

House District 7_

Senate District 4_

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

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

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: North Kohala Community Resource Center

Dbas: same as above

Street Address: 55-3393 Akoni Pule Hwy Hawi, HI 96719

Mailing Address: P. O Box 519 Hawi, HI 96719

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name CHRISTINE RICHARDSON

Title Executive Director

Phone # 808-889-5523

Fax # 808-889-5527

e-mail info@northkohala.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:

CAPACITY BUILDING SUPPORT FOR NKCRC, A FISCAL SPONSORSHIP, COMMUNITY SUPPORT ORGANIZATION LOCATED IN NORTH KOHALA

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: \$ 79,238

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 \$79,238 _____

FEDERAL \$ _____

COUNTY \$ _____

PRIVATE/OTHER \$ _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE

CHRISTINE RICHARDSON, EXECUTIVE DIRECTOR JANUARY 23, 2013__

NAME & TITLE

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

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

The North Kohala Community Resource Center (NKCRC) is a 501(c)3 nonprofit organization located in North Kohala, a small rural community (6,322 population) on the Big Island of Hawaii. Our mission is to increase the number of successful community projects in North Kohala. We do this by providing training, coaching, and a 501(c)3 umbrella to a diverse group of volunteer community project organizers. We opened in 2002 with six sponsored projects and have grown to 74 projects by the end of 2012. During this time we trained over 120 volunteers to plan, organize, coordinate and fund their projects. During that time, we have brought in over \$8 million to fund these projects and the resulting improvements in our community have been remarkable. Our full time Executive Director managed this growth with the help of a part time Executive Assistant, and at the same time has been responsible for raising the funding to support our operations, over \$1 million during this 10 year period.

The work of the Center has been recognized by numerous organizations and publications; most notably we were awarded the national "Point of Light" designation in 2004, the 2008 Bank of Hawaii Monty Richards Award for "Innovation in Non-profits on the Big Island", and in 2011 we were named one of the "Six Great Small Non-profits in the State of Hawaii" by Hawaii Business Magazine. We list over 60 foundations and government entities as funding partners, including the State of Hawaii Department of Civil Defense the Department of Land and Natural resources, and the U.S Department of Agriculture. Our 2012 Annual Report and Summer newsletters, along with letters of support from our community, are attached to give you a complete picture of the work we are doing.

This growth in sponsored projects represents a notable accomplishment: we have been successful in our mission and proved that our program model works. It also represents a serious challenge: during this time our work load has grown tenfold with no increase in staff. As early as 2008 we recognized the need to increase our funding for operations to keep up with this increase in work load and allow for continued growth in the number of projects we serve. At that point our income was dependent on individual and business donations (from about 40% of the 1,800 households and almost all of the businesses in the community), annual fund development activities (special events and on line auctions), sponsorship fees from grants and donations secured for our projects, as well as mission-related business sales of books and CDs related to the community. Although these streams were working, they were not producing sufficient operating support income to allow for the increases in staff we needed.

We realized that an additional stream with significant potential was needed. Based on a careful analysis we concluded that opening a welcome center for visitors to North Kohala had the largest potential to provide the growth in income needed to support the growth in our staff. After three years in planning and construction, and multiple capacity building grants from private foundations for start-up and most recently,

to complete the build-out of our most ambitious venture to date, we opened the Kohala Welcome Center on January 2, 2012.

Our office and the Kohala Welcome Center reside in a beautiful and historic gateway building on the main highway as you enter the towns of Hawi and Kapa'au. Our Welcome Center offers an informative, museum-quality interpretive corridor which conveys the history of our community, much needed clean public restrooms, and sells numerous books and CDs we've published all directly related to North Kohala. We had over 14,000 visitors in 2012 with a robust Kohala Guide program of 25 volunteers. This provided a strong mission-related business designed for visitors and residents alike. It produced over \$16,000 in operating support income in 2012, and we expect this income to grow significantly in the years to come as the Center becomes better known as a tourist attraction and as we develop our product lines. The income from this effort will be used to offset costs of operations and maintenance of our historic building

Although the opening of the Kohala Welcome Center is a blessing for the future, it has not yet solved our immediate problem of insufficient staff. In fact, it has increased the burden on our Executive Director. Late in 2012 we hired two new part time staff members to begin the training needed to support operations and our growth in projects. Even with our current 2013 operation support funding forecasts at increased levels over 2012, we cannot afford the additional hours, wages, and employer expense needed to fully support our program. This application is to provide that funding over the next State fiscal year to increase our staff hours and bridge that gap, as well as provide several improvements in our infrastructure to improve the delivery of our program.

2. The goals and objectives related to the request;

Our goal is to continue to provide the comprehensive services to our volunteer project organizers to accomplish successful community improvement projects by increasing our staff hours and improving our program delivery infrastructure.

Our specific objectives are to:

- Offer increased hours and employee benefits to our two new staff members (who are currently in training) by August 2013.
- Improve our program service infrastructure with new networked computers, and updated phone system, a new digital projector by September 2013, and a new FoundationSearch America software system by September 2013.
- Increase our successful community projects from 76 to 84 by year end 2013, and to 91 by year end 2014.
- Increase project funding from \$225,000 in 2012 to \$350,000 in 2013 and continued growth beyond.

3. The public purpose and need to be served;

Our public purpose is to provide services in the form of coaching, training, planning and securing funding for a wide range of efforts that benefit the community. We designed our program based on the problems our volunteers faced and on our research with local organizers, so our program resonates with the local culture and addresses well-understood issues among local volunteers. Since no model existed for this

approach in Hawaii we developed our program from scratch. It is a unique way to provide effective solutions to the needs of small, rural communities. The projects that we sponsor are diverse, fill many niches, and include youth education and after school activities, physical fitness, health care and wellness, agriculture, invasive species eradication, programs and education in the arts, cultural preservation, recreation, and economic development. Our community project organizers, primarily volunteer, are the keys to the success of the NKCRC. The steady growth of the NKCRC far exceeded our expectations and has been extraordinarily beneficial to our community, but it has severely challenged our ability to serve our projects while maintaining a strong operational funding strategy. Our current staffing is maxed out on the services and program support we can provide and we need to “fuel our engines” with added staff and infrastructure support to increase and sustain our resources in volunteers and successful project outcomes.

4. **Describe the target population to be served; and**
5. **Describe the geographic coverage.**

Our community - North Kohala, located at the end of the road on the northernmost tip of the Big Island of Hawaii - is large in land area (133 square miles) and small in population (6,038 residents in 1751 households in 2000, currently 6,322 and 1,800 respectively). We are isolated (the nearest town is 21 miles away with minimal public transportation access), rural and agricultural (98% of our land is zoned for agricultural use), and, like most Hawaiian communities, we are a blend of seven diverse ethnic cultures: Hawaiian, Japanese, Filipino, Puerto Rican, Chinese, Portuguese, and Caucasians. Because our projects address so many different community needs and our project organizers come from every facet of our community, our target population is, quite literally, the entire population of North Kohala.

II. Service Summary and Outcomes

Scope: The scope of this grant request is increased staff hours and improved infrastructure so that we can effectively meet the increasing demand for our program services while freeing the Executive Director to focus on vital fund development strategies and allowing time to develop the Kohala Welcome Center income stream to levels that will support this staff increase by year end 2014. Funding support will enable us to increase the funding and capacity of community projects, train new staff in key task areas and develop an office manager position, increase the number of trainings that we offer, purchase and network new computers, telephone and a projector system as well as a new search engine for funding opportunities.

Tasks and Responsibilities/Timeline/Quality Assurance and Evaluation/Measures of Effectiveness:

1a.) Train new staff in key task areas and develop an office manager position.

Two new staff members, the new Associate Director, and the new Administrative Assistant, will be trained in all aspects of the organization pertaining to their job descriptions. For the new Associate Director, the training involves a hands-on teaching experience of all facets of operating and managing the Center taught by the Executive Director, followed by delegation of “whole jobs” as the AD demonstrates proficiency in each area. This will allow our Executive Director to provide oversight to managing the Center while focusing on much needed fund development activities. For the new Administrative Assistant, the training involves a hands-on teaching experience of all facets of Center’s administration (bookkeeping, data base management,

correspondence) taught by our current Executive Assistant, followed by delegation of “whole jobs” as the new AA demonstrates proficiency. This will allow the Executive Assistant to assume the role of Office and Welcome Center manager.

1b. Projected Annual Timeline for Accomplishing the Results or Outcomes:

This training will be complete by year end 2013.

1c. Quality Assurance/Evaluation Plans:

All new employees have a detailed job description and will be evaluated every three months by the Executive Director. Further, these staff additions will allow us to grow our projects from 76 in 2012 to 84 by year end 2013, and to 91 by year end 2014.

1d. Measures of Effectiveness:

After nine months the both new Associate Director and Administrative Assistant will be fully trained and proficient based on ongoing performance evaluations, and by monitoring our project dash board monthly.

2a.) Increase the number of annual training workshops from two to three.

We will promote and increase the quality, number and size of our training workshops to increase the capacity and number of capable organizers. This will require additional teaching materials and a new projector as well as training the Associate Director to lead this workshop series. We will continue to offer this training to participants from outside North Kohala; such individuals pay \$350 per series.

2b. Projected Annual Timeline for Accomplishing the Results or Outcomes:

Scheduled series in Oct/Nov and April/May and additional series based on demand in 2013.

2c. Quality Assurance/Evaluation Plans:

We routinely track the number of workshop participants and their evaluations of the effectiveness of the workshops.

2d. Measures of Effectiveness:

We will measure our effectiveness by the number of participants and evaluation scores.

3a.) Improve office infrastructure and staff capacity and efficiency by purchasing and networking three new computers, installing a new telephone system with wireless headsets, and a new digital projector.

3b. Projected Annual Timeline for Accomplishing the Results or Outcomes:

Purchase and install all infrastructure improvements by year end 2013.

3c. Quality Assurance/Evaluation Plans:

These infrastructure enhancements will increase productivity and improve our training.

3d. Measures of Effectiveness:

Our part time employee productivity will be increased by 10% after completion of these improvements and our training scores will be improved by the same percentage.

4a. Increase the Funding of Community Projects:

We will increase the funding of community projects by a minimum of 10%, from \$225,000 in 2012 to \$350,000 in 2014, thereby increasing their capacity. We will do this by effectively targeting the Associate Director position to develop the potential of the new search engine software, Foundation Search America,

which will in turn increase our capacity to fund more community projects. This will directly increase our income stream of program fees. For a complete description of our fees, see the attached Program Service Fee document.

4b. Projected Annual Timeline for Accomplishing the Results or Outcomes:

These gains in funding will occur by the end of 2014.

4c. Quality Assurance/Evaluation Plans:

We will measure these increases in our routine monthly financial reports.

4d. Measures of Effectiveness

We will measure the increase in project funding, as well as the increase in our fees, as a part of routinely tracking our income streams on a monthly basis.

III. Financial

We are requesting \$79,238 in grant support from the State of Hawaii Grant-in-Aid funding opportunities. \$11,300 will provide 3 computers, a projector, a grant search engine, and an upgraded phone system. \$67,938 will support additional staff hours and health care benefits to allow the Director to develop and strengthen current income streams. Our 2013 Budget is attached.

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2014.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
28,284.50	16,984.50	16,984.50	16,984.50	79,238.00

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2014.
Please see attached funding source list for 2013.
4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable. **NONE**

IV. Experience and Capability

A. Necessary Skills and Experience

We have an 11-year proven track record of providing the services for which we are asking support. Our program model has worked with securing small and large grants from all sectors--private, county, state and federal. Our experience in our eleven years has been very rewarding. Over 100 organizers have participated in our twenty workshop cycles. The participants gave us high marks (average 4.8 out of 5.0) in their workshop evaluations. Local volunteer organizers attend our workshops for free with other out-of-area

nonprofit organizers who attend on a fee basis. This program provides education, bridges to funding and support for a wide range of community efforts. We currently sponsor 74 projects.

Our staff consists of a seasoned Executive Director, Christine Richardson, with deep ties to the community and an excellent track record over the past ten years and a part time Executive Assistant, Juanita Rivera. They have established an enviable grant proposal success rate of over 57% with 60 different foundations as well as the County and State of Hawaii and the Federal government. Both of these women have successfully steered the Center through its growth and development with strong community skills and commitment to our mission for the past ten years. The Center has contributed over \$8 million dollars to its sponsored projects.

Recent additions to the staff include Robyn Skudlarek our Associate Director (15 hrs per week) and Chardelle Yamamoto, Administrative Assistant (10 hrs per week). Both of these new hires are being tracked for succession planning.

B. Facilities

Our office, along with the Kohala Welcome Center, is located in a beautiful and historic gateway building on the main highway as you enter the towns of Hawi and Kapa'au. Our building houses public restrooms, a meeting space, office cubicles, a small kitchen, and informative, museum-quality interpretive signs that effectively convey the history of our community. Our meeting space provides an excellent environment for our workshops series as well as individual meetings, coaching and strategic planning for our active project organizers. Additionally, this space is also utilized by projects for committee meetings and planning sessions in the evenings. The only drawback in this 1938 historic building is the aged wiring and subsequent phone system which requires frequent IT visits to keep internet and phones working. As pertaining to this request, we are seeking an upgrade to re wire the phones and internet to achieve greater efficiency in our both interoffice and outside communications.

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.

Staff resumes attached.

Position: Executive Director, Christine Richardson (FTE 1.0)

Qualifications and Experience: RN, Associate Director for 2 years and Executive Director of the NKCRC for 8 years. Ability to supervise, train, and provide administrative direction relative to the request:

The Executive Director will oversee all aspects of the infrastructure and staff development plan.

Position: Associate Director, Robyn Skudlarek (PTE .37)

Qualifications and Experience: BA Communications; MA Human Development; State of Hawaii Teaching Credential; 6 years experience in non-profit organizations including as Executive Director and Program Coordinator; Project Organizer for an NKCRC project; extensive grant proposal writing experience. A portion of the funding will increase the hours of the Associate Director who will be responsible for all aspects of the new foundation data base including training project managers in its use. This individual will also become a trainer for all NKCRC project organizer workshops.

Position: Executive Assistant, Juanita Rivera (PTE .6)

Qualifications and Experience: Administrative and financial manager of a medical office, hospitality staff management at major hotel, six years work experience with the NKCRC including bookkeeping, data base management, major correspondence, and administration of project data and files.

Position: Administrative Assistant, Chardelle Yamamoto (PTE .25)

Qualifications and Experience: BS in Applied Science in Business Administration with emphasis in Software Technologies; BA Business Administration; four years in Customer Service/Relations, American cancer Society "Relay for Life" co-chair in North Kohala.

Position: Volunteer Guides-25

Qualifications and Experience: All our guides are residents of North Kohala and complete an organizational and customer relations training to better serve the visitor. The guide team will receive further training in customer service from the Administrative Assistant so that they can improve their abilities in sales, communication, and service.

B. Organization Chart

Organizational Chart Attached

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.

NKCRC is not aware of being named as a defendant in any current or pending litigation.

B. Licensure or Accreditation

Our Executive Director completed her Professional Certificate in Non Profit Management in October 2004 at Kapiolani Community College. She holds a Bachelor of Arts Degree from the University of Massachusetts in Human Service Advocacy and an Associate Degree of Science in Nursing. Three of our Board Officers have completed the same Non-Profit Management Certificate program in 2006. One current Director and one staff member, who plan to grow into leadership positions, are enrolled in the similar Hawaii Community College Non-Profit Program that is currently underway.

Attachments:

- 1. NKCRC Annual report 2012 and Summer Newsletter 2012**
- 2. Community letters of Support**
- 3. NKCRC Program Service Fee Schedule**
- 4. NKCRC2013 Budget**
- 5. NKCRC 2013 funding sources**
- 6. NKCRC staff resumes**
- 7. NKCRC Organizational Chart**

BUDGET REQUEST BY SOURCE OF FUNDS

(Period: July 1, 2013 to June 30, 2014)

Applicant:

North Kohala Community Resource Center

BUDGET CATEGORIES	Total State Funds Requested (a)	NKCRC (b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	45,760	75,600		
2. Payroll Taxes & Assessments	7,778	14,076		
3. Fringe Benefits	14,400	14,400		
TOTAL PERSONNEL COST	67,938	104,076		
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island		600		
2. Insurance		1,800		
3. Lease/Rental of Equipment				
4. Lease/Rental of Space		12,829		
5. Staff Training		800		
6. Supplies		1,500		
7. Telecommunication		3,060		
8. Utilities				
9. Grant search engine FSA	3,900			
10. Printing and publications		3,300		
11. Merchant service fees		1,300		
12. Postage		1,950		
13. Public relations/professional fees		2,600		
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	3,900	29,739		
C. EQUIPMENT PURCHASES	7,400			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	79,238	133,815		
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	79,238	C. Richardson 808-889-5523		
(b) NKCRC	133,815	Name (Please type or print) _____ Phone _____		
(c)		1-25-13		
(d)		Signature of Authorized Official _____ Date _____		
TOTAL BUDGET	213,053	C. Richardson, E.D. Name and Title (Please type or print)		

BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

North Kohala Community Resource Center

Period: July 1, 2013 to June 30, 2014

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	\$78,568.00		\$ -
Associate Director	0.75	\$43,704.00	100.00%	\$ 43,704.00
Executive Assistant	0.625	\$26,182.00		\$ -
Administrative Assistant	0.5	\$24,234.00	100.00%	\$ 24,234.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				67,938.00
JUSTIFICATION/COMI grant supported salaries include health care and employer's costs.				
The new staff will provide the capacity building needed for this request.				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: North Kohala Community Resource Ctr Period: July 1, 2013 to June 30, 2014

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
networked computers	3.00	\$1,100.00	\$ 3,300.00	3300
phone system	1	\$2,500.00	\$ 2,500.00	2500
projector	1	\$1,600.00	\$ 1,600.00	1600
FSA grant search engine	1	\$3,900.00	\$ 3,900.00	3900
			\$ -	
TOTAL:	6		\$ 11,300.00	11,300

JUSTIFICATION/COMMENTS Our ten year old computers are outdated and delay our abilities to produce multiple proposals for projects. FoundationSearch America grant engine will increase our ability to identify funding

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

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

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant 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.
- 2) The applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants or subsidies 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.

North Kohala Community Resource Center

(Typed Name of Individual or Organization)



(Signature)

1-25-13

(Date)

Christine Richardson _____ Executive Director _____
(Typed Name) (Title)

NKCRC SERVICES and FEES Revised February 1, 2013

The fees we collect compensate us for the many services we provide for our projects. Our fee percentages below are applied to the total grant or contribution amount. Our general categories of service and the related fees for 2013 are as follows:

Description of NKCRC services and fees:

1. Funding research, proposal work, advice, general assistance and administration: This includes teaching, project planning, budgeting, use of our software, networking with funders, meetings with potential donors, edits, polish, rewrites, critiques and packaging of proposals as well as collecting and managing information for and preparing final reports. Administration includes thank you and tax deduction letters, interim and final reports, banking, check issuing, fee collections and data base management. **Fee percentage: 8%**

2. Use of non-profit mailing services:

We charge a flat fee of \$25 to use our bulk mailing permit plus the actual cost which is approximately \$250-\$350 for a saturation mailing in North Kohala.

3. Travel:

Costs for project related travel to Honolulu, Hilo, Kona, and Neighbor Islands will be determined on an individual basis.

How fees are applied:

Grants

All grants of \$250 or greater generate an 8% fee. The fees for services provided on grants are agreed upon prior to submittal, and then applied to the grant amount request. Occasionally some funders have their own fiscal percentage fee cap which we always honor.

Contributions/Donations

All contributions at or above \$250 generate an 8% fee. This also applies to cumulative contributions of amounts less than \$250 that total \$250 or greater during a calendar year.

A New Donation Disbursement and Fee Collection Process

Donation checks will now be issued once each month. Grant checks will be issued when they are received and processed. All fees for contributions at or above \$250 are due at the time of receipt of funding and an invoice will be provided for your records. Project organizers will bring the project checkbook to the Center and fees will be collected when the check for the donation/grant is issued. This will also provide proof of a dedicated bank account for the project as specified in the Fiscal Sponsorship agreement. For cumulative contributions of amounts less than \$250 that total \$250 or greater during the year, invoices will be issued quarterly and will be due upon receipt. We cannot provide funding to projects without collecting this fee and proof of a dedicated bank account in the name of a project.

Please note: All donations and grants that total less than \$250 during the calendar year do not generate fees. This is the 2013 Board-approved fee schedule. We reserve the right to review and adjust all fees on an annual basis.

FINAL		
NKCRC		
	2013	Rationale
Revenues & Other Support		
Grants and Donations for sponsored projects	250,000	Grants and contributions to projects
Operating Support Donations	60,000	Donations from Individuals and Businesses
Capacity Operating Grants	5,000	Dorrance 5-10K,(potential SOH 50-75k,COH 20-25K capacity grants 2013-14)
Special Event	25,000	April 27th Puakea Ranch
Visitors Center:		
Related sales	15,000	increased product line
Visitor Donations	4,000	4,000 2012
On Line Auction	15,000	Sep solicit/Nov launch
Program Service Fees	20,000	average 8% on grants/contrib above \$250,est invoice system
Hawaii General Excise Tax Collected	25	10 Kohala Aina
Interest	0	no CD
Total Income	394,025	
Cost of Sales for Related Business Sales	2,550	estimate 17% on new products
Gross Margin	391,475	
Expense		
Grants and Contributions to Projects	250,000	Grants and Contributions to Projects
Bank Charges	60	Misc fees
Education	800	workshops for ED, Board
Leased Employees-Salary, Employer Exp, Medical	149,897	*pending grant support. Min: \$132,199 w/ current staffing
Insurance	1,800	Commercial Fire, Theft, General Liability & D&O
Website	195	Hosting \$195/year
Merchant Service Fees	1,300	Merchant Svc Fees and PayPal Fees
Occupancy	12,829	12 months rent @884 incl util, alarm, plus mtn, cleaning
Postage and mailings	1,950	\$1850 for 2012
Printing and Publications	3,300	AR, NL (donor envelopes \$680 and 2 printing jobs@\$1300 each)
Professional fees	2,200	GS, Assoc, SOH AG, IT, NL, AR
Public relations, marketing	2,600	Welcome Center PR Kirky A., Aloha411, KMN ad
Supplies	1,500	paper, ink, stationery , toilet paper (\$1,371 in 2012)
Telephone and Internet	3,060	255 month for Internet and office phone/fax system
Taxes	25	4% non related Business Sales
Travel (airfare, car rental)	600	1 trip for 3 staff for HANO, HNL
Total Expense	432,116	
Total Operating Expense	182,116	Total expense-operations and Welcome Center
Net Income	-40,641	-22,943 with current staffing
	17,698	difference between high and low estimates for leased employees
		*Please note: no staff increases without capacity building grants in place
Potential Capital expenses:		
ATM, retail counter,vending machines		
Welcome Center inventory		
new computers		

Income sources: NKCRC fiscal year 2013

Operating support donations	60,000 individuals, families, businesses
Capacity grants	5,000 private foundations
Special event	25,000 April
Welcome Center sales and donations	19,000 year round
On line auction	15,000 November
Program service fees	20,000 8% fees on grant/donations to projects grate
	144,000

Christine Murphy Richardson, E. D., R.N.
P. O. Box 509, Hawi, HI 96719
1-808-889-6295 (home), 1-808-895-6108 (cellular)
info@northkohala.org

PROFESSIONAL EXPERIENCE:

- July '03-present **NORTH KOHALA COMMUNITY RESOURCE CENTER**, P. O. Box 519, Hawi, HI 96719
Executive Director: Communicates and networks with project coordinators and the community to foster and support the increase of successful community projects in North Kohala. Conducts workshops for project coordinators and raises sufficient funds to sustain the Center. Maintains the Center's financial health, manages the Center's staff and oversees all operations and reports directly to the Board of Directors.
- June '98-Present **NORTH HAWAII HOSPICE**, P.O. Box 1236, Kamuela, HI 96743. Staff RN: Provides staff support and community outreach for patient care and family support in home setting.
- March '03-May'07 **KOHALA HOSPITAL**, P.O. Box 10, Kapaau, HI 96755 Staff/Charge RN. Per Diem nurse for all aspects of nursing including long term care, emergency room and staff supervision.
- Jan. '02 Mar 03 **PROFESSIONAL NURSING SERVICE**, South Lake, Utah Travel Contract RN: Med-Surg & ER at Myra Keating Smith Clinic, St. John, US Virgin Islands, 6 month contract completed, and at Molokai General Hospital, 3 month contract completed, full time, rotating shifts. Duties included staffing 24-hour emergency room and full service clinic for island population including immunizations, pediatric, geriatric and adult care.
- Jan. '01 -Dec. '02 **Private duty and Medical record research** for Native Hawaiian Health Research.
- Oct '00-Dec. '00 **ISLAND HOSPICE, Harare, Zimbabwe** Staff RN: Volunteered full-time with RN's and social workers providing home visits to patients, education and training of volunteer caregivers and consultation and support for development of infirmaries for orphanages and orphan population, sponsored by North Hawaii Hospice.
- Sep. '97 -Sep. '01 **NATIVE HAWAIIAN HEALTH RESEARCH**, P.O. Box 1494, Kapaau, HI 96755 Clinical Research Coordinator, Project Manager: Responsible for coordination and supervision of clinical activities and staff of eight. Duties include organizing, maintaining and updating participant records at clinical research site with overall day-to-day supervision of clinical activities. Responsible for all referrals, participant education, follow-up, quality assurance and community relations.
- June '94 -June '98 **KOHALA HOME HEALTH CARE, NHCH**, Kamuela, HI Home Health staff RN: working primarily with adults in home. Skilled in nursing assessment, *N* therapy, wound care and all aspects of case management.
- Nov. '91 -Apr. '94 **BIG ISLAND AIDS** Project, P.O. Box 11510, Hilo, Hawaii 96720.808-935-7611 Nurse Case Manager.
- 1990-1991 **VISITING NURSE ASSOCIATION and HOSPICE OF THE FLORIDA KEYS**, 724 Truman Avenue, Key West, Florida 33040.305-294-8812 Staff R.N.
- 1989-1990 **LOWER KEYS HEALTH SYSTEM EAST**, Key West, Florida 33040. 305-294-5531 Medical-Surgical Staff R.N

EDUCATION and AFFILIATIONS:

Bachelor of Arts in Human Service Advocacy. University of Massachusetts, Boston. 1977

Associate of Science in Nursing. Florida Keys Community College, Key West, Florida. 1989

Healing Touch Practitioner Level I August 1998.

Participant and Guide for Hawaii NatureFast Vision Quest Program. June 1998.

Kohala Hospital Auxiliary member January 1998-present

Professional Certificate in Non-Profit Management, Kapiolani Community College, October 2004

Board Director, Hamakua Health Center, Honokaa, HI. June 2010-present

Board Director, AlohaCare, Honolulu, HI July 2012-present

Robyn Skudlarek, MA

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808-889-0992 • 808-345-5777 • robynskudlarek@gmail.com

Profile

- 6 years experience in the non-profit sector
- Over 15 years of teaching experience with children and adults in diverse settings
- Program development, grant proposal writing, and management/administrative experience
- Active in community service and non-profit boards
- Extensive world travel and international aid work have developed my resourcefulness, flexibility, creativity, cultural sensitivity, and problem-solving skills.

Licenses

Hawai'i State Teaching License: #YYE180, expires 06/2017

Education

Master of Arts: Human Development
Pacific Oaks College, Pasadena, CA

Teaching Credential and Graduate Studies in Elementary and Early Childhood Education
Pacific Oaks College, Bellevue, WA

Bachelor of Arts: Telecommunications; Minor: Comparative Literature
Indiana University, Bloomington, IN

Related Professional Experience

- **Executive Director**
Vipassana Hawai'i, Kapa'au HI; 2010-present
Responsible for all ED functions including program planning and fund raising
- **Program Coordinator and Teacher: Health, Wellness, and Yoga Education**
Kohala Elementary and Middle Schools, Kapa'au HI; 2008-2009 and 2010-2011
- **4th Grade Teacher; All Core Subjects**
The International School of Panama, Panama City, Panama; 2009-2010
- **North Hawai'i Educational Programs Coordinator and Community Organizer**
Recycle Hawai'i, Hilo HI; 2007-2009
- **5th - 8th Grade Teacher; Language Arts, Math, Social Studies, and Spanish**
Waimea Country School, Kamuela HI; 2005-07
- **Lecturer - Department of Early Childhood Education**
Hawai'i Community College, Hilo HI; 1998-2006
I also served as an instructor for the department's community education program
- **Program Director and Teacher: Gifted and Talented Program**
Kohala Elementary School, Kapa'au HI; 1998-2003

Skills

- Grant proposal writing, PC and Mac savvy, QuickBooks, Excel, Exceed, email marketing software, social media communications
- Research, interview, and written skills at or above Masters-thesis level
- Extensive public speaking experience in classrooms, businesses, and community events
- Ability to multi-task, lead teams, manage projects, and meet deadlines; self-starter

Professional Development

- Undergraduate Coursework in the Sciences; 2009-10
- Yoga Ed. Instructor Training; 2008
- West Hawai'i Hospice Volunteer Training; 2006
- Disaster Response Training; American Red Cross; 2006
- Yoga Teacher Training - Aadil Palkivahla; 2006
- Non-Violent Conflict Resolution Project; University of Hawai'i-Manoa; 2003
- Traditional Asian-American and Pacific Island Values in the Classroom; 2002
- Hawaiian Culture and Curriculum; 2002

Professional and Community Outreach

- Wastestream Hawai'i Committee Member, Hawi HI; 2000-present
- Board of Directors, Kohala Stars Preschool; Kapa'au HI; 2004-2009
- International Aid Worker, Burma; Aloha Medical Missions; 2007 and 2008
- Member, Gifted and Talented Education Taskforce; Big Island HI 2001-03
- Statewide Contract Negotiations Committee Member, Hawaii State Teachers Association; 2000-2002

Goals

- Continued involvement in community education
- Ongoing cultivation of lifelong learning in self and others
- Locally-based community service as well as humanitarian aid work around the world

References

Bob Martin Advisor Vipassana Hawai'i 808-896-0101 bobmartin@hawaii.rr.com	Paul Buklarewicz Executive Director Recycle Hawai'i 808-329-2886 pjb01@hawaii.rr.com	Amy Sailing Head of School Waimea Country School 808-885-0067 asailing@waimeacountryschool.org
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PROFESSIONAL EXPERIENCE

North Kohala Community Resource Center

Executive Assistant • February '06 to present

- Represent the Resource Center in the community
- Answer telephone, order supplies
- Process incoming and outgoing mail
- Perform miscellaneous typing, filing, copying, faxing and collating of materials
- Coordinate office volunteers
- Collate and mail proposals
- Assist with preparation and mailing of annual report and semi-annual newsletter
- Perform data entry necessary for accounting, project management, and fund development in QuickBooks and Exceed Programs.

Robert R. Watkins, M.D.

Office and Billing Clerk 1993-2004

- Answer telephone, schedule appointments
- Assist Doctor in patient care
- Dispense medication to patients
- Keep accurate records in patient charts
- Scheduling patient appointments to other doctor's offices
- Scheduling patient labs and x-rays
- Cleaning of office
- Ordering supplies
- Process daily patient billing sheets
- Process Insurance Explanation of Benefits
- Process patient payments
- Print insurance claim forms and patient bills
- Filing
- Perform the Monthly and Year-End Close

H & R Block

Office Clerk 1992-2004

- Answer Telephone, schedule appointments
- Print and set-up client folders
- Filing
- Print Rapid Refund Checks

Mauna Kea Beach Hotel

Housekeeping Supervisor 1985-1989

- Supervise maids in cleaning rooms
- Inspect rooms and turn over to Front Desk
- Make Department budget
- Scheduling of workers
- Work closely with managers and guest

EDUCATION

Fort Dodge Senior High 1970-1973

High School Diploma

Office Procedures

JUANITA RIVERA

P. O. Box 527, Kapaa, HI 96755 • 808 896-1552 • juanita@northkohala.org



Chardelle Makale'anani Yamamoto

P.O. Box 944, Kapaau, Hawaii 96755
Cellular: (808) 987-5461 Email: char_yama_12@hotmail.com

Objective:

Seeking a career opportunity that offers increasing responsibilities and assignments where I can apply my strong background in Software Applications and Management

Skills:

- QuickBooks
- Type: 51 words per minute
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Customer Service
- Flexible
- Organized
- People-Oriented
- Detailed-Oriented

Education:

Bachelors Degree in Business Administration with concentration in Management
American InterContinental University-Online

Graduation: May 2009

Associate in Applied Science in Business Administration with an emphasis in Software Technologies
Heald College-Honolulu, Hawaii

Graduation: January 2007

Phi Theta Kappa Honor Society Member

Outstanding Graduate for January 2007 Graduation

Awards: First thru Sixth Quarter Dean's List and Perfect Attendance

Employment:

August 2011-Current

Kohala Zipline
Kapaau, Hawaii

Guest Service Representative

- Provide excellent customer service from reservations to check-in, while out on tour and upon departure
- Insure all guests' experience was a memorable, enjoyable and fulfilling opportunity
- Proficiently communicate between management, guides and guest service representatives

July 2009-September 2011

Mauna Lani Spa
Mauna Lani, Hawaii

Program Advisor

- Provide customer service by assisting the guests' request upon making reservations
- Communicate efficiently with guests and associates
- Guide the guest in choosing the utmost experience treatment(s) during their stay in Hawaii

September 2009-June 2010

Uplink Program
Kohala Middle School, Hawaii

Tutor/Module Leader

- Assist the students with their homework questions
- Work with the students to help them understand the school work and real life situations
- Provide an atmosphere for the students to express themselves through crafts

Associations:

- Voluntarily assist as co-chair of Relay for Life in Kohala-August 2010, August 2011 & August 2012
- Coordinate as a Representative a State-Wide Conference in Kona-June 2010
- Participated as the 2010 Kamehameha Day Celebration Parade Grand Marshall-June 2010
- Assisted as a service project volunteer to clean at a Elderly Care Residence-March 2009
- Led Business Team at the Battle of the Majors to Second Place as Team Captain-November 2006

Organizational Chart
North Kohala Community Resource Center
North Kohala, Big Island of Hawaii

President, Board of Directors

Board of Directors

Executive Director

Executive Assistant

Associate Director

Administrative Assistant

Volunteers