation;
- (D) Authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of KE OLA MAMO;
- (E) Authorizing the voluntary dissolution of KE OLA MAMO or revoking proceedings thereof;
- (F) Adopting a plan for the distribution of the assets of KE OLA MAMO;

- (G) Amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered or repealed by the committee; or
- (H) Engage in any contractual relationship with an entity that is not approved by the Board of Directors.

The Chair shall appoint all standing and ad hoc committee chairs subject to the ratification of such appointments by the Board of Directors. The Chair shall be an ex-officio member without vote on all standing committees.

All committee chairs must be board members and shall continue to serve until their successors are appointed.

### SECTION 13. Standing Committees.

- (A) Human Resources Committee. The Human Resources Committee will have as its goals the ongoing recruitment for eligible candidates for appointment to the Board of Directors, and for key personnel in both the administrative and site locations.
  - (1) This committee will write the criteria in compliance to the Bylaws for all nominations including having responsibility to design, organize and implement a process for identifying eligible candidates for appointment to the Board of Directors.
  - (2) This committee will create job descriptions as well as the criteria for hiring an Executive Director as the programs administrator, support staff including volunteers and interns. Included shall be the periodic appraisal and evaluation of the Executive Director. This committee will review staff compensation and benefits
  - (3) This committee is also responsible for the creation and review of a policies and procedures manual for KE OLA MAMO.
- (B) Program Planning Committee. The Committee shall identify and develop programs to fulfill KE OLA MAMO's strategic plan.
  - (1) This committee will provide assistance and advice to KE OLA MAMO's Executive staff and Outreach staff concerning legal and liability issues that pertain to program implementation. The board seat for Na Lei Hulu No Ke Ola Mamo shall serve on this Committee.
  - (2) The Program Planning Committee is to work with contracted hospitals and agencies to facilitate and assist them as they develop and implement program services.

- (C) Evaluation Committee. The Evaluation Committee shall oversee quality assurances of Ke Ola Mamo's services.
- (1) This Committee will review ongoing data collection and evaluation within the health field (State and Federal) as it relates to Hawaiian health.
  - (2) This committee will perform an assessment of current programs to determine how KE OLA MAMO is effective and make recommendations for a three-to-five year plan for future programs.
- (D) Fund Development Committee. The Fund Development Committee will have as its direction the research, review and investigation of funding sources for all programs.
- (1) This committee will develop a capital campaign for fundraising and endowment planning.
  - (2) The executive staff of KE OLA MAMO will be assisted by this committee towards the development of community centers, as well as, fundraising staff, fundraising programs, and fundraising projects .
- (E) Community Relations Committee. The Community Relations Committee will develop good will and foster positive working relationships with communities in improving health conditions for Native Hawaiians on O'ahu.
- (1) Coordinate and plan all community relations and special events on the Island of O'ahu as they relate to designated communities.
  - (2) Special events will be defined as but not limited to health fairs, community screening events, etc.
  - (3) This committee will be charged with the responsibility of creating events within communities which are geared towards promoting health specifically and KE OLA MAMO in general.
  - (4) This committee will focus on building relationships that would lead to partnerships expanding Ke Ola Mamo's capacity and reach into the community.
- (F) Finance Committee. The Finance Committee shall have as its direction financial oversight of KE OLA MAMO. This Committee shall be separate and distinct from any internal audit committee contemplated under the Federal Sarbanes-Oxley Act of 2002, Pub. L. 107-204, 116 Stat. 745, as amended.
- (1) The Finance Committee shall be exclusive from fundraising activities as overseen by the Fund Development Committee.
  - (2) This committee will have regular reviews of KOM financial statements

- (3) This committee will conduct an annual audit and make recommendations to the Board.

SECTION 14. Expenses and Compensation. By resolution of the Board of Directors, reasonable compensation for services rendered by a Director in such amount as the Board of Directors shall from time to time determine, and expenses of attendance, if any, incurred by a Director, may be allowed for attendance at any meeting of the Board of Directors and each meeting of any committee, board or body created by the Board of Directors.

SECTION 15. Gifts and Contributions. The Board of Directors may accept on behalf of KE OLA MAMO any contribution, gift, bequest or devise for the general purposes, or for any special purpose, of KE OLA MAMO. All gifts and contributions received shall be the sole property of KE OLA MAMO.

#### ARTICLE IV

##### Executive Committee

SECTION 1. Officers of the Executive Committee. The Officers of KE OLA MAMO shall constitute the Executive Committee. The Chair of the Board of Directors shall be the Chair of the Executive Committee.

SECTION 2. Authority.

- (A) The Executive Committee, when the Board of Directors is not in session, shall have the authority to meet, make recommendations and take action pending formal action by the Board of Directors. The Executive Committee shall not have the authority to do any act which is to be done by the full Board of Directors as provided for in the Articles of Incorporation, these Bylaws or law.
- (B) The Executive Committee shall conduct on-going evaluation and interpretation of KE OLA MAMO's Bylaws. This Committee will review the election process and work closely with its Executive staff, as well as legal and surety consultants, within the parameters of its mission. This committee is charged with the responsibility of By-Laws amendments and implementation.
- (C) The Secretary shall ensure a record of all meetings and proceedings are kept. The action taken shall be reported to the Board of Directors at its next succeeding meeting and shall be subject to revisions or alterations prior to final approval by the Board of Directors.

SECTION 3. Meetings. Regular meetings of the Executive Committee may be held at such times and places as the Executive Committee may fix from time to time. Special meetings of the

Executive Committee may be called by the Chairman thereof upon not less than seven (7) days notice stating the place, date and hour of the meeting.

SECTION 4. Quorum. A majority of the members of the Executive Committee shall constitute a quorum for the transaction of business at any meetings thereof and action of the Executive Committee must be authorized by the affirmative vote of a majority of the members at a meeting at which a quorum is present.

## ARTICLE V

### Officers and Management

SECTION 1. Appointment, Term and Removal. The Officers of the Board shall be the Chair, the Vice-Chair, the Secretary and the Treasurer. The Officers shall be elected annually by the Board of Directors and shall hold office for a one year term and thereafter until their respective successors shall be duly elected or appointed. The Board of Directors may, at its discretion, from time to time, limit or enlarge the duties and powers of any officer appointed to it.

SECTION 2. The Chair. The Chair is this organization's Chief Volunteer and shall partner with the Executive Director in achieving Ke Ola Mamo's mission and discuss issues of concern to the Board. He/she shall preside at all meetings of the Board of Directors and encourage the Board's role in strategic planning. He/she shall be an ex-officio member of all committees, and shall have the general powers and duties to execute financial, legal and contract documents only when required and necessary. He/she shall at all times, keep the Board of Directors fully informed as to all of KE OLA MAMO's business, guides and mediates Board actions with respect to organizational priorities and governance matters, and shall appoint the chairpersons of committees in consultation with other Board members.

SECTION 3. The Vice-Chair. In the absence or disability of the Chair, the Vice-Chair shall perform all duties of the Chair, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chair. The Vice-Chair shall report to the Chair, help develop and implement officer transition plans and have such powers and perform such other duties assigned to him/her by the Chair, the Board of Directors or the Bylaws.

SECTION 4. The Secretary. The Secretary shall attend all meetings of the Board of Directors, and shall direct the recording of the proceedings thereof in the minute book or books of KE OLA MAMO. He/She shall direct the notice, in conformity with these Bylaws, of meeting, where required, of the Board of Directors. The Secretary shall manage the minutes of all meetings and ensure their timely distribution to board members. The Secretary shall be sufficiently familiar with Ke Ola Mamo's articles, by-laws, Internal Revenue Service and State Tax Department letters, and similar legal documents noting their applicability during meetings. The Secretary shall perform all other duties incident to his/her office or which may be assigned to him/her by the Chair or the Board of Directors.

SECTION 5. The Treasurer. The Treasurer shall have authority to oversee compliance to all fiscal activities including all funds, notes, bonds and other evidence of property of KE OLA MAMO ensuring generally accepted accounting principles are met satisfactorily. He/She shall deposit or cause to be deposited in the name of KE OLA MAMO all monies or other valuable effects in such banks, trust companies or other depositories as shall from time to time be designated by the Board of Directors. He/She shall make disbursements as the regular course of business may require or the Board of Directors may order. The book of accounts shall at all reasonable times be open to inspection by any Director. He/She shall provide the annual budget to the board for members' approval and ensure the development and board review of financial policies and procedures: He/She shall render to the Board of Directors and the Chair, whenever they request it, an account of all of the his/her transactions as Treasurer and of the financial conditions of KE OLA MAMO, and shall have such other powers and perform such other duties incident to his/her office or which may be assigned by the Chair, the Board of Directors or the Bylaws.

SECTION 6. Executive Director. The Executive Director shall be hired by the Executive Committee and be approved by a majority of the Board of Directors. Subject to the direction and approval of the Board of Directors, the Executive Director shall:

- (A) be the Chief Executive Officer and President having general supervision, direction, and control of the business and officers of KE OLA MAMO, and shall have the general powers and duties of management controlling the day-to-day business operations.
- (B) support operations and administration of the Board by advising and informing Board members, interfacing between Board and staff, and supporting the Board's evaluation of chief executive initiate and negotiate service contracts with community health care providers;
- (C) work with Program Planning and Fundraising Committees in overseeing fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation in pursuing grants and additional funding for the development of health services for Native Hawaiians upon approval of the Board of Directors;
- (D) manage the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations, and complete performance evaluations of immediate subordinates on an annual basis with recommendations for salary adjustments and goal setting supporting the strategic plan.
- (E) recommend yearly budgets for Board approval and prudently manage Ke Ola Mamo's resources within those budget guidelines according to current laws and regulations

- (F) assure that Ké Ola Mamo's mission, programs, products and services are consistently presented in strong, positive image to its members, the community, and other stakeholders
- (G) report directly to the Chairperson of the Board of Directors concerning all business related matters affecting KE OLA MAMO;

SECTION 7. Compensation. The Board of Directors shall have the authority to fix the compensation, if any, of the Officers, agents and employees.

## ARTICLE VI

### Removals

The Board of Directors may at any time remove from office or discharge from employment any Officer, subordinate Officer, agent or employee appointed by it or by any person under authority delegated by it, whenever, in their judgment, the best interests of KE OLA MAMO will be served thereby.

## ARTICLE VII

### Audits of Books

The Board of Directors shall cause a complete audit to be made of the corporate books at least once each fiscal year and more often as required by the Board of Directors, and shall thereafter make appropriate reports to all Directors of the Board. The Board of Directors may appoint some person, firm or corporation engaged in the business of auditing to act as the auditor of KE OLA MAMO. No Director or Officer shall be eligible to serve as Auditor of KE OLA MAMO. Audits under this provision are separate from audits conducted by any internal audit committee as contemplated under the Sarbanes-Oxley Act of 2002, Pub. L. 107-204, 116 Stat. 745, as amended.

## ARTICLE VIII

### Fiscal Agent

Any Fiscal Agent shall, under the supervision of the Executive Director, handle receipt and disbursement of all funds in accordance with requirements set forth by the Board of Directors, and shall provide accounting of funds and periodic reports to the Board.

## ARTICLE IX

### Executive of Instruments

SECTION 1. Proper Officers. Except as hereinafter provided or as required by law, all checks, drafts, notes, bonds, acceptances, deeds, contracts, bills of exchange, order for the payment of money, licenses, endorsements, powers of attorney, waivers, consents, returns, reports, applications, notices, mortgages and other instrument or writings of any nature, which require execution on behalf of KE OLA MAMO, shall be signed by any two (2) of the Executive Committee. The Board of Directors may from time to time authorize any such documents, instruments, or writings to be signed by such Officers, agents or employees of KE OLA MAMO, or any one of them in such manner as the Board of Directors may determine. These constraints, however, shall not interfere with the disbursements for operational liabilities by the Executive Director.

SECTION 2. Funds. Funds of KE OLA MAMO shall be deposited from time to time to the credit of KE OLA MAMO in such banks, trust companies or other depositories as the Board of Directors may select.

## ARTICLE X

### Corporate Books and Records: Inspection of Same and Bylaws

SECTION 1. Books and Record. KE OLA MAMO shall keep correct and complete books and records of account and minutes of the proceedings of the Board of Directors and of any committee having any of the authority of the Board of Directors, and shall keep at its registered office or principal office in the State a record of the names and addresses of the Directors. All books and records of KE OLA MAMO may be inspected, upon request, by any Director. Any Director's agent or attorney by written request may inspect all books and records for any proper purpose at any reasonable time.

SECTION 2. Inspection of Bylaws. KE OLA MAMO shall keep in its principal office for the transaction of business a copy of the Bylaws as amended or otherwise altered to date, which shall be open to inspection by the Directors at all times during office hours.



## ARTICLE XI

### Indemnification of Officers, Directors, Employees and Agents

SECTION 1. Definitions. As used in this Article, unless the context otherwise requires: "Agent" and "Fiscal Agent" means any person who is or was a Director, Officer, employee or other agent of KE OLA MAMO, or is or was serving at the request of KE OLA MAMO as a director, officer, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust or other enterprise, or was a director, officer, employee or agent of a foreign or domestic corporation which was a predecessor corporation.

"Expenses" include, without limitation, attorney's fees and any expenses of a completed action or proceeding, whether civil, criminal, administrative or investigative.

SECTION 2. Indemnity against claims by 3<sup>rd</sup> parties. Except for any action by or in right of KE OLA MAMO, KE OLA MAMO shall have power to indemnify any person who was, is, or is threatened to be made a party to any proceeding because that person is or was an agent of KE OLA MAMO against expenses including reasonable attorney's fees, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with such proceeding. Indemnification is allowed only if the person acted in good faith and in a manner that he reasonably believed to be in or not opposed to the best interest of KE OLA MAMO, and, with respect to any criminal proceeding, had no reasonable cause to believe that his conduct was unlawful. Termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere, or the equivalencies, shall not singularly create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in or not opposed to the best interests of KE OLA MAMO, or that the person had reasonable cause to believe that his conduct was unlawful.

SECTION 3. Indemnity against claims by Ke Ola Mamo. KE OLA MAMO shall have power to indemnify any person who was, is, or is threatened to be made a party to any threatened, pending or completed action by or in the right of KE OLA MAMO to procure a judgment in its favor because the person is or was an agent of KE OLA MAMO against expenses (including reasonable attorney's fees) actually and reasonable incurred by the person in connection with the defense or settlement of such action. Indemnification is allowed only if the person acted in good faith and manner reasonably believed to have been in or not opposed to the best interests of KE OLA MAMO. No indemnification shall be made in respect of any claim, issue or matter as to which the person shall have been adjudged to be liable for negligence or misconduct in the performance of his duty to KE OLA MAMO unless, and only to the extent that, the court in which the action or suit was brought shall determine upon application that, despite the adjudication of liability and in view of all circumstances of the case, the person is reasonably entitled to indemnity for such expenses in amounts that the court deems proper.

SECTION 4. Indemnity upon the merits. To the extent that an agent has been successful on the merits or otherwise in defense of proceeding referred to above in Section 2 or 3 or in defense of any claim issue or manner therein, the agent shall be indemnified by KE OLA MAMO against

expenses (including reasonable attorney's fees) actually and reasonable incurred by the agent in connection therewith.

SECTION 5. Conditions of Indemnity. Any indemnification under Section 2 or 3, above, shall be made by KE OLA MAMO only as authorized in the specific case upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Section 2 or 3. The determination shall be made (1) by the Board of Directors by a majority vote of a quorum consisting of Directors who were not parties to the proceeding, or (2) if a quorum is not obtainable, by independent legal counsel in a written opinion, or (3) the court in which the proceeding is or was pending upon application made by KE OLA MAMO or the agent or the attorney or other person rendering services in connection with the defense, whether or not the application by the agent, attorney or other person is opposed by KE OLA MAMO.

SECTION 6. Advanced payments. Expenses incurred in defending any proceeding may be paid by KE OLA MAMO in advance of the final disposition of the proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall ultimately be determined that the agent is entitled to be indemnified by KE OLA MAMO as authorized in this Article.

SECTION 7. Indemnity rights are not exclusive. The indemnification provided by this Article is not exclusive of any other rights to which those indemnified may be entitled under any Bylaw, agreement, vote of the disinterested Directors or otherwise, both as to action in a person's official capacity and as to action in another capacity while holding office, and shall continue as to a person who has ceased to be an agent and shall inure to the benefit of the heirs and personal representatives of such a person.

SECTION 8. Liability insurance. KE OLA MAMO shall have the power to purchase and maintain insurance on behalf of any agent of KE OLA MAMO against any liability asserted against or incurred by the agent in any such capacity or arising out of the agent's status as such, whether or not KE OLA MAMO would have the power to indemnify him/her against such liability under the provisions of this Article. Any such insurance may be procured from any insurance company designated by the Board of Directors, including any insurance company in which KE OLA MAMO shall have any equity or other interest through stock ownership or otherwise.

SECTION 9. Limitations on indemnity concerning benefit plans. This Article does not apply to any proceeding against any trustee, investment manager or other fiduciary of an employee benefit plan in such person's capacity, though such person may also be an agent of the employer corporation as defined in Section 1, above. Nothing contained in this Article shall limit any right to indemnification to which such a trustee, investment manager or other fiduciary may be entitled by contract or otherwise.

ARTICLE XII

Amendment to Bylaws

The Bylaws may be altered, amended or replaced, and new Bylaws may be adopted, by a majority vote of the Directors present at any meeting of the Board of Directors at which a quorum is present or by the written consent of such Directors.

CERTIFICATION

BY SECRETARY OF KE OLA MAMO

I, HEREBY CERTIFY that I am the duly elected Secretary of Ke Ola Mamo and that the attached Bylaws were duly adopted by said Corporation and are currently effective.

Date: \_\_\_\_\_ 2008

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Analika Nahulu  
Board Secretary

REVISED: May 13, 1992  
REVISED: June 03, 1992  
REVISED: June 10, 1992  
REVISED: July 07, 1992  
REVISED: July 22, 1992  
ADOPTED: August 12, 1992  
REVISED: September 7, 2004  
ADOPTED: November, 15, 2004  
REVISED: October 24, 2005  
ADOPTED: December 19, 2005  
REVISED: September 15, 2008  
ADOPTED: \_\_\_\_\_, 2008